

**Ordinance & Syllabus
of
Under Graduate Course (BBA as per NEP 2020)**



w.e.f.: July 2022 –23

**Department of Business Management
H.N.B. Garhwal University Srinagar, Garhwal Uttarakhand-246174**

As approved by the Board of Studies on 19th September, 2022

Ordinance and Syllabus for BBA under NEP (2022 – 23 onwards)
Bachelor of Business Administration (BBA)
Four-Year (Eight-Semester) Full-Time Programme

The undergraduate programme with research/ honours (BBA) shall be of four-years duration, with multiple entry and exit points and re-entry options. Each academic year is divided into two semesters. The four years interdisciplinary/ multidisciplinary Bachelor's Programme (BBA) is the preferred option as it allows the opportunity to experience the full range of holistic and multidisciplinary education with a focus on major and minor subjects as per the student's preference. The programme may also lead to a degree with research, if the student completes a rigorous research project/ dissertation in the major area(s) of study during eight semesters. Thus, the BBA Programme shall extend over four academic years (eight semesters) with multiple entry and exit options.

An academic year shall consist of two semesters

Odd Semester (I, III, V & VII Semesters)	July to December
Even Semester (II, IV, VI & VIII Semesters)	January to June

The academic calendar for each semester shall be notified by the University well before the commencement of the semester.

Eligibility and Credit Requirements:

Any candidate having passed the Intermediate (10+2) Examination in any discipline, from a recognized Examination Board, shall be eligible to apply for the course (BBA Programme as per NEP 2020). Students are also advised to go through the ordinances of the University relating to the undergraduate programme as per NEP 2020 in detail. These ordinances are available on the official website of HNB Garhwal University Srinagar Garhwal (www.hnbgu.ac.in). The entry and credit requirement at various level of BBA Programme are as under:

Entry and Credit Requirements at various Levels of BBA Programme:

Level of Programme	Requirements of the Programme	
Level 5: Undergraduate Certificate	Entry requirements	<ul style="list-style-type: none"> • Certificate obtained after successful completion of Grade 12 or equivalent stage of education. • Admission to the first year of the undergraduate programme (BBA) will be open to those who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations. Admission will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and validation of prior learning outcomes) of the applicant's ability to pursue an undergraduate programme of study.
	Credit requirements for a Bachelor's Degree (BBA)	<ul style="list-style-type: none"> • The successful completion of the first year (first two semesters) of the undergraduate (BBA) programme involving credit hours ranging between 40 – 44 hours followed by an exit 10-credit skills-enhancement course, including at least 6-credit job-specific internship/apprenticeship, as per the UGC Guidelines, that would help the graduates acquire job-ready competencies required to enter the workforce.
Level 6: Undergraduate Diploma	Entry requirements	<ul style="list-style-type: none"> • Continuation of study or lateral entry in the second year of the undergraduate (BBA) programme will be possible for those who have met the entrance requirements, including specified levels of attainment, specified in the programme regulations. The continuation of study will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and certification of prior learning) of the applicant's ability to pursue an undergraduate programme of study. • Lateral entry into the programme of study leading to the Undergraduate Diploma will be based on the validation of prior learning outcomes achieved, including those achieved outside of formal learning or through learning and training in the workplace or in the community, or through continuing professional development activities, or through independent/self-directed learning activities.
	Credit requirements for a Bachelor's Degree (BBA) 3	<ul style="list-style-type: none"> • The successful completion of the first two years (four semesters) of the undergraduate (BBA) programme involving credit-hours ranging between 80-88 hours followed by an

		exit 10-credit skills-enhancement course, including at least 6-credit job-specific internship/apprenticeship, as per the UGC Guidelines, that would help the graduates acquire job-ready competencies required to enter the workforce.
Level 7: Bachelor's Degree (BBA)	Entry requirements	<ul style="list-style-type: none"> Continuation of study or lateral entry in the third year (fifth semester) of the undergraduate (BBA) programme will be possible for those who have met the entrance requirements, including specified levels of attainment, specified in the programme regulations. The continuation of study will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and certification of prior learning) of the applicant's ability to pursue an undergraduate programme of study. Lateral entry into the programme of study in the fifth semester of the undergraduate (BBA) programme will be based on the validation of prior learning outcomes achieved, including those achieved outside of formal learning or through learning and training in the workplace or in the community, or through continuing professional development activities, or through independent/self-directed learning activities.
	Credit requirements for a Bachelor's Degree (BBA)	The successful completion of the first three years (six semesters) of the undergraduate (BBA) programme involving at least a range of 120 -132 credit-hours.
Level 8: Bachelor's Degree (BBA) with Hons./Research	Entry requirements	<ul style="list-style-type: none"> An individual seeking admission to the bachelor's degree (Honours/ Research) in a specified field of learning would normally have completed all requirements of the relevant 3-year Bachelor's degree. (After completing requirements of a 3-year bachelor's degree, candidates who meet a minimum CGPA of 7.5* will be allowed to continue studies in the fourth year of the undergraduate programme leading to the bachelor's degree (Research). Continuation of undergraduate (BBA) programme leading to the bachelor's degree (Honours/Research) will be open to those who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations. Continuation of the programme of study will be based on the evaluation of documentary evidence (including the academic record and/or evidence relating to the assessment and
	4	

		<p>certification of prior learning) of the applicant's ability to pursue study during the fourth year (semesters 7 & 8) of the 4-year Bachelor's degree (Honours/Research) programme. Lateral entry into the programme of study at NHEQF level 8 will be based on the validation of prior learning outcomes, including those achieved outside of formal learning or through learning and training in the workplace through continuing professional development activities, or through independent/ self-directed/ self-managed learning activities.</p>
	<p>Credit requirements for a bachelor's degree (BBA)</p>	<p>Successful completion of the 4-year (eight semesters) undergraduate (BBA Research/ Honours) programme involving the range of 160-176 credits, with 40-44 credits at level 5, 40-44 credits at level 6, 40-44 credits at level 7, and 40-44 credits at level 8 on the NHEQF.</p>

Credit Requirements and Qualifications at different levels on the NHEQF:

The level of the four years BBA Programme shall be as per the Draft National Higher Educational Qualification Framework (NHEQF). As per the guidelines, the number of credits to be earned at each level are as under:

NHEQF Level	Nomenclature (qualifications within each level)	Credit earned without exit option	Credit earned with exit option
Level – 5	Undergraduate Certificate for those who exit after successful completion of first year (two semesters) of the undergraduate programme	40	50
Level – 6	Undergraduate Diploma for those who exit after successful completion of second year (four semesters) of the undergraduate programme	80	90
Level – 7	Bachelor’s Degree for those who exit after successful completion of three years (six semesters) of the four year undergraduate programme	120	-
Level – 8	Bachelor’s Degree with Honours for those who have successfully completed four years (eight semesters) of the undergraduate programme	160	-
Level – 8	Bachelor’s Degree with Research* for those who have successfully completed four years (eight semesters) of the undergraduate programme	160	-

*Candidates who meet the minimum CGPA (Cumulative Grade Point Average) of 7.5 till Level 7 will be allowed to continue studies in the 4th year of BBA Programme leading to BBA (Bachelors’ Degree – Research) – Level 8. Others can either exit after Level 7 acquiring the BBA Degree or can pursue BBA (Honours) – Level 8.

- The three-year BBA programme shall be of 120 credit points and the four-year BBA Hons. / Research programme shall be of 160 credit points.
- Candidates qualifying Level 8 of BBA Programme will have an option to pursue 1 year (2 semesters) Master’s Degree Programme (MBA).
- Candidates who exit after Level 7 can pursue 1-year (2 semesters) Post – Graduation Diploma Programme (MBA Diploma) or 2-year (4 semesters) Master’s Degree Programme (MBA).

Candidates who opt for BBA with Research (Level 8) will have an option to enroll directly in the Doctorate Degree Programme (Level 10), provided the candidate has published research work (as per UGC Guidelines) based on the research/ investigation conducted during Level 8

of the Four-Year BBA Programme in addition to other requirements as laid down in the curriculum framework.

- The BBA Programme/ course is designed /developed keeping in view the outcome-based approach as envisaged by the University Grants Commission (UGC). The Programme Learning Outcomes (PLOs)/ Course Learning Outcomes (CLOs) have been properly defined in the curriculum ensuring the achievement of discipline specific outcome and generic learning outcomes. In order to get the details of various learning outcomes and learning outcomes descriptors required at each level, the students/ faculty may visit to NHEQF framework which is available at https://www.ugc.ac.in/pdfnews/2142241_NHEQF-Draft.pdf
- **Self and Social Development (SSD) Course Work:** This Self and Social Development (SSD) course work of 2 credits will be compulsory for all students of UG Program. This course work is compulsorily to be completed in any one semester, i.e., within 1st to 6th semesters if the student exits after three years of BBA Program and within 1st to 8th semesters if the student exits after completing BBA Hons. /Research Program. This course work of 2 credits will be in addition to 120 credits or 160 credits, as the case may be. The University will offer two courses under SSD that are **(1) Community Connect & Service (2) Extracurricular activities**. The students will have a choice to complete **any one** of the following two course works.

(1) Community Connect & Service: This course is aimed to connect students with community with the objective of understanding their issues and delivering their valuable inputs for the welfare of society. Student will have to offer a minimum of 30 hours of service for completing the course. This mandatory service of 30 hours may be completed through any social activity organised under the banner of “Swaach Bharat”, “Ek Bharat Shrestha Bharat”, “NSS”, “NCC”, “Namami Gange” or activities organised by the Campus or Departments. Student will have to produce a certificate in this regard from the organizers of the event(s).

OR

(2) Extracurricular Activities: This course work requires student’s participation in University Demarcated Activity, such as participation/ representation of institution in Intercollegiate Activity/ State Level Activity/ National Level Activities. A committee set up by the University will verify the student’s participation in activities for award of credits for the course work.

- **Remote/blended learning modes:** Options will be available for students to earn credit by completing quality-assured remote learning modes, including online programmes offered on the Study Webs of Active Learning for Young Aspiring Minds (SWAYAM: www.swayam.gov.in) or other online educational platform approved by the competent body from time to time. Students may opt to earn credits from such courses required for the award⁷ of a certificate/Diploma/Degree.

Semester Pattern & Credit System:

The workload relating to a course is measured in terms of credit hours. A credit is a unit by which the course work is measured. It determines the number of hours of instruction required per week for the duration of a semester (15-16 weeks). One credit is equivalent to 15 hours of teaching (lecture or tutorial) or 30 hours of practical or field work or community engagement and service per semester. Credit is awarded to a learner in recognition of the verified achievement of the defined learning outcomes. One credit involves 30 hours of out-of-class activities, such as preparation for classes/lessons, completing assignments which form a part of the course work, and independent reading and study per semester and 15 hours of out-of-class activities per semester for practicum.

