

VIVEKANANDA GLOBAL UNIVERSITY



CDOE CENTRE FOR
DISTANCE AND
ONLINE
EDUCATION

Vivekananda Global University

Syllabus of Bachelor of
Business Administration

Programme structure and detailed syllabus

Programme Structure

Semester 1		
Course Code	Title	Credits
BBC 101	Fundamentals of Management	4
BBC 102	Business Accounting	4
BBC 103	Business Law	4
BBC 104	Entrepreneurship Development	4
BBC 105	Business Communication	4
BBC 106	Environmental Science	4
BBC 107	Elective 1	2
	TOTAL	26
Semester 2		
BBC 201	Managerial Economics	4
BBC 202	Statistics for Business Decision	4
BBC 203	Organizational Behavior	4
BBC 204	Human Resource Management	4
BBC 205	Principles of Marketing	4
BBC 206	Business Analytics	4
BBC 207	Elective 2	2
	TOTAL	26
Semester 3		

BBC 301	Macroeconomics for Managers	4
BBC 302	Business Environment	4
BBC 303	System Analysis and Design	4
BBC 304	Business Ethics and Corporate Social Responsibility	4
BBC 305	Business Policy and Strategic Management	4
BBC 306	Elective 3	2
BBC 307	Elective 4	2
	TOTAL	24
Semester 4		
BBC 401	Business Research Methods	4
BBC 402	Operations Research	4
BBC 403	E-Commerce	4
BCH 404	Cyber Crimes and Law	4
BBC 405	International Business	4
BBC 406	Elective 5	2
BBC 407	Elective 6	2
	TOTAL	24
Semester 5		
BBC 501	Qualitative Techniques	4
BBC 502	Production and Operation Management	4
BBC 503	Enterprise Resource Planning	4
BBC 504	Total Quality Management	4

BBC 505	Project Management	4
BBC 506	Elective 7	2
BBC 507	Elective 8	2
	TOTAL	24
Semester 6		
BBC 601	Graduation Project	20
BBC 602	Elective 9	2
BBC 603	Elective 10	2
	Total	24
	Grand Total	148

Semester	Course Code	Title	Credits
Semester 1	BBC 107	Elective 1- Psychology	2
Semester 2	BBC 207	Elective 2- Banking and Insurance	2
Semester 3	BBC 306	Elective 3- Management Accounting	2
	BBC 307	Elective 4- Product and Brand Management	2
Semester 4	BBC 406	Elective 5- Financial Management	2
	BBC 407	Elective 6- Marketing of Services	2
Semester 5	BBC 506	Elective 7- Cost Accounting	2
	BBC 507	Elective 8- Idea Generation Lab	2
Semester 6	BBC 602	Elective 9- Micro Finance and Rural Credit	2

	BBC 603	Elective 10 – Customer Relationship Management	2
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Detailed syllabus of BBA Program

Semester 1

Course code: BBC 101 Fundamentals of Management

Course Outcomes:

CO1 The learners will be able to define the concept of Management & compare the concepts of Managements by different Experts.

CO2 Demonstrate planning decisions in an organization with the various methods of planning

CO3 Identify the organizations process, department, organization structure and span of control

CO4 Recognize the skills required to manage and control functions effectively

Module 1

Concept of Management: Introduction to Management & Organizations, Functions and Responsibilities of Managers, Fayol’s Principles of management.

Module 2

Management thought; the Classical School, The Human Relations School, Systems theory, Contingency Management Developing Excellent Managers.

Module 3

Fayol’s Principles of management, Management thought; the Classical School, The Human Relations School.

Module 4

Systems theory, Contingency Management Developing Excellent Managers.

Module 5

Planning: Nature and purpose of planning process, principles of Planning, Types of planning.

Module 6

Advantages and Limitation of planning, Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting objectives.

Module 7

Management by Objective (MBO) benefits and weaknesses of MBO

Module 8

Strategies and Policies: Concept of Corporate Strategy, formulation of strategy, Types of strategies, Types of policies.

Module 9

Principles of formulation of policies, Decision Making Process, Individual Decision-Making Models.

Module 10

Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span Relationship, Line Staff Conflict, Bases of Delegation, Kind of Delegation and Decentralization, methods of Decentralization.

Module 11

Controlling: Concept and Process of Control, Control Techniques. Human Aspects of Control, Control as a feedback system.

Module 12

Feed forward Control, Preventive Control, Profit and loss Control, Control through Return on investment, the use of Computer of Controlling & Decision making, the challenges created by IT a Control tool.

Module 13

New era of Management: Managing in a borderless world, international business environment, economic, legal-political, socio-cultural environments.

Module 14

Trade-alliances, MNCs, Valuing diversity, its dimensions and attitudes, minority-challenges, glass-ceilings, gender issues in management.

Readings:

1. Harold Koontz, O'Donnell and Heinz Weihrich, "Essentials of Management" New Delhi, Tata McGraw Hill.
2. R.D. Agrawal, "Organization and Management" New Delhi, Tata McGraw Hill.
3. Stephen Robbins "Management", New Delhi, Pearson, Latest edition
4. L M Prasad, Principles of management, Sultan Chand & Sons, Latest edition
5. V.S.P Rao/Bajaj, Management process and organization, Excel Books, Latest edition

Course code: BBC 102 Business Accounting**Course Outcomes:**

CO1 Acquaint with the basic concept of Accounting, Book keeping and preparation of ledger.

CO2 Identify events that need to be recorded in the books of accounting.

CO3 Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP

CO4 Equip with the knowledge of accounting process and preparation of final accounts

CO5 Analyse the impact of financial ratios on long term and short-term obligations.

Module 1

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations.

Module 2

Users of Accounting Information. Generally Accepted Accounting Principles

Module 3

The Accounting Equation. Recording Transactions in Journal.

Module 4

Recording Transactions in Cash Book. An overview of Subsidiary books.

Module 5

Preparation of Ledger Accounts, Depreciation Accounting, and Revenue Recognition.

Module 6

Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Bank Reconciliation Statement.

Module 7

Preparation of Trial Balance. Adjustment Entries.

Module 8

Post-adjusted Trial Balance. Preparation of Financial Statements

Module 9

Preparing Trading Account, Profit & Loss Account and Balance Sheet.

Module 10

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information;

Module 11

Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis.

Module 12

Meaning and Usefulness of Financial Ratios;

Module 13

Analysis of Financial Ratios from Profitability Ratios, Solvency Ratios.

Module 14

Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pt. Ltd., Latest edition
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
4. T.P. Ghosh, Financial Accounting for Managers: Taxman Allied Services
5. Grewal and Gupta, Advanced Accounting, Sultan Chand, Latest edition
6. Khan, M Y, Jain, P K, Management Accounting, Tata McGraw Hill.

Course code: BBC 103 Business Law

Course Outcomes:

CO1 Discuss the basic aspects of contract and its attributes.

CO2 Solve the conflicts between parties with the discharge and remedies of breach in the contract.

CO3 Learners will have knowledge of special contracts

CO4 Identify critical issues of partnership business and recognize rights and duties of partners.

CO5 Develop critical thinking through the use of law cases.

Module 1

The Indian Contract Act, 1872: General Principles of Contract, Contract – meaning, characteristics and kinds.

Module 2

Essentials of a valid contract - Offer and acceptance, consideration, Contractual capacity, free consent, legality of objects, Void agreements.

Module 3

Discharge of a contract – modes of discharge, breach and remedies against breach of contract.

Module 4

Contingent contracts, Quasi- contracts, The Indian Contract Act, 1872: Specific Contracts- Contract of Indemnity and Guarantee.

Module 5

Contract of Bailment, Contract of Agency, The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell.

Module 6

Conditions and warranties, Transfer of ownership in goods including sale by a non- owner.

Module 7

Performance of contract of sale, unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer

Module 8

Partnership Laws: The Partnership Act, 1932- Nature and Characteristics of Partnership, Registration of a Partnership Firms.

Module 9

Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners.

Module 10

Mode of Dissolution of Partnership, The Limited Liability Partnership Act, 2008- Salient Features of LLP.

Module 11

Differences between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners.

Module 12

Incorporation Document, Incorporation by Registration, Partners and their Relationship.

Module 13

The Negotiable Instruments Act 1881: Meaning, Characteristics, and Types of Negotiable Instruments.

Module 14

Promissory Note, bill of exchange, Cheque, Holder and Holder in Due Course, Privileges of Holder in Due Course. Negotiation: Types of Endorsements, Crossing of Cheque, Bouncing of Cheque.

Readings:

1. M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi.
2. Ravinder Kumar, Legal Aspects of Business, Cengage Learning

3. SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi.
4. Aggarwal S K, Business Law, Galgotia Publishers Company, New Delhi.
5. AkhileshwarPathak, Legal Aspects of Business, McGraw Hill Education.

