



# SGT UNIVERSITY

SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
(UGC Approved University) GURGAON, Delhi-NCR

SHREE GURU GOBIND SINGH TRICENTENARY  
UNIVERSITY,  
BUDHERA, GURGAON



SYLLABI & SCHEME OF EXAMINATION OF  
BACHELOR OF BUSINESS ADMINISTRATION (GENERAL)  
FOR 1<sup>st</sup> to 6<sup>th</sup> Semester  
(2021-2024)

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Faculty of Commerce & Management  
SGT University  
Budhera, Gurugram



**Faculty of Commerce & Management**  
**SOE, BBA (G) BATCH : 2021-24 Subjects**

Sr. No.	Semester	Subject Code	Nomenclature	Theory/ Practical	Core/ AECC/ VAC/ DSE/ MGE	For ERP	L	T	P	Credits	Theory		Theory (Internal)				Demonstration/Presentation	Practical				Practical (Internal)				Total	Overall Pass Marks	Scheme of Examinations (Theory+Internal +Practical+Oral/ Theory+Internal +Practical/ Theory+Practical)
											Max	Pass	Midterm	Assignment	Professional Activities	Max		Pass	Viva-voce	Max	Pass	Attendance	Project/Laboratory Work	Midterm	Conduct/Demonstration			
1	1	06040101	Business Statistics ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
2	1	06040102	Management Concepts ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
3	1	06040103	Business Economics ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
4	1	-	MGE	Theory	MGE	MGE	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
5	1	-	AECC	Theory	AECC	AECC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
6	1	-	VAC	Theory	VAC	VAC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
7	2	06040201	Financial Accounting ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
8	2	06040202	Organizational Behaviour ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
9	2	06040203	Fundamentals of Business Research Methods ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
10	2	-	MGE	Theory	MGE	MGE	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
11	2	-	AECC	Theory	AECC	AECC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
12	2	-	VAC	Theory	VAC	VAC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
13	3	06040301	Human Resource Management ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
14	3	06040302	Application of Business Research Methods ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
15	3	06040303	Production and Operations Management ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
16	3	06040304	Financial Management ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
17	3	-	MGE	Theory	MGE	MGE	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
18	3	-	AECC	Theory	AECC	AECC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
19	3	-	VAC	Theory	VAC	VAC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
20	4	06040401	Entrepreneurship Development ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
21	4	06040402	Operations Research	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
22	4	06040403	Principles of Marketing ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
23	4	06040404	Business Analytics ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
24	4	06040405	Business Analytics Lab ✓	Practical	Core	Core	0	0	2	2											10	20	20	50	20	50	50	Practical + Internal
25	4	-	MGE	Theory	MGE	MGE	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
26	4	-	AECC	Theory	AECC	AECC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
27	4	-	VAC	Theory	VAC	VAC	2	0	0	2	30	12	10	5	5	20	8								50	20	Theory + Internal	
28	5	06040501	Strategic Management ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	
29	5	06040502	Industry Reviewed Project Report	Practical	Core	Core	0	0	6	6								100	100	40		50		50	20	150	60	Practical + Internal
			Finance : Choose any two																									
30	5	06040503	Financial Statements Analysis & Reporting ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16								100	40	Theory + Internal	

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											Max	Pass	Midterm	Assignment	Professional Activities	Max		Pass	Viva-voice	Max	Pass	Attendance	Project/Laboratory Work	Midterm	Conduct/Demonstration				Max
31	5	06040504	Income Tax ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
32	5	06040505	Insurance and Risk Management ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
			Human Resource : Choose any two																										
33	5	06040506	Training and Development ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
34	5	06040507	Management of Industrial Relations ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
35	5	06040508	HR Audit ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
			Marketing : Choose any two																										
36	5	06040509	Retail Management ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
37	5	06040510	Intergrated Marketing Communication ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
38	5	06040511	Service Marketing ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
39	6	06040601	Dissertation	Practical	Core	Core	6	0	0	6								100	100	40			50		50	20	150	60	Practical + Internal
40	6	06040602	International Business ✓	Theory	Core	Core	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
			Finance : Choose any two																										
41	6	06040603	Auditing ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
42	6	06040604	Indirect Taxes ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
43	6	06040605	Financial Institutions and Markets ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
			Human Resource : Choose any two																										
44	6	06040606	Labour Welfare & Social Security ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
45	6	06040607	Human Resource Information System ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
46	6	06040608	Human Resource Planning & Development ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
			Marketing : Choose any two																										
47	6	06040611	Digital and Social Media Marketing ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
48	6	06040612	Sales and Distribution Management ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	
49	6	06040613	Product and Brand Management ✓	Theory	DSE	DSE	4	0	0	4	60	24	20	10	10	40	16									100	40	Theory + Internal	

**Important Note:**

2. (For 5th and 6th Semester only) Discipline Specific Electives (DSE): Select any two Electives from the area of Finance / Human Resources / Marketing. Under the selected each Elective, choose any two DSEs.

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Program Name : BBA (G)			Semester: I		
Course: Business Statistics			Code: 06040101		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>The objective of this course is not only to make the students to get a basic understanding of statistical techniques, but also to develop the skill to apply the techniques in practical cases which can be used in their projects and also when the students enter the industry after finishing their courses.</li></ul>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To provide students with the understanding of role of quantitative techniques in business decision making :</li><li>To prepare a common platform for students for better understanding of statistical tools.</li><li>To familiarize the students of different streams about different quantitative techniques.</li></ul>					
<b>Learning Outcomes:</b> <b>After completion of the course students would be able to :</b> <ul style="list-style-type: none"><li>Understanding the various aspects of statistics including its scope, importance and limitations. Discussing data and its various aspects</li><li>Understanding the basic concept and applications of measures of central tendency and dispersion.</li><li>Determine the procedures to apply correlation and regression methods in order to obtain the relationships between variables and datasets</li><li>Understanding the basic concepts of probability and its related operations</li><li>Acquaintance of selection mechanism of suitable probability distributions to various business management problems.</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>Basic Knowledge of Algebra and Probability.</li></ul>					
<b>Pedagogy:</b> Lectures, presentations and problem solving.					
<b>Syllabus:</b> <b>Unit I</b>					

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Data, primary and secondary data, discrete and continuous data. Classification of data, Graphical representation of data. Measurement of Central Tendency- arithmetic Mean: step deviation method for computing arithmetic mean, mathematical properties of arithmetic mean, merits and demerits of arithmetic mean, weighted arithmetic mean; Median: calculation of median, merits and demerits of median; Mode: computation of mode, merits and demerits of mode

## Unit II

Measures of dispersion- Range: merits and demerits, uses; Quartile: Quartile deviation, coefficient, merits and demerits; percentile ranges; Average deviation: computation of mean deviation, merits and demerits; Standard deviation: mathematical properties, merits and demerits, variance, coefficient of variation; Skewness and Kurtosis: measures of skewness, Karl Pearson's Coefficient of skewness, kurtosis.

## Unit III

Correlation, types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation coefficient, properties of correlation coefficient. Linear regression, lines of regression, regression coefficient, relation between correlation coefficient and regression coefficient.

## Unit IV

Meaning and components of time series. Methods of time series- Simple Moving Average – (3yearly, 4 yearly and 5 yearly) and Least Square Method. Calculation of trend values and construction of graph of original values and trend values.

## Unit V

**Probability:** Concept, Events, Addition Law, Conditional Probability, Multiplication Law & Baye's Theorem (Simple Numerical). Theoretical distributions- introduction; Binomial Distribution: Probability function of binomial distribution, constants of binomial distribution, mode of binomial distribution, fitting of binomial distribution; Poisson Distribution: utility of Poisson distribution, constants of Poisson distribution, mode of Poisson distribution, fitting of Poisson distribution; Normal distribution: equation of normal probability curve, standard normal distribution, relationship between binomial and normal distribution, relationship between Poisson and normal distribution, properties of normal distribution, area under standard normal probability curve, importance of normal distribution.

## Textbook:

1. Sharma, J. K." Business Statistics". New Delhi: Pearson Education (P) Ltd
2. Gupta, S. C., & Kapoor, V. K. (2020). Fundamentals of mathematical statistics. Sultan Chand & Sons.

## Reference Books:

1. Bali, N. P., Gupta, P. N., & Gandhi, C. P., "Text Book of Quantitative Techniques." New Delhi: Laxmi Publications (P) Ltd.
2. Bajpai, N. "Business Statistics". New Delhi: Pearson Education (P) Ltd
3. Levin, R. I. "Statistics for Management" New Delhi: Pearson Education (P) Ltd.

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## Journals: Communications in Statistics

2. Journal of Statistical Computation and Simulation
3. Annals of Probability
4. Journal of Business & Economic Statistics

## Case Study:

## Links to websites:

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: I		
Course: Management Concepts			Code:06040102		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

This Course is the basic course for management students to provide them knowledge and evolution of management thought. The units or modules in this subject are designed to deeply impart the understanding of functions of Management along with light on strategic management and contemporary challenges of management field for managers.

## Course Objectives:

Students would understand basic concepts of management and gain appreciation for emerging ideas, techniques, procedures and practices in the field of management

## Learning Outcomes:

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

1. Understand the Management concepts and its implications.
2. Analyze and comprehend the contemporary challenges confronted by Organizations.
3. Develop the skills to apply management concepts and find out the solutions in organizations.

**Prerequisite(s):** 1. Communication skills

**Pedagogy:** Discussion, Hands on, Lectures and Case Studies.

## Syllabus:

**Unit I:** Importance, Nature, Process, Functions and Principles of Management. Management V/s Administration, Development of Management Thought: Classical, Neo-classical, Systems, contingency and Contemporary Approach to Management. Managerial Roles: Role of a Manager – Levels of Management - Managerial Skills.

**Unit II:** Communication – Formal and Informal Networks, Barriers and Principles. Planning – Concept, Nature, Importance, Steps and Limitations, Types of Plans. Making Planning Effective –

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Strategic Considerations in Planning - Management by Objectives. Decision Making Concept, Process, Rationality and Techniques.

**Unit III:** Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees. New Forms of Organization, Staffing - Concept, Nature, Importance and Steps, Motivation – Concept and Theories.

**Unit IV:** Directing – Concept, Nature and Importance. Leadership - Concept and Theories, developing leaders across the organization, Controlling - Concept, Nature, Importance and Process of controlling. Contemporary control Techniques - Stakeholder Approaches (Balanced Score Card), Accounting Measures (Integrated Ratio Analysis), and Economic and Financial Measures (Economic Value added and Market Value added), Behavioral aspect of Management Control.

**Unit V:** Challenges in Management practices: Management of Strategic Change, Culture, Knowledge Management, Learning Organization, Managing Diversity, Corporate Governance and social responsibility of business.

## Text Books:

1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata McGraw Hill
2. Stephen F. Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd

## Reference Books:

1. P.C.Tripathi, P.N. Reddy, *Principles of Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Prasad LM, *Principles and Practice of Management*, Sultan Chand & Sons, New Delhi.
3. D. Chandra Bose, *Principles of Management and Administration*, Prentice-Hall of India Private Limited, New Delhi.

## Journals:

- Journal of management Studies
- Journal of Management Education
- Journal of management Studies

## Case Study:

## Links to websites:

- <https://www.icmrindia.org/>
- <https://www.mbaknol.com/management-concepts/analysis-of-problems-in-management->

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case-studies/

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: I		
Course: Business Economics			Code: 06040103		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

Students who complete this course will have a fundamental understanding of managerial economics. The choices and judgments we make to manage the limited resources at our disposal are at the heart of economics study. The area focuses on choices made at the individual level, such as those made by customers and businesses after weighing available options, associated costs, and trade-offs.

## Course Objectives:

1. To enrich the conceptual as well as practical understanding of Economics tools and application which gives the broad visualization of contemporary economy, state and society.
2. This course equips the students with the analytical tools of Economics and applies the same to rational managerial decision-making.
3. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

## Learning Outcomes:

- 1: Student is able to analyse consumer behaviour
- 2: Student is able to forecast demand.
- 3: Students is able to understand various aspects of firm & Industry.
- 4: Student is able to apply the knowledge gained in problem solving

**Prerequisite(s):** Basic knowledge of Micro & Macro Economic Concepts.

**Pedagogy:** Lectures: Tutorials: Case studies: Projects: Problem Based Learning

## Syllabus:

### Unit I:

The Nature and Significance of managerial economics, Microeconomics & Macroeconomics, Law of demand, Demand curve, Law of supply, Supply curve, Market equilibrium, Elasticity of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply, Cardinal utility analysis, Indifference curves,

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budget line, consumer equilibrium, Consumer's Surplus, price effect, substitution effect, income effect for normal, inferior and Giffen goods, Price consumption curve, Income consumption curve, Engels curve

## Unit II:

Production with one variable input, Total, Average and Marginal Product, Law of Diminishing Marginal Returns, Production function with two variable inputs: Isoquant curves, iso-cost line, producer's equilibrium, Economic region of production, Economies of scale, Expansion path, Economies of scope, Short-run Total, Average and Marginal Cost, Short-Run Cost Curves and their relationships, Long-Run Average and Marginal Cost Curves

## Unit III:

Concept of Total, Average and Marginal Revenue; Nature of Revenue Curves in Various Markets and their Curves; Relationship between Average and Marginal Revenue Curves in different Market Situations, Price determination under different market situations- perfect competition, monopoly, monopolistic competition and oligopoly.

## Unit IV:

Factor market: Marginal productivity theory of distribution, Determination of rent; quasi rent; alternative theories of interest and wages, Uncertainty and Innovation theory of Profits.