There shall be two sessional tests and one end-semester examination. The sessional tests shall carry 30% of the total marks of the course. The marks of sessional tests shall be taken into account for computation of Grades. There shall be written end-semester examination which shall be of two hours duration carrying 70% of total marks assigned for the course. Evaluation shall be done on a continuous basis, three times during each semester.

Sessional tests may employ one or more assessment tools, such as objective tests, assignments, paper presentation, laboratory work, field work, etc. suitable to the course. This requires an element of openness. Students shall compulsorily attend two sessional tests. The sessional test as a part of the continuous internal assessment shall be conducted and evaluated by the teacher offering the course.

The detailed semester-wise scheme of BBA (Research/Honours) four-year programme along with credit requirement is as follows.

Course Structure along with Credit Distribution

BACHELOR OF BUSINESS ADMINISTRATION (BBA) – FIRST YEAR

BBA Semester – I							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-101	Management & Organizational Behavior	Core Subject (CS) – 1	5	1	0	6
2.	SOM/BBA/CS-102	Business accounting	Core Subject (CS) – 2	4	1	1	6
3.	SOM/BBA/MD-103	Entrepreneurship Development	Additional- Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 1	3	1	0	4
4.	SOM/BBA/SEC-104	Leadership & Teamwork	Skill Enhancement Course (SEC – 1)	1	1	0	2
5.	SOM/BBA/VAC-105	Life Skills & Personality Development	Value Addition Course (VAC – 1)	1	1	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – II							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-201	Human Resource Management	Core Subject (CS) – 3	5	1	0	6
2.	SOM/BBA/CS-202	Business Statistics	Core Subject (CS) – 4	4	1	1	6
3.	SOM/BBA/MD-203	Production & Operations Management	Additional- Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 2	4	0	0	4
4.	SOM/BBA/SEC-204	IT Tools for Business	Skill Enhancement Course (SEC – 2)	1	0	1	2
5.	SOM/BBA/VAC-205	Understanding and connecting with environment	Value Addition Course (VAC – 2)	1	1	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

Note: a) Student, on exit, after successfully completing first year (i.e., securing minimum required 50 credits, including minimum required 10 credits for Internship as per the UGC Guidelines: https://www.ugc.ac.in/pdfnews/1887287_Research-Internship-Guidelines-120522.pdf), will be awarded “Undergraduate Certificate” of one year, in Business Administration.

Multidisciplinary (M.D) courses can be opted by the students of Business Administration as well as other streams.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) – SECOND YEAR

BBA Semester – III							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-301	Managerial Economics	Core Subject (CS) – 5	5	1	0	6
2.	SOM/BBA/CS-302	Principles of Marketing	Core Subject (CS) – 6	5	1	0	6
3.	SOM/BBA/MD-303	India's Diversity and Business	Additional-Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 3	4	0	0	4
4.	SOM/BBA/SEC-304	Personality Development and Communication	Skill Enhancement Course (SEC – 3)	1	0	1	2
5.	SOM/BBA/VAC-305	Indian Knowledge System (IKS)	Value Addition Course (VAC – 3)	1	0	1	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – IV							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-401	Management Accounting	Core Subject (CS) – 7	5	1	0	6
2.	SOM/BBA/CS-402	Business & Marketing Research	Core Subject (CS) – 8	5	1	0	6
3.	SOM/BBA/MD-403	Ethics and Corporate Social Responsibility	Additional-Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 4	4	0	0	4
4.	SOM/BBA/SEC-404	E-Commerce	Skill Enhancement Course (SEC – 4)	2	0	0	2
5.	SOM/BBA/VAC-405	Additional Multidisciplinary Skill course (AMSC): Any one of the following 1. Nursery training course 2. Basic Yoga practices 3. Physical education/sport management 4. Folk and culture 5. Indian traditional music	Value Addition Course (VAC – 4)	0	0	2	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

Note: Student, on exit, after successfully completing two years (i.e., securing minimum required 90 credits, including minimum required 10 credits for Internship as per the UGC Guidelines: https://www.ugc.ac.in/pdf/news/1887287_Research-Internship-Guidelines-120522.pdf), will be awarded “Undergraduate Diploma” of two years in Business Administration.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) – THIRD YEAR

BBA Semester – V							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS–501	Financial Management	Core Subject (CS) – 9	5	1	0	6
2.	SOM/BBA/CS–502	Macro Economics	Core Subject (CS) – 10	5	1	0	6
3.	SOM/BBA/VC-503	Financial Literacy	Field Visit/ Vocational Course (FV/ VC – 1)	2	0	2	4
4.	SOM/BBA/VAC–504	Culture, Traditions and Moral Values	Value Addition Course (VAC – 5)	2	0	0	2
5.	SOM/BBA/MIL – 505	English / Modern Indian Language (MIL) – I	Indian, Modern, Regional Language (Language – 1)	2	0	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – VI							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS– 601	Quantitative Techniques for Management	Core Subject (CS) – 11	5	1	0	6
2.	SOM/BBA/CS– 602	Legal Aspects of Business	Core Subject (CS) – 12	5	1	0	6
3.	SOM/BBA/FV-603	Summer Internship and Viva-voce	Field Visit/ Vocational Course (FV/ VC – 2)	0	1	3	4
4.	SOM/BBA/VAC-604	Communication skills	Value Addition Course (VAC – 6)	1	1	0	2
5.	SOM/BBA/MIL – 605	English language – II	Indian, Modern, Regional Language (Language – 2)	2	0	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

Note: Student, on exit, after successfully completing three years (i.e., securing minimum required 120 credits) and completion of SSD course work in any one semester within one to six semesters, will be awarded “Bachelor’s Degree” of three years in Business Administration.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH RESEARCH) – FOURTH YEAR

BBA Semester – VII							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS– 701	Business Policy & Strategies	Core Subject (CS) – 13	3	1	0	4
2.	SOM/BBA/CS-702	Financial Institutions and markets	Core Subject (CS) – 14	3	1	0	4
3.	SOM/BBA/CE– 703-F1/M1/H1/I1	Any one of the Following 1. International Finance 2. Consumer Behavior 3. Training and development 4. Global Business Environment	Course Elective (CE – 1)	3	1	0	4
4.	SOM/BBA/RBC-704	Research Methodology	Research Based Course (RBC – 1)	5	1	0	6
5.	SOM/BBA/RBC – 705	Ethical Issues in Research	Research Based Course (RBC – 2)	2	0	0	2
Total Credit							20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – VIII							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS– 801	Project Management	Core Subject (CS) – 15	3	1	0	4
2.	SOM/BBA/CS – 802	Econometrics	Core Subject (CS) – 16	3	1	0	4
3.	SOM/BBA/CE – 803-F2/M2/H2/I2	Any one of the Following 1. Strategic Corporate Finance 2. Advertising and Brand Management 3. HRD: System and Strategies 4. International Joint Ventures, Mergers and Acquisitions	Course Elective (CE – 2)	3	1	0	4
4.	SOM/BBA/RBC– 804	Dissertation and viva- Voce	Research Based Course (RBC – 3)	3	0	3	6
5.	SOM/BBA/RBC – 805	Research Paper Writing and Seminar [Presentation Skills (Oral)]	Research Based Course (RBC – 4)	1	0	1	2
Total Credit							20

L = Lectures, T = Tutorials, P = Practical

Note: Student, after successfully completing four years (i.e., securing minimum required 160 credits) and completion of SSD course work in any one semester within one to eight semesters, will be awarded “Bachelor’s Degree with Research” of four years in Business Administration.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH HONOURS) – FOURTH YEAR

BBA Semester – VII							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS–701	Business Policy & Strategies	Major Core Subject (CS) – 13	3	1	0	4
2.	SOM/BBA/CS-702	Financial Institutions and markets	Major Core Subject (CS) – 14	3	1	0	4
3.	SOM/BBA/MCE-703- HF1/HM1/HH1/HI1	<u>Any one of the Following</u> 1. Finance Modelling and Derivatives 2. Retail Management 3. Performance and Compensation Management 4. Multinational Business Finance	Major Course Elective(CE – 1)	3	1	0	4
4.	SOM/BBA/MICS – 704	Investment Analysis & Portfolio Management	Minor Core Subject (MINCS – 1)	2	1	0	3
5.	SOM/BBA/MICE–705- HF1/HM1/HH1/HI1	<u>Any one of the Following</u> 1. Investment banking and Financial Services 2. Marketing of services 3. Management of Industrial Relations 4. International Trade Policy & Strategy	Minor Course Elective(MINCE – 1)	2	1	0	3
6.	SOM/BBA/RBC–706	Basic Research Methods-I	Research Based Course (RBC – 1)	2	0	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

BBA Semester – VIII							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS–801	Project Management	Major Core Subject (CS) – 13	3	1	0	4
2.	SOM/BBA/CS – 802	Econometrics	Major Core Subject (CS) – 14	3	1	0	4
3.	SOM/BBA/MCE–803- HF2/HM2/HH2/HI2	<u>Any one of the Following</u> 1. Business Analysis and valuation 2. Distribution and supply Chain Management 3. Cross Cultural HRM 4. International Distribution and supply Chain Management	Major Course Elective (CE – 1)	3	1	0	4
4.	SOM/BBA/MICS–804	Project Report and Viva-Voce	Minor Core Subject (MINCS – 2)	2	1	0	3

5.	SOM/BBA/MICE-805-HF2/HM2/HH2/HI2	Any one of the Following 1. Working Capital Management 2. International Marketing Management 3. Talent and Knowledge Management 4. Transactional and Cross Cultural Marketing	Minor Course Elective (MINCE – 2)	2	1	0	3
6.	SOM/BBA/RBC-806	Basic Research Methods-II	Research Based Course (RBC – 2)	2	0	0	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

Note: Student, after successfully completing four years (i.e., securing minimum required 160 credits) and completion of SSD course work in any one semester within one to eight semesters, will be awarded “Bachelor’s Degree with Honours” of four years in Business Administration.

Course Code : SOM/BBA/CS-101
Course Name : Management & Organization Behaviour
Semester/ Year : I Semester

Course Objectives:

To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

Course Content:

Unit I

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. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos.

Books and references:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus, National Publishing House, New Delhi.

Course Code : SOM/BBA/CS-102
Course Name : Business Accounting
Semester/ Year : I Semester

Course Objectives:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Content:

Unit I

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger

Unit II

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 Depreciation –Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III

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 IV

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.

Books and references:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

Course Code : SOM/BBA/MD-103
Course Name : Entrepreneurship Development
Semester/ Year : I Semester

Course Objectives:

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 Content:

Unit I

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; Steps in strategic planning, 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; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship.

Unit II

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

Unit III

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-profits Organization; Financing and Risks; Business Strategies and Scaling up.