Course code: BBC 104 Entrepreneurship Development

Course Outcomes:

- CO1 Describe the entrepreneurship.
- CO2 Identify the government policies and incentives to the small enterprises
- CO3 To apprise the govt. policies for entrepreneurs.
- CO4 Create and present a business plan.
- CO5 Compare different sources of finance.

Module 1

Entrepreneurship Development - Concept & Scope, Charms of becoming an entrepreneur.

Module 2

Entrepreneurship: scope in local and global Market, Steps in setting up of a business. Traits of successful entrepreneur.

Module 3

Facility Planning- Selection of Product/ Service, core competence, product life cycle

Module 4

New product development process, mortality curve, creativity and innovation in product modification/development.

Module 5

Process selection: Technology life cycle, forms and cost of transformation.

Module 6

Factors affecting process selection. Factors affecting selection of location for an industry. Importance of material handling and its relevance with facility location.

Module 7

Calculate capacity of plant and its relation with economies of scale including flexibility in capacity.

Module 8

Support agencies for MSME- Categorisation of MSME, ancillary industries, Support agencies for entrepreneurship guidance, training, registration.

Module 9

Support agencies for technical consultation, technology transfer and quality control. Support agencies for marketing and finance.

Module 10

Managing critical resources- Managing finance: Sources of finance types, advantages and disadvantages, methods of cost control & importance, managing working capital.

Module 11

Materials Management: MRP, JIT. Time management: art of managing time. Information system: Developing suitable information systems

Module 12

Project planning, Managing enterprise & Risk Management- Preparation of business plan and techno economic feasibility study.

Module 13

Breakeven point, return on investment and return on sales. Identifying a USP, developing a marketing plan, Developing supply chain, planning for initial orders.

Module 14

Planning for calculated risk taking, initiation with low-cost projects. Integrated futuristic planning, angel investors, and role of incubation centres.

Readings:

1. Vasant Desai: The Dynamics of Entrepreneurship Development and Management, HPH
2. Srivastava, A Practical Guide to Industrial Entrepreneurs, Sultan Chand
3. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition
4. K. Venkataramanappa, Entrepreneurial Development, SHB Publications
5. Entrepreneurship Development & Business Communication – S.K.Debnath, The Dee Publications

Course code: BBC 105 Business Communication

Course Outcomes:

CO1 Learners will be able to identify the elements of the business communication process.

CO2 Learners will learn about grammar and vocabulary.

CO3 Learners will be able to write effective business documents, including memos, email, letters, and reports.

CO4 Learners will be able to crack group discussion.

CO5 Develop the skills of making effective presentations and learn to present it.

Module 1

Fundamentals of Communication: Introduction, Definition, Process, Importance.

Module 2

Different Forms and Purpose of Communication, Barriers to Communication.

Module 3

Organizational and Interpersonal Communication.

Module 4

Grammar & Vocabulary: Tenses and the concept of time, Verb Types.

Module 5

Active and Passive Voice, Narration, Prepositions, Conditionals.

Module 6

Modal Auxiliaries, Conjunctions, One-word substitutions, Synonyms and Antonyms

Module 7

Professional and Technical Writing: Official Correspondence – Drafting E- mails.

Module 8

Drafting Memorandum, Notice, Agenda, Minutes, Circulars.

Module 9

Business Correspondence-Business letter writing- Sales letters.

Module 10

Enquiry letters and replies to enquiry (enquiry about a product, service or information)

Module 11

asking for a quotation, placing an order and replies to the same, Report Writing- General and Technical report, Definition, Types, structure.

Module 12

Technical proposals- Definitions, Types and Format

Module 13

Group Discussion: Introduction to Group Discussion, Types, Roles and Functions in Group Discussion, Difference between GD and Debate, Preparation Strategy, Tips for a good GD

Module 14

Presentation- Fundamentals of Presentation, Audience Analysis, Organizing Material, Visual Aids and Nuances of Delivery, Body language and Effective Presentation, Question- Answer Session

Readings:

1. Communication Skills, [PushpLata, Sanjay Kumar](#) Oxford Higher Education/Oxford University Press, 2011

2. Technical Communication; Principles and Practice, Meenakshi Raman & Sangita Sharma, Oxford University Press
3. Effective Technical Communication, M Ashraf Rizvi, Tata McGraw-Hill Education
4. Sinha, K.K.: Business Communication, Galgotia Publications, latest edition.
5. Essentials of Business Communication – Rajendra Paul, Sultan Chand & Sons

Course code: BBC 106 Environmental Science

Course Outcomes:

CO1 To create awareness about ecosystem, health and pollutants.

CO2 To apprise about biodiversity, its relevance and conservation in India.

CO3 To understand the problems, issues and challenges related to social issues.

CO4 To comprehend causes and impact of environmental pollution

CO5 Describe the efforts made by the govt. and industry to improve the environment and the quality of life.

Module 1

Introduction and natural resources: Multidisciplinary nature and public awareness, renewable and non-renewable resources and associated problems

Module 2

Forest, water, mineral, food, energy and land resources. Introduction to natural resources, conservation of natural resources and human role.

Module 3

Ecosystem: Ecological concepts, concept of ecosystems, types of ecosystems, ecosystem structure and functioning

Module 4

Energy flow, food chains and food webs, ecological pyramids

Module 5

Biodiversity and Conservation: Definition, genetic species and ecosystem diversity biogeographically,

Module 6

Classification of Indian value of biodiversity at national and local levels

Module 7

India as a mega-diversity nation, threats to biodiversity and endangered and endemic species of India need for conservation of biodiversity.

Module 8

Definition, causes, effect and control of air pollution, water pollution, soil pollution, marine pollution, noise pollution

Module 9

Definition, causes, effect and control of thermal pollution, electromagnetic pollution, nuclear hazards

Module 10

Human role in prevention of pollution, solid waste management, disaster management, floods, earthquake, cyclone, and landslide.

Module 11

Firework Safety: Combustion of firework and pollution (noise, smoke, fireworks fallout and residue pollution), heavy metal toxicity due to fireworks and associated health effects.

Module 12

Social Issue and Environment: Unsuitable to suitable development, urban problem related to energy and water conservation

Module 13

Environment protection act, wild life protection act, forest conservation act, Environmental issues, population explosion, and family welfare program.

Module 14

Environmental and human health HIV, women and child welfare, role of information technology on environment and human health.

Readings:

1. Agrawal, K.C.: Fundamentals of Environmental Biology, Bikaner (India): Nidhi Publishers
2. Odum E.P.: Fundamentals of Ecology, Dehradun: Natraj Publisher
3. Atmospheric pollution, by W Buch , Tata McGraw Hill(TMh)
4. Professional Ethics and Human Values, [Govindarajan M](#), PHI Learning Private Limited, Delhi
5. Corruption and Reform in India By Jennifer Bussell, Cambridge University Press

Semester 2

Course Code: BBC 201 Managerial Economics

Course Outcomes:

CO1 Acquaint with the basic concepts of managerial economics.

CO2 To distinguish between different types of elasticity of demand.

CO3 Compare cardinal and ordinal utility.

CO4 To establish correlation between cost and production.

CO5 Analyse different competitive situations.

Module 1

Introduction to Managerial economics, nature, significance, scope of managerial economics

Module 2

Role of economics in business decision making. Microeconomics vs. Macroeconomics.

Module 3

Demand and Market equilibrium: Law of Demand, Individual demand, market demand

Module 4

Law of supply, individual supply, market supply, market equilibrium;

Module 5

Elasticities of demand: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand.

Module 6

Theory of consumer behaviour : cardinal utility theory, ordinal utility theory

Module 7

Indifference curves, budget line, consumer choice, price effect, substitution effect

Module 8

Income effect for normal, inferior and giffen goods, revealed preference theory.

Module 9

Theory of Production and Cost: Introduction – Laws of Production: Law of Variable Proportions

Module 10

Statement of the Law, Assumptions of the Law of Variable Proportions.

Module 11

Law of Returns to Scale – Concepts of Costs, Short run Cost, Long run Cost– Economies of Scale

Module 12

Real Economies, Pecuniary Economies – Diseconomies of Scale.

Module 13

Market Structure and Pricing: Introduction – Classification of Markets – Perfect Competition: Features of the Perfect Competition

Module 14

Monopoly: Features of the Monopoly – Monopolistic Competition: Features of Monopolistic Competition – Oligopoly, Features of oligopoly, Kinked Demand Curve, Cartels

Readings:

1. Markar & Pillai Business & Managerial Economics Himalaya Publishing Co – 2000
2. Chopra, O.P Managerial Economics Prentice Hall Inc., New Delhi, 2001.
3. Trivedi, M L, Managerial Economics: Theory & Applications, Tata McGraw Hill, 2002
4. Dholakia, R.H. &Oza, A.N, Micro Economics for Management Learners, OUP, 2003.
5. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications, Oxford University Press. 2007
6. Mote, V L, Paul Samuel, Gupta G.S., Managerial Economics, Tata McGraw Hill, New Delhi. 2017.