## Unit V:

General Equilibrium Analysis, Welfare Economics: An Introduction, Conditions of Pareto Optimality, Market failure, Externalities and Public goods, Market Success.

## Text Books:

1. D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delhi
2. H. L. Ahuja, Business Economics. S. Chand Publication

## Reference Books:

1. Keat, Paul G. and Philip K.Y. Young, Managerial Economics, Economic tools for Today's Decision Makers. Pearson Education, Delhi
2. Koutsoyiannis, A., Modern Microeconomics, Second International Edition

## Journals:

1. Managerial Economics (ISSN 1898-1143, e-ISSN 2353-3617)
2. American Economic Journal: Applied Economics

## Case Study: Cases in Managerial Economics

Ivan Png, National University of Singapore

## Links to websites:

- <https://www.edx.org/learn/managerial-economics> (Students can audit courses freely on edx related to managerial economics)

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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: II		
Course: Financial Accounting			Code: 06040201		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

The primary objective of course is to acquaint the students with fundamentals of management accounting. It will equip the students with the concept and methods of various managerial techniques for decision making. It is concerned with the presentation of data to predict inconsistencies in finances that help managers make important decisions.

**Course Objectives:** To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

## Learning Outcomes:

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

1. Apply managerial accounting and its objectives in a way that demonstrates a clear understanding of ethical responsibilities.
2. Prepare various costing schedules where an analysis of cost classification, behaviour, and type is completed.
3. Apply and analyze different types of activity-based management tools through the preparation of estimates.
4. Analyze cost-volume-profit techniques to determine optimal managerial decisions.
5. Prepare a master budget and demonstrate an understanding of the relationship between the components.

Form cost variance analysis and demonstrate the use of standard costs in flexible budgeting. **LO1**

## Prerequisite(s):

Conceptual knowledge of other branches of accounting

## Pedagogy:

A mix of pedagogy would be adopted consisting of lecture, discussion, presentation, demonstration and class test. Concept of the topics will be given through short lectures, assignments and Numerical problems. The course is a hands-on course and requires the participant to work out multiple examples to gain confidence.

## Syllabus:

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**Unit I: Introduction to Financial Accounting:** Accounting as an Information System, Introduction: Meaning, Objectives, Process, Limitations and Basic Terms of Accounting; Generally Accepted Accounting Principles; Journalizing, Posting and Preparation of trial balance.

**Unit II: Accounting Equation:** Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance.

**Unit III: Preparation of Financial Statements:** Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, understanding contents of financial statements of a joint stock company as per the Companies Act 2013; Understanding the contents of annual report of a company, Preparation of cash flow statement as per AS-3 (revised).

**Unit IV: Indian Accounting Standards (Ind-AS):** Concept, benefits, procedure for issuing Ind- AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in harmonization and convergence, suggestions for increased convergence and harmonization.

**Unit V: Hire purchase and installment system:** Hire Purchase System and Installment payment system; Branch Accounting (**Home branches:** - concept of dependent branches, accounting aspects, ascertainment of profit by Debtor method, Stock & Debtor method and Final accounts method, concept of Independent branch, and accounting treatment. **Foreign branches:**

- Concept and accounting treatment.

## Text Books:

1. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
2. Tulsian, P.C., Financial Accounting, Pearson

## Reference Books:

1. Maheshwari, S.N. & Maheshwari, S.K., Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
2. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: II		
Course: Organizational Behaviour			Code: 06040202		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

Organizations have to manage its tangible and intangible resources. Amongst all resources human resources offer organizations distinct advantage. This course exposes students towards the behavioural aspects of individuals working in an organization.

## Course Objectives:

This course aims to provide insights necessary to understand behavioral processes at individual, team and organisational level enable students to learn how to influence the human behaviour in organisations.

## Learning Outcomes:

1. To apply organizational behavioural theories / frameworks /models to business context.
2. To analyze business situation and individual behaviour.
- 3) To understand Organizational change & Development interventions.

## Prerequisite(s):

Understanding of principles of management and basics of human resources and human behavior at work.

**Pedagogy:** Case based analysis, group exercises, experiential learning activities, quizzes, role plays, videos, presentations and lecture method.

## Syllabus:

**Unit I:** Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behavior.

**Unit II:** Individual Behavior: Personality: Factors Influencing Personality - Theories of Personality - Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes and Values.

**Unit III:** Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques -

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Conflict: Causes - Types - Conflict Management. Transactional analysis and Johari Window.

**Unit IV:** Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership.

**Unit V:** Organizational Climate - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change

## Text Books:

1. Fred Luthans, *Organizational Behaviour*, McGraw-Hill International Edition.
2. Stephen P. Robbins, *Organizational Behaviour*, Prentice Hall of India Private Ltd., New Delhi.

## Reference Books:

1. John. W Newstorm and Keith Davis, *Organizational Behaviour*, Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
2. S.S. Khanka, *Organizational Behaviour*, S.Chand & Company Ltd., New Delhi.
3. K. Aswathappa, *Organizational Behaviour Text, Cases and Games*, Himalaya Publishing House, New Delhi.
4. M.N. Mishra, *Organizational Behaviour*, Vikas Publishing House Pvt. Ltd., Delhi.
5. Griffin, Ricky W, *Organizational Behaviour*, Houghton Mifflin Co., Boston.
6. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman, *Organizational Behavior*, South Western Faculty Publishing, Ohio.
7. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, *Management of Organisational Behaviour, Utilizing Human Resources*, Prentice Hall, New Delhi.

## Journals:

- Journal of Organizational Behaviour
- Journal of Organizational Behaviour Management

## Case Study:

## Links to websites:

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: II		
Course: Fundamentals of Business Research Methods			Code: 06040203		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> Understand the concepts and methods of business research. Identify model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.					
<b>Course Objectives:</b> The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Define the research problem</li><li>2. Perform data collection</li><li>3. Perform data preparation and missing value treatment</li><li>4. Demonstrate Hypothesis testing Procedure and purify the data</li><li>5. Identify the right test</li><li>6. Analyze the data by parametric test using SPSS/Excel</li><li>7. Analyze the data by Non Parametric test using SPSS/Excel</li><li>8. Prepare the report</li></ol>					
<b>Prerequisite(s):</b> Basic knowledge of Research Methodology, Statistics, Excel					
<b>Pedagogy:</b> PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands onExercise, Assignments, Quiz					
<b>Syllabus:</b> <b>Unit I:</b> Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of					

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Hypothesis.

**Unit II:** Research Design: Meaning, Need, and Different research design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, **Features of a good research design**

**Unit III:** Sampling design: Meaning, Need, and Advantages of sampling over census, Probability and Non probability Sampling Methods, Criteria of Selecting a sampling procedure, Factors influencing sample size

**Unit IV:** Data Collection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational methods, Measurement Scales, Techniques of Developing Scales, **Reliability and Validity of scales**

**Unit V:** Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, **Report Writing: Need, Types and Characteristics of a research report.**

## Text Books:

1. William G. Zikmund, Business Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education

## Reference Books:

1. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
2. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5<sup>th</sup> Edition, PHI.
3. Ranjeet Kumar, Research Methods, Pearson Education
4. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6<sup>th</sup> Edition, PHI
5. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
6. Mcburney, Research Methods, 7<sup>th</sup> Edition, Cengage Learning, India.

## Journals:

- TheJournal of Business Research

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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<b>Program Name : BBA (G)</b>			<b>Semester: III</b>		
<b>Course: Human Resource Management</b>			<b>Code: 06040301</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
40	-	-	4	40	60
<p><b>Course Rationale:</b> This Course is the basic course for Human resource management students to provide them knowledge and evolution of human resources. The units or modules in this subject are designed to deeply impart the understanding of functions of HRM along with light on human resource information system and contemporary challenges of HR field for managers. This course will help the students to realize the human resource management applications in organizations such as training and development activities and international issues.</p>					
<p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To prove the understanding of HRM field and activities conducted in that area.</li> <li>2. To develop competence and problem solving attitude in the HR area.</li> <li>3. To provide the insights for HR problem solutions in corporates.</li> </ol>					
<p><b>Learning Outcomes: This course would enable the students to learn:</b></p> <ol style="list-style-type: none"> <li>1. Role of the HRM function,</li> <li>2. Employee resourcing, performance, appraisal and development of human resource in the organization.</li> <li>3. Solve HR field problems.</li> </ol>					
<p><b>Prerequisite(s):</b></p> <ol style="list-style-type: none"> <li>1. Basic management understanding.</li> <li>2. Communication skills.</li> </ol>					
<p><b>Pedagogy:</b> Lectures, Discussions, Case studies, Videos, Activities, etc.</p>					
<p><b>Syllabus:</b></p> <p><b>Syllabus:</b></p> <p><b>Unit- 1</b> Nature of Human Resource Management-Concepts, Objectives and Functions; HRD-Concept and Mechanisms; Role and status of HR Manager; Organization of HR Department; HR Policies; HRM in globally competitive environment; Strategic Human Resource Management.</p> <p><b>Unit- 2</b> Acquiring Human Resource: Human Resource Planning, Job analysis and job design, employee involvement, flexible work schedules, Recruitment and Selection-new trends; Placement and induction; Right sizing.</p>					

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## Unit- 3

Developing human resource: Employee training, training need assessment, Training methods and evaluation, cross cultural training, Designing executive development programme, Techniques of Executive development, Career planning and development.

## Unit- 4

Enhancing and rewarding performance: Establishing Performance Management system; Performance Appraisal-Techniques of appraisal; Potential Appraisal and employee counselling; Establishing reward and pay plans-job evaluation, wage and incentive plans, employee benefits, ensuring safety and healthy work environment.

## Project Work:

1. Recruitment and Selection Policies of known companies in the neighbourhood with special reference to executives at three levels—entry level, middle level and top level, of technical hands, professionals and managerial executives.
2. Training and development programmes in different companies—manufacturing companies, service companies, IT companies etc. for different levels of employees—goals, contents, techniques and renewals.

## Text Books:

1. Gary Dessler, *Human Resource Management* - 5th edition Pearson Education.
2. Snell and Bohlander *Human Resource Management* -, Thompson South -Western

## Reference Books:

1. M.Saiyadain, *Human Resource Management* - Tata McGraw Hill.
2. Jyothi, P and Venkatesh,D.N, *Human Resource Management* -Oxford University Press
3. R.W. Mondy & R.M.Noel, *Human Resource Management* - Pearson Education
4. B.Pattanayak, *Human Resource Management* - PHI
5. V.S.P.Rao, *Human Resource Management* - Excel Books
6. K Aswathappa, *Human Resource and Personnel Management* - Tata McGraw Hill
7. Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons.
8. Decenzo, A. David & Robbins,
9. Stephen. (2011). *Fundamentals of Human Resource Management*. Wiley India.
10. Werther, William and Davis, Keith. (2000). *Human Resource Management*. Prentice Hall

## Journals:

- Human resource Management: Advancing Human Resource Research and Practice, Wiley.
- South Asian General of Human Resource Management, Sage Publications.
- The International Journal of Human Resource Management, Routledge, Taylor and Francis

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Group.

Case Study:

Links to websites:

- <https://www.youtube.com/watch?v=T7bSMzg7x-s>
- <https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm>

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

  
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Program Name : BBA (G)			Semester: III		
Course: Application of Business Research Methods			Code: 06040302		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> Understand and critically apply the concepts and methods of business research. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.					
<b>Course Objectives:</b> The objective of the course is to familiarize students with techniques and practices related to application of business research methods for various research problems.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ul style="list-style-type: none"><li>• Define the research problem</li><li>• Perform data collection</li><li>• Perform data preparation and missing value treatment</li><li>• Demonstrate Hypothesis testing Procedure and purify the data</li><li>• Identify the right test</li><li>• Analyze the data by parametric test using SPSS/Excel</li><li>• Analyze the data by Non Parametric test using SPSS/Excel</li><li>• Prepare the report</li></ul>					
<b>Prerequisite(s):</b> Basic knowledge of Research Methodology, Statistics, Excel					
<b>Pedagogy:</b> PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz					
<b>Unit - I</b> <b>Introduction to Research</b> <ul style="list-style-type: none"><li>• Nature and Scope of Business Research</li><li>• Information Based Decision Making and Source of Knowledge.</li><li>• The Research Process</li><li>• Basic approaches and Terminologies used in Research</li><li>• Defining Research Problem</li><li>• Preparing a Research Plan.</li></ul>					
<b>Unit - II</b>					

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## Sampling Technique & Data Preparation

- Sampling Techniques
- Data types and collection
- Data Preparation concept
- Data Preparation process
  - Preliminary Questionnaire Screening
  - Editing,
  - Coding,
  - Data Entry (in Excel & SPSS)
- Missing value Treatment.

## Unit - III

### Data Analysis

- Introduction to Excel & SPSS Software
- Descriptive analysis (Mean, Median, Standard Deviation, Correlation etc.)
- Cross tabulation
- Hypothesis testing procedure
- Bar and charts
- Data Purity test-
  - Normality,
  - Validity
  - Reliability test

## Unit - IV

### Parametric Test (Manual Calculation & Application of SPSS/Excel)

- t/z-test (Simple t-test, Independent t-test, Matched paired t-test)
- Measure of Association (Correlation, Coefficient of correlation)
- Simple linear regression analysis
- one-way ANOVA

## Unit - V

### Non Parametric test (Manual Calculation & Application of SPSS/Excel)

- Chi-Square test,
- Chi-square test for goodness of fit
- Spearman's correlation coefficients
- Factor analysis
- Report Writing: Types of reports, stages in preparation, Characteristics, layout structures, documentation, footnotes, Bibliography & References- various methods. Editing final report, characteristics of good report.