Unit IV

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 V

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.

Books and references:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton school Publishing.
11. Scarborough &Zimmerer, Effective Small Business Management
12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press

Course Code : SOM/BBA/SEC-104
Course Name : Leadership &Teamwork
Semester/ Year : I Semester

Course Objectives:

- . To provide a framework for the students to understand the importance of Leadership and team effectiveness in organizations.
- To develop an understanding of the interpersonal processes and group dynamics.
- To provide a theoretical understanding of leadership practices in organizations.
- To provide an understanding of factors influencing teamwork and team leadership.
- To evaluate the role of leadership in the development of an institution.

Course Content:**Unit I**

Introduction to Leadership & Team Management; Leadership Myths; Interactional Framework for analyzing leadership; Leadership Development: The First 90 Days as a Leader; Leader Development- The Action-Observation-Reflection Model.

Unit II

Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership

Unit III

Power and Leadership; The art of influence in leadership; Leadership and “Doing the Right Things; Character-Based Approach to Leadership; Role of Ethics and Values in Organisational Leadership;Leadership Behaviour; Leadership Pipeline; Assessing Leadership Behaviors: Multi-rater Feedback Instruments.

Unit IV

Delegation and Empowerment; Leading teams: Enhancing teamwork within a group; The leader’s role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development

Unit V

Understanding Team processes and Team Coaching; Team decision making and conflict management; Virtual teams; Managing Multicultural teams; Building great teams

Books and references:

Leadership: Enhancing the lessons of experience by Hughes, R.L., Ginnett, R.C., & Curphy, G.J. (2019), 9th Edition, McGraw Hill Education, Chennai, India.

Course Code	: SOM/BBA/VAC-105
Course Name	: LIFE SKILLS AND PERSONALITY DEVELOPMENT
Semester/ Year	: I Semester

Course Objectives: The course aims to provide in-depth information about life skills and personality development. It will help the learner gain a better understanding about those around.

Course Content:

Unit I

Career and Professional Skills (06) Career and Professional Skills: Listening Skills, Reading Skills, Writing Skills, Effective Resume preparation, Interview Skills, Group Discussion Skills, Exploring Career Opportunities, Psychometric Analysis and Mock Interview Sessions Team Skills: Cognitive and Non-Cognitive Skills, Presentation Skills, Trust and Collaboration, Listening as a Team Skill, Brainstorming, Social and Cultural Etiquettes Digital Skills: Computer skills, Digital Literacy and Social Media, Digital Ethics and Cyber Security

Unit II

Attitude and Motivation; Attitude: Concept, Significance, Factors affecting attitudes, Positive attitude - Advantages, Negative attitude- Disadvantages, Ways to develop positive attitude, Difference between personalities having positive and negative attitude. Motivation: Concept, Significance, Internal and external motives - Importance of self- motivation, Factors leading to de-motivation, Maslow's Need Hierarchy Theory of Motivation

Unit III

Stress-management and Development of Capabilities; Development of will power, imagination through yogic lifestyle- Development of thinking, emotion control and discipline of mind through Pranayama- Improvement of memory through meditation-Stress: meaning, causes, and effects of stress in life management- Stress: psycho- physical mechanism, management of stress through Yoga.

Unit IV

Other Aspects of Personality Development; Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader - Character-building - Team-work - Time management - Work ethics – Good manners and etiquette.

Unit IV

Health and Hygiene; Health and Hygiene- Meaning and significance for Healthy Life, Exercise and Nutrition and Immunity. Obesity- Meaning, Types and its Hazards. - Physical Fitness and Health Related Physical Fitness- Concept, Components and Tests, Adventure Sports.

Books and references:

- Barun K. Mitra, "Personality Development & Soft Skills", Oxford Publishers, Third impression, 2017.
- Ghosh, Shantikumar. 2004. Universal Values. Kolkata: The Ramakrishna Mission
- Larry James, "The First Book of Life Skills"; First Edition, Embassy Books, 2016.
- L.Chaito : Relaxation & Meditation Techniques, 1983 • Michael Aegyle : Bodily Communication, Methuen, 1975
- Mulligan J : The personal Management (handbook)
- M.L. Kamlesh (1998), "Psychology in Physical education and Sports" Metropolitan Book Company, New Delhi
- Patra, Avinash. 2012. The Spiritual Life and Culture of India. London: Oxford University Press.
- Postonjee D.M.: Stress and Coping, The Indian Experience, sage Publication, New Delhi
- R.D. Sharma (1979), "Health and Physical Education" Gupta Prakashan, New Delhi.
- Shiv Khera, "You Can Win", Macmillan Books, New York, 2003.
- Acharya Maha Pragya- Shakti ki Sadhna (Hindi medium)
- Acharya Mahapragya- Naya manav, naya Vishwa, Adarsh Sahitya Sangh, Churu (Hindi medium)
- Shiv Khera- Jeet Apki (Hindi medium)

Note: Learners are advised to use the latest edition of readings.

Course Code : SOM/BBA/CS-201
Course Name : Human Resource Management
Semester/ Year : II Semester

Course Objectives: 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 Content:

Unit I

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations.

Unit II

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III

Training: Concept, Needs, Systematic approach to training, methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

Compensation: Steps of determining compensation, 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 IV

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.

Books and references:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

Course Code : SOM/BBA/CS-202
Course Name : Business Statistics
Semester/ Year : II Semester

Course Objectives: 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 Content:

Unit I

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. 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 II

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 III

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 unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

Unit IV

Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.

Unit V

Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. **Using Non-parametric statistics for hypothesis testing.**

Books and references:

2. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
3. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
4. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

Course Code : SOM/BBA/MD-203
Course Name : Production and Operations Management
Semester/ Year : II Semester

Course Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course Content:

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

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

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location –Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis.

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory : Poisson-Exponential Single Server Model with Infinite Population.(question based on M/M/1.

Books and references:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

Course Code : IT Tools for Business
Course Name : SOM/BBA/SEC-204
Semester/ Year : II Semester

Course Objectives: To equip students with the basics of computers.

Course Content:

Unit I

Concept of Computers- Brief History of Computers, Generation and Its Evolution, Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers, Advantages, Disadvantages of Computers, Main Areas of Computers and their Applications.

Unit II

Types of Computers – Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computers, and Super Computers.

Unit III

Operating System and Office Automation: Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compilers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels.

Unit IV

Information Technology: Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope.

Unit V

Computer Application in different fields-Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and Functions, Set Commands, Sorting, Indexing.

Books and references:

- (1) Computer Fundamentals, P.K.Sinha
- (2) Introduction to Computer Science, Rajaraman. V
- (3) MIS Tools and Design, Bocchino William. A
- (4) Principles of MIS, Scot, George. M
- (5) Management Information and Control System, Kanter

Course Code : SOM/BBA/VAC-205
Course Name : UNDERSTANDING AND CONNECTING WITH ENVIRONMENT
Semester/ Year : II Semester

Course Objectives: To enable the students to acquire the basic knowledge of Environmental Science.

Course Outcomes: After completion of the course, learners will be able to:

1. Understand the scope and importance of multidisciplinary nature of environmental science and sustainability.
2. Understand the meaning and concept of renewable and non-renewable resources.
3. Understand the levels of biodiversity and threats to biodiversity. They will also learn the types of environmental pollution and assess the steps to overcome them.
4. Examine the various policies and practices adopted by the Government to protect the environment of the nation.
5. Assess the impact of human population growth on environment and to know the importance of various disaster management techniques and environmental movements

Course Content:

Unit I

Understanding of Environment (i) Definition, scope and importance of Environment, Multidisciplinary nature of Environmental Sciences (ii) Understanding of Ecology and Ecosystems, Ecological Succession and Ecosystem Services (iii) Energy flow in an Ecosystem; Food Chain, Food Web and Ecological Pyramids (iv) Human interaction with its Environment.

Unit II

Natural Resources and Biodiversity Conservation (i) Basic concept, types and values of Natural Resources (ii) Resource Consumption, Restoration and Conservation Practices and Sustainable Development (iii) Concept, values and distribution of Biodiversity and its linkages with culture, health and people (iv) Threats to Biodiversity and Biodiversity conservation

Unit III

Global Environmental issues (i) Environmental Pollution and Waste Management (ii) Climate Change, Green House Effect and Global Warming (iii) Radiations, Nuclear and Technological Hazards (iv) Population Growth, Disaster, Pandemic and Human Health Risks

Unit IV

Environment and Society (i) Origin and Evolution of Human; Social, Cultural and Religious Structure and values of Environment (ii) Traditional Wisdom, Indigenous/traditional Communities and Livelihood Security 4.3 Industrial Society, Modernization and Adaptations to Natural and Anthropogenic variations (iii) Environmental Movements, Environmental Ethics and Legislations (iv) Connecting human society with conservation and management of water, energy, biodiversity, culture and heritage and waste management

Books and references:

1. World Commission on Environment and Development. 1987. Our Common Future. Oxford University Press.
2. Ramakrishnan, P.S., Purohit, A.N., Saxena, K.G., Rao, K.S., Maikhuri, R. K. 1996. Conservation and Management of Biological Resources in Himalaya. Oxford & IBH Publishing Co. Pvt. Ltd. New Delhi
3. Erach Bharucha, Environmental Studies. 2004. UGC and BVIEER Pune
4. Khanduri, I., Pandey, M., Maikhuri, R. 2006. Environment and Ecology, Trans media Publication Srinagar Garhwal
5. Pepper, I. L., Gerba, C. P. & Brusseau, M. L. 2011. Environmental and Pollution Science. Academic Press.
6. Paryavaran Mitra. Explore, Discover, Think, Act. 2011. Centre for Environmental Education
7. P.D. Sharma, 2012 Ecology and Environment. Rastogi Publication
8. Sodhi, N.S., Gibson, L. & Raven, P. H. (eds). 2013. Conservation Biology: Voices from the Tropics. John Wiley & Sons.
9. Singh, J. S., Singh, S. P. and Gupta, S. R. 2014. Ecology, Environmental Science and resource Conservation. Anamaya Publishers.
10. Gopal. B., Bhardwaj, N. Elements of Ecology. Vikas Publication House New Delhi Note: Learners are advised to use the latest edition of readings.