Course Code: BBC 202 Statistics for Business Decisions

Course Outcomes:

CO1 To impart knowledge about statistical tools and its applications

CO2 Select and deploy the correct statistical method for a given data analysis

CO3 Learners will gain knowledge of measures of central value.

CO4 Develop the skill of performing the calculations required to data analysis.

CO5 Solve numerical problems of correlation and regression

Module 1

Introduction to Statistics: Origin and Growth of Statistics, Applications of Statistics collection of Data.

Module 2

Sampling: Census and Sample Method, Theoretical Basis of Sampling, Size of Sample, Merits and Limitations of Sampling, Sampling and Non-Sampling Errors.

Module 3

Classifications and Tabulation of data: Meaning and Objectives of Classification, Types of Classification.

Module 4

Formation of Discrete and Continuous Frequency Distribution, Tabulation of Data, Parts of Table, Rules of Tabulation, Types of Tables.

Module 5

Diagrammatic and Graphic Presentations: Significance of Diagrams and Graphs, rules for Construction of Diagrams, Graphs.

Module 6

Techniques of Constructing Graphs, Graphs of Frequency Distribution, Limitations of Diagrams and Graphs.

Module 7

Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode.

Module 8

Harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages.

Module 9

Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range.

Module 10

Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

Module 11

Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation.

Module 12

Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient.

Module 13

Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression.

Module 14

Regression lines (X on Y, Y on X) and Standard error of estimate.

Readings:

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
 2. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
 3. Gupta, Goyal, Bhatnagar, Shah, Lodha, Business Statistics, Ajmera Book Company, Latest Edition
 4. Arora, PN, Arora, Sumeet and Arora, Amit: "Managerial Statistics", S. Chand
 5. Agarwal B.L, Basic Statistics, New Age Publications, Latest Edition
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Course Code: BBC 203 Organizational Behavior

Course Outcomes:

CO1 Describe the basic forms of ownership and types of managerial roles.

CO2 Compare different models used to explain individual behaviour related to motivation and rewards.

CO3 Gain insights on group dynamics and demonstrate skills required for team building

CO4 Identify the processes used in communication and resolving conflicts

CO5 Develop the process of organizational development and techniques used for the purpose

Module 1

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing.

Module 2

Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration.

Module 3

Joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Module 4

Importance of organizational Behaviour, Perception and Attribution: Concept, Nature, Process And Personality.

Module 5

Personality: Learning: Concept and Theories of Learning, reinforcement, Need of Reward system.

Module 6

Motivation: Concepts and their application, Need, Content & Process theories, Nature & Importance.

Module 7

Herzberg's Two Factor theory, Maslow's Need Hierarchy theory, Alderfer's ERG theory, Motivational Challenge Plan.

Module 8

Perception, Perceptual process, Importance of Perception in OB, Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness.

Module 9

Leadership & management, Theories of leadership- Trait theory, Behavioural Theory, Contingency Theory, Leadership & Followership, How to be an Effective Leader.

Module 10

Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

Module 11

Organizational Change: Concept, Resistance to change, Managing resistance to change.

Module 12

Organizational Power and Politics: Nature of organizational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict.

Module 13

Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos.

Module 14

Introduction to HRM, Selection, Orientation, Training & Development, Performance Appraisal, Incentives.

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
3. Kavita Singh: Organisational Behaviour, Vikas Publication.
4. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
5. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.

Course Code: BBC 204 Human Resource Management

Course Outcomes:

CO1 Learners will be able to identify the concept of human resource and define the different aspects of HR.

CO2 Learners will be able to understand the planning process of HR and to articulate its different elements accurately.

CO3 Learners will be able to prioritize the training related needs and to apply the methods accordingly and define the meaning and methods of performance appraisal

CO4 Develop relevance of performance appraisal and compensation system to meet individual and organizational strategic needs.

CO5 Effectively handle disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organization.

Module 1

Introduction to Human Resource Management: Concept, Functions, roles, skills competencies, HRD- definition, goals and challenges.

Module 2

The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity.

Module 3

Corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance.

Module 4

HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organizations.

Module 5

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, Human Resource Information System (HRIS).

Module 6

Succession planning, Job analysis – Uses, methods, Job description & Job specifications. audit concept, HR accounting.

Module 7

Human Resource Development (HRD), Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Module 8

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods.

Module 9

Performance management system: concept, uses of performance appraisal, performance management methods.

Module 10

Factors that distort appraisal, appraisal interview, Career planning: career anchors, career life stages.

Module 11

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels.

Module 12

Wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Module 13

Industrial Relations: Introduction to Industrial Relations, Trade union's role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance.

Module 14

Concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining.

Readings:

1. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
2. Personnel Management & Industrial Relations – Rat norm & Srivastava-Tata McGraw Hill
3. D.K. Bhattacharya, Human Resource Planning, Excels Publications
4. Human Resources Management – Decenzo and Robbins – John Willey.
5. Jyotsana Singh, Personnel Management, Centrum Press.

Course code: BBC 205 Principles of Marketing

Course Outcomes:

CO1 Explain the core concepts of marketing and the goals of the Marketing function

CO2 Develops marketing strategies based on segmentation, target marketing and positioning by examining consumer behaviour.

CO3 Ability to communicate the unique marketing mixes and selling propositions for specific product offerings and pricing objectives.

CO4 Evaluate the relevance of marketing concepts on environmental change while designing marketing plans, strategies and practices.

Module 1

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing;

Module 2

Core marketing concepts; Company orientation - Product concept, Production concept

Module 3

Selling concept, Marketing concept, Holistic marketing concept.

Module 4

Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context);

Module 5

Portfolio approach – Boston Consultative Group (BCG) matrix.

Module 6

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

Module 7

Product Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies,

Module 8

Product Classification, Product Line Decision, Product Mix Decision

Module 9

Branding Decisions, Packaging & Labelling, New Product Development.

Module 10

Pricing Decisions: Determinants of Price, Pricing Methods , Non- mathematical treatment,

Module 11

Adapting Price, Geographical Pricing, Promotional Pricing and Differential Pricing. Promotion Mix: Factors determining promotion mix, Promotional Tools

Module 12

Basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling;

Module 13

Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries, Types of Retailers, Types of Wholesalers.

Module 14

Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
3. Saxena, R. Marketing Management, 6th Edition, Tata McGraw Hill Education
4. Stanton, Fundamentals of Marketing, Tata McGraw Hill
5. Marketing Management – R Saxena – Tata McGraw Hill

Course Outcomes:

- CO1 Define the basic of business analytics
- CO2 Assess the applicability of descriptive analytics
- CO3 Interpret the applicability of predictive analytics
- CO4 Evaluate the applicability of prescriptive analytics
- CO5 Demonstrate the application of programming using R software

Module 1

Introduction to business analytics: Definition of Business Analytics, Categories of Business Analytical methods and models

Module 2

Business Analytics in practice, Big Data- Overview of using Data, Types of Data.

Module 3

Descriptive analytics: Overview of Description Statistics, Central Tendency, Variability

Module 4

Data Visualization-Definition, Visualization Techniques–Tables, Cross Tabulations, charts.

Module 5

Data Dashboards using Ms-Excelor SPSS

Module 6

PREDICTIVE ANALYTICS: Trend Lines, Regression Analysis –Linear & Multiple.

Module 7

Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Exploration & Reduction.

Module 8

Classification, Association, Cause Effect Modelling.

Module 9

Prescriptive analytics: Overview of Linear Optimization.Non Linear Programming Integer Optimization

Module 10

Cutting Plane algorithm and other methods.

Module 11

Decision Analysis – Risk and uncertainty methods.

Module 12

Programming using r: R Environment, R packages.

Module 13

Reading and Writing data in R, R functions, Control Statements.

Module 14

Frames and Subsets, Managing and Manipulating data in R

Readings:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition.
3. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
4. Albright Winston, Business Analytics – Data Analysis – Data Analysis and Decision Making, Cengage Learning.
5. Sahil Raj, Business Analytics, Cengage Learning.

Semester 3

Course code: BBC 301 Macroeconomics for Managers

Course Outcomes:

CO1 Describe the different theories of firm.

CO2 Analyse the techniques of demand forecasting.

CO3 Assess the impact of inflation on business cycle.

CO4 Acquaint with the components of monetary and fiscal policy.

CO5 To describe about the country's trade and Balance of Payments.

Module 1

Theory of the Firm: Descriptive analysis of: Profit Maximization Theory, Managerial Theory, Behavioural theory.