### Textbook:

- Business Research methods, William G. Zikmand, Cengage Learning, 8th edition
- Research Methodology, C R Kothari, New Age International Publisher

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## Reference Books:

- Research Methodology, Naval Bajpai, Pearson Publication, Latest Edition
- Statistics For Research, Geroge Argyrous, Sage, South Asia Edition, Latest edition

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

  
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Program Name : BBA			Semester:III		
Course: <b>Production &amp; Operations Management</b>			Code: 06040303		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>Production/Operation is an integral management function, which is instrumental in building of a company's sustainable competitive advantage. It is imperative for a budding manager to understand the theoretical concepts and practical application of production and operation management to develop a holistic approach whilst managing the organizations.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc.</li><li>It also seeks to acquaint them with appropriate tools and techniques needed for understanding the operational situation.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to :</p> <ol style="list-style-type: none"><li>Understand the significance of operations and its integration with other management functions.</li><li>Understand the qualitative factors and quantitative models which can facilitate the facilities location in the context of globalization.</li><li>Understand different types of production processes and the respective layouts used for manufacturing different types of products.</li><li>Learn about the activities of production planning and control and familiarity with the tools of PPC.</li><li>Develop an understanding and suitability of the different inventory control models.</li><li>Develop an understanding of different techniques and tools used in work study.</li></ol>					
<b>Prerequisite(s):</b> <p>Basic knowledge of the functions of management.</p>					

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**Pedagogy:** Lectures, Case Studies & Quiz

## **Syllabus:**

### **Unit-1**

Production/Operations Management- Introduction, evaluation, objectives, difference between products and services (from POM view point), difference between manufacturing and operation.

Production Systems- Types, production to order and production to stock, role of production manager.

### **Unit-2**

Plant location- Factors affecting locations and evaluating different locations.

Plant layout- Meaning, objectives, characteristics and their types, materials handling.

### **Unit-3**

Production Planning and Control- Meaning, objectives, advantages and PPC elements, Production planning techniques- sequencing and assignment problems.

Work study- meaning, objectives, prerequisites and procedure and tools of work study, Procedure and techniques of work measurement.

### **Unit-4**

Inventory Control- Objective, advantages and techniques (EOQ model and ABC analysis).

Quality control - meaning and importance, inspection, quality control charts for variables and attributes and acceptance sampling.

## **Textbook:**

1. Bedi, K. (2014). *Production and Operations Management*, Oxford University Press, New Delhi.
2. Aswathappa, K., G. Sudarsana Reddy, B. Krishna Reddy, *Production & Operation Management*, Himalaya Publishing House.

## **Reference Books:**

- Mahadevan, B. (2015). *Operations Management* (3rd edition). Pearson Education, Delhi
- Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management (15th ed.)*, Mc Graw Hill, Chennai

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- Samson, D. and Singh (2010), J. P. *Operations Management-An integrated approach*, Cambridge University Press.
- Evans R. James, Collier A. David (2007). *Operations Management*, Cengage Learning.
- Everett. Adam, Jr. and Ronald J. Elbert (2003), *Production and Operations Management Concepts, Models and Behaviour*, 5<sup>th</sup> Edition Prentice Hall of India.
- Gaither, N. and Frazier G. (2011). *Operations Management* (9th ed.), Cengage Learning, New Delhi.
- Kachru, U. (2010). *Production and Operations Management: Text and Cases*, Excel Books
- Singh, S.P. (2014). *Production and Operations Management*. Vikas Publishing.
- Stevenson J. William (2009), *Operations Management* (9<sup>th</sup> Edition), Tata McGraw-Hill.

## Links to websites:

- <https://www.iso.org/standards.html>
- <https://global.toyota/en/company/vision-and-philosophy/production-system/>
- <https://www.qualitygurus.com/performance-excellence-models-quality-awards/>

## Evaluation Scheme:

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

  
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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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Program Name : BBA (G)			Semester: III		
Course: Financial Management			Code: 06040304		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

The objective of a business enterprise is to generate profits and remain viable and sustainable. Sustainability necessitates value creation by organizations not for just their stakeholders but also for society at large.

In the process of value creation, financial managers are increasingly supplementing the traditional metrics of performance with new methods that encourage a greater role for risk assessment and critical analysis of alternatives. The purpose of this course is to enable students to understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation. Thus there are four major decision-making areas in financial management: the financing, investment, liquidity, valuation and asset management decisions.

## Course Objectives:

1. To understand the meaning of financial planning.
2. To determine the cost of capital and to take long-term capital budgeting decisions.
3. To calculate the amount of dividend and working capital.

## Learning Outcomes:

After completion of the course students would be able to :

1. Identify the best source of financing suitable to a business
2. Review investment decisions on the basis of the associated risk and return based on the concept of Time Value of Money
3. Calculate the cash flows from complex investment decisions
4. Calculate the cost of capital under different capital structures and assess the optimal capital structure and value for the firms.

## Prerequisite(s):

1. Good Communication skills
2. Basic knowledge of Accounts and Finance.

## Pedagogy:

Exercises in the text book and Cases would be used for extensive practice both in the class and for self-study.

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## Syllabus:

### Unit-1

Financial Management: Meaning, concept, significance, objectives and scope; financial decisions. Time value of money, Risk and Return Analysis.

### Unit- 2

Financial Planning: Concept and theories. Capitalization: meaning, types (over capitalization, undercapitalization and optimum capitalization), Sources of finance- long term and short –term sources of finance.

### Unit-3

Capital Structure: Concept, patterns, point of indifference, theories, sound capital mix, capital gearing, financial distress and pecking order theory.

Leverages: Meaning and types (financial leverage, operating leverage, composite leverage and its computation).

### Unit-4

Cost of Capital: Concept, significance, computation of cost of capital (cost of debt, cost of preference capital, cost of equity share capital, cost of retained earnings and weighted average cost of capital).

Capital Budgeting: Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index Method, RADR (Risk Adjusted Discount Rate).

### Unit V

Working Capital: Meaning, Objectives. Factors affecting Working Capital Decision. Working Capital Management methods, Dividend Policy- meaning, types of dividend, determinants affecting dividend policy, Dividend models- Walter's model, Gordon's model, MM hypothesis.

## Textbook:

- Financial Management by IM Pandey, Vikas Publishing (11<sup>th</sup> Edition)
- Khan and Jain. Financial Management, Text, problems & Cases (Eight Edition) McGraw Hill Education

## Reference Books:

- R.P. Rustagi, Financial Management (14<sup>th</sup> edition), Taxmann Publications
- Chandra, P. Financial Management: theory & Practice. (10<sup>th</sup> edition) McGraw Hill Education

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- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
- Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education
- Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.

## Journals:

1. Journal of International Financial Management and Accounting
2. Journal of Risk and Financial Management.

## Case Study:

- Managing Non Performing Assets in Indian Banking Industry
- Financial Statement Analysis of Mahindra and Mahindra

## Links to websites:

<https://www.icai.org>

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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<b>Program Name : BBA</b>			<b>Semester: IV</b>		
<b>Course: Entrepreneurship Development</b>			<b>Code:06040401</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
<b>40</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>
<b>Course Rationale:</b> Entrepreneurship plays an influential role in the economic growth and development of the country. As the world economy is changing so is the dynamism of the business world. The aim of this course is to instill and kindle the spirit of Entrepreneurship amongst students. The idea of this course is to create "job providers rather than job seekers".					
<b>Course Objectives:</b> The aim is to expose the student to the contemporary policies relating to entrepreneurship development in India and the Institutional framework available for the development, training of new and young entrepreneurs. The study will also help the students to understand and learn the process of becoming an entrepreneur and the steps involved in the process of entrepreneurship development.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ul style="list-style-type: none"> <li>• Apply the acquired knowledge related to the various phases in venture creation process such as the contemporary policies relating to entrepreneurship development, financial assistance by the institutions, methods of taxation and tax benefits, etc.</li> <li>• Understand and implement the process of becoming an entrepreneur and the steps involved in the process of entrepreneurship development.</li> </ul>					
<b>Prerequisite(s):</b> Basic knowledge about business and related legal compliances					
<b>Pedagogy:</b> Videos and quizzes through the on-line Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.					
<b>Syllabus:</b> <b>Unit I:</b> Entrepreneur – Types of Entrepreneurs – Difference between Entrepreneur and Intrapreneur –Entrepreneurship in Economic Growth, Factors Affecting Entrepreneurial Growth. Entrepreneur Vs Professional Manager ; Women Entrepreneur; Major Motives Influencing an Entrepreneur – Achievement, Motivation, Training, Entrepreneurship Development Programs – Need, Objectives. <b>Unit II:</b> Medium Enterprises, Small Enterprises – Definition, Classification – Characteristics, Ownership Structures;. Micro, Small & Medium Enterprises (MSMEs)Policy in India; Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal – Sources of Information – Classification of Needs and Agencies. <b>Unit III:</b> Need – Sources of Finance, Term Loans, Capital Structure, Financial Institution,					

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management of working Capital, Costing, Break Even Analysis, Taxation – Income Tax, Excise Duty & Service Tax, Customs Law.

**Unit IV:** Institutions for Entrepreneurial Development; Role of Banks and Financial Institutions and their Assistance to Entrepreneurs; **Sickness in small Business – Concept, Magnitude, causes and consequences, Corrective Measures – Government Policy for Small Scale Enterprises.**

#### Textbook:

1. S.S.KHANKA “Entrepreneurial Development” S.Chand & Co. Ltd. Ram Nagar New Delhi, 1999.

#### Reference Books:

1. D.F. Kuratko and T. V. Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
3. Rabindra N. Kanungo “Entrepreneurship and innovation”, Sage Publications, New Delhi, 1998.
4. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
6. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
7. Donald L. Sexton & Raymond W. Smilor, The Art and Science of Entrepreneurship, Ballinger
8. Clifford M. Baumbach & Joseph R. Mancuso, Entrepreneurship and Venture Management, Prentice Hall
9. Gifford Pinchot, Intrapreneuring, Harper & Row

#### Journals:

1. Entrepreneurship Theory and Practice
2. International Entrepreneurship and Management Journal
3. Journal of Intellectual Capital
4. Journal of Business Venturing
5. European Journal of Innovation Management

#### Case Study: NA

#### Links to websites:

1. Entrepreneur Notes and Study Material ([mbaexamnotes.com](http://mbaexamnotes.com))
2. Value Proposition Canvas – Download the Official Template ([strategyzer.com](http://strategyzer.com))
3. Lean Canvas | LEANSTACK
4. Create a new Lean Canvas - Canvanizer
5. Lean Canvas - Business Model Toolbox ([bmtoolbox.net](http://bmtoolbox.net))

#### Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name : BBA (G)			Semester: IV		
Course: <b>Operation Research</b>			Code: 06040402		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>Operations research helps in solving problems in different environments that needs decisions. The module cover topics that include: linear programming, Transportation, Assignment, and CPM/ PERT techniques. Analytic techniques will be used to solve problems facing business managers in decision environments.</li></ul>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To enable in understanding the role and relevance of operations research in management.</li><li>To enable them to use these techniques optimizing the profitability and solving the business problems of the organization.</li></ul>					
<b>Learning Outcomes:</b> <b>After completion of the course students would be able to :</b> <ol style="list-style-type: none"><li>Develop mathematical model for transportation and assignment problems to optimize resources</li><li>Solve Linear Programming problems model for managerial, social and Scientifics problems using graphical and simplex method.</li><li>Use CPM and PERT techniques, to plan, schedule, and control project activities</li><li>Solve sequencing problems for n jobs and m machines using Johnsons algorithm</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>Knowledge of mathematics at high school level</li><li>Knowledge of probability distributions and statistics, and preferably basic calculus.</li></ol>					
<b>Pedagogy:</b>					
<b>Syllabus:</b> <b>Unit I</b> Operations Research: Evolution, methodology and role in managerial decision making. Linear programming: Terminology; Properties and assumptions; Formulation of LP problems; Graphical method; Simplex method (Upto three variables), special cases in LPP, concept of duality.					

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## Unit II

Assignment problems: Concept, Hungarian method, Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

## Unit III

Transportation problems: Concept, Methods of Initial Solution (NW Corner, Least Cost, and VAM) Optimal solution by MODI method. Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions.

## Unit IV

PERT/CPM: Network construction, Difference between PERT and CPM, calculating Floats, probability considerations in PERT.

## Unit V

Job sequencing, Processing time, Idle Time, Johnson's Method, Processing of n job - 2 machine, Processing of n job - 3 machine.

## Textbook:

- Swarup, K., Gupta, P.K. and Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.
- Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.

## Reference Books:

- Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
- Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
- S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
- Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.