BACHELOR OF BUSINESS ADMINISTRATION (BBA) – SECOND YEAR

BBA Semester – III							
S. No.	Course Code	Course Name	Course Structure	Periods			Credits
				L	T	P	
1.	SOM/BBA/CS-301	Managerial Economics	Core Subject (CS) – 5	5	1	0	6
2.	SOM/BBA/CS-302	Principles of Marketing	Core Subject (CS) – 6	5	1	0	6
3.	SOM/BBA/MD-303	India's Diversity and Business	Additional-Multidisciplinary/ Interdisciplinary (M.D./I.D.) – 3	4	0	0	4
4.	SOM/BBA/SEC-304	Personality Development and Communication	Skill Enhancement Course (SEC – 3)	1	0	1	2
5.	SOM/BBA/VAC-305	Indian Knowledge System (IKS)	Value Addition Course (VAC – 3)	1	0	1	2
			Total Credit				20

L = Lectures, T = Tutorials, P = Practical

Course Code : SOM/BBA/ DSC-301
Course Name : Managerial Economics
Semester/ Year : III Semester

Course Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course Content:

Unit I

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behavior : 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 II

Producer and optimal production choice : optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources) Costs and scale : traditional theory of cost (short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope

Unit III

Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

Unit IV

Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Books and references:

1. Dominick Salvatore (2009). Principles of Microeconomics (5 th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7 th ed.). Pearson.

Course Code : SOM/BBA/ DSC-302
Course Name : Principles of Marketing
Semester/ Year : III Semester

Course Objectives: 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 Content:

Unit I

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

Unit II

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

Unit III

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit IV

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

Books and references:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing

Course Code : SOM/BBA/GEC-304- A2
Course Name : India's Diversity and Business
Semester/ Year : III Semester

Course Objectives: : 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 Content:

Unit I

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 II

People, Livelihood and Occupational Diversity • Traditional livelihoods and their nature - agriculture, crafts, industry and services; • Region, occupation and employment

Unit III

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 IV

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

Books and references:

1. Bhatt, B. L.(1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘An Exploration of India- Geographical Perspectives on Society and Culture’. Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. 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)
4. 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)
5. Fernando Mart in-Alca zar• Pedro M. Romero-Ferna ndez• Gonzalo Sa nchezGardey, Transforming Human Resource Management Systems to Cope with Diversity, Journal of Business Ethics, 2012, 107:511-531
6. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
7. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3.

Course Code : SOM/BBA/SEC- 305- A2
Course Name : Personality Development and Communication Skills
Semester/ Year : III Semester

Course Objectives: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Course Content:

Unit I

Techniques in Personality development a) Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

Unit II

Written communication, : Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

Unit III

Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking.

Course Code : SOM/BBA/VAC-305
Course Name : Indian Knowledge System (IKS)
Semester/ Year : III Semester

Course Objectives:

.

Course Content:

Unit I

Introduction to Indian Knowledge System (IKS), Definition, Concept and Scope of IKS, Definition, Concept and Scope of IKS, IKS based approaches on Knowledge Paradigms, IKS in ancient India and in modern India.

Unit II

IKS and Indian Scholars, Indian Literature; Philosophy and Literature (Maharishi Vyas, Manu, Kanad, Pingala, Parasar, Banabhatta, Nagarjuna and Panini), Mathematics and Astronomy (Aryabhatta, Mahaviracharya, Bodhayan, Bhashkaracharya, Varahamihira and Brahmgupta), Medicine and Yoga (Charak, Susruta, Maharishi Patanjali and Dhanwantri), Sahitya (Vedas, Upvedas, Upavedas (Ayurveda, Dhanurveda, Gandharvaveda) Puran and Upnishad) and shad darshan (Vedanta, Nyaya.Vaisheshik, Sankhya, Mimamsa, Yoga, Adhyatma and Meditation), Shastra (Nyaya, vyakarana, Krishi, Shilp, Vastu, Natya and Sangeet)

Unit III

Indian Traditional/tribal/ethnic communities, their livelihood and local wisdom); Geophysical aspects, Resources and Vulnerability, Resource availability, utilization pattern and limitations, Socio-Cultural linkages with Traditional Knowledge System, Tangible and intangible cultural heritage.

Unit IV

Unique Traditional Practices and Applied Traditional Knowledge; Myths, Rituals, Spirituals, Taboos and Belief System, Folk Stories, Songs, Proverbs, Dance, Play, Acts and Traditional Narratives, Agriculture, animal husbandry, Forest, Sacred Groves, Water Mills, Sacred Water Bodies, Land, water and Soil Conservation and management Practices, Indigenous Bio-resource Conservation, Utilization Practices and Food Preservation Methods, Handicrafts, Wood Processing and Carving, -Fiber Extraction and Costumes, Vaidya (traditional health care system), Tantra-Mantra, Amchi Medicine System, Knowledge of dyeing, chemistry of dyes, pigments and chemicals.

Unit IV

Protection, preservation, conservation and Management of Indian Knowledge System; Documentation and Preservation of IKS, Approaches for conservation and Management of nature and bio-resources, Approaches and strategies to protection and conservation of IKS

Books and references:

Course Code : SOM/BBA/CS-401
Course Name : Management Accounting
Semester/ Year : IV Semester

Course Objectives: To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Content:

Unit I

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semivariable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit II

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit III

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit IV

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Books and references:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

Course Code : SOM/BBA/CS-402
Course Name : Business & Marketing Research
Semester/ Year : IV Semester

Course Objectives: 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 Content:

Unit I

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

Unit II

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III

Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit IV

Sampling: 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, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

Books and references:

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.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. Naresh Malhotra – Marketing Research, Pearson

Course Code : SOM/BBA/MD-403
Course Name : Ethics and Corporate Social Responsibility
Semester/ Year : IV Semester

Course Objectives: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course Content:

Unit I

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit II

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading. The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit III

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring, Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Books and references:

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India

Course Code : SOM/BBA/SEC-404
Course Name : E- Commerce
Semester/ Year : IV Semester

Course Objectives: To give a orientation to students about the basic concepts of E-Commerce

Course Content:

Unit I

Introduction to E-Commerce: The Scope of Electronic Commerce, Definition of Electronic commerce, Electronic Commerce and the Trade Cycle, Electronic Markets, electronic Data Interchange, Internet Commerce, E-commerce in Perspective

Unit II

Business Strategy in an electronic Age: Supply chains, Porter's Value Chain Model, Inter Organizational Value Chains, Competitive Strategy, Porter's Model, First Mover Advantage, Sustainable Competitive Advantage, Competitive Advantage using e-Commerce, Business strategy, Introduction to Business Strategy, Strategic Implications of IT, Technology, Business Environment, Business Capability, Existing Business Strategy, Strategy Formulation & Implementation planning, e-commerce Implementation, e-Commerce Evaluation

Unit III

Business-to-Business Electronic Commerce: Procurement Revolution at General Electric, Characteristics of B2B EC, Models of B2B EC, Procurement Management Using the Buyer's Internal Marketplace, Supplier-Oriented Marketplace: Cisco Connection online case, Intermediary-Oriented Marketplace: Boeing's PART Case, Just-In-Time Delivery: FedEx Internet Shop Case, Other B2B Models, Auctions, and Services, from Traditional to Internet-Based EDI, Integration with Back-End Information Systems, The Role of Software Agents for B2B EC, Electronic Marketing in B2B, Solutions of B2B EC, Managerial Issues, Electronic Data Interchange(EDI), EDI: the Nuts and Bolts, EDI & Business

Unit IV

Intranet and Extranet: Automotive Network Exchange-The Largest Extranet, Architecture of the Internet, Intranet, and Extranet, Intranet Software, Applications of Intranets, Intranet Application Case Studies, Considerations in Intranet Deployment, The Extranets, The Structure of Extranets, Extranet products & Services, Applications of Extranets, Business Models of Extranet Applications, Managerial Issues

Unit V

Electronic Payment Systems: Is SET a Failure, Electronic Payments & Protocols, Security Schemes in Electronic payment Systems, Electronic Credit Card System on the Internet, Electronic Fund Transfer and Debit Cards on the Internet, stored-Value Cards And E-Cash, Electronic Check Systems, Prospect of Electronic payment Systems, Managerial issues.

Unit VI

EC Strategy and Implementation: IBM's E-Business's Strategy, Strategic Planning for EC, Electronic Commerce Strategy in Action, Competitive Intelligence on the Internet, Implementation: Plans & Execution, Project & Strategy Assessment, Managerial issues.

Books and references:

1. E-commerce, David Whiteley, Tata McGraw Hill.
2. Electronic Commerce, Eframi Turban, Jae Lee, David King, H. Michale Chung, Pearson Education.

Course Code : SOM/BBA/VAC-405
Course Name : Additional Multidisciplinary Skill course (AMSC)
Semester/ Year : IV Semester

Course Objectives: The training course is aimed to train the students who take the nursery work as a hobby. It will also help the students to impart training to local communities and to contribute the society in making a healthy environment around. At the same time, it can also be developed as an alternate source of income generation. The Interactive teaching techniques and practical sessions will be employed to facilitate the learning.

There will be two aspects of the course: The theoretical aspect (one paper of 70 Marks) and the Practical aspects (Sessional exam of 30 marks)

Course Content:

Unit I

Introduction Importance and scope of nurseries, plant identification and culture. How plants are named, scientific and common names. Type and classification of nurseries: temporary, permanent, dry, wet, advantages and disadvantage. Basic requirements for a nursery: selection of nursery site, soil structure, health and nutrition, available water quality, slope, aspect and environment. Watering, weed control, importance of a polyhouse/ glasshouse/shade house in a nursery. Major and minor Nutrients.

Unit II

Plant propagation Seed germination, seed dormancy, handling seeds, pre-germination treatments, handling seedlings. Preparation of seed Beds, time of seeding, method of seeding, quantity of required seeds, seed tests, purity percent, seed weight, moisture content, germination percent. Watering seed beds, weeding and propagating selected species through seeds. Vegetative propagation: types and importance. Root stocks for fruit plants. Micro-propagation. Use of greenhouse for nursery production.

Unit III

Management of nurseries Commercial nursery management, entrepreneurship development, principles of nursery management: site selection, financial aspects, legal regulations, production practices (nutrition, water management, pruning and training, storage and handling, transportation). Irrigation methods, soil and nutritional requirements. Bottom heat techniques and cold and hot beds. Mist chambers and hardening techniques. Sowing & plantation techniques. Care & protection of nursery. Financial and Resource Management.

Unit IV

Nursery pests and Disease management Overview of nursery pests and diseases, identifying problems, nursery hygiene, type of pathogen, common diseases: damping off, wilt, leaf spot etc, common insects pests in nursery: aphids, thrips, mealy bugs, mites, termites etc, methods of pest control (physical, chemical and biological), standards of spray, minimizing chemical use, etc

Practical Course: Land identification, irrigation facility, planting material. Infrastructures: nursery beds, polythene bags, equipments, fertilizers, polyhouse, shade house, polytunnel, composting, etc.

Course Code : AMDSC – 2
Course Name : BASIC YOGA PRACTICES
Semester/ Year : IV Semester

Course Objectives: 1. Students of the UG course will have an understanding about origin, history, meaning and types of Yoga.
2. They will have an idea about the Asana, Pranayama and Meditation.
3. Students will experience the benefits of Asana, Pranayama and Meditation by self-practice.