Module 2

Profit Maximization, Security Objective

Module 3

Profit Satisfying Objective, Sales maximization

Module 4

Utility Maximization, Staff Maximization, Growth Maximization

Module 5

Demand Forecasting: Introduction, Why Demand Forecasting

Module 6

Steps in Demand Forecasting, Techniques of Demand Forecasting.

Module 7

Some case studies of Demand Forecasting.

Module 8

Macroeconomics for Managers: National Income-Concepts-Measurement of National Income;

Module 9

Business Cycles- phases and theories;

Module 10

Inflation-Causes and Control-Stagflation

Module 11

Fiscal and Monetary Policy: Monetary and Fiscal Policies- Introduction, Meaning and Scope

Module 12

Monetary Policy of RBI –Quantitative and Qualitative Instruments, Limitations of Monetary Policy

Module 13

Balance of Payments: Concepts, Balance of Trade vs. Balance of Payments Accounts;

Module 14

Disequilibrium and corrections in Balance of Payments.

Readings:

1. Markar & Pillai Business & Managerial Economics Himalaya Publishing Co – 2000
2. Chopra, O.P Managerial Economics Prentice Hall Inc., New Delhi, 2001.
3. Trivedi, M L, Managerial Economics: Theory & Applications, Tata McGraw Hill, 2002
4. Dholakia, R.H. &Oza, A.N, Micro Economics for Management Learners, OUP, 2003.
5. Chaturvedi, D.D. & Gupta S.L, Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers, 2003.
6. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications, Oxford University Press. 2007
7. Mote, V L, Paul Samuel, Gupta G.S., Managerial Economics, Tata McGraw Hill, New Delhi. 2017.

Course code: BBC 302 Business Environment

Course Outcomes:

CO 1. Explain the concept of the various constituents of environment and their impact on businesses.

CO 2. To know the minor and major factors affecting the business in various streams

CO 3. Analyse various political, technological and economic environment in the business

CO 4. To acquire in-depth knowledge about recent development in environment in India

CO 5. Business environment analysis helps to forecast the future prospects of the business concern.

Module 1

Nature of the Environment of Business : - Nature, Concept and Significance of Internal Environment

Module 2

Management of Organizational Resources for Developing Effective Internal Organizational Environment, Economic Structure.

Module 3

Economic Policies, Government and Business : - Industrial, Monetary, Fiscal and Foreign Trade Policies

Module 4

Role of RBI and ministry of finance in policy making, natural and per capita income, economic reforms, consequences.

Module 5

Environmental scanning and socio-cultural environment

Module 6

Introduction of MSME, and its reforms, Government Guidelines for Technological Up gradation (STPs).

Module 7

India's performance in various business indexes, Cross – culture management, social responsibility of business

Module 8

Business ethics, Analysis, forecasting and assessment of cultural environment – social audit.

Module 9

Recent Development in Business Environment of India: - Market Freedom, Privatisation, Globalization,

Module 10

NITI Aayog, BRICS, Make in India Initiative

Module 11

Trade corridors, Carbon Credit in India.

Module 12

Global environment: –routes of globalization, Recent FDI norms

Module 13

WTO – benefits and problems for India.

Module 14

Analysis of global environment – scanning, monitoring, forecasting, assessing global environment, PESTEL Analysis

Readings:

1. ChidaBBaram, Business Environment, Vikas Publication House Pvt Ltd
2. Francis Cherunillam, Business Environment, Himalaya Publishing House
3. K.Aswathapa, Essentials of Business Environment, Himalaya Publishing
4. M. Rubmand.J. Lewraw and L.D. Booth, International Business: Firm and Environment, McGraw Hill Publications
5. V. Neelamegam, Business Environment, Vrinda Publications

Course code: BBC 303 System Analysis and Design

Course Outcomes:

CO1 Learners will know about basic hardware components of computer, software, number system and usage of internet.

CO2 Learners will be able to learn about concept and usage of information systems.

CO3 Learners will gain knowledge about different types of information processing systems.

CO4 Learners can design system components and environments.

CO5 Learners will be able to define basic concepts of system analysis and design.

Module 1

Introduction to Computer: Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers.

Module 2

Computer Languages: Levels of languages, generation and their features.

Module 3

Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

Module 4

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

Module 5

Introduction to Information Systems: Definition, Information Systems and Society, A Business as a System.

Module 6

Information Processing Concepts, Information Systems Concepts, and Recognizing Information Systems.

Module 7

Types of Information Processing Systems: Overview of Six Major Types of Systems: Transaction

Processing Systems.

Module 8

Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems.

Module 9

Types of Information Processing Systems: Overview of Six Major Types of Systems: Transaction Processing Systems.

Module 10

Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems.

Module 11

The Information Systems Environment: The Systems Development Life Cycle: The SDLC – Recognition of Need, Feasibility Study.

Module 12

Analysis, Design, Implementation, and Considerations for Candidate Systems and The Role of System Analyst.

Module 13

System Analysis and Design: System Planning and Initial Investigation, Information Gathering, The Tools of Structured Analysis - DFDs, Data dictionary, Decision Trees, and Decision Tables.

Module 14

Feasibility Study, and Cost/Benefit Analysis. System Design: The Process Stage of Systems Design, Input / Output and Form Design, File Organization and Data Base Design, Program Design.

Readings:

1. Suresh K. Basandra, “Computers Today”, Galgotia Publications Pvt. Ltd., New Delhi.
2. P.K. Sinha, “Computer Fundamentals”, BPB Publications, New Delhi.
3. Muneesh Kumar, “Business Information Systems”, Vikas Publishing House Pvt. Ltd., New Delhi.
4. James A. O’Brien, “Management Information Systems”, Galgotia Publications Pvt. Ltd., New Delhi.
5. Kenneth C. Laudon & Jane P. Laudon - Management Information Systems Managing the Digital Firm, Pearson Education.

Course code: BBC 304 Business Ethics & Corporate Social Responsibility

Course Outcomes:

CO1: The learner should be able to define the meaning and importance of business ethics in organizations.

CO2: The learner should be able to describe the various ethical practices followed in organizations and their impact on organization culture.

CO3: The learner should be able to enumerate the various corporate governance policies and the organization regulatory framework.

CO4: The learner should be able to critique on various corporate social responsibilities (CSR) taken by the organizations in a given year.

CO5: The learner should be able to create a linkage of ethics to various functional segments of an organization.

Module 1

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits

Module 2

Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring.

Module 3

Moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Module 4

Organizational moral standards and the ethical dilemmas of decision-making, Managing ethics in organization, Anti-corruption behavior

Module 5

Socially responsible leadership and CSR' role in corporate governance, The interaction between business and government in the implementation of social policies in India

Module 6

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance.

Module 7

Accounting standards and corporate governance, corporate disclosure, insider trading. The Board –Quality, Composition and role of Board.

Module 8

Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49.

Module 9

Directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Module 10

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors.

Module 11

Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action.

Module 12

Reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring.

Module 13

Corporate social responsibility: Meaning, Evolution of corporate social responsibility.

Module 14

Common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Readings:

1. A.C. Fernando, Corporate Governance, Pearson Education.
2. N. Gopalswamy, Corporate governance a new paradigm, A H Wheeler Publishing
3. Mathur, U C Corporate Governance and business ethics, MacMillan India Ltd, Latest Edition
4. Baxi, C V, Corporate Governance, Excel Books, Latest Edition
5. Sadri S, Sinha A K and Bonnerjee, P, Business Ethics: concepts and cases, TMH, Latest Edition.

Course Code: BBC 305 Business Policy and Strategic Management**Course Outcomes:**

CO1 Explain the concept and evolution of business policy and strategic management

CO2 Acquaint with the basic principles and practices associated with strategy formulation

CO3 Demonstrate the importance of external environmental analysis as well prepare PESTLE Analysis and ETOP model for decision making.

CO4 Identify and evaluate different alternative strategies for effective decision making.

CO5 Analyze the competitive situation and strategic dilemma in dynamic business environment

Module 1

Introduction: Business policy-evolution of the concept. Difference between business policy and strategic management,

Module 2

Corporate governance- concept, issues, models, evolution and significance

Module 3

Introduction to Strategic Management-Concept importance of strategic Management,

Module 4

Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process,

Module 5

Top management perspective: Establishing company direction-developing strategic vision.

Module 6

Setting objectives and crafting a strategy-Internal & External Environment.

Module 7

Formulating Long Term objective & Strategy, Strategic Analysis & Choice.

Module 8

Analyzing business environment: Analysis of Business environment at 3 levels-Macro external environment analysis.

Module 9

Industry analysis and competitor analysis, porter's five forces

Module 10

Competitor analysis framework, and firm level internal analysis.

Module 11

Identifying alternative strategies: Grand strategies: stability, growth, retrenchment & combination strategies

Module 12

Competitive Strategy and Competitive Advantage: Industry and competitive analysis.