## Journals:

- European Journal of Operational Research
- Annals of Operations Research
- Production and Operations Management
- Transportation Research Part E
- Operations Research Letters

## Case Study:

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## Links to websites:

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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<b>Program Name : BBA (G)</b>			<b>Semester: IV</b>		
<b>Course: Principles of Marketing</b>			<b>Code: 06040403</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
40	-	-	4	40	60
<b>Course Rationale:</b> The rationale for this course is using different marketing strategies and obtain a better understanding of market needs and to more completely satisfy them. Companies that develop effective marketing strategies achieve high sales volumes at the desired profit margin					
<b>Course Objectives:</b> This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.					
<b>Learning Outcomes:</b> After completion of the course, students will be able to: <ol style="list-style-type: none"><li>1. Discuss the core concepts of marketing and related terminologies.</li><li>2. Analyze the application of consumer behaviour in the business industry.</li><li>3. Apply the learnings of the marketing in the product, pricing, distribution and promotion areas.</li></ol>					
<b>Prerequisite(s):</b> Basic understanding of core concepts of management					
<b>Pedagogy:</b> The class may start by the student's Newspaper presentation using the concepts of marketing. A mix of pedagogy would be adopted consisting of lecture, discussion, presentation, demonstration and class test. Concept of the topics will be given through short lectures. The extent & quality of learning will depend on the quality & depth of discussion in the class.					
<b>Syllabus:</b> <b>Unit-I:</b> Nature, scope and importance of marketing; Evolution of marketing; Selling vs Marketing; Marketing mix, Marketing environment: concept, importance, and components (Economic, Demographic, Technological, Natural, Socio-Cultural and Legal). <b>Unit-II</b> <b>Consumer Behaviour:</b> Nature and Importance, Consumer buying decision process; Factors					

  
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influencing consumer buying behaviour.

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

## Unit-III

**Product:** Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product life- cycle; New Product Development Process;

**Consumer adoption process.**

## Unit-IV

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

**Distribution Channels and Physical Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel, Physical Distribution.

## Unit-V

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

## Text Books:

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

## Reference Books:

- Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi.
- Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
- William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
- Rajendra Maheshwari, *Principles of Marketing*, International Book House
- Dhruv Grewal, Michael Levy, *Marketing*, McGraw Hill Education.
- Rajendra Maheshwari, *Principles of Marketing*, International Book House

## Journals:

- American Marketing Association: <https://www.ama.org/ama-academic-journals/>
- European Journal of Marketing: <https://www.emerald.com/insight/publication/issn/0309-0566>

## Links to websites:

- Marketing Management: <https://www.pearson.com/en-us/subject->

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[catalog/p/marketing-management/P2000000005952/9780137344161](http://catalog/p/marketing-management/P2000000005952/9780137344161)

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: 4 <sup>th</sup>		
Course: Business Analytics			Code: 06040404		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

Understand and critically apply the concepts and methods of business analytics. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.

## Course Objectives:

This course is not based on rote memorization of equations or facts, but focuses on honing the understanding of key concepts, managerial judgment, and ability to apply course concepts to real business problems.

## Learning Outcomes:

Students to be able to –

Define the research problem

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

1. Create visual representations of data that allow to recognize trends and detect outliers
2. Define and calculate descriptive statistics to summarize data sets concisely
3. Analyze relationships between two variables by creating scatter plots and calculating the correlation coefficient.
4. Determine an adequate sample size, explain the importance of random sampling, and craft sound survey questions to create representative samples.
5. Draw conclusions about the larger population by calculating sample statistics and applying the properties of the normal distribution
6. Estimate the accuracy of statistics by calculating confidence intervals.
7. Develop and test hypotheses to assess the impact of changes on an entire population or estimate differences between populations.
8. Analyze the relationship between two variables and develop forecasts for values outside the data set.
9. Perform a regression analysis using Excel and interpret the output.
10. Identify the best fit line for a data set and interpret its equation.
11. Analyze the relationship between two variables and develop forecasts for values outside the

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data set.

12. Perform a regression analysis using Excel/SPSS/E-Views etc. and interpret the output

**Prerequisite(s):** Basic knowledge of Research Methodology, Statistics, Excel

**Pedagogy:** PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz

## Syllabus:

### Unit I:

Describing and Summarizing Data (Using Excel/SPSS/E-Views & R-Programming):  
Visualizing Data, Descriptive Statistics, Relationships between Two Variables

### Unit II:

Sampling and Estimation (Using Excel/SPSS/E-Views & R-Programming):  
Creating Representative and Unbiased Samples, The Normal Distribution, Confidence Intervals,  
XYZ's Inventory Sampling

### Unit III:

Hypothesis Testing (Using Excel/SPSS/E-Views & R-Programming):  
Designing and Performing Hypothesis Tests (i.e. improving the Customer Experience)  
Single Variable Linear Regression (Using Excel/SPSS/E-Views & R-Programming)

### Unit IV:

The Regression Line, Forecasting, Interpreting the Regression Output, Performing Regression  
Analysis  
One- way ANOVA  
Factor analysis

### Unit V:

Multiple Regression (Using Excel/SPSS/E-Views & R-Programming)  
The Multiple Regression Equation, Adapting Concepts from Single Regression, Performing  
Multiple, Regression Analysis, New Concepts in Multiple Regression

## Text Books:

1. Statistical Techniques in Business and Economics:13th Edition, Lind, Marchal, Wathen, TATA McGrawHill
2. Statistics for Managers: 1st edition, Chandrasekaran&Umaparvathi, PHI Learning

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## Reference Books:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, BhimasankaramPochiraju, SridharSeshadri, Springer
2. Research Methodology: C R Kothari, New Age International
3. Data Visualization with R 100 Examples: Thomas Rahlf, Springer
4. Using R for Introductory Statistics: John Verzani, CRC Press

## Journals:

## Case Study:

## Links to websites:

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: IV		
Course: Business Analytics Lab			Code: 06040405		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	0	40	60
<b>Course Rationale:</b> Understand and critically apply the concepts and methods of business analytics. Identify, model and solve decision problems in different settings. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.					
<b>Course Objectives:</b> This course is not based on rote memorization of equations or facts, but focuses on honing the understanding of key concepts, managerial judgment, and ability to apply course concepts to real business problems.					
<b>Learning Outcomes:</b> Students to be able to – Define the research problem <ul style="list-style-type: none"><li>• Perform data visualization</li><li>• Perform data preparation and missing value treatment</li><li>• Demonstrate Hypothesis testing Procedure and purify the data</li><li>• Identify the right test</li><li>• Analyze the data by parametric test using Excel/SPSS/E-Views &amp; R-Programming</li><li>• Analyze the data by Non Parametric test using Excel/SPSS/E-Views &amp; R-Programming</li><li>• Perform Multiple regressions Analysis.</li></ul>					
<b>Prerequisite(s):</b> Student should have basic knowledge of statistics and mathematics					
<b>Pedagogy:</b> PBL(Problem Based Learning), PBL(Project Base Learning), Case study, Video, Hands on Exercise, Assignments, Quiz					

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**Syllabus:**

**Unit I:**

Workshop on Describing and Summarizing Data using statistical tools like MS Excel/SPSS/E-Views & R-Programming  
Descriptive Statistics, Relationships between Two Variables using business example

**Unit II:**

Workshop on Sampling and Estimation using Excel/SPSS/E-Views & R-Programming  
The Normal Distribution, Creating Representative and Unbiased Samples, Confidence Intervals, XYZ's Inventory Sampling

**Unit III:**

Workshop on Hypothesis formulation and Testing using Excel/SPSS/E-Views & R-Programming  
Designing and Performing Hypothesis Tests i.e. improving the Customer Experience  
Single Variable Linear Regression using Excel/SPSS/E-Views & R-Programming  
Simple Regression, Interpreting the Regression Output, Performing Regression Analysis

**Unit IV:**

Workshop on Multiple Regression using business case using Excel/SPSS/E-Views & R-Programming  
Multiple Regression Equation, Adapting Concepts from Single Regression, Performing Multiple, Regression Analysis.

**Unit V:**

Workshop on ANOVA  
Workshop on Factor analysis

**Text Books:**

1. Statistical Techniques in Business and Economics:13th Edition, Lind, Marchal, Wathen, TATA McGraw Hill
2. Statistics for Managers: 1st edition, Chandra sekaran &Umaparvathi, PHI Learning

**Reference Books:**

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhima sankaram Pochiraju, Sridhar Seshadri, Springer
2. Research Methodology: C R Kothari, New Age International
3. Data Visualization with R 100 Examples: Thomas Rahlf, Springer
4. Using R for Introductory Statistics: John Verzani, CRC Press

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Journals:

Case Study:

Links to websites:

Evaluation Scheme:

- Class participation and attendance 10 marks
- Mid Term Exam 20 marks
- Project/Laboratory Work 20 marks

Total 50 marks

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Program Name : BBA (G)			Semester: V		
Course: Strategic Management			Code: 06040501		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

Strategic Management is the study of achieving short and long-term business objectives through the effective use of a company's physical, intellectual, financial, and human resources.

**Course Objectives:** The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

## Learning Outcomes:

After completion of the course students would be able to :

- 1) Effectively develop and implement corporate strategies. Set up realistic business objectives. Perform daily tasks efficiently.
- 2) Formulate the vision, mission, objectives and goals.
- 3) Implement and evaluate the various business and corporate level strategies.

## Prerequisite(s):

5. The student should have gone through all the core courses of management.

**Pedagogy:** A mix of case studies, whiteboard, PowerPoint presentation, and business news paper strategy may be used for teaching this course.

## Syllabus:

**Unit I:** Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy, Strategy formulation: Company's vision, mission and objectives.

**Unit II:** External Environment- PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, Business ethics and corporate strategy, Concept of value chain, Core competencies.

**Unit III:** Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies; Corporate Strategy- Vertical Integration, Diversification and Strategic Alliances; Business level strategies: Cost, Differentiation, and Focus Strategies; Strategic analysis and choice: Environmental Threat and Opportunity Profile (ETOP), Mc Kinsey's 7s Framework, BCG Matrix.

**Unit IV:** Strategy implementation: Structural, Behavioral and Functional implementation. Strategy Evaluation: Strategic and Operational Control; Techniques of evaluation and control.

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## Unit V: Definition of global strategy, Phases of global strategy, International strategy vs. global strategy, Drivers of global strategy

### Text Books:

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom

### Reference Books:

1. Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
2. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
3. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
4. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
5. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
6. Michael Porter, Competitive Advantage of Nations, Free Press.
7. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
8. Melvin J. Stanford, Management Policy, Prentice-Hall

### Journals:

- Strategic management Journal: <https://onlinelibrary.wiley.com/journal/10970266>
- Journal of Strategy and Management: <https://www.emerald.com/insight/publication/issn/1755-425X>

### Case Study:

### Links to websites:

- Strategic Management Insight: <https://strategicmanagementinsight.com/>

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA			Semester: V		
Course: Financial Statement Analysis & Reporting			Code:06040503		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60

## Course Rationale:

This course combines theoretical concepts underlying the presentation of financial statements with the practical techniques of financial analysis. Topics include accounting processes; examination of the components of the balance sheet, the income statement and the statement of cash flows; application of the various quantitative techniques of financial analysis, such as ratio interpretation.

## Course Objectives:

1. To analyze financial statements using knowledge of the underlying accounting principles, and financial analysis techniques.
2. To recognize the impact of operating, investing, and financing decisions on financial statements.
3. To be able to present the financial results and position of a company relative to its industry and peer group in oral and written format.

## Learning Outcomes:

After completion of the course students would be able to :

1. To differentiate between Indian Accounting standards and International accounting standards.
2. To analyse and interpret different financial statements.
3. To value tangible and intangible assets.

## Prerequisite(s):

1. Good Communication skills
2. Basic knowledge of financial accounting.

## Pedagogy:

A mix of pedagogy would be adopted Consisting lecture, discussion, presentation, quizzes, homework and class test. Conceptual inputs will be given through short lectures. The extent, quality of learning will depend on the quality & depth of discussion in the class. This in turn depends on the preparation and thinking that has been put in by the students for each session. Readings and ; Assignments, whenever given, are a means of focusing on central

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issues, concepts or knowledge. Students who are aloof to the class-room proceedings or do not read the pre-reading will miss a significant segment of the course. A student's ability to solve problems is also a reflection of the extent to which concepts have been understood. The course is a hands-on course and requires the participant to work out multiple examples to gain confidence.

## Syllabus:

### Unit I

Nature & objectives of Financial Statement Analysis, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Income Statement. Comparative Statement, Common Size Statement.

### Unit II

Overview of International Accounting Standards, International Financial Reporting standards (IFRS), Significant difference between International standards and Indian Accounting Standards, Understanding of US GAAP, Corporate Financial Reporting- Issues and problems with special reference to published financial statements.

### Unit III

Tools and techniques of financial statement analysis, Balance Sheet, Cash Flow Statement- Meaning, Types of activities, preparation of Cash flow statement through Direct and Indirect Method. Ratio Analysis- Meaning, Advantages, Limitations, Types of ratios-Liquidity, Activity, Profitability, Capital structure ratio.

### Unit IV

Concept of valuation, Valuation of tangible fixed assets, Valuation of intangible assets, Valuation of liabilities, valuation of shares, valuation of business.

### Unit V

Financial reporting by Mutual Funds, Non-Banking financial companies, Window dressing, Recent scandals in financial reporting, Developments in Financial Reporting- Value Added statement, Economic Value Added, Market value Added, Inflation Accounting.

## Textbook:

1. Wild, John J., K.R. Subramanyam, and Robert F. Halsey. Financial Statement Analysis. New York: McGraw-Hill Irwin, 2001. The new 10th Assignment and problems are from the 10th Edition.

## Reference Books:

1. R Narayanasamy "Financial accounting a Managerial perspective" PHI Learning Private limited,

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New Delhi.