Course Content:

Unit I

Fundamentals of Yoga History and Development of Yoga, Meaning and Definition of Yoga, Aim and Objectives of Yoga, Misconceptions of Yoga; Brief knowledge about Streams of Yoga; Importance of Yoga.

Unit II

SookshmaVyayama and Soorya Namaskar Padanguli Naman & Goolf Naman, Goolf Chakra, Janu Naman, Poorna Titali Asana, Manibandha Naman, Kehuni Naman, Skandha Chakra, Greeva Sanchalana, Soorya Namaskar.

Unit III

Asana Tadasana, Vrikshasana, Utkatasana, ArdhChakrasana, Pashchimuttasana, Goumukhasana, Vakrasana, Vajrasana, Uttanpadasana, Nokasna, Halasana, Shavasana Bhujangasana, Shalabhasana, Dhanurasana, Makarasana.

Unit IV

Pranayama and Meditation Nadishodhan, Bhastrika, Seetali, Bhramari, Ujjayi, Soham& Pranav Meditation, Yoga-Nidra.

Books and references:

1. Singh S. P: History of Yoga, PHISPC, Centre for Studies in Civilization Ist, 2010
2. Singh S. P & Yogi Mukesh: Foundation of Yoga, Standard Publication, New Delhi, 2010
3. Saraswati, Swami Satyananda: Surya Namaskar, Yoga Publication Trust, Munger, 2004
4. Swami Satyananda Saraswati: Asana Pranayama Mudra-Bandha, Bihar School of Yoga, Munger, 2005.
5. Digambar, Swami (2012) Hathpradipika (Swatmaramkrit), Kaivalyadham Lonavala, Pune.
6. Swami, Niranjananand Saraswati (2013) Gherand Samhita, Bihar School of Yoga, Munger.

OR

Course Code : AMDSC – 3
Course Name : HEALTH AND FITNESS MANAGEMENT
Semester/ Year : IV Semester

Course Objectives: The prime objective of this course is to encourage youths to concentrate towards health and fitness. It will also help the students to lessen the mental tension and classroom pressure. There will be two aspects of the course: The theoretical aspect (one paper of 70 Marks) and the Practical aspects (Sessional exam of 30 marks)

Course Content:

Unit I

Health & Hygiene; Concept, meaning and definition of Health and Health Education, Dimension of Health. Disease- Types & sources, Personal & Environmental hygiene.

Unit II

Sports Nutrition; Nutrition: Meaning & definition, Macro & Micro Nutrients, Common sources of Nutrition, Hydration, Caloric intake & expenditure.

Unit III

Fitness & related terms; Meaning, definition & Types of Fitness, Component of Physical Fitness, Role of Physical Fitness in human performance, Health Related Physical Fitness, BMI & Assessment of Obesity

Unit IV

Sports Injuries; Common sports injuries, Types and Causes, First aid – RICER, Treatment of Injuries, Recovery process- Therapeutic modalities

OR

Course Code : AMDSC – 4
Course Name : FOLKLORES AND THEIR CULTURAL CONTEXT
Semester/ Year : IV Semester

Course Objectives: Main objective of this course is to connect students with different Indian folklores and their cultural context. The criteria of selection of the genres is based on their performative and cultural contexts in several parts of the Indian Subcontinent .

Course Content:

Unit I

Folk Dances and their ritual contexts : a. Theyyam dance of the Deccan states b. Lambadi dance of Andra Pradesh c. Bihu dances of Assam d. Bhangada dance of Punjab e. Ghunagroo dance of Kashmir valley f. Naati dance of Himachal Pradesh g. Karma dance of bihar, Jharkhand, and Madhya Pradesh h. Nongkrem dance of Manipur i. Kabui dance of Nagas

Unit II

Folk theatre forms and their cultural contexts : a. Kathakali of Kerala state b. Ramlila of Ramnagar c. Jatra theatre of Orissa, Bengal and Assam d. Lai Haroba of Manipur e. Chhau theatre of Purulia, Mayrbhanj and Saraikela f. Tamasha theatre of Maharashtra g. Bhagwtrmela of Andrapradesh and Telangana h. Pandava theatre of Uttrakhand i. Yaksgaan theatre of Karnataka

Unit III

Fairs and festivals of India: their social contexts a. Bihu festivals of Assam b. Pongal festival of Tamilnadu c. Onam festival of Kerala d. Pushkar Mela e. Kullu Dashhara e. Lohari festival of Punjab f. Losar festival of Laddakh and Lahol valley g. Bhavai and Navratra festival of Gujrat h. Navratra celebrations of Bengal i. Ganpati Bappa festival of Maharashtra

Unit IV

Folk songs and their narrative contexts: a. Biraha and Vidisia of Bihar b. romantic and spiritual Lavanis of Maharashtra c. Sufi songs of Punjab d. Maand singing of Rajasthan e. Jaagar songs of Uttarakhand f. Baul songs of Bengal g. Holi singing of Mathura h. Bartari narrative of Haryana

Books and references:

- Kapila Vatsyayan. Traditions of Indian Folk Dance. New Delhi: Indian Book Company, 1977
- M.D. Muthukumaraswamy and Molly Kaushal, eds. Folklore, Public Sphere and Civil Society. New Delhi: IGNC, 2004
- Hildegard L. Spreen. Folk Dances of South India. London: Oxford University Press, 1948
- Kapila Vatsyayana. Traditional Indian Theatre: Multiple Streams. New Delhi: National Book Trust, India, 1980
- D.R. Purohit. Uttarakhand ki Lokkalyein avam Uske Kalakar. Lucknow: Sanskriti Vibhag 1995
- Arvind Gupta. Festivals of India. New Delhi: Publication Dn., 2021

OR

Course Code : AMDSC – 5
Course Name : INDIAN TRADITIONAL MUSIC
Semester/ Year : IV Semester

Course Objectives: The aim of the course is to aware students with the fundamental aspects of Indian Traditional Music (Classical & Folk). This course provides the basic ideas and concepts of Traditional Music System of India. Students will get knowledge about Basic Theory & grammatical terminology of Indian classical & folk music.

(Note:-There will be Three Unit (I-III) of Theory and fourth (IV) Unit of Practical) Course Raga :-Bilawal, Yaman, Bhairav, Bhupali)

Course Content:

Unit I

Fundamental of Indian Music (A) Study of the following: Sangeet, Naad & its Properties, Shruti, Swar, Saptak, Alankaar, Taan, Taal, Aroh, Avroh, Pakad, Raag, Jati, Vadi, Samvadi, Anuvadi, Vivadi. (B) Study of Course: Raga & Theoretical knowledge of Alankaar, Swarmalika & Lakshan Geet in Course ragas.

Unit II

The Basic Knowledge of Instruments & Study of Taal: - (A) Introduction & Structure of Tanpura, Sitar, Tabla, Pakhawaz Instruments & Study & Comparative Study of Teen Taal, Dadra, Kehrwa. (B) Knowledge of Notation (National Anthem, Vande Mataram), Comparative Study of Course Raga.

Unit III

fundamental of Folk Music (A) Fundamental of Folk Music: - Introduction, Origin, Structure. (B) Study about folk music of Uttarakhand: -Sanskargeet, Bajuband & Jagar (C) Study about Folk Instruments, Types of Instruments: -Tat, Suhir, Ghan, Avanaadh.

Unit IV

Practical/Viva Voce: - (A) Ability to perform alankar & course Raga & Folk Song. (B) Knowledge of Taal – Folk & Classical.

Books and references:

- Bhatkhande Sangeet Shastra- V. N. Bhatkhande • Sangeet Visharad- Basant
- Kramik Pustak Mallika- Part I,II,III V. N. Bhatkhande
- Raag Vigyan – V. N. Patwardhan
- Sangeet Bodh – Sharad Chandra Pranjpayee
- Gadhwal ka lok Sangeet :-GovindChatak
- Gadhwal key loaknriyageet :- Dr. ShivanandNautiyal
- Gadhwal Key Loak Geeton Mein Raag Raginya :- Dr. Madhuri Barthwal
- Dhunyal :- Govind Chatak

OR

Course Code : AMDSC – 6
Course Name : TOUR AND TRAVEL OPERATION
Semester/ Year : IV Semester

Course Objectives: In this module students will understand the conceptual meaning and function of Travel agency and tour operator. Further, they can get Knowledge on Travel formalities and documentation for Inbound and out bound Tour, Preparation of Tour Itinerary and Role and function of Various Travel Organization.

Course Content:

Unit I

Concept of Travel Agency Business; History and Present status of Travel Agency Business. Travel Terminology and Travel Trade Organization: Travel Trade Abbreviations and other terms: 3 letter City Code and Airport Code, Airline Designated Code

Unit II

Travel organizations: Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), International Air Transport Association (IATA), International Civil Aviation Organization (ICAO)

Unit III

Concept of Package Tour, Principles of Making Effective Tour Itinerary, Preparation of itineraries and tour package formulation of a few popular tourist destination and Handling Package tour. Unit IV: Travel documentation (Types of VISA and regulation, Passport, Travel Insurance),

Books and references:

- Holloway, K.C., The Business of Tourism (1983), Mac Donbald and Evans, Plymouth.
- Syrratt Gwenda, Manual of Travel Agency Practice, Buutterworth Heinmann, London, 1995
- Susan Webster, Travel Operating Procedures (Second Edition),- Van Nostrand Reinhold New York.
- Fuller-Travel Agency Management, South-Vestern Publishing Co.
- Chand Mohinder, Travel Agency Management, Anmol Publication Delhi.
- Gupta S.K.(2007) , International Airfare & Ticketing, UDH, Publisher.

Course Code : SOM/BBA/CS-501
Course Name : Financial Management
Semester/ Year : V Semester

Course Objectives: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Content:

Unit I

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit II

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 & MIRR, Net Terminal Value, 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 III

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit IV

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Books and references:

- 1.M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publshlng Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education 5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall.

Course Code : SOM/BBA/CS-502
Course Name : Macroeconomics
Semester/ Year : V Semester

Course Objectives: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Content:

Unit I

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III

Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, antiinflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

Unit IV

Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Books and references:

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9 th ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7th ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5th ed.) Pearson

Course Code : SOM/BBA/VC-503
Course Name : Financial Literacy
Semester/ Year : V Semester

Course Objectives: The course aims to offer an integrated approach to the understanding of concepts and applications of financial planning. Upon completion of this course, learners will be able to manage their personal finances effectively by utilizing financial planning and budgeting techniques, using banking services, utilizing financial services from India Post Office, evaluating insurance policies and investment opportunities, and understanding the basics of the stock market. Course Outcomes: By the end of the course, students will be able to develop the following skills and knowledge:

1. Describe the importance of financial literacy and various financial institutions that offer financial services.
2. Prepare financial plan and budget and manage personal finances.
3. Effectively use banking services, including opening and managing accounts, loans, and credit facilities.
4. Utilize post office services for savings and investments, and manage them efficiently.
5. Develop strategies for life and property insurance planning, including identifying appropriate policies and coverage.
6. Evaluate investment options in the stock market and select appropriate instruments to create a diversified portfolio.