Module 13

Strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities.

Module 14

Competitive Scope and the Value Chain, The Value Chain and Generic Strategies.

Readings:

1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
2. Subbarao: Business Policy and Strategic Management, HPH. 56
3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning
4. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill
5. C. AppaRao; Strategic Management and Business Policy, Excel Books.
6. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill.
7. Pillai, Strategic Management, 8. Lawrence, Business Policy and Strategic Management, Tata McGraw Hill.
8. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt. Ltd.

Semester 4

Course Code: BBC401 Business Research Methods

Course Outcomes:

CO1 Learner will learn the about the research process.

CO2 Identify the sources of primary and secondary data.

CO3 Acquaint with the methods of collecting data and Identify the overall process of designing a research

study from its inception to its report.

CO4 Compare various scaling methods.

CO5 Apply research tools and their application in business management

Module 1

Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research;

Module 2

The Research process – Steps in the research process; the research proposal;

Module 3

Problem Formulation: Management decision problem Vs. Marketing Research problem.

Module 4

Research Design: Exploratory, Descriptive, Causal.

Module 5

Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources

Module 6

Secondary sources of data in Indian Context, Syndicated Research (in India)

Module 7

Primary Data Collection: Survey Vs. Observations. Comparison of self-Administered, telephone, mail, emails techniques.

Module 8

Qualitative Research Tools: Depth Interviews focus groups and projective techniques;

Module 9

Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, and Interval & Ratio.

Module 10

Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale;

Module 11

Questionnaire-form & design. Sampling: Sampling techniques, determination of sample size;

Module 12

Data Analysis: Z test (mean, diff. of mean, diff. of proportion)

Module 13

t test (mean), paired t test, Chi square test,

Module 14

Introduction to theoretical concept of ANOVA, U Test, Runs test.

Readings:

1. C.R. Kothari, Research Methodology, Vikas Publications
2. Naresh Malhotra – Marketing Research, Pearson.
3. Tripathi P.C: A Textbook of Research Methodology, Sultan Chand & Sons.
4. R. Divivedi: Research Methods in Behavior Science, Macmillan India Ltd.
5. Gupta S; Research Methodology and Statistical Techniques, Deep & Deep Publication (P)

Course Code: BBC 402 Operations Research

Course Outcomes:

CO1 Explain about the concepts of operations research and game theory.

CO2 Solve numerical on Assignment Models including special cases.

CO3 Solve numerical on CPM & PERT and Sequencing problems.

CO4 Evaluate inventory control techniques and solve simulation problems.

CO5 Solve numerical on Decision Theory and Queuing Theory.

Module 1

Introduction to Operations Research: Basics definition, scope, objectives, phases, models and limitations of Operations Research.

Module 2

Game Theory. Competitive games, rectangular game, saddle point, minimax (maximin) method of optimal strategies.

Module 3

Value of the game. Solution of games with saddle points, dominance principle. Rectangular games without saddle point – mixed strategy for 2 X 2 games.

Module 4

Transportation problem, Introduction, Initial basic feasible solution, NWC method, Least cost method.

Module 5

Vogel's method, MODI, moving towards optimality, solution procedure without degeneracy.

Module 6

Assignment problem – Algorithm – Hungarian method – simple problems

Module 7

Network Analysis:- PERT/CPM background and development, stages in application.

Module 8

PERT networking analysis, CPM, Determination of CPM, Determination of earliest expected & latest allowable times.

Module 9

Inventory control: - Classification of Inventory control, EOQ model, inventory control system, ABC Analysis.

Module 10

Advantages of EOQ model in management. Simulation: Introduction, Methodology of Simulation, Basic Concepts.

Module 11

Simulation Procedure, Application of Simulation Monte-Carlo Method: Introduction, Monte-Carlo Simulation.

Module 12

Applications of Simulation, Advantages of Simulation, Limitations of Simulation.

Module 13

Queuing Theory. Decision Theory: Decision making without and with experimentation. Decision Trees. Utility theory.

Module 14

Decision under risk: expected value, expected value - variance, aspiration - level, and most likely future criteria. Decision under uncertainty: Laplace and Minimax (Maxmin) criteria.

Readings:

1. N.P. Agarwal: Quantitative techniques for managers, RBD publication
2. Hamdy A. Taha: Operations Research-An Introduction, Prentice Hall.
3. S.N. Chary, "Production & Operation Management", Tata-McGraw – Hill Publishing Company Ltd.
4. N.D. Vohra, "Quantitative Techniques in Management", Tata-McGraw – Hill Publishing Company Ltd.
5. F.S. Hillier. G.J. Lieberman: Introduction to Operations Research- Concepts and Cases, 9th Edition, Tata Mc-Graw Hill

Course Code: BBC 403 E-Commerce

Course Outcomes:

CO1 Explain about the types of E-commerce and process to build E-commerce business

CO2 Able to learn about the basic network architecture

CO3 Identify the key security threats involve in E-commerce.

CO4 Identify various modes of electronic payments.

CO5 Examine the models of E-retailing.

Module 1

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e- business.

Module 2

Advantages and disadvantages of ecommerce, Porter's value chain model, competitive advantage and competitive strategy.

Module 3

Different types of ecommerce like Business-to- Business (B2B), Business-to- customer (B2C).

Module 4

Customer-to-customer (C2C), customer- to- business (C2B),G2C. E- commerce: Business Models and Concepts.

Module 5

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture.

Module 6

Network hardware and software considerations, intranets and extranets, The making of world wide web.

Module 7

Web system architecture, ISP, URL's and HTTP, cookies. Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques.

Module 8

Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats.

Module 9

Frauds and scams Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption.

Module 10

Authentication and trust using digital signature and digital certificates, internet security using Virtual Private Network (VPN), firewalls, Secure sockets layer (SSL).

Module 11

Internet payment systems: 4C payment methods, electronic money, ACID (Atomicity, Consistency, Isolation and Durability) and ICES (Interpretability, Conservation, Economy, Scalability) test.

Module 12

Payment gateway, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, Electronic fund transfer (EFT), NEFT, RTGS, IMPS and Automated Clearing house (ACH).

Module 13

E-Retailing: Traditional v/s E-Retailing, Key success factors in E-retailing, Models of E- retailing, and Characteristics of E-retailing.

Module 14

E-services: Categories of E-services, Web-enabled services, matchmaking services, Information selling on the web, E-entertainment, Auctions and other specialized services.

Readings:

1. Kenneth C. Laudon and Carlo Guercio Traver, E-Commerce, Pearson Education.
2. Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, McGraw Hill Education
3. Agarwala K.N and Deeksha Ararwala: "Business on the Net – Whats and Hows of E-Commerce"
4. Murthy CSV: "E. Commerce" Himalaya Publishing House Pvt.Ltd.

Course Outcomes:

- CO1 Explain the concept of cyber law and web technology.
- CO2 Apprise about the regulatory framework and protection from cyber fraud.
- CO3 Able to learn about the electronic evidences for personal and professional use
- CO4 Examine various electronic documents and its safety.
- CO5 Assess the impact of E-Contract on business.

Module 1

Introduction- Overview of Computer and Web Technology, Need for Cyber Law, Cyber Jurisprudence at International and Indian Level

Module 2

Jurisdictional Aspects in Cyber Law- Issues of jurisdiction in cyberspace, Types of jurisdiction.

Module 3

Prerequisites of jurisdiction, Cyber Crimes & Legal Framework- Introduction to Cyber Crimes, Cyber Crimes vs. Conventional Crime.

Module 4

Reasons for cyber -crimes and cyber criminals, Cyber Crimes against Individuals, Institution and State, Cyber Crimes, Hacking.

Module 5

Digital Forgery, Cyber Stalking/Harassment, Cyber Pornography, Identity Theft & Fraud, Cyber Terrorism.

Module 6

Cyber Defamation, Salami attacks- Web Jacking, Denial of service attack, Right to Privacy and Data Protection on Internet.

Module 7

Concept of privacy Threat to privacy on internet, Ingredients to decide confidentiality of information.

Module 8

Breach of sensitive personal information and confidentiality under IT Act and penalties for the same, Different offences under IT Act, 2000.

Module 9

Digital signature and Electronic Signature- Concept of public key and private key.

Module 10

Certification authorities and their role, Creation and authentication of digital signature, Concept of electronic signature certificates.

Module 11

Electronic Governance, Concept of electronic records and electronic signatures

Module 12

E Contracting- Salient features of E-contract, Formation of E-contract and types.

Module 13

E-mail Contracting, Indian Approach on E-contracts.

Module 14

Case studies on breach of cyber laws and how they were regulated.