2. Gerald I White, Sondhi C Ashwinpaul, Fried Dov. "The Analysis and Use of Financial Statements" Wiley India 2007.
3. Stice K Earl, Stice D James, "Financial Accounting Reporting And Analysis" South Western 2006.
4. CHARLES H. GIBSON (2013) Financial Statement Analysis, International Edition. Cengage Learning.
5. Gupta, Ambrish, Narayanaswamy, R "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012

## Journals:

- *Journal of Financial Reporting and Accounting*

## Case Study:

- Financial Statements Examples – Amazon Case Study An in-depth look at Amazon's financial statements.
- How to analyze an income statement - Walmart example

## Links to websites:

- <https://www.mca.gov.in/content/mca/global/en/acts-rules/ebooks/accounting-standards.html>

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: V		
Course: <b>Income Tax</b>			Code: 06040504		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	0	40	60
<b>Course Rationale:</b> The course aims to help students to gain basic understanding of principles and law governing the taxation statute. It will provide them knowledge of structure of direct tax, system, procedure and functioning of income tax related matters.					
<b>Course Objectives:</b> The Course aims to: <ol style="list-style-type: none"><li>1. Provide the participants a broad understanding of direct tax law as applicable in India.</li><li>2. Provide practical knowledge of computation of total income, assessable value, tax liability, assessment procedures and functioning of taxation related matters</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Understand the provision of Income Tax law as applicable in India</li><li>2. Apply their understanding about income tax in business related decisions</li><li>3. Compute the different sources of income with respect to specific heads of earning</li><li>4. Compute the total income earned and tax liability arising there on</li><li>5. Make the tax management and tax planning.</li></ol>					
<b>Prerequisite(s):</b> Working knowledge of Microsoft excel for computing total income and tax liability, and payment there of					
<b>Pedagogy:</b> A mix of pedagogy would be adopted;					

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- Conceptual inputs will be given through the short lectures and problem solving method
- Wherever applicable “real life” cases will be used for providing the base for application of concepts.
- Projects/Assignments will be used for experiential learning.

## Syllabus:

### Unit-I:

Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, bill, Finance Act, Finance, Residential status and tax incidence of an individual, scope of total income, income exempted from tax under section 10.

### Unit-II:

Income from **salaries**: Basic salary, allowances, perquisites, provident funds, retirement benefits,, income from **house property**: GAV, NAV, Deductions, profits and gains of **business and profession**: Expenses allowed as deduction, Inadmissible expenses

### Unit-III:

Income from **capital gains**: Capital assets, Transfer, STCG, LTCG, **Exemption under section 54/54B/54EC/54F**, income from **other sources**, set off and carry forward of losses, clubbing of income

### Unit-IV:

Provisions of deductions under chapter VI-A, meaning of gross total income, total taxable income, assessment of individuals & Hindu Undivided Family

### Unit- V:

Deduction of tax at source, Collection of tax at source, **advanced payment of tax**

## Text Books:

1. Dr. Vinod Kumar Singhania, Corporate Tax Planning, Taxmann's Publication
2. Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer

## Reference Books:

1. Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
2. Mr. Sandeep K Sahu, A summarised notes on income tax law
3. CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
4. Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
5. Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer

## Journals:

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## Case Study:

### Links to websites:

- [www.incometax.gov.in](http://www.incometax.gov.in)

### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA			Semester: V		
Course: Insurance and Risk Management			Code:06040505		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> This course introduces students the concepts and basic principles of risk management in insurance business. They will acquire skills to identify measure and manage risk. The course also helps students understand how insurance companies are incorporated and operated. Accordingly, the course covers- risk management and its objectives, risk identification and measurement, pooling arrangement and diversification of risk, insurability of risk, contractual provisions and legal doctrines, and analysis tools used in corporate risk management.					
<b>Course Objectives:</b> The aim of this course is to enable students to organize and manage insurance business with a focus on risk management of insurance business. At the end of the course the students will have basic understanding of ownership and operational aspects of insurance companies along with knowledge and skill to identify measure and manage risk related to insurance business.					
<b>Learning Outcomes:</b> After completion of the course students would be able to : <ol style="list-style-type: none"><li>1. Demonstrate a working knowledge of the procedure associated with risk management.</li><li>2. Ability to use standard concepts of risk and insurance to perform risk management review for individuals and organizations.</li><li>3. Ability to explain the purpose, structure and functions of insurance regulations.</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>1. Good Communication skills</li><li>2. Basic knowledge of risk management.</li></ol>					
<b>Pedagogy:</b> A mix of pedagogy would be adopted Consisting lecture, discussion, presentation, quizzes, homework and class test. Conceptual inputs will be given through short lectures. The extent, quality of learning will depend on the quality &; depth of discussion in the class. This in turn					

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depends on the preparation and thinking that has been put in by the students for each session. Readings and; Assignments, whenever given, are a means of focusing on central issues, concepts or knowledge. Students who are aloof to the class-room proceedings or do not read the pre-reading will miss a significant segment of the course. A student's ability to solve problems is also a reflection of the extent to which concepts have been understood. The course is a hands-on course and requires the participant to work out multiple examples to gain confidence.

## Syllabus:

### Unit I

Concept of Risk; Risk vs. Perils and Hazards; Types of Risks-Financial and Non-financial, Static and Dynamic, Fundamental and Particular, Pure and Speculative; Essentials of Insurance Risks. Process of risk management; Identification and Evaluation of risk; Risk control, loss prevention and its importance; Risk financing and transfer of risk; Risk retention and its importance.

### Unit II

Insurance- History and Development; Meaning; Importance; Nature; Main principles, Principles of Cooperation, Probability, Utmost Good Faith. Proximate cause, Insurable interest, Indemnity, Subrogation, Warranty.

### Unit III

Life Insurance: Main Elements, Importance, Important life Insurance Policies, Annuities, Premium Determination under life Insurance.

### Unit IV

General Insurance, Marine Insurance- Main Elements, Marine Losses, Types of Marine Insurance policies. Fire Insurance: Elements, Premium Determination, Types of Policies, **Health Insurance**- Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy- Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan.

### Unit V

**Regulation of Insurance**- Insurance Regulations in India- Insurance Act, 1938 – Summary provisions of Insurance Act, 1938 Insurance Regulatory and Development Authority (IRDA) – Introduction – Purpose, Duties, Powers and functions of IRDA – Operations of IRDA – Insurance policyholders' protection under IRDA – Exposure/Prudential norms. Reinsurance

## Textbook:

1. Loomba, J. (2014). *Risk Management and Insurance Planning*. PHI.

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2. Misra, M. N. and Misra, S. R. (2007). *Insurance Principles and Practice*. S.Chand and Co., New Delhi.

## Reference Books:

1. Gupta, P. K. (2015). *Insurance and Risk Management*. Himalaya publishing House.
2. Trieschimam, J. S., Guatarson, S. G. and Houyt, R. E. (2003). *Risk Management and Insurance*. Thomson Sowlla Western Singapore.
3. Black, J. K., Skipper, H. D., and Black, K. *Life and Health Insurance, 14th Edition*. Pearson Education, New Delhi.
4. Ganguly, A. (2007). *Insurance Management*. New Age International, New Delhi.
5. Insurance Theory and Praticce , Nalini Prava Tripathy & Prabir Pal, Prentice – Hall of India , Pvt Ltd, New Delhi

## Journals:

1. International Journal of Risk Assessment and Management
2. The Journal of Risk Finance
3. Indian Journal of Finance
4. Journal of Risk and Financial Management

## Case Study:

- Case Study in Risk Management-Private Wealth

## Links to websites:

- <https://www.irmi.com/free-resources/authoritative-reports/e-books>

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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<b>Program Name : BBA (G)</b>			<b>Semester: V</b>		
<b>Course: Training &amp; Development</b>			<b>Code: 06040506</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
40	-	-	4	40	60
<b>Course Rationale:</b> This course provides an understanding of the role of training and the various forms training can take. Students develop a theoretical and applied understanding of training practices in Indian workplaces as well as a practical knowledge of instructional design.					
<b>Course Objectives:</b> Student would be able to understand role of training and development for the organizational growth and development. Assess, develop, conduct and evaluate a training program.					
<b>Learning Outcomes:</b> On successful completion of the series, students should be able to: <ul style="list-style-type: none"><li>Understand a variety of theories and concepts of training and development.</li><li>Evaluate the role and involvement of training professionals.</li><li>Conduct research to determine what types of changes have occurred in training and development.</li><li>Define terms applied to training and development activities and describe learning models.</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>The students must be familiar with the basic knowledge of Training and Development.</li><li>The students must be familiar with the basic knowledge of Emotional Intelligence.</li><li>The students must be ready to participate in different pedagogy adopted.</li><li>The students must be participative.</li></ul>					
<b>Pedagogy:</b> The syllabus would be involving a mix of Student seminar, Discussions, Problem based exercises, and other andragogy according to the topic and student understanding.					
<b>Syllabus:</b>					
<b>Unit-I</b> Introduction to Training and Development. Nature, Scope and Role of Training and					

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Development. Forces influencing Working and Learning.

## Unit-II

Strategic aspects in Training, Needs Assessment, Designing Effective Training, Determining Training Objectives, Learning: Theories and Program Design, Transfer of Training.

## Unit-III

Training Climate and Training Techniques, Selecting Training Strategies, Training- Methods - Traditional, E – Learning and use of technology.

## Unit-IV

Training Evaluation. Employee Development & Special Issues in Training and Development. Mentoring, Assessment and Development Centre.

## Unit-V

Career planning and Career Management – Special Challenges, The Future of Training and Development.

### Text Books:

- R. Noe, *Employee Training and Development* by, McGraw-Hill; 4th edition (January 1, 2007)
- B.Taylor & G.Lippitt, *Management Development and Training Handbook*, McGraw Hill

### Reference Books:

- William E.Blank, *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey,1982.
- Lynton R.P and Pareek U(1990). *Training for Development*. Vistaar Publications, New Delhi
- *Effective Training – Systems, Strategies and Practices* by P. Nick Blanchard & James W Thacker, Pearson Custom; 2010.

### Case Studies:

- <https://www.mbaknol.com/management-case-studies/case-study-of-nestle-training-and-development/>

### Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Team Project Presentation	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name : BBA (G)			Semester: V		
Course: Management of Industrial Relations			Code: 06040507		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>This course offers you a multidisciplinary, theoretical and practical introduction to some key concepts, processes, practices and debates associated with industrial relations system – workers, employers, trade unions, employer organisations and the state – and how they interact, sometimes cooperatively and sometimes in conflict.</li></ul>					
<b>Course Objectives:</b> <p>The course focuses on acquainting students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial laws</p>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to :</p> <ol style="list-style-type: none"><li>To gain insights into conceptual knowledge on industrial relations</li><li>To appraise the extent to which the workers can participate in management</li><li>To Interpret the mechanism for resolving industrial disputes</li><li>To realize the provision for payment of wages</li><li>To discuss the legal framework of factories act</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>Good Communication skills</li><li>Basic knowledge of marketing and financial management.</li></ol>					
<b>Pedagogy:</b> <p>Lecture, Presentations, and Case study.</p>					
<b>Syllabus:</b> <p><b>Unit-1</b> <b>Introduction to industrial relations:</b> Concept, scope, and components of industrial relations system, Evolution of Industrial Relations in India, brief overview of industrial relations in India. Technological change and industrial relations. Legal Frame Work of Industrial Relations</p>					

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## Unit-2

**Grievances and discipline:** Meaning, nature and causes of grievances; grievances presentation, procedure for redressal; meaning of discipline, causes of indiscipline in industry; discipline enforcement, code of discipline in industry.

## Unit-3

**Trade union movement:** Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes.

## Unit-4

**Industrial disputes:** Concept, Nature & Causes of industrial disputes, Anatomy of industrial Conflicts-Genesis of Industrial Conflicts, Causes and resolution; - mediation, conciliation, arbitration, adjudication (with reference to Industrial Dispute Act, 1947). Classification and Impact of Industrial Disputes

## Unit-5

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

## Textbook:

1. Bray (2004). Industrial relations: a contemporary approach. Australia: McGraw Hills
2. Manoria, Manoria & Ganlear. (2003). Dynamics of industrial relations. New Delhi: Himalaya Publishing House
3. Monappa, A. (2000). Industrial relations. New Delhi: Tata McGraw Hill.
4. Sen (2003). Industrial relations in India: Shifting paradigms. New Delhi: Macmillan India.
5. Uzzaman & Sherwani (2000). Industrial relations in India. Anmol Publication.

## Reference Books:

1. Mamoria C.B. and Mamoria. Satish 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi, 1998.
2. Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.

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4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.

5. C.S.Venkata Ratnam, 'Globalisation and Labour Management Relations', Response Books, 2001.

**Journals:**

**Case Study:**

**Links to websites:**

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**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: V		
Course: HR Audit			Code: 06040508		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The course is designed to provide an understanding of the HR Audit process, its role, method and impact on HR and organization					
<b>Course Objectives:</b> The primary objective of course is to develop understanding on importance, need, process and methodologies of HR audit. HR audit as strategic input for Organization Development.					
<b>Learning Outcomes:</b> Students understand the importance of HR audit process in organizations. Students are aware about the audit process in different HR systems Students are equipped with the process of auditing the HR competencies. Students know the role of team work and trust in organizational culture and audit.					
<b>Prerequisite(s):</b> Knowledge of Human resource management and competencies.					
<b>Pedagogy:</b> Lecture, Role play, and Case study.					
<b>Syllabus:</b> <b>Unit I:</b> Introduction to Human Resource Audit. Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit. Limitations of HR Audit. <b>Unit II: HR Audit Dimensions:</b> HR Strategies, HR Competencies, HR Culture, HR Values. <b>HR Audit Methods:</b> Interviews, Group Discussion and Workshops, Observation, Analysis of Records and Documents, Questionnaires. <b>Unit III: Audit of HR Systems:</b> Competency Mapping, Manpower Planning, Recruitment, Induction and Integration, Performance Management, Potential Appraisal and Assessment Centers, Career Planning and Development, Job Rotation, Training and Learning, Organization					

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## Development. Audit of HR Strategies

**Unit IV: Audit of HR Competencies:** Auditing Competencies of the HRD Staff, Auditing Learning Attitude of Line Managers, Auditing Top Management Styles, Auditing, Learning Orientation of Non-Supervisory Staff, Auditing Credibility of the HR Department.