Course Content:

Unit I

Introduction, Financial Planning and Budgeting: Definition and significance of financial literacy; Prerequisites for financial literacy; Various financial institutions: banks, insurance companies, post offices, mobile app-based services; Concept of economic wants and means; Importance and need for financial planning; Types of budgets: personal, family, business, and national; Steps for financial planning and budget preparation; Budget surplus and deficit management.

Unit II

Banking Services: Banking Overview: Types of banks; Banking products and services; Bank deposit accounts: savings, term, current, recurring; KYC norms: PAN card and address proof; Types of loans: education, consumer durable, vehicle, housing, short/medium/long-term, microfinance; Types of bank credit: overdraft, cash credit, mortgage, reverse mortgage, hypothecation, pledge; Agricultural interest rates offered by nationalized banks; Cashless banking: e-banking, check counterfeit currency; Electronic payment systems: CIBIL, ATM, net banking, RTGS, NEFT, IMPS, ECS; Payment modes: debit/credit cards, appbased payments, bank draft/pay order; Banking complaints and ombudsman.

Unit III

Financial Services from India Post Office: Post office savings schemes: savings bank, recurring deposit, term deposit, monthly income scheme, kisan vikas patra, NSC, PPF, senior citizen savings scheme, sukanya samridhi yojana; India post payments bank; Money transfer: money order, e-money order, instant money order, collaboration with the western union financial services; MO videsh, international money transfer service, money gram international money transfer, Indian postal order.

Unit IV

Insurance Services: Life insurance policies: life insurance, term life insurance, endowment policies, pension policies, ULIP, health insurance plans, comparison of policies offered by various life insurance companies; comparison of policies offered by various health insurance companies; Property insurance policies; Post office life insurance schemes: postal life insurance and rural postal life insurance.

Unit IV

Stock Markets – Some Basic Concepts: Terms used in stock markets: SENSEX, NIFTY, primary markets, secondary markets, initial public offering (IPO), follow-on public offering (FPO), offer for sale (OFS), block deal, equity shares, preference shares, debentures, bonus shares, stock split, dividend, buyback, DEMAT account, trading account, delivery instruction slip (DI Slips), blue chips, defensive stocks, face value, market value, market capitalisation, pre-opening session, trading session, opening price, closing price, business days,

bull, bear, bull market, bear market, risk, stop loss, derivatives, call option, put option, hedge, holding period; Mutual Fund and its various schemes.

Practical Exercises: The learners are required to: 1. Visit banks, post offices, and insurance companies to collect information and required documents related to the services offered by these institutions and to know the procedure for availing of these services. 2. Carry out the comparative analysis of different types of life insurance policies. 3. Carry out the comparative analysis of different types of health insurance policies. 4. Prepare a personal and family budget for one/six/ twelve months on imaginary figures.

Books and references:

- Singh, A. K. Financial Literacy. Taxmann Publications, New Delhi.
- Durrant, S. M. Financial Literacy: How to Gain Financial Intelligence, Financial Peace and Financial Independence. A Guide to Personal Finance in Your Twenties and Thirties. 92
- Rajni, & Singh, A. K. Financial Literacy. JSR Publishing House LLP.
- Avadhani, V. A. Investment Management. Himalaya Publishing House Pvt. Ltd., Mumbai.
- Chandra, P. Investment Game: How to Win. Tata McGraw Hill Education, New Delhi.
- Kothari, R. Financial Services in India-Concept and Application. Sage Publications India Pvt. Ltd., New Delhi.
- Milling, B. E. The Basics of Finance: Financial Tools for Non-Financial Managers. iUniverse Publishing, Bloomington, Indiana.
- Mitra, S., Rai, S. K., Sahu, A. P., & Starn, H. J. Financial Planning. Sage Publications India Pvt. Ltd., New Delhi.
- Zokaityte, A. Financial Literacy Education. Palgrave Macmillan, London. Note: Learners are advised to use the latest edition of readings.

Course Code : SOM/BBa/VAC-504
Course Name : Culture, Traditions and Moral Values
Semester/ Year : V Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/MIL-505
Course Name : English/ Modern Indian Language (MIL)
Semester/ Year : V Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/CS-601
Course Name : Quantitative Techniques for Management
Semester/ Year : VI Semester

Course Objectives: 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 Content:

Unit I

Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: 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: Formulation of Transport Problem, Solution by N.W. Corner Rule, 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

Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. 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

Books and references:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

Course Code : SOM/BBA/CS-602
Course Name : Legal Aspects of Business
Semester/ Year : VI Semester

Course Objectives: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

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

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 III

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

Unit IV

Consumer Protection Act 1986: 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.

Books and references:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal.& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

Course Code : SOM/BBA/FV-603
Course Name : Summer Internship & Viva-Voce
Semester/ Year : VI Semester

Course Content: Each student shall go for training (four to six weeks) during sixth semester in an approved business/industrial/service organization and submit two copies of summer training report to the Director/Principal of the Institution before the Viva-voce. On the basis of training report, Viva –Voce shall be conducted within a week of the commencement of the session. Marks shall be awarded by internal and external examiner and marks awarded by them shall be averaged to determine the marks of the students.

Course Code : SOM/BBA/VAC-604
Course Name : Communication Skills
Semester/ Year : VI Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/MIL-605
Course Name : English Language -II
Semester/ Year : VI Semester

Course Content: As per the syllabus framed by the University*

BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH RESEARCH)
– FOURTH YEAR
BBA Semester VII

Course Code : SOM/BBA/CS-701
Course Name : Business Policy and Strategy
Semester/ Year : VII Semester

Course Objectives:

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

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

Unit II

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

Unit III

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

Unit IV

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Books and references:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH Supplementary Readings
3. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
4. Upendra Kachru: Strategic Management, Excel books
5. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Company

Course Code	: SOM/BBA/CS-702
Course Name	: Financial Institutions and Markets
Semester/ Year	: VII Semester

Course Objectives: 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 Content:

Unit I

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

Unit II

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

Unit III

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

Unit IV

Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

Books and references:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services. PHI.
5. Gurusamy, S. (2010). Financial Services. TMH

Course Elective (CE - 1)

Students are required to select any one paper from this group as specified here under course elective (CE). The groups comprise of Finance(F), Marketing(M), Human Resource(HR),International Business (IB).

Course Code : SOM/BBA/CE-703-F1/M1/H1/I1
Course Name : International Finance
Semester/ Year : VII Semester

Course Objectives: : The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content:

Unit I

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

Unit II

Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the DemandSupply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

Unit III

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Intercompany Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

Unit IV

International Investment Management: International Portfolio Investment Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post- expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management

Books and references:

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall References:
3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.

Course Code : SOM/BBA/CE-703-M1
Course Name : Consumer Behavior
Semester/ Year : VII Semester

Course Objectives: 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 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- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

Unit II

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of selfimages; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

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 socialisation 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. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV

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), postpurchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, HowardSheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values. NOTE: Cases & application to marketing will be taught with respect to each topic.

Books and references:

1. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

Course Code : SOM/BBA/CE-703-H1
Course Name : Training and Development
Semester/ Year : VII Semester

Course Objectives: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Content:

Unit I

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit II

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

Unit III

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, etraining.

Unit IV

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit V

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Books and 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. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

Course Code : SOM/BBA/CE-I1
Course Name : Global Business Environment
Semester/ Year : VII Semester

Course Objectives: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy

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: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications

Unit III

Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development

Unit IV

Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy. 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.

Books and references:

1. The Indian Economy; Problems and Prospects. Edited by Bimal Jalan, Penguin
2. V.K.Puri: Indian Economy, Himalya Publishing House.

Course Code : SOM/BBC/RBC-704
Course Name : Research methodology
Semester/ Year : VII Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/RBC-705
Course Name : Ethical Issues in Research
Semester/ Year : VII Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/CS-801
Course Name : Project Management
Semester/ Year : VIII Semester

Course Objectives: 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 Content:

Unit I

Project Management: an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; 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 Entrepreneurship – concept, Theory and perspective.

Unit II

Market Analysis: Market analysis of a project, need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology

Unit III

Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.

Unit IV

Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

Books and references:

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw

Course Code : SOM/BBA/CS-802
Course Name : Econometrics
Semester/ Year : VIII Semester

Course Objectives: This course will enable the students to analyse quantitatively the economic information for its real-life application.

Course Content:

Unit I

Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data : Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Unit II

Multiple Regression Model: The three-variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.

Unit III

Other Functional Forms: Regressions in deviation form and through the origin. The loglog, log-lin, lin-log, reciprocal, log-reciprocal models with application. Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

Unit IV

Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

Books and references:

1. Christopher Dougherty (2007). Introductory Econometrics (3rd ed.). Oxford University Press.
 2. Gujarati, Damodar and Sangeetha (1995). Basic Econometrics (4th ed.): McGraw Hill.
 3. Jack Johnston and John DiNardo, Econometric Methods
 4. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts. (3rd ed.). Singapore: McGraw Hill.
 5. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western
- Note:** The use of Eviews (software) is encouraged for the making projects based upon sections from this paper

Course Elective (CE-2)

Students are required to select any one paper from this group as specified here under course elective (CE). The groups comprise of Finance(F), Marketing(M), Human Resource(HR),International Business (IB).

Course Code : SOM/BBA/CE-803-F2
Course Name : Strategic Corporate Finance
Semester/ Year : VIII Semester

Course Objectives: The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

Course Content:

Unit I

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

Unit II

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendorinitiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

Unit III

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore subsidiary, planned exit, forceful retirement and other disposals. Exit strategymost appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

Unit IV

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Books and references:

1. Aswath Damodaran: Corporate finance theory and practice; John wiley \$ sons, Inc 2. Jakhotia: Strategic Financial Management (Vikas Publication)

Course Code : SOM/BBA/CE-803-M2
Course Name : Advertising and Brand Management
Semester/ Year : VIII Semester

Course Objectives: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Content:

Unit I

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Unit II

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

Unit III

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Unit IV

Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

Unit V

Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.

Unit VI

Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

Unit VII

Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

Books and references:

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.
3. Kleppner’s Advertising Procedure: W.Ronald Lane, Kane Whitehill king and J. Thomas Russell, Pearson Education.
4. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster
9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
10. Sandage, Fryburger,,: Advertising Theory & Practice, Ratroll Longman Group.