Readings:

1. Nandan Kamath, Law Relating to Computer Network and E-commerce, Universal Law Publisher.
2. Apar Gupta, Commentary on Information Technology Act, 2000, Lexis Nexis.
3. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co, New Delhi.
4. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi.
5. Sudhir Naib, The Information Technology Act, 2005, A Handbook, OUP.

Course Code: BBC 405 International Business

Course Outcomes:

- CO1 Explain the concept and theories of international trade
- CO2 Able to learn various modes of international business
- CO3 Awareness of the global business environment and its impacts on businesses.
- CO4 Identify how marketing practices takes place in international business
- CO5 Knowledge of various procedures and documentation related to international trade and EXIM policy.

Module 1

INTRODUCTION TO INTERNATIONAL BUSINESS Meaning and Definition of International Business

Module 2

Theories of International Trade – Economic Theories – Forms of International Business - Nature of International Business

Module 3

MODES OF ENTRY INTO INTERNATIONAL BUSINESS Mode of Entry –Exporting – Licensing – Franchising – Contract Manufacturing – Turn Key Projects

Module 4

Foreign Direct Investment – Mergers, Acquisitions and Joint Ventures – Comparison of different modes of Entry.

Module 5

GLOBALIZATION: Meaning - Features – Stages –Production –Investment and Technology,

Module 6

Globalization – Advantages and Disadvantages – Methods and Essential Conditions for Globalization.

Module 7

MNC's and International Business: Definitions – Distinction between Indian Companies – MNC – Global Companies and TNC

Module 8

Organizational Transformations – Merits and Demerits of MNCs in India

Module 9

INTERNATIONAL MARKETING INTELLIGENCE Information required – Source of Information – International Marketing Information System and Marketing Research.

Module 10

EXIM TRADE Export Trade, Procedure, Steps & Documentation,

Module 11

Direction of India's Trade – Export Financing – Documents related to Export Trade – Export Marketing

Module 12

Import Trade, Procedure, Steps, Documentations and Problems

Module 13

EXIM Policy, Balance of Payment

Module 14

Disequilibrium and Measures for Rectification - Institutions connected with EXIM Trade.

Readings:

1. Dr.Aswathappa International Business, Tata McGraw Hill.
2. P. Subba Rao – International Business – HPH
3. Shyam Shukla; International Business, Excel Books.
4. Francis Cherunilam; International Business, Prentice Hall of India
5. Mahua Dutta, International Business, I.K. Intl

Semester 5

Course Code: BBC 501 Quantitative Techniques

Course Outcomes:

- CO1 Define the concept of matrices and their application.
- CO2 Solve linear programming problems
- CO3 Learn the application of sequencing and queuing theory
- CO4 Demonstrate the importance of time series analysis
- CO5 Apply index numbers for decision making.

Module 1

Matrices - Definition and notation, various types, addition of matrices, multiplication of matrices.

Module 2

Determinants, Inverse of a non-singular matrix; Matrices as vectors – preliminary concepts.

Module 3

I/O Analysis – I/O table, matrix of technological co-efficient, simple problems

Module 4

Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special Cases: Multiple optimal solution, infeasibility, unbounded solution).

Module 5

Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution).

Module 6

Big M method and Two- phase method; Duality and Sensitivity (emphasis on formulation & Economic interpretation).

Module 7

Formulation of Integer programming, Zero-one programming, Goal Programming.

Module 8

Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and two machines.

Module 9

n Jobs and Three Machines, Two jobs and m - Machines Problems.

Module 10

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate.

Module 11

Applications of Queue Model for better service to the customers.

Module 12

Time Series Analysis: Different components, Determination of Trend by Different methods Viz., Graphical, Least Square & moving average.

Module 13

Method of Least squares; fitting of linear and quadratic trend, Index Numbers: Meaning & Definition – Uses – Classification – Construction of Index Numbers – Methods of constructing, Index Numbers.

Module 14

Simple Aggregate Method – Simple Average of Price Relative Method – Weighted Index numbers – Fisher's Ideal Index (including Time and Factor Reversal tests) – Consumer Price Index –Problems

Readings:

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited

4. N.D. Vohra, “Quantitative Techniques in Management”, Tata-McGraw – Hill Publishing Company Ltd.
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Course Code: BBC 502 Production and Operations Management

Course Outcome

- CO1 To familiarize learners with the functions of production and operations management.
 CO2 Compare method and time study.
 CO3 Analyze and evaluate various facility alternatives and their capacity.
 CO4 Explain various PPC and materials management functions.
 CO5 Apply various techniques to measure productivity and control.

Module 1

Basic Concept: Production and Operations Management functions: various production processes and their selection;

Module 2

Common systems model; Relevant cost concept, production and productivity; Measurement of Productivity.

Module 3

Work Study: Methods study- procedure and techniques.

Module 4

Principles of motion economy and work place design; work measurement.

Module 5

Time Study and work sampling; Performance rating and allowances;

Module 6

Estimation of standard time and related errors.

Module 7

Facilities Planning: Facilities location factors, Bridgeman's dimensional analysis;

Module 8

Systematic layout planning; Principles and techniques used;

Module 9

Different layouts; Material handling systems and equipments.

Module 10

Production Planning and Control: Aggregate Planning – basic Strategies, viz., Level Production, chase demand and mixed strategy;

Module 11

Aggregate Planning costs; routing, scheduling, Gantt Charts.

Module 12

Select Techniques and Concepts: Cost-Benefit Analysis, Input-Output Analysis;

Module 13

Value analysis; Learning Curves;

Module 14

Vertical Analysis; Learning Curves; Vertical Integration; Just-in-Time Systems.

Readings:

1. Chary S.N. - Production Operations Management, Tata McGraw Hill.
2. Mayer R.R. - Production Operations Management, TMH.
3. Buffa&Sarin - Modern Production/Operations Management, John Willey & Sons.
4. Aswathappa & Shridhara Bhatt - Production Operations Management, Himalaya.
5. Adam & Ebert - Productions & Operations Management, PHI.

Course Code: BBC 503 Enterprise Resource Planning

Course Outcomes:

- CO1 Describe the concept and modules of ERP
- CO2 Interpret the role of IT in organizations
- CO3 Demonstrate ERP dynamics.
- CO4 Assess the implementation of ERP.
- CO5 Analyzing practical aspects of ERP.

Module 1

ERP Introduction: Origin, Evolution and Structure and Benefits: Conceptual Model of ERP.

Module 2

Scenario and Justification of ERP in India, Various Modules of ERP, Advantage of ERP.

Module 3

Advancement of IT and Impact on organizations data management: Data ware Housing.

Module 4

Data Mining, Online Analytic Processing (OLAP), and Product Life Cycle Management (PLM)

Module 5

ERP Marketplace and Marketplace Dynamics: Market Overview, Marketplace Dynamics.

Module 6

The changing ERP Market. ERP- Functional Modules: Introduction, Functional Modules of ERP.

Module 7

Software Integration of ERP, Supply chain and Customer Relationship Applications.

Module 8

ERP Implementation: Business Process mapping and re-engineering.

Module 9

ERP Implementation Life Cycle Role of Consultants, Vendors and Employees.

Module 10

Critical Success Factors: Guiding Selection and Evaluation of ERP.

Module 11

Strategies and CSF for Successful ERP Implementation, Causes of ERP Failure

Module 12

Practical Module: ERP & E-Commerce, Future Directives- in ERP.

Module 13

Integrating ERP into organizational culture. Using an open source ERP tool for orienting learners to ERP

Module 14

Case studies of how ERP has been instrumental in business administration.

Readings:

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill.
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India.
5. Srivatasava : Enterprise Resource Planning I.K. International

Course Code: BBC 504 Total Quality Management

Course Outcomes:

- CO1 Discuss the concept and theories of TQM
- CO2 Assess the customer perception towards quality of product and service.
- CO3 Analyze the statistical quality tools to improve quality

CO4 Recognize the significance of quality in service
CO5 Acquaint with various quality systems terminology and its application.

Module 1

Introduction - Need for quality - Evolution of quality - Definitions of quality

Module 2

Dimensions of product and service quality - Basic concepts and features of TQM.

Module 3

TQM Framework, Eight building blocks of TQM, Contributions of Deming, Juran and Crosby.

Module 4

Barriers to TQM, Customer focus, Customer orientation, Customer satisfaction.

Module 5

Customer complaints, Customer retention, PDSA cycle, Crosby's theory on Quality Management.

Module 6

Customer Satisfaction – Customer Perception of Quality, Customer Complaints.

Module 7

Service Quality, Customer Retention, Continuous Process Improvement.

Module 8

5S, Kaizen, Just-In-Time and TPS.

Module 9

Statistical Process Control- Central Tendency, The seven tools of quality.

Module 10

Normal curve, Control charts, Process Capability.

Module 11

TQM Tools, Quality Policy Deployment (QPD), Quality Function Deployment (QFD).