**Unit V: Audit of HR Culture and Values:** Collaboration and Team Work, Trust and Trustworthiness, Authenticity, Proactivity and Initiative, Autonomy, Confrontation, Experimentation, Organizational Culture. HR Impact and Alignment

### Text Books:

1. T V Rao, *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Sage Publications (2014).

### Reference Books:

1. Brian E. Becker, David, Mark A. Huselid, *The HR Scorecard: Linking People, Strategy, and Performance*, Harvard Business Review Press; 1 edition (2001).
2. DurdanaOvaisRajniGyanchandani, *HR Audit*, Everest Publishing House (2017).

### Journals:

[https://www.researchgate.net/publication/282607800\\_HR\\_Audit\\_Tribune\\_First\\_Annual\\_HR\\_Audit\\_Report](https://www.researchgate.net/publication/282607800_HR_Audit_Tribune_First_Annual_HR_Audit_Report)

### Case Study:

### Links to websites:

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### Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

  
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<b>Program Name : BBA (G)</b>			<b>Semester: V</b>		
<b>Course: Retail Management</b>			<b>Code: 06040509</b>		
<b>Teaching Scheme</b>			<b>Evaluation Scheme</b>		
<b>Classroom Session/ Lectures</b>	<b>Practical/ Group work</b>	<b>Tutorials</b>	<b>Credit</b>	<b>Continuous Evaluation</b>	<b>Term End Examination (TEE)</b>
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"> <li>This course provides a comprehensive introduction to retail industry, and discusses key concepts, processes, and techniques, as well as their applications. Students gain an appreciation for the breadth and depth of the subject and its significance for a business enterprise, whether a start-up or an established company.</li> </ul>					
<b>Course Objectives:</b> <p>The primary objective of course is to develop retail orientation among the students and to acquaint them with fundamentals of retail management. It will equip the students with the concept and methods of retailing.</p>					
<b>Learning Outcomes:</b> <p><b>After completion of the course students would be able to:</b></p> <ul style="list-style-type: none"> <li>Analyse the roles, the functions and the processes that surround marketing research.</li> <li>Emphasizing the specification, collection and analysis of primary data.</li> <li>Examine the research process.</li> <li>Hands-on experience with computer application for data analysis.</li> </ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"> <li>Good Communication skills</li> <li>Basic knowledge of business and management practices in India.</li> </ul>					
<b>Pedagogy:</b> Course will be taught using classroom teaching, case studies and multiple different tools of education.					
<b>Unit-I</b> Introduction: Meaning, nature, scope, importance, growth and present size. Career option in retailing; Technology induction in retailing; Future of retailing in India.					
<b>Unit-II</b> Types of Retailing: Stores classified by owners; Stores classified by merchandising categories; Wheel of retailing; Traditional retail formats vs. modern retail formats in India; Store and non-store based formats; Cash and carry business - Meaning, nature and scope; Retailing models – Franchiser franchisee, directly owned; Wheel of retailing and retailing life cycle; Co-operation and conflict with other retailers.					

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## Unit-III

Management of Retailing Operations: Retailing management and "the total performance model; Functions of retail management; Strategic retail management process.

## Unit-IV

Retail planning - importance and process; Developing retailing strategies, objectives, action plans, pricing strategies and location strategies.

## Unit-V

Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

## Textbook:

1. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi

## Reference Books:

1. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press; New Delhi
2. Berman, Barry & Evans, Joel R.; Retail Management - A strategic approach; Pearson Education/Prentice Hall of India; New Delhi
3. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
4. Gibson G Vedamani. Retail Management: Functional principles and practices. Jaico Publishing House
5. Cullen and Newman. Retailing – Environment and Operations. Cengage Learning EMEA
6. Harjit Singh: Retail Management. S. Chand Publication.

## Journals:

1. International Journal of Retail & Distribution Management:  
<https://www.emerald.com/insight/publication/issn/0959-0552>
2. Journal of Retailing: <https://www.journals.elsevier.com/journal-of-retailing>

Case Study: HBR Case on Retailing: <https://hbr.org/2015/06/case-study-can-retailers-win-back-shoppers-who-browse-then-buy-online>

## Links to websites:

- Retail Management System: <https://www.trustradius.com/retail-management>

## Evaluation Scheme:

• Class participation and attendance	05 marks
• Mid Term Exam	20 marks
• Assignment	05 marks
• Team Project Presentation	10 marks
• Term-End Exam	60 marks
<b>Total</b>	<b>100 marks</b>

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Program Name : BBA			Semester: V		
Course: INTEGRATED MARKETING COMMUNICATION			06040510		
Teaching Scheme			Evaluation Scheme		
Classroom Session / Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	3	40	60
<b>Course Rationale:</b> The course seeks to develop campaign development skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the advertiser decision making in the context of contemporary dynamics of the markets.					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To introduce the concept of advertising</li><li>To help students to learn the various strategies used in advertising.</li></ul>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>Design the strategies related to advertising.</li><li>Prepare the campaign as per the requirement.</li></ol>					
<b>Prerequisite(s):</b> The students should be equipped with the basic terms used in Marketing Management along with the background knowledge of various modes of communication.					
<b>Pedagogy:</b> SIS, SS, Case study, Video, Assignments, Quiz					
<b>Syllabus:</b>					
<b>Unit-I</b> <p>Integrated marketing communications- evolution, reasons for growth, Situation analysis: Segmentation, Targeting and Positioning. Promotional objectives, determination, types and approaches, DAGMAR approach, AIDA Model, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.</p>					
<b>Unit-II</b> <p>Advertisement copy, components and types, importance of creativity in advertising, creative strategy and process, implementation and evaluation.</p>					
<b>Unit-III</b> <p>Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency,</p>					

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Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning. Social media marketing.

## Unit-IV

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

## Unit-V

Introduction to Search Marketing: Keyword Analysis, Bidding, Budgeting, Pay Per Click Strategies, monitoring social media campaign and managing brand reputation, Search Engine Optimization, Campaign optimization

## Textbook:

- *Advertising and Promotion*, George E. Belch, Michael A. Belch and Keyoor Purani, Tata McGraw-Hill Publication Co.
- *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, Damian Ryan, Kogan Page.

## Reference Books:

- *Principles of Advertising and IMC*, Tom Duncan, Tata McGrawhill
- *Integrated Advertising, Promotion, and Marketing Communication*, Kenneth E. Clow and Donald Black, Prentice Hall India.
- *Advertising Management*, Rajiv Batra, John G Myers and David Aaker, Pearson Education
- *Marketing Communications: An Integrated Approach*, P.R. Smith and Jonathan Taylor, Kogan Page.

\*All books should be of latest edition

## Journals:

- *International Journal of Advertising*

## Links to websites:

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks

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• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

**Cases:** *The Faculty shall discuss at least one case per unit.*

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Program Name : BBA (G)			Semester: V		
Course: Service Marketing			Code: 06040511		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> Content and pedagogy of Services Marketing course aim at developing the same. Case studies, readings and exercises place participants in multiple industry settings and equip them with concepts and tools to make effective marketing decisions.					
<b>Course Objectives:</b> 1.To acquaint the students to the uniqueness of the services characteristics and its marketing implications. 2. To measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: 1. Distinguish between service-based industry and product-based industries. 2. Manage the operations in service organization. 3. Articulate the role of Technology in the marketing of Services.					
<b>Prerequisite(s):</b> Student should have studied the course of Marketing Management.					
<b>Pedagogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit I</b> Foundation of Service Marketing - Definition and concept of service marketing, distinctive characteristics, and <b>classification of services</b> , service marketing mix. <b>Unit II</b> Customer Focus – Consumer behavior in service context: Three-stage model of service consumption, marketing strategies as per services, service encounters , customer loyalty, Identify					

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drivers of customer satisfaction and loyalty., measuring customer satisfaction, Net promoter score, Service Quality and its measurement, SERVQUAL. GAPs model of service quality.

## Unit III

Designing and Delivery services - Positioning a service in the market, value addition to service product, planning and creating service product, The flower of service. The branding service product and experience, new service development.

## Unit IV

Pricing the service product, Ethical concern in service pricing. Advertising, personnel selling and other communication in the services industry. Distribution in the service context, Place and Time decisions, challenges in distribution of services, customers and intermediaries in the service industry.

## Unit V

Managing people for service advantage: service employees, the cycle of failure, mediocrity and success. Service culture and service leadership. Handling complaints and service recovery and guarantee, service performance.

### Text Books:

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing - Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing - People, Technology, Strategy, Pearson Education, New Delhi

### Reference Books:

1. Verma, Harsh, Services Marketing - Text and Cases, Pearson Education
2. Apte, Govind, Services Marketing - OUP, New Delhi
3. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

Note: All books should be of latest edition

### Journals:

- Journal of Service Research
- Journal of services Management

### Case Study:

### Links to websites:

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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA			Semester: VI		
Course: International Business			Code:06040602		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>The present course aims at familiarizing the participants with various aspects of macro and micro-environments that impacts the business enterprises in India in their global business forays. The objective is also to facilitate students with recent business practices and strategies learnt by the students in international markets.</li></ul>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To provide a broad understanding of international business and trade practices with functioning of this practices throughout globe.</li><li>Analyze the framework of various macro and micro environmental factors in Indian business organizations.</li><li>To impart knowledge about actual practices of Indian businesses at play learnt by the students.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to :</p> <ol style="list-style-type: none"><li>Comprehend and evaluate different micro and macro environments for making informed decisions on international business strategies and offerings.</li><li>Understand and develop skills for execution of effective environmental scanning and strategies for new frameworks.</li><li>Analyze and comprehend strategic international business analysis into strategic programs that integrate product/service, pricing, communications and channel decisions in global markets.</li></ol>					
<b>Prerequisite(s):</b> <ol style="list-style-type: none"><li>Good Communication skills</li><li>Basic knowledge of business and management practices in India.</li></ol>					
<b>Pedagogy:</b> Course will be taught using classroom teaching, case studies and multiple different tools of education.					
<b>Syllabus:</b>					

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## Unit - I

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's & TNCs in the developing countries. Environment of international business: Social, economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

## Unit - II

International business Competitive strategies: Porter's model; Prahalad and Do's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.

International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

## Unit - III

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

## Unit - IV

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse BOP, Convertibility of Capital Account, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory.

## Unit - V

Role of emerging regional trade association throughout the world in the contemporary times, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Contemporary Critical issues in the international trade.

## Textbook:

1. Krugman, Paul R., & Obstfeld Maurice – International Economics, 8th Edition 2013 Pearson.
2. Aswathappa- International Business (Tata McGraw-Hill, 2002).

## Reference\*Books:

1. Daniels- International Business (Pearson Education) 2004.
2. Paul J- International Business (Prentice-Hall, 2004)
3. Deresky H- International Business (PHI, 2003)
4. Hill C W- International Business (Tata McGraw-Hill, 2002.)
5. Varma M L- International Trade (Vikas, 2003)
6. Taggart- The Essence of International Business (PHI)
7. Farooque M U & Et al, International Trade, First Edition December 2013 Alphabet Publication.
8. Amin, Samir – Beyond US Hegemony, Zed Books Ltd. First E-book edition 2013

## Journals:

3. FIIB Business Review
4. Scholedge International Journal of Business Policy and Governance
5. International Journal of Development and Emerging Economics

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6. Journal of Finance and Marketing
7. Journal of marketing
8. Economic Development and Cultural Change

Case Study:

Links to websites:

- World Bank Publications
- <https://data.worldbank.org/> (World Bank Open Data)
- [https://www.mindtools.com/pages/article/newLDR\\_66.htm](https://www.mindtools.com/pages/article/newLDR_66.htm) (Hofstede Cultural Dimensions)

Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

Total 100marks

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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Program Name : BBA (G)			Semester: VI		
Course: Auditing			Code: 06040603		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <p>An audit is a systematic and independent examination of books, accounts, statutory records, documents and vouchers of an organization to ascertain how far the financial statements as well as non-financial disclosures present a true and fair view of the concern. This course attempts to assist the students to ensure that the books of accounts are properly maintained by the concern as required by law. This course is a study of techniques available for gathering, summarizing, analyzing and interpreting the data presented in financial statements and procedures used in verifying the fairness of the information, Also emphasizes ethical and legal aspects and considerations. This course emphasis on skill development in addition to subject matter.</p>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To provide comprehension by the students on ethical principles of audit profession.</li><li>To provide the understanding by the students of general chronology of audit, audit strategy, audit program and audit procedures.</li><li>To provide the view on audit risk assessment, its calculation and importance for audit strategy.</li><li>Express themselves and their ideas better than today in terms of technical points in accounting and auditing.</li></ul>					
<b>Learning Outcomes:</b> <p>After completion of the course, students would be able to:</p> <ol style="list-style-type: none"><li>Discuss the duties of auditors and other assurance providers and how these have changed over time.</li><li>Explain the meaning of concepts that are fundamental to auditing and assurance services, such as 'independence', 'audit evidence', 'audit risk', 'materiality'.</li><li>Distinguish between compliance and substantive testing and describe various audit tests.</li><li>Discuss the form, content and importance of auditors' reports provided at the end of the audit.</li><li>Discuss the issue of legal liability arising from audits and other assurance services.</li></ol>					
<b>Prerequisite(s):</b>					

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Principles of Accounting

**Pedagogy:**

A mix of pedagogy would be adopted Consisting lecture, discussion, presentation, quizzes, homework and class test. Conceptual inputs will be given through short lectures. The extent & quality of learning will depend on the quality & depth of discussion in the class. This in turn depends on the preparation and thinking that has been put in by the students for each session. Readings & Assignments, whenever given, are a means of focusing on central issues, concepts or knowledge. Students who are aloof to the class-room proceedings or do not read the pre-reading will miss a significant segment of the course. A student's ability to solve problems is also a reflection of the extent to which concepts have been understood. The course is a hands-on course and requires the participant to work out multiple examples to gain confidence.