Course Code : SOM/BBA/CE-803-H2
Course Name : HRD: System and Strategies
Semester/ Year : VIII Semester

Course Objectives: 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 Content:

Unit I

Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

Unit II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III

HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

Unit IV

HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

Unit V

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Books and references:

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.
6. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
9. Mankin, D.: Human resource development, Oxford University Press India.
10. Haldar, U. K.: Human resource development, Oxford University Press India.
11. Rao, T.V.: Future of HRD, Macmillan Publishers India

Course Code : SOM/BBA/CE-803-I2
Course Name : International Joint Ventures, Mergers
Semester/ Year : VIII Semester

Course Objectives: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, postmerger valuation, methods of payment and financing options at global level.

Course Content:

Unit I

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures.

Unit II

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

Unit III

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

Unit IV

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Books and references:

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing
3. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
4. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
5. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd ed.). International Book House Pvt. Ltd.

Course Code : SOM/BBA/RBC-804
Course Name : Dissertation & Viva Voce
Semester/ Year : VIII Semester

Course Content: Each student is required to take a research project related to his/her area of specialization opted in the elective. The topic shall be duly approved by the Head of the Department /Principal to write a dissertation report. The report would be the outcome of field enquiry and data analysis as well as the review of existing literature in the particular area of study. This research work will be done under the supervision of one of the faculty members of the Department. The Viva-Voce will be conducted based on the dissertation done by the students. Marks shall be awarded by internal and external examiner and marks awarded by them shall be averaged to determine the marks of the students.

Course Code : SOM/BBA/RBC-804
Course Name : Research Paper Writing and Seminar (Presentation Skills Oral)
Semester/ Year : VIII Semester

Course Content: As per the syllabus framed by the University*

**BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH RESEARCH)
– FOURTH YEAR
BBA Semester VII**

Course Code : SOM/BBA/CS-701
Course Name : Business Policy and Strategy
Semester/ Year : VII Semester

Course Objectives:

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

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

Unit II

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

Unit III

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

Unit IV

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Books and references:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH Supplementary Readings
3. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
4. Upendra Kachru: Strategic Management, Excel books
5. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Company

Course Code	: SOM/BBA/CS-702
Course Name	: Financial Institutions and Markets
Semester/ Year	: VII Semester

Course Objectives: 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 Content:

Unit I

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

Unit II

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

Unit III

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

Unit IV

Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

Books and references:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services. PHI.
5. Gurusamy, S. (2010). Financial Services. TMH

Course Elective (CE - 1)

Students are required to select any one paper from this group as specified here under course elective (CE). The groups comprise of Finance(F), Marketing(M), Human Resource(HR),International Business (IB).

Course Code : SOM/BBA/CE-703-F1/M1/H1/I1
Course Name : International Finance
Semester/ Year : VII Semester

Course Objectives: : The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content:

Unit I

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

Unit II

Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the DemandSupply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

Unit III

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Intercompany Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

Unit IV

International Investment Management: International Portfolio Investment Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post- expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management

Books and references:

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall References:
3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.

Course Code : SOM/BBA/CE-703-M1
Course Name : Consumer Behavior
Semester/ Year : VII Semester

Course Objectives: 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 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- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

Unit II

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of selfimages; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

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 socialisation 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. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV

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), postpurchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, HowardSheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values. NOTE: Cases & application to marketing will be taught with respect to each topic.

Books and references:

1. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

Course Code : SOM/BBA/CE-703-H1
Course Name : Training and Development
Semester/ Year : VII Semester

Course Objectives: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Content:

Unit I

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit II

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

Unit III

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, etraining.

Unit IV

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit V

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Books and 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. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

Course Code : SOM/BBA/CE-I1
Course Name : Global Business Environment
Semester/ Year : VII Semester

Course Objectives: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy

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: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications

Unit III

Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development

Unit IV

Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy. 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.

Books and references:

1. The Indian Economy; Problems and Prospects. Edited by Bimal Jalan, Penguin
2. V.K.Puri: Indian Economy, Himalya Publishing House.

Course Code : SOM/BBC/RBC-704
Course Name : Research methodology
Semester/ Year : VII Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/RBC-705
Course Name : Ethical Issues in Research
Semester/ Year : VII Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/CS-801
Course Name : Project Management
Semester/ Year : VIII Semester

Course Objectives: 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 Content:

Unit I

Project Management: an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; 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 Entrepreneurship – concept, Theory and perspective.

Unit II

Market Analysis: Market analysis of a project, need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology

Unit III

Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.

Unit IV

Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

Books and references:

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw

Course Code : SOM/BBA/CS-802
Course Name : Econometrics
Semester/ Year : VIII Semester

Course Objectives: This course will enable the students to analyse quantitatively the economic information for its real-life application.

Course Content:

Unit I

Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data : Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Unit II

Multiple Regression Model: The three-variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.

Unit III

Other Functional Forms: Regressions in deviation form and through the origin. The loglog, log-lin, lin-log, reciprocal, log-reciprocal models with application. Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

Unit IV

Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

Books and references:

1. Christopher Dougherty (2007). Introductory Econometrics (3rd ed.). Oxford University Press.
 2. Gujarati, Damodar and Sangeetha (1995). Basic Econometrics (4th ed.): McGraw Hill.
 3. Jack Johnston and John DiNardo, Econometric Methods
 4. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts. (3rd ed.). Singapore: McGraw Hill.
 5. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western
- Note:** The use of Eviews (software) is encouraged for the making projects based upon sections from this paper

Course Elective (CE-2)

Students are required to select any one paper from this group as specified here under course elective (CE). The groups comprise of Finance(F), Marketing(M), Human Resource(HR),International Business (IB).

Course Code : SOM/BBA/CE-803-F2
Course Name : Strategic Corporate Finance
Semester/ Year : VIII Semester

Course Objectives: The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

Course Content:

Unit I

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

Unit II

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendorinitiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

Unit III

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore subsidiary, planned exit, forceful retirement and other disposals. Exit strategymost appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

Unit IV

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Books and references:

1. Aswath Damodaran: Corporate finance theory and practice; John wiley \$ sons, Inc 2. Jakhotia: Strategic Financial Management (Vikas Publication)

Course Code : SOM/BBA/CE-803-M2
Course Name : Advertising and Brand Management
Semester/ Year : VIII Semester

Course Objectives: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Content:

Unit I

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Unit II

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

Unit III

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Unit IV

Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

Unit V

Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.

Unit VI

Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

Unit VII

Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

Books and references:

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.
3. Kleppner’s Advertising Procedure: W.Ronald Lane, kane Whitehill king and J. Thomas Russell, Pearson Education.
4. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster
9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
10. Sandage, Fryburger,,: Advertising Theory & Practice, Ratroll Longman Group.

Course Code : SOM/BBA/CE-803-H2
Course Name : HRD: System and Strategies
Semester/ Year : VIII Semester

Course Objectives: 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 Content:

Unit I

Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

Unit II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III

HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

Unit IV

HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

Unit V

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Books and references:

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.
6. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
9. Mankin, D.: Human resource development, Oxford University Press India.
10. Haldar, U. K.: Human resource development, Oxford University Press India.
11. Rao, T.V.: Future of HRD, Macmillan Publishers India

Course Code : SOM/BBA/CE-803-I2
Course Name : International Joint Ventures, Mergers
Semester/ Year : VIII Semester

Course Objectives: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, postmerger valuation, methods of payment and financing options at global level.

Course Content:

Unit I

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures.

Unit II

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-brder M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

Unit III

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

Unit IV

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Books and references:

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing
3. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
4. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
5. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2nd ed.). International Book House Pvt. Ltd.

Course Code : SOM/BBA/RBC-804
Course Name : Dissertation & Viva Voce
Semester/ Year : VIII Semester

Course Content: Each student is required to take a research project related to his/her area of specialization opted in the elective. The topic shall be duly approved by the Head of the Department /Principal to write a dissertation report. The report would be the outcome of field enquiry and data analysis as well as the review of existing literature in the particular area of study. This research work will be done under the supervision of one of the faculty members of the Department. The Viva-Voce will be conducted based on the dissertation done by the students. Marks shall be awarded by internal and external examiner and marks awarded by them shall be averaged to determine the marks of the students.

Course Code : SOM/BBA/RBC-804
Course Name : Research Paper Writing and Seminar (Presentation Skills Oral)
Semester/ Year : VIII Semester

Course Content: As per the syllabus framed by the University*

**BACHELOR OF BUSINESS ADMINISTRATION (BBA) (WITH HONOURS) –
FOURTH YEAR
BBA Semester VII**

Course Code : SOM/BBA/CS-701
Course Name : Business Policy and Strategy
Semester/ Year : VII Semester

Course Objectives: To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

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

Unit II

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

Unit III

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

Unit IV

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Books and references:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH Supplementary Readings
1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Company

Course Code : SOM/BBA/CS-702
Course Name : Financial Institutions and Markets
Semester/ Year : VII Semester

Course Objectives: 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 Content:

Unit I

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

Unit II

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

Unit III

Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

Unit IV

Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

Books and references:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services. PHI.
5. Gurusamy, S. (2010). Financial Services. TMH

Major Course Elective (CE - 1)

Students are required to select any one paper from this group as specified here under course elective (CE). The groups comprise of Finance(F), Marketing(M), Human Resource (HR), International Business (IB).

Course Code : SOM/BBA/MCE-703-HF1
Course Name : Finance Modelling and Derivatives
Semester/ Year : VII Semester

Course Objectives: To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Course Content:

Unit I

Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

Unit II

Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

Unit III

Financial Derivatives: Introduction, various underlyings and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the payoff from options and diagrammatic representation.

Unit IV

Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Books and references:

1. Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education. References
3. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
4. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India.

Course Code : SOM/BBA/MCE-703-HM1
Course Name : Retail Management
Semester/ Year : VII Semester

Course Objectives: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. 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 Content:

Unit I

Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, nonstore Based retail mix & Non-traditional selling.

Unit III

Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management

Unit IV

Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

Unit V

Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Unit VI

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit VII

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.

Books and references:

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

Course Code : SOM/BBA/MCE-703-HH1
Course Name : Performance and Compensation Management
Semester/ Year : VII Semester

Course Objectives: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Content:

Unit I

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

Unit II

Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

Unit III

Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency-based pay.

Unit IV

Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance, Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

Unit V

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations. Expatriate Pay.

Books and references:

1. Milkovich & Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
12. Robert B.: Performance management, McGraw-Hill Education India.

Course Code : SOM/BBA/MCE-703-HI1
Course Name : Multinational Business Finance
Semester/ Year : VII Semester

Course Objectives: 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 Content:

Unit I

Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. 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, 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 II

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 III

Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

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 numericals), pooling, leading and lagging as international payment settlement.

Books and references:

1. Shapiro, Allen C. (1995). Multinational Financial Management, Prentice Hall India.
2. Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). Multinational Business Finance (9th ed.). Addison Wesley, New York.
3. Buckley, A. (2004). Multinational Finance (5th ed.). Pearson Education.
4. Vij, Madhu (2010). International Financial Management (3rd ed.). Excel Books, N3.
5. Levi, Maurice(1996), International Finance, McGraw Hill Inc., (4 th ed.). New York, New Delhi.
6. Madura, J. (2009). International Financial Management (10 th ed.). New Delhi, Cengage Learning.