Module 12

Benchmarking, Taguchi Quality Loss Function, Total Productive Maintenance (TPM).

Module 13

FMEA and its use case studies.

Module 14

Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems.

Readings:

1. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", THOMPSON.
2. Kanishka Bedi, "Quality Management", Oxford University Press.
3. Mukherjee, PN, "Total Quality Management", PHI.
4. Dale H. Besterfield, "Total Quality Management", Pearson Education, Latest Edition
5. Feigenbaum.A.V. —Total Quality Management, McGraw -Hill Professional, Latest Edition

Course Code: BBC 505 Project Management

Course Outcomes:

- CO1 Compare different types of project.
CO2 Describe the importance of project planning
CO3 Interpret the role of forecasting in project management
CO4 Practical application of various project tools and techniques
CO5 Knowledge of project evaluation and audit

Module 1

The Definition of a "Project", Why project Management, The project Lifecycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models.

Module 2

Types of Project Selection Models, Project Portfolio Process, Project Proposals. The Project Manager.

Module 3

Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, Project Organization.

Module 4

The project as Part of the Functional Organization, Pure Project Organization, The Matrix organization.

Module 5

Planning: Introduction, Meaning, Definition, Characteristic & objective period, Nature of Planning, Importance of planning, Advantages of planning, Steps in planning process.

Module 6

Methods of planning, Limitations Of planning, Essentials of a good planning, obstacles in planning, Planning Premises and Classification of Planning Premises.

Module 7

Planning Forecasting: Introduction, Meaning, Definition, Characteristics, Process, Importance of forecasting, Areas of forecasting, Forecasting Techniques Types Methods, Advantages Initial Project Coordination.

Module 8

The Nature of Negotiation, Partnering, Chartering and change, Conflict and the project life cycle. Estimating Project Budgets, Improving the Process of Cost Estimation.

Module 9

Network Techniques: PERT and CPM, Risk Analysis Using Simulation with Crystal Ball 2000 Critical Path Method- Crashing a Project

Module 10

The Resource Allocation Problem Resource Loading, Resource Leveling, Constrained Resource Allocation

Module 11

The Planning-Monitoring-Controlling Cycle, Information Needs and the Reporting Process, Earned Value Analysis

Module 12

The Fundamental Purposes of Control, Three Types of Control Processes, Comments on the Design of Control Systems, Control as a Function of Management.

Module 13

Purposes of Evaluation: Goals of the System, The Project Audit, Construction and Use of the Audit Report, The Project Audit Life Cycle, some Essential of an Audit/Evolution

Module 14

The Varieties of Project Termination, when to Terminate a Project, The Termination Process.

Readings:

1. Project Management- Vasant Desai, Himalaya Publishing House
2. S.Choudury, Project Management, Tata McGraw Hill Publications
3. P. Gopalakrishnan, VE. Ramamoorthy: Text Book of Project Management
4. N P Agarwal, B K Mishra, Project Appraisal, RBSA Publishers
5. Prasanna Chandra, Projects, Tata McGraw Hill Publications

Semester 6

Course code: BBC 601 Graduation Project

Course Outcomes:

CO1 To simulate real life situations of management and impart adequate training to give learners confidence to face and tackle any problem in the field is developed.

CO2 Synthesizing and applying prior knowledge to designing and implementing solutions-to open-ended managerial problems while considering multiple realistic constraints.

To improve the professional competency and research aptitude by touching the areas which are otherwise not covered by theory or laboratory classes. Learners will take up a project that aims to develop the work practice in learners to apply theoretical and practical tools/techniques to solve real life problems related to industry and current research.

Completion of project and presentation before a jury is intended to facilitate the transition from the thorough theoretical education, dispensed in this online degree program, into an industrial professional career.

Detailed Syllabus for each BBA specialisation

BBA

Semester 1

Course code: BBC107 Psychology for Managers

Course Outcomes:

- CO1 To inform about basic functioning of nervous system.
- CO2 Differentiate between sensory and non-sensory stimuli.
- CO3 Examine the role of psychological tests for recruitment and selection.
- CO4 Develop and administer basic psychological tests.

Module 1

Psychology: Its nature, scope and methods. Biological Bases of Behavior: Neurons, Nervous system. Its basic structure and function, the brain, Lateralization of the cerebral centre, the endocrine system

Module 2

Sensation: The raw material of understanding: Sensory threshold, Sensory adaptation Vision, Hearing, Touch and other skin senses, Smell and taste, Kinesthetic and vestibule sense. Perception: The focus of attention Perception: Same organizes principles. Constancies and illusions, the plasticity of perception. Learning: Classical conditioning, Operant conditioning, Observational learning

Module 3

Memory: Human memory: The information processing approach Sensory memory, Short - term memory, Long - term memory, Forgetting from long term - memory, Memory in natural contexts, biological bases of memory. Cognition: Thinking, Dealing and Communicating.

Module 4

Thinking: Forming concepts and reasoning to conclusions Making decisions: Problem solving and creativity. Language: The communication of information

Module 5

Motivation: The activation and persistence of behavior Emotion: Their nature, expansion and impact. Measuring Individual Differences: The Nature of Psychological Testing Psychological Tests: Reliability, validity and standardization, The nature and measurement of human intelligence. Human intelligence: The role of heredity and the role of environment. Measuring interests, aptitudes and achievements.

Module 6

Social Thought: How we think About Others and the Social Culture, Attribution: Understanding the causes of others behavior social cognition: How we process social information Attitudes: Evaluations of the social world Prejudice and discrimination Social Behavior: Social influence: Changes other behavior, conformity compliance, obedience Attraction and love: Interpersonal attraction, pro social behavior

Readings:

1. Mangal, S.K: General Psychology, Sterling Publishers Pvt. Ltd
2. Morgan, C. and J.W.King: Introduction to Psychology, Tata McGraw-Hill.
3. Hilgard, Atkinson and Atkinson: Introduction to Psychology, Oxford and IBH, India.
4. Dagenekenna MC, Business Psychology and Organizational Behaviour – Learners hand Book
5. Sharma, R.A. (1982). Organizational Theory and Behaviour. New Delhi: Tata McGraw Hill

Semester 2
Course code: BBC 207 Banking & Insurance

Course Outcomes:

- CO1 Apply knowledge in the field of Banking Sector in India.
- CO2 Classify various services offered and risks faced by banks
- CO3 Interpret the role of regulatory norms in banking sector
- CO4 Apply knowledge in the field of insurance industry in India
- CO5 Identify the various challenges and scope in the Banking and Insurance Sectors.

Module 1

Banking Business in India, Banking Legislations, Structure of Indian Banking System, Recent Developments in Banking Industry, Roles of Banks, Principles of Banking, Banker - Customer Relationship

Module 2

Organization of bank lending (Loans and advances, Priority sector lending, Export credit), project and working capital finance, Deposit and Credit Services, Payment and Remittance Services, Collection Services and the different products there under.

Module 3

Practical banking, Annual reports and balance sheet of a bank, Electronic banking, (POS) Banking Regulatory Norms- Know your customer (KYC), Anti Money Laundering (AML) Guidelines.

Module 4

Indian insurance industry: Transition and Prospects, legal frame work, insurance- Basic concepts and principles, Classification of Insurance, reinsurance, Principles Governing Marketing of Insurance products.

Module 5

Channels of distribution for insurance products, policy servicing and claim settlement, Registration of Insurance Companies.

Module 6

Licensing of Insurance Agents, Professional standards, Code of Conduct for insurance agent, Protection of Policyholder's Interest.

Readings:

1. Banking Theory, Law and Practice – Gordon &Natarajan (HPH)
2. Insurance Management –Anand Ganguly (New Age)
3. Insurance and Risk Management - P.K. Gupta (HPH)
4. Banking & Insurance Principles & Practices – Neelam C. Gulati (EB)
5. Gurusamy S, Banking Law & Practice, 2nd Edition, Tata McGraw hill Education.

Semester 3
Course code: BBC 306 Management Accounting

Course Outcomes:

- CO1 Define the basic management accounting concepts and its relation with financial accounting and cost accounting
- CO2 Explain the basic concept of Cost Accounting and preparation of Cost Sheet.
- CO3 Analyze cost-volume-profit techniques to determine optimal managerial decisions.
- CO4 Interpret the budgets as an effective tool to control of funds, materials and others.
- CO5 Acquainted with concepts of standard costing and various types of variances and their uses.

Module 1

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,

Module 2

Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, 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.

Module 3

Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Module and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Module 4

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

Module 5

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.

Module 6

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.

Readings:

1. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
2. Maheshwari, S.N., Principles of Management Accounting, Sultan Chand and Sons.
3. V. K. saxena, C. D. Vashist , Advanced Cost and Management Accounting , Sultan Chand & Sons.
4. Bhabatosh Banerjee, Cost accounting Theory and practice, PHL Learning Pvt. Ltd.