**Syllabus:**

**Unit-1**

Auditing: Meaning, objectives, importance and types of Auditing, Audit Process: internal control, internal check & internal audit, audit programmer.

**Unit-2**

Audit Procedure: Routine checking, vouching, verification & valuation of assets & liabilities

**Unit-3**

Audit of Public company: Qualification, Appointment of company Auditors, their powers, duties and liabilities, Audit of depreciation and reserves, Divisible profits & dividends.

**Unit-4**

Audit Report and Investigation Audit Report: Meaning, objectives, contents and types. Investigation: meaning, Nature and objectives.

**Unit-5**

Recent trends in auditing, Introduction to EDP Audit; meaning and types, nature and significance of cost audit, tax audit and management audit.

**Textbook:**

- Aruna Jha, Auditing, 3<sup>rd</sup> Edition Taxmann, New Delhi.
- Ravinder kumar & Virender Sharma, Auditing: principles and practice, 3<sup>rd</sup> Edition PHI Pvt Ltd, New Delhi.

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**Reference Books:**

- Sharma T.R., Principles of Auditing, 2019 Edition Sahitya Bhawan Agra.
- Tondon B.N., Principles of Auditing, 14<sup>th</sup> Edition S. Chand and Co., New Delhi.
- Gupta Kamal, contemporary Auditing, 6<sup>th</sup> Edition Tata McGraw hill, New Delhi.
- Ray Whittington, principles of auditing & other assurance services, 20<sup>th</sup> Edition Tata McGraw hill, New Delhi.
- Alvin A. Arens, Auditing and assurance services, 17<sup>th</sup> Edition pearson.
- S.K. Basu, Fundamentals of Auditing, 1<sup>st</sup> Edition Pearson
- Viji Chandran, Principles and practice of auditing, 2015 Edition vikas publishing

**Journals:**

- Journal of Accounting, Auditing & Finance
- Accounting, Auditing & Accountability Journal

**Links to websites:**

- <https://na.theiia.org/training/eLearning/Pages/eLearning.aspx>
- <https://cag.gov.in/>

**Evaluation Scheme:**

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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Program Name : BBA (G)			Semester: VI		
Course: Indirect Taxes			Code: 06040604		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The course aims to help students to gain basic understanding of knowledge of principles and provisions of Goods and Service Tax, and Custom laws. Students will gain a working knowledge regarding computation of tax liability pertaining to these laws.					
<b>Course Objectives:</b> The Course aims to: <ol style="list-style-type: none"><li>1. Provide the participants a broad understanding of indirect tax law as applicable in India.</li><li>2. Provide understanding of principles and law governing the indirect taxation statute in India</li><li>3. Provide practical knowledge of computation of assessable value, tax liability, assessment procedures and functioning of taxation related matters</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to: <ol style="list-style-type: none"><li>1. Understand the provision of Indirect Tax law as applicable in India</li><li>2. Apply their understanding about GST in business related decisions</li><li>3. Understand the Customs Act and duty applicable.</li><li>4. Compute the total income earned and tax liability arising there on</li><li>5. Make the tax management and tax planning.</li></ol>					
<b>Prerequisite(s):</b> Working knowledge of Microsoft excel for computing total tax liability, and payment thereof.					
<b>Pedagogy:</b> A mix of pedagogy would be adopted; <ul style="list-style-type: none"><li>• Conceptual inputs will be given through the short lectures and problem solving method</li></ul>					

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- Wherever applicable “real life” cases will be used for providing the base for application of concepts.
- Projects/Assignments will be used for experiential learning.

## Syllabus:

### Unit-I:

Conceptual Framework of GST: Definition of Goods and Services; general principles of GST, CGST, SGST, IGST, Charge of goods and service tax and taxable goods and services, Valuation of taxable goods and services,

### Unit-II:

Goods and Services Tax Act, 2017 : An Introduction, Cascading Effect of Indirect Taxes, A brief Historical Evolution of GST, VAT Vs. GST; Excise Tax Vs. GST; Service Tax Vs. GST; Types of GST: CGST, SGST, IGST and their procedures. Tax Structure under GST Regime: Various Tax rates under GST; HSN Coding.

### Unit-III:

Documentation, Registration, Migration, Return Filing Mechanism: IGSTN, Payment of tax, Refund of Tax, Input Tax Credit, GST audit procedures.

### Unit-IV:

Authorities under GST Regime: GST Council, Composition of GST Council, Functions and Powers and functions of GST Council. Central Board of Excise and Customs (CBEC): Officers in the new Regime of GST, Powers, Functions and Responsibilities of GST Officers under GST Regime.

### Unit V:

Basic concepts of customs law, Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions

## Textbook:

- V.S. Datey, Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi, Latest edition.
- Sanjeev Kumar, Systematic Approach to Indirect Taxes, Latest edition.
- S. S. Gupta, Service Tax -How to meet your obligation, Taxmann Publications Pvt. Ltd., Delhi, Latest edition.
- Vinod K. Singhania, Element of Service Tax, Taxmann Publications Pvt. Ltd., Delhi, Latest edition.
- Dr. Girish Ahuja, Dr. Ravi Gupta, Indirect taxes, latest edition, Bharat Publishers

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## Reference Books:

- Bare Act of CGST, SGST and IGST.

## Journals:

- <https://www.journalpressindia.com/vision-journal-of-indian-taxation>

## Links to websites:

- [www.gst.gov.in](http://www.gst.gov.in)

## Evaluation Scheme:

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

<b>Total</b>	<b>100 marks</b>
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SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY  
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Program Name :IMBA			Semester: VI		
Course: Financial Institutions and Markets			Code:06040605		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> Financial markets, or markets for financial assets, play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently. The course studies the fundamental principles that govern financial markets and institutions.					
<b>Course Objectives:</b> This course will provide an understanding of the functions, and operations of the financial markets and institutions operating in India. It explains the role of financial system on economic development. Various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately. It also describes the importance of small savings, provident funds, pension funds and credit rating agencies. The course provides a comprehensive overview and systematic evaluation of the mainstream markets of various financial instruments such as call money, bond, stock, derivatives and exchange rate.					
<b>Learning Outcomes:</b> Students will be able to: <ul style="list-style-type: none"><li>Identify the functions of financial markets and institutions and examine their impact on the level of interest rates and interest differentials.</li><li>Use information technology as a tool to do essential business tasks including performing electronic research, and creating documents, presentations and spreadsheets.</li><li>Research and organize written and oral communication.</li></ul>					
<b>Prerequisite(s):</b> The student must have studied financial management and must be aware about financial terminologies					

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## Pedagogy:

Course delivery will focus on ensuring that students are able to:

- Present written and verbal communication in a clear and concise manner.
- Interact with other students and the instructor to demonstrate functional skills, foundational knowledge and application of the theory.

## Syllabus:

### Unit I

An Introduction to Financial System and its Components: and institutions, financial intermediation. Financial system and economic development, an overview of Indian financial system.

### Unit II

Money Market: Definition, Money Market vs. Capital Market, Features, Objectives, Importance of Money Market, Composition of money Market, money market Instruments: Treasury bills, Certificate of deposit, Commercial papers, Commercial Bills, Call money.

### Unit III

Capital Market: Meaning, Characteristics, Functions- Indian Capital Market-Evolution and Growth, Indian debt market; Indian equity market-Primary and Secondary Market, Instruments of Capital Market, Indian Capital Market- Major Issues, Rebound in Indian Capital market. Role of stock exchanges in India. Merchant Banking: Definition, Origin, Services, Progress in India, Problems, Scope, Qualities required for Merchant Banker, Merchant Banker as lead managers, guidelines.

### Unit IV

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

### Unit V

Venture Capital: Meaning, Concept, Origin, Features, Importance, Activities, Scope, Initiative in India, Guidelines, Methods. Hire Purchase and Leasing: Meaning, Origin, Types, Legal Position, Hire Purchase and Leasing, Problems and Prospects of Leasing Industry in India.

## Textbook:

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1. Financial Institutions and Markets: Structure, Growth and Innovations by L.M. Bhole and J. Mahakud, 6th Edition, McGraw Hill Education, Chennai, India
2. Financial Markets and Institutions by Frederic Mishkin and Stanley Eakins, 8th Edition, Pearson Education
3. Financial Institutions & Markets by Jeff Madura, 10 edition Cengage

## Reference Books:

- G.L.Sharma and Y.P.Singh eds. Contemporary Issues in Finance and Taxation, Academic Foundation, Delhi
- Khan and Jain, Financial Services, Tata McGraw Hill
- J.K.Singh, Venture Capital Financing in India, Dhanpat Rai and Company, New Delhi.
- Annual Reports of Major Financial Institutions in India.
- Frederic S.Mishkin, Stanley Eakins, Financial Markets and Institutions (8th Edition), Pearson
- Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services, 3rd Edition, Pearson
- K.Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications
- Gledstone, Venture Capital Investing, NY, Prentice Hall
- 

## Journals:

- *The Journal of Financial Markets*
- The Journal of Emerging Market Finance

## Case Study:

- The US Housing Market and Subprime Mortgage Crisis
- SEBI and its role in preventing insider trading

## Links to websites:

- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.bseindia.com](http://www.bseindia.com)

## Evaluation Scheme:

- |                                      |          |
|--------------------------------------|----------|
| • Class participation and attendance | 05 marks |
| • Mid Term Exam                      | 20 marks |
| • Assignment                         | 05 marks |
| • Team Project Presentation          | 10 marks |
| • Term-End Exam                      | 60 marks |

**Total 100 marks**

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Program Name : BBA (G)			Semester: VI		
Course: Labour Welfare & Social Security			Code: 06040606		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <ul style="list-style-type: none"><li>Labour Welfare is one of the Important branches of Economics. Labour is being considered as most important productive factor in economy. The study of labour welfare helps in understanding the labour welfare and problems, searching policy means to maximize the labour welfare. The students will understand nature, scope and problems associated with labour welfare with special reference to India.</li></ul>					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>Students will know the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.</li></ul>					
<b>Learning Outcomes:</b> <b>After completion of the course students would be able to :</b> <ul style="list-style-type: none"><li>To introduce the Labour Law and Social Welfare in general</li><li>To explain about the various dimensions/aspects of labour laws</li><li>To enhance the understanding of problems arising out of industries and enable them to find solutions</li><li>To clarify the labour problems issues in the industry and the growth and development of the law in this regard</li><li>To educate about the regulation of labour laws at national and international level</li></ul>					
<b>Prerequisite(s):</b> <ul style="list-style-type: none"><li>Good Communication skills</li><li>Basic knowledge of Human Resource Management.</li></ul>					
<b>Pedagogy:</b> Lectures, legal cases, quiz etc					

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**Syllabus:**

**Unit-1**

**Introduction to Labour Legislations and Regulatory Laws:** Meaning and classification of Labour legislations in India. History & Development of Labour Legislations in India. Laws relating to working conditions – Factories Act, Shops & Establishment Act, Contract Labor (Abolition & Regulation) Act, The Plantations Act, The Indian Mines Act, Motor Transport Act, The Special Economic Zones Act, 2005. Construction workers.

**Unit-2**

**Legislations related to Wages & Social Security:** Laws relating to Wages-The Minimum Wages Act- The Payment of Wages Act-Equal Remuneration Act-Payment of Bonus Act. Laws relating to Social Security- Employees Provident Fund Act- Employees State Insurance Act-Workmen's Compensation Act-Payment of Gratuity Act-Maternity Benefit Act. Unorganized Workers Social Security Act, 2008.

**Unit-3**

**Employment & Service conditions:** Laws relating to employment, service conditions, Employee Relations- The Industrial Disputes Act- Trade Unions Act- Industrial Employment (Standing Orders) Act.

**Unit-4**

**Industrial disputes:** Concept, Nature & Causes of industrial disputes, Anatomy of industrial Conflicts-Genesis of Industrial Conflicts, Causes and resolution; - mediation, conciliation, arbitration, adjudication (with reference to Industrial Dispute Act, 1947). Classification and Impact of Industrial Disputes

**Unit-5**

**Labour Welfare:** Concept, Scope, Types, Theories and Principles, Industrial Health and Hygiene, Industrial Accidents and safety, Occupational Diseases

**Social Security:** Concept and Scope, Social Assistance and Social assurance.

**Textbook:**

1. Bare Acts of the relevant Legislations
2. Garg, K.C.; Sharma, Mukesh; Sareen, V.K. (2002). *Commercial and Labour Laws*. Ludhiana: Kalyani Publishers.
3. Kumar H.L.,(2000). *Practical Guide to Labour Management*. New Delhi : Universal Law Publishing.
4. Reshma Arora, ( 2000). *Labour Law*. New Delhi : Himalaya Publication House.