Minor Core Subject (MINCS-1)

Course Code : SOM/BBA/MICS-704
Course Name : Investment Analysis and Portfolio Management
Semester/ Year : VII Semester

Course Objectives: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Content:

Unit I

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Unit II

Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows-circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis).

Unit III

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

Unit IV

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

Books and references:

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh, R.: Security Analysis & Portfolio Management . Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

Minor Course Elective (MINCE-1)

Course Code : SOM/BBA/MICE-705-HF1
Course Name : Investment Banking and Financial Services
Semester/ Year : VII Semester

Course Objectives: 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 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, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

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, Green Shoe Option; 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 & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

Unit IV

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non- traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

Books and references:

1. M.Y.Khan: Financial Services, Tata McGraw – Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional.

Course Code : SOM/BBA/MICE-705-HM1
Course Name : Marketing of Services
Semester/ Year : VII Semester

Course Objectives: The course is designed to equip students with the knowledge of marketing of all types of services.

Course Content:

Unit I

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

Unit II

Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Unit III

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

Unit IV

Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

Unit V

Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

Books and references:

1. Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin.
2. Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall. References:
3. Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
4. Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
5. Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.

Course Code : SOM/BBA/MICE-705-HH1
Course Name : Management of Industrial Relations
Semester/ Year : VII Semester

Course Objectives: To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

Course Content:

Unit I

Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.

Unit II

Worker's participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

Unit III

Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

Unit IV

Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

Unit V

The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.

Unit VI

The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees' Pension Scheme and Employees State Insurance Act 1948.

Books and references:

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.

Course Code : SOM/BBA/MICE-705-HI1
Course Name : International Trade Policy and Strategy
Semester/ Year : VII Semester

Course Objectives: 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 Content:

Unit I

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, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt

Unit II

The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organization), Regional Trade Blocks and Trade Agreements.

Unit III

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 IV

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 Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of South East Asian Nations).

Books and references:

1. Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.
2. Connor, David E. O' (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi: Academic Foundation
3. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation
4. Krugman, Obstfeld and Melitz: International Economics. (8th ed.). Pearson Education
5. www.wto.org

Course Code : SOM/BBA/RBC-706
Course Name : Basic Research Method-I
Semester/ Year : VII Semester

Course Content: As per the syllabus framed by the University*

Course Code : SOM/BBA/CS-801
Course Name : Project Management
Semester/ Year : VIII Semester

Course Objectives: 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 Content:

Unit I

Appraisal: an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; 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 Entrepreneurship – concept, Theory and perspective

Unit II

Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology

Unit III

Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

Unit IV

Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

Books and references:

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw

Course Code : SOM/BBA/CS-802
Course Name : Econometrics
Semester/ Year : VIII Semester

Course Objectives: This course will enable the students to analyse quantitatively the economic information for its real-life application.

Course Content:

Unit I

Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data: Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Unit II

Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data: Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Unit III

Other Functional Forms: Regressions in deviation form and through the origin. The loglog, log-lin, lin-log, reciprocal, log-reciprocal models with application. Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random

Unit IV

Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

Books and references:

1. Christopher Dougherty (2007). Introductory Econometrics (3rd ed.). Oxford University Press.
 2. Gujarati, Damodar and Sangeetha (1995). Basic Econometrics (4th ed.): McGraw Hill.
 3. Jack Johnston and John DiNardo, Econometric Methods
 4. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) Econometric Models and Economic Forecasts. (3rd ed.). Singapore: McGraw Hill.
 5. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western
- Note:** The use of Eviews (software) is encouraged for the making projects based upon sections from this paper.

Major Course Elective (CE - 1)

Students are required to select any one paper from this group as specified here under course elective (CE). The groups comprise of Finance(F), Marketing(M), Human Resource (HR), International Business (IB).

Course Code : SOM/BBA/MCE-803-HF2
Course Name : Business Analysis and Valuation
Semester/ Year : VIII Semester

Course Objectives: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

Course Content:

Unit I

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.

Unit II

Cash Flows:Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model

Unit III

Introduction to Valuation:Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount ratescost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.

Unit IV

Firm Valuation Models:Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options

Books and references:

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd. References:
3. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH
4. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall of India

Course Code : SOM/BBA/MCE-803-HM2
Course Name : Distribution and Supply Chain Management
Semester/ Year : VIII Semester

Course Objectives: 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 Content:

Unit I

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

Unit II

Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

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.

Books and references:

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.
11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall

Course Code : SOM/BBA/MCE-803-HH2
Course Name : Cross Cultural HRM
Semester/ Year : VIII Semester

Course Objectives: To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues. The course aims to understand HRM concerns in the cross-cultural scenario.

Course Content:

Unit I

Introduction to concepts of culture and nationality, Impact of culture on international business environment, Hofsted's approach, advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing

Unit II

Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

Unit III

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan. Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy

Unit IV

Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective

Unit V

International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

Books and references:

1. Dowling P.J and Engle Sr.A.D: International HRM, Thomson Learning.
2. Browaeys M.J and Price R: Understanding cross cultural management, Prentice Hall.
3. Mausami.S.Bhattacharya and NilanjanSengupta: International Human Resource Management, Excel Books.
4. Thomas.D.C: Cross cultural Management essential concepts, Sage Publication.
5. Lucas Rosemary and Lupton Ben: Human resource management in International Context, Jaico publication house.
6. Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management, Routledge New York

Course Code : SOM/BBA/MCE-803-HI2
Course Name : International Distribution and Supply Chain Management
Semester/ Year : VIII Semester

Course Objectives: To familiarize the students with the essential elements of the Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.

Course Content:

Unit I

Introduction to Supply Chain Management - Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management.

Unit II

Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third-Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL (Fourth Party Logistics), Reverse Logistics.

Unit III

Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Tradeoffs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.

Unit IV

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labor costs, resources, regulation, etc.), Influence on world and national economies, Design of Supply Chains.

Books and references:

1. Rushton, A., Croucher, P. and Peter Baker): Handbook of Logistics and Distribution Management, Kogan Page Pub
2. Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education
3. Chopra Sunil and Peter Meindl: Supply Chain Management, Pearson Education
4. Ballou, R. H.: Business Logistic Management, Prentice Hall.
5. Bowersox, D. J., David, J & Cooper: Supply Chain Logistics Management. McGraw Hill
6. Alan Harrison, Remko Van Hook: Logistics Management and Strategy-Competing Through the Supply Chain, Pearson Education.

Course Code : SOM/BBA/MICS-804
Course Name : Project Report & Viva Voce
Semester/ Year : VIII Semester

Each student is required to take a research project related to his/her area of specialization opted in the elective. The topic shall be duly approved by the Head of the Department /Principal to write a dissertation report. The report would be the outcome of field enquiry and data analysis as well as the review of existing literature in the particular area of study. This research work will be done under the supervision of one of the faculty members of the Department. The Viva-Voce will be conducted based on the dissertation done by the students. Marks shall be awarded by internal and external examiner and marks awarded by them shall be averaged to determine the marks of the students.

Course Code : SOM/BBA/MICE-805-HF2
Course Name : Working Capital Management
Semester/ Year : VIII Semester

Course Objectives:

Course Content:

Unit I

Working Capital Decisions: Meaning, Concepts, components Importance & Kinds of working Capital. Working Capital Management: Meaning, objectives, Principles, Importance of adequate working capital & consequences of inadequate working capital, Dangers of excessive working capital determinants of working capital operating cycle. Estimation of working capital requirements (problems) important working capital ratios.

Unit II

Sources of Working Capital: Financing of long term working capital & short term working capital. Factoring –Meaning mechanism, Functions, types, -merits & demerits.

Unit III

Liquidity Management: Cash: meaning, nature and motives for holding cash factors determining cash needs, cash management: meaning, objectives and functions. Optimum level of cash balance- Baumol model and miller model. Management of cash inflows & outflows management marketable securities. Cash-Budget (Problems).

Unit IV

Receivable Management: Definition, Objectives, cost and benefits of receivable. Credit policy & its variables. Types of Credit policy & their merits & demerits, Factors influencing the size of investment in receivables. Control of receivables. Framing optimum credit policy & average collection period (Problems)

Unit V

Inventory Management: Inventory Meaning, components and motives for holding inventory management: meaning and objectives. Cost and benefits of holding inventory. Tools & Techniques of inventory management, stock level, E.O.Q perpetual inventory system ABC analysis & other techniques.

Books and references:

1. Financial-Management-11-I-M-Pandey
2. Gary B. Gorton. Working Capital Management
3. James Sagner; Working capital Management, Willey

Course Code : SOM/BBA/MICE-805-HM2
Course Name : International Marketing
Semester/ Year : VIII Semester

Course Objectives: To provide an understanding of concepts and issues of International Marketing to the students.

Course Content:

Unit I

Framework of international marketing. Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

Unit II

Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licencing regulations & Procedures.

Unit III

International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad overview, merchandising, Trade fairs/exhibition

Unit IV

Institutional infrastructure for export in India, Export Assistance.

Unit V

Introduction to Export documentation and procedures, framework, preshipment & postshipment documents, Role of ITPO in export promotion, quality control & preshipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

Books and references:

1. Varshney & Bhattacharya: International marketing management, Sultan Chand & Sons
2. W.J. Keegan: Multinational Marketing Management, Prentice Hall.
3. V. Terpestra & Ravi Saratnag: International marketing, Naper Publishing Group.
4. P. Cateora & Graham: International marketing, McGraw Hill.
5. Hans Muhlbache: International marketing-A global perspective, Cengage Learning EMEA.

Course Code : SOM/BBA/MICE-805-HH2
Course Name : Talent and Knowledge Management
Semester/ Year : VIII Semester

Course Objectives: To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Course Content:

Unit I

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

Unit II

Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

Unit III

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

Unit IV

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit V

Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Books and references:

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management –a resource book, Excel books.

Course Code : SOM/BBA/MICE-805-HI2
Course Name : Transactional and Cross Cultural Marketing
Semester/ Year : VIII Semester

Course Objectives: The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing. The methods of price decisions in international markets shall also be taught.

Course Content:

Unit I

Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.

Unit II

Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

Unit III

Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labeling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.

Unit IV

Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Books and references:

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Cherunillam, Francis: International Marketing, Himalaya Publishing House
3. JJ Shaw & SakOnkvisit: International Marketing- Analysis and Strategies, Prentice Hall India.
4. Warren J. Keega: Global Marketing Management, Prentice Hall India.

Course Code : SOM/BBA/RBC-806
Course Name : Basic Research Method-II
Semester/ Year : VIII Semester

Course Content: As per the syllabus framed by the University*