Course code: BBC 307 Product & Brand Management

Course Outcomes:

- CO1 Describe the basic concepts of product and product life cycle
- CO2 Use tools and metrics to assess competitors and develop positioning strategies.
- CO3 Analyse the impact of brand on consumer buying decision.
- CO4 Apply brand positioning framework to develop a brand and repositioning of a brand.
- CO5 Classify the sources of brand equity.

Module 1

Product Concepts: Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation

Module 2

Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation, New Product Categories.

Module 3

Organization for Product Management, prototyping, New Product Development Process, test marketing

Module 4

Understanding Brands: Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names

Module 5

Brand Awareness-Types of Brand Awareness, Brand Image- Types of Associations, Brand Identity, Brand

Personality, Brand Positioning, Creating Core Brand Values; Bringing Brand to life: Growing, sustaining
Module 6

Brand equity- Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding.

Readings:

1. A. K. Chitale and Ravi Gupta, Product Policy and Brand Management Text and Cases, PHI Learning.
2. Donald Lehmann, Product Management, Tata McGraw Hill
3. Tapan K. Panda , Product and Brand Management, Oxford Publication
4. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity
5. S.A. Chunawalla, Brand Management, Himalaya Publishing House, Latest Edition.

Semester 4

Course Code: BBC 406 Financial Management

Course Outcomes:

CO1 Explain the basic concept of financial management.

CO2 Interpret financial management techniques for investment decisions long and short term.

CO3 Estimate the costs of capital for long term sources of funds.

CO4 Apply the Leverage and EBIT EPS Analysis on cost of debt financing.

CO5 Estimate working capital requirement of Business concern.

Module 1

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.

Module 2

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.

Module 3

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.

Module 4

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.

Module 5

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

Module 6

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.

Readings:

3. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
4. M.R. Agarwal, Financial Management, Garima Publications Jaipur.
5. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
6. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
7. Chandra, P Financial Management, Tata McGraw-Hill.

Course Code: BBC 407 Marketing of Services

Course Outcomes:

- CO1 Describe the basic concept and classification of service
- CO2 Interpret the marketing mix of services.
- CO3 Design STP Strategies for services and analyzing consumer decision making process.
- CO4 Examine the gap model of service Quality.
- CO5 Analyze marketing of services in various industries.

Module 1

Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

Module 2

The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

Module 3

Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and positioning service (Competitive advantage through focus strategies) value addition to the service product.

Module 4

Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and positioning service (Competitive advantage through focus strategies) value addition to the service product. Consumer Behaviour in Services context: The three stage model of service consumption and The Consumer Decision Process. Designing and Managing Service Processes: Flowcharting Customer service process, Employees' role in service delivery, Service Triangle, Consumers' role in service delivery.

Module 5

Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management. Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap. External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality.

Module 6

Marketing of Service with Special Reference to Financial Services - Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.

Readings:

1. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House.
2. Shanker, Ravi; Services Marketing – the Indian Perspective; Excel Books.
3. Dutta: Service Management, I.K. International.

4. K. Venkataramana, Service Management, SHBP.
5. S.M. Jha, Services Marketing, HPH

Semester 5
Course code: BBC 506 Cost Accounting

Course Outcomes:

- CO1 Knowledge of concept of cost accounting and its application.
- CO2 Practical applications of tools of cost accounting
- CO3 Acquaint with accounting treatment of overheads
- CO4 Knowledge of various methods of costing
- CO5 Review reconciliation of cost and financial accounts.

Module 1

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

Module 2

Elements of Cost: Material and Labour a. Materials: Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO.

Module 3

Simple Average, Weighted Average, Replacement, Standard Cost. Treatment of Material Losses b. Labour: Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits. Methods of wage payment and the Incentive schemes- Halsey, Rowan, Taylor's Differential piece wage.

Module 4

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

Module 5

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

Module 6

Book Keeping in Cost Accounting Integral and non-integral systems; Reconciliation of cost and financial accounts.

Readings:

1. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan , Cost Accounting: A Managerial Emphasis, Pearson Education.
2. JawaharLal, Cost Accounting. McGraw Hill Education
3. Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers
4. Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. ShriMahavir Book Depot, New Delhi.
5. Saxena V.K. and Vashist C.D., Essentials of cost accounting, Sultan chand and sons, New Delhi

Course Code: BBC 507 Idea Generation Lab

Course Outcomes:

- CO1 Learners will gain knowledge about basic concepts of design thinking
- CO2 Learners will enable to foster innovation and invention.

- CO3 Learners will understand about out of the box thinking
CO4 Learners will be able to develop solutions for problems
CO5 Learners will gain knowledge about and apply various idea generation techniques.

Module 1 Design Thinking

Module 2 Conceptual World of Innovation Vs Invention

Module 3 Understanding requirements of customers through user research and market research.

Module 4 Out-of-box Thinking, Idea generators for breakthrough ideas

Module 5 Finding out of the box / radical solutions to existing challenges

Module 6 Innovation Principles, Mind Mapping and Brainstorming

Exercise Idea generation exercises through regular Boot Camps, learner development programs.

Semester 6

Course Code: BBC 602 Microfinance and Rural Credit

Course Outcomes:

CO1 Explain about the microfinance and its products.

CO2 Apprise about the various models of microfinance.

CO3 Gain knowledge of emerging global microfinance practices.

CO4 Examine role of NGOs and microfinance institutions in the upliftment of poor class.

CO5 Interpret the growth of rural credit system in India.

Module 1

Overview of Microfinance: Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro-Securitization, franchising etc.),

Module 2

Microfinance models (Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model.

Module 3

SIDBI model, SGSY model, Grameen Bangladesh model, NMDFC model, credit unions etc. unbranded primitive models) Emerging practices of Microfinance in India state wise cases.

Module 4

Emerging Global Microfinance practices. Need of Microfinance. Microfinance, Development, Income generating activities and Micro Enterprise Market (demand) analysis, financial analysis.

Module 5

Role of NGOs, Educating and formation of SHGs, Linkages with Banks & Markets, Commercial Microfinance, Evaluating of MFI's.

Module 6

Concept of Rural Credit, importance, factors affecting rural credit. Evolution and Growth of Rural Credit System in India.

Readings:

1. Beatriz Armendariz and Jonathan Morduch, "The Economics of Microfinance", Prentice-Hall of India Pvt. Ltd. Delhi, Latest Edition.
2. Navin Kumar Rajpal, Microfinance and Tribal Women Entrepreneurs, Edu creation Publishing.
3. Malcolm Harper, "Practical Microfinance" A training Guide for South Asia, Vistaar Publication, New Delhi, Latest Edition.
4. KG Karmakar, Microfinance in India, SAGE Publications.
5. Praveen sharma, Micro credit and rural development, Deep & Deep Publications.

Course Code: BBC 603 Customer Relationship Management

Course Outcomes:

- CO1 Describe the evolution of customer relationship management
- CO2 Acquaint with the CRM concepts to build and retain the customers with business.
- CO3 Discuss the steps involved in CRM Planning.
- CO4 Able to Align CRM with marketing strategy.
- CO5 Issues and challenges in CRM Implementation.

Module 1

EVOLUTION OF CUSTOMER RELATIONSHIP: CRM – Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM Process, Framework of CRM, Benefits of CRM,

Module 2

Types of CRM, Scope of CRM, and Customer Profitability. CRM CONCEPTS: Customer Value, Customer Expectation, Customer Satisfaction, Customer Acquisition, Customer Retention, Customer Loyalty, And Customer Lifetime Value.

Module 3

Customer Experience Management, Customer Profitability. PLANNING FOR CRM: Steps in Planning – Building Customer Centricity, Setting CRM Objectives

Module 4

Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM Plan, and CRM Strategy: The Strategy Development Process

Module 5

CRM AND MARKETING STRATEGY: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centres. Practice of CRM. CRM in Consumer Markets, CRM in Services Sector.

Module 6

CRM PROBLEMS IN IMPLEMENTATION: Issues and Problems in Implementing CRM, Information Technology Tools in CRM, And Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM).

Readings:

1. Jagdish N. Sheth, Atul Parvatiyar & G Shainesh, “Customer Relationship Management”, Emerging Concepts, Tools and Application”, TMH
 2. Dilip Soman & Sara N – Marandi, “Managing Customer Value” Cambridge.
 3. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases”, PHI.
 4. Mukesh Chaturvedi, Abinav Chaturvedi, “Customer Relationship Management – An Indian Perspective”, Excel Books
 5. K Govind Bhat, “Customer Relationship Management”, (2018), HPH.
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1. Financial Markets & Institutions January 2021 by Vinod Kumar and Atul Gupta and Manmeet Kaur Bawa, Taxmann Publications.