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## Reference Books:

1. Kannapon, S.C, (1993), Employment Problems and Urban Labour Markets in Development Economy, Vol-I &II, Macmillan, London
2. Papola, T.S and Sharma A.N. 9Eds) (1999), Gender and Employment in India, Vikas Publishing House, New Delhi
3. Deshpande L.K and Sandesara J.C (Eds), (1970), Wage Policy and wages determination in India, Bombay University Press, Bombay
4. Memoria, C.B. (1966), Labour Problems and Social Welfare in India, Kitab Mahal, Allahabad
5. Punekar, S.D. (1978), LABour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, Bombay
6. Singh, V.B. (Ed), Industrial Labour in India, Population Prakashan, Bombay
7. Misra, L (2000), Child Labour in India, Oxford University Press, New Delhi

## Journals:

1. Indian Journal of Labour Economics
2. Indian Journal of Human Resources
3. NSSO Reports on Employment and Unemployment

## Case Study:

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA (G)			Semester: VI		
Course: Human Resource Information System			Code: 06040607		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> Demonstrate a thorough understanding of the strategic value of HRIS and how it contributes to organizational effectiveness and efficiency.					
<b>Course Objectives:</b> Understand and apply the basic concepts and principles of HRIS to human resource situations and decisions. Apply forecasting techniques and data analytics to HR and organizational data. Review and identify the leading HRIS software available in the field. Demonstrate an understanding of ROI for HRIS.					
<b>Learning Outcomes:</b> Students are aware of the development of HRIS over the years Students have clarity of database application in HRIS Students are fully equipped with the knowledge on different systems of HRIS Students are able to create the complete need analysis and cost estimation of HRIS Students are knowledgeable on the implementation process and integration of HRIS in organizations. Students understand the security and privacy of information in HRIS.					
<b>Prerequisite(s):</b> Basic understanding of human resource management					
<b>Pedagogy:</b> Lecture, discussion, role play, case study.					
<b>Syllabus:</b> <b>Unit-1: Introduction to HRIS</b> Evolution of Human Resource Management and Human Resource Information Systems: The					

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Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Steps in implementing an HRIS, Benefits and Limitations of HRIS

**Unit-2: Determining HRIS Needs**

Human Resource Information Systems Needs Analysis, System Design and Acquisition, Management, Cost Justifying HRIS Investments.

**Unit-3: HRIS Implementation & Acceptance**

HRIS project Management, Change Management: Implementation, Integration, and Maintenance of the HRIS, Human Resources Administration and HRIS, Job analysis & human resource planning, Recruitment and Selection in an Internet Context.

**Unit-4: HRIS Applications & Issues**

International Human Resource Management, HRIS Privacy and Information security, future of HRIS: Emerging Trends in HRM and IT

**Text Books:**

1. Dr. Michael Kavanagh, Dr. Mohan Thite: Human Resource Information Systems- Basics, application, future and directions
2. P.K.Gupta and SushilChaabra: Human Resource Information System

**Reference Books:**

- Dr.Michael Hammer, The Agenda: What Every Business Must Do to Dominate the Decade, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
- Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan page.

**Journals:**

<https://ejournal2.undip.ac.id/index.php/ijb/article/view/2371>

**Case Study:**

**Links to websites:**

<https://www.orangehrm.com>

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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Team Project Presentation 10marks
- Term-End Exam 60marks

**Total 100marks**

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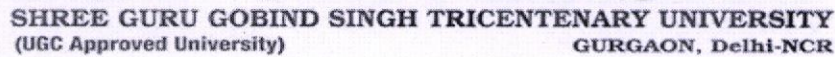
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Program Name : BBA (G)			Semester: VI		
Course: Human Resource Planning & Development			Code: 06040608		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The objective of the course is to make student aware of the concepts, techniques and practices of Human Resource Planning and Development.					
<b>Course Objectives:</b> This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.					
<b>Learning Outcomes:</b> To create a conceptual background required to undertake any activity to facilitate and manage the HRD functions in an organization and to acquaint the students about different HRD system, the course is divided into four units					
<b>Prerequisite(s):</b>					
<b>Pedagogy:</b>					
<b>Syllabus:</b> <b>Unit I: Human Resource Planning:</b> HRP - objectives, activities, Recruitment & Selection process, Career planning & development, Training methods, Basic concept of performance appraisal and employees compensation. <b>Unit II: Human Resource Development:</b> Concept, nature, scope, significance, objectives, functions; Relationship between human resource management and human resource development; HRD and outcomes; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD <b>Unit III: HRD Process:</b> Assessing need for HRD; HRD culture and climate; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD Culture and climate. <b>Unit IV: HRD Activities:</b> Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centers. <b>Unit V:</b> HRD mechanisms for workers; HRD in developed countries, HRD in India, HRD in Public					

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6. Mankin, D., Human resource development, Oxford University Press India.
7. Haldar, U. K., Human resource development, Oxford University Press India.
8. Rao, T.V., Future of HRD, Macmillan Publishers India.
9. Werner J. M., De Simone, R.L., Human resource development, South Western.
10. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Professional Activities 10marks
- Term-End Exam 60marks

**Total** **100marks\7**

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Program Name: BBA (G)			Semester: VI		
Course: Digital and Social Media Marketing			Code: 06040611		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The content of digital marketing course aims at developing the students for making digital marketing plans in order to manage a digital marketing performance efficiently.					
<b>Course Objectives:</b> <ul style="list-style-type: none"><li>To provide a basic knowledge of various online marketing concepts</li><li>To acquaint the student of operating and managing business through various online channels.</li></ul>					
<b>Learning Outcomes:</b> After completion of the course the students will be able to <ol style="list-style-type: none"><li>Describe the understanding of Digital Marketing Tools</li><li>Articulate the online marketing mix in contemporary business scenario</li><li>Construct the online marketing along with the campaign management concept, its monitoring and reconciliation.</li></ol>					
<b>Prerequisite(s):</b> Student should have studied the course of Marketing Management.					
<b>Pedagogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit I</b> Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing. Introduction to digital marketing communication, different types					

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of digital media channels. Digital marketing applications and benefits, Digital marketing framework.

## Unit II

Online Marketing Strategy Development: Online marketing strategy definition, Online marketing strategy groundwork, Defining the online marketing mix, , Offering mix for digital, Digital pricing models, Channels of purchase-reaching the e-consumer, Managing promotional channels , developing the extended Ps-People, Process, Programs and Performance.

## Unit III

Online Marketing Planning and Setup: Online marketing communications and channel mix, Online marketing planning development, Understanding digital media planning terminology, Digital media planning stages, Designing the communication mix, Marketing communications from mass market to mass customized, Steps to creating marketing communications strategy, Understanding marketing operations set-up, Understanding digital marketing conversion, Basics of lead generations and conversion marketing, Lead nurturing and lead scoring concepts, Setting up for conversion from web page to landing page.

## Unit IV

Online Marketing Execution : Online marketing Campaign Management, Basic elements of digital campaigns, Basic elements of digital campaign management, Campaign planning and budgeting , Campaign set-up and launch, Campaign monitoring and reconciliation. Traffic building: SEO- Search engine optimization fundamentals, Introduction to keywords, definition, importance, Types of Key words, on page SEO and off page SEO. Types of traffic, paid search and organic search. Introduction to Google Adwords.

## UNIT V

Introduction to Social Media marketing: Importance of Social Media, Goal Setting, Strategy and Plan, Social Listening, Developing content marketing and engagement strategy for your brand, Social media communication. Introduction to Facebook Marketing, Instagram Marketing, Snapchat Marketing, Affiliate Marketing, E-mail Marketing and Mobile Marketing. Trust, Privacy and Ethics in digital marketing.

### Textbook:

- Bhatia Puneet Singh, Digital Marketing, Pearson education

### Reference Books:

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1. Gupta Seema, Digital Marketing, McGraw Hill Education
  2. Das Abhishek, Applications of Digital Marketing for Success in Business, BPB Publications
  3. Miller Michael, B2B Digital Marketing, Pearson Publication
  4. Dodson Ian, The Art of Digital Marketing, Wiley Publication
- Note: Latest edition of the books should be used

## Journals:

- Journal of Marketing

## Links to websites:

- <https://digitalskills.fb.com/en-in/>
- <https://www.hubspot.com/digital-marketing>
- <https://www.linkedin.com/learning/>

## Evaluation Scheme:

• Class participation and attendance	05marks
• Mid Term Exam	20marks
• Assignment	05marks
• Professional Activities	10marks
• Term-End Exam	60marks
<b>Total</b>	<b>100marks</b>

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Program Name : BBA (G)			Semester: VI		
Course: Sales and Distribution Management			Code: 06040612		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Credit	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> <p>This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.</p>					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>1. To provide conceptual understanding of cross functional integration in areas of Sales and Distribution Management with progression &amp; customer orientation focus.</li><li>2. To relate this understanding in dissimilar business situations and support in solving business (territory/quota/ budgeting) problems in the field of Sales &amp; Distribution.</li><li>3. To understand the Managerial aspects as Sales Manager.</li></ol>					
<b>Learning Outcomes:</b> <p>After completion of the course students would be able to:</p> <ol style="list-style-type: none"><li>1. Comprehend the management functions that go into sales management.</li><li>2. Learn how to sell effectively along with designing territories and quotas.</li><li>3. Understand the distribution channels and how to manage channel members.</li></ol>					
<b>Prerequisite(s):</b> <p>The students should be equipped with the basic terms used in Marketing Management</p>					
<b>Pedagogy:</b>					

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Lecture, Lab Practical, Exercise, Case Study, SIS

## Syllabus:

### Unit 1:

Introduction to Sales Management: The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches; The Evolving Face of Personal Selling; Sales Organization Structure; Sales Forecasting; Sales Territory Design.

### Unit 2:

Sales Force Management: Sales Force Job Analysis and Description; Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation;

### Unit 3:

Evaluating Sales Performance: Control of sales expenses, Marketing and sales audit process, Evaluation of the effectiveness of sales organization, Sales analysis framework, Marketing cost and profitability analysis, productivity analysis and Sales force automation. Ethical and Legal Issues in Sales Management.

### Unit 4:

Distribution Planning and Control: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management.

### Unit 5:

Distribution System and Logistics: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.

## Textbook:

1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

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## Reference Books:

1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
6. Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, Latest Edition
7. Sales & Distribution Management, Dr. S. L. Gupta, Excel, Latest Edition

## Journals:

## Case Study:

## Links to websites:

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## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Professional Activities 10marks
- Term-End Exam 60marks

**Total 100marks**

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Program Name : BBA(G)			Semester: VI		
Course: Product and Brand Management			Code: 06040613		
Teaching Scheme			Evaluation Scheme		
Classroom Session/ Lectures	Practical/ Group work	Tutorials	Cre	Continuous Evaluation	Term End Examination (TEE)
40	-	-	4	40	60
<b>Course Rationale:</b> The course is designed so that students get a practical application in the context of Product development and brand management. This course will deal in the various intricacies pertaining to the challenges faced by industry in the area of Product development and Branding.					
<b>Course Objectives:</b> <ol style="list-style-type: none"><li>To acquire the conceptual understanding of Product and Brand Management and its applications for corporate growth and development.</li><li>To provide a holistic understanding of 'what is a brand'.</li><li>To end the trajectory of brand models with culture mapping and building Iconic brands.</li></ol>					
<b>Learning Outcomes:</b> After completion of the course, students would be able to; <ul style="list-style-type: none"><li>Demonstrate the basics of Product and Brand Management, and their social and ethical aspects.</li><li>Articulate the intricacies of new product development.</li><li>Interpret the brand equity and Brand positioning.</li></ul>					
<b>Prerequisite(s):</b> Student should have studied the course of Marketing Management.					
<b>Andragogy:</b> Student's Seminar, Student's Interactive Session, Case Studies					
<b>Syllabus:</b> <b>Unit I</b> Product Planning and Strategies: Proposed Product Planning Model-Setting Objectives, Monitoring					

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the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy, Defining Competitive set & Competitor Analysis and Developing Product Positioning Strategy.

## Unit II

Product Design and New Product Development: Characteristics of Successful Product Development, New Product Development Process and Organizations, Go to Market Strategies, Test Marketing Product Launch and Commercialization: Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch, Customer & Messaging, Copying Strategies, Product Patenting.

## Unit III

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding, Brand Recall, recognition

## Unit IV

Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; information processing model of communication, marketing communication options

## Unit V

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity - capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

## Textbook:

1. Wind Yoram J., Product Policy: Concepts, Methods and Strategies, Addison-Wesley Pub. Co., Reading USA.
2. Keller, Kevin Lane, Strategic Brand Management, Pearson Education, New Delh

## Reference Books:

1. Baker Michael and Hart Susan, Product Strategy and Management, London, Prentice Hall.
2. Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; New Delhi
3. Keller, K.L., Parameswaran, A.M.G. and Jacob, I (2015). Strategic Brand Management: Building, Measuring and Managing Brand Equity (4th Edition). Pearson Education India

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Kapferer, J N Strategic Brand Management New York, Free Press, 1992

4. Murphy, John A. Brand Strategy Cambridge, The Director Books 1990
5. Steward, P. Building Brands Directly London, MacMillan, 1996
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7. Subroto Sengupta, Brand Positioning. Tata Mc Graw Hill
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## Journals:

- Indian Journal of Marketing
- Journal of Brand Management
- Journal of Product and Brand Management

## Links to websites

## Evaluation Scheme:

- Class participation and attendance 05marks
- Mid Term Exam 20marks
- Assignment 05marks
- Professional Activities 10marks
- Term-End Exam 60marks
- Total 100marks**

*Signature*  
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