



**KOLHAN UNIVERSITY**

Chaibasa, Jharkhand, India

Syllabus for  
Four Year Undergraduate Programme (FYUGP)  
of

***Bachelor of Business Administration  
(BBA)***

With Effect From  
Academic Year 2022 - 2023

As Per Revised Curriculum and Credit Framework for the  
FYUGP under the provisions of NEP - 2020

**Syllabus structure of Bachelor of Business Administration (BBA) under FYUGP – NEP 2020**  
**KOLHAN UNIVERSITY, CHAIBASA**

<b>Specializations for BBA</b>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• HR</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Retail</li> </ul>	<b>Specialization Scheme (s) for BBA:</b>	<ul style="list-style-type: none"> <li>• Single / Core</li> <li>• Dual</li> </ul>
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Sem	Code	Bachelor of Business Administration	Marks Scheme		Credits
		Course Name	SIE	ESE	
<b>I</b>	AEC – 1	हिन्दी व्याकरण एवं अनुवाद	x	50	2
	VAC – 1	(To be selected from available options as per regulation)	x	50 + 50	4
	SEC – 1	Digital Education	x	75	3
	MDC – 1	(To be selected from available options as per regulation)	x	75	3
	MN – 1A	Managerial Economics	25	75	4
	MJ – 1	Management Principles and Applications	25	75	4
<b>II</b>	AEC – 2	English Composition	x	50	2
	SEC – 2	Communication Skills and Personality Development	x	75	3
	MDC – 2	(To be selected from available options as per regulation)	x	75	3
	MN – 2A	Entrepreneurship Development	15	60	4
		Entrepreneurship Development – Practical	x	25	
	MJ – 2	Marketing Management	25	75	4
	MJ – 3	Human Resource Management	25	75	4
<b>III</b>	AEC – 3	English Composition	x	50	2
	SEC – 3	Mathematical and Computational Thinking and Analysis	x	75	3
	MDC – 3	(To be selected from available options as per regulation)	x	75	3
	MN – 1B	Organizational Behavior	25	75	4
	MJ – 4	Accounting And Financial Management	25	75	4
	MJ – 5	Business Ethics	25	75	4
<b>IV</b>	AEC – 4	English Composition	x	50	2
	VAC – 2	Global Citizenship Education for Sustainable Development	x	50	2
	MN – 2B	E – Commerce and Digital Marketing	25	75	4
	MJ – 6	Managerial Accounting	25	75	4
	MJ – 7	Strategic Management	25	75	4
	MJ – 8	Management Information System	25	75	4
<b>V</b>	MN – 1C	Legal Aspects of Business	25	75	4
	MJ – 9	Taxation	25	75	4
	MJ – 10	Elective – 1	25	75	4
	MJ – 11	Elective – 2	25	75	4
	IAP	Internship	25	75	4
<b>VI</b>	MN – 2C	Project and Operations Management	25	75	4
	MJ – 12	Talent and Knowledge Management	25	75	4
	MJ – 13	Research Methodology	25	75	4
	MJ – 14	Elective – 3	25	75	4
	MJ – 15	Elective – 4	25	75	4
<b>VII</b>	MN – 1D	Fundamentals of International Business	25	75	4
	MJ – 16	Elective – 5	25	75	4
	MJ – 17	Elective – 6	25	75	4
	MJ – 18	Elective – 7	25	75	4
	MJ – 19	Elective – 8	25	75	4
<b>VIII</b>	MN – 2D	Retail Management	25	75	4
	MJ – 20	Production Management	25	75	4
	AMJ – 1	Total Quality Management	25	75	4
	AMJ – 2	Materials Management	25	75	4
	AMJ – 3	Rural Development	25	75	4

### Specializations and Elective Courses for Bachelor of Business Administration (BBA)

Specialization	Elective	Combinations	Course Title
Marketing	Section A	Elective 1 or 5	<ul style="list-style-type: none"><li>Consumer Buying Behavior</li></ul>
		Elective 2 or 7 (Any One)	<ul style="list-style-type: none"><li>Service Marketing</li><li>Product and Brand Management</li></ul>
	Section B	Elective 3 or 6	<ul style="list-style-type: none"><li>Sales and Distribution Management</li></ul>
		Elective 4 or 8 (Any One)	<ul style="list-style-type: none"><li>Rural and International Marketing</li><li>Advertising and Sales Promotion</li></ul>
Human Resource	Section A	Elective 1 or 5	<ul style="list-style-type: none"><li>Manpower Planning</li></ul>
		Elective 2 or 7 (Any One)	<ul style="list-style-type: none"><li>Recruitment and Selection</li><li>Training and Development</li></ul>
	Section B	Elective 3 or 6	<ul style="list-style-type: none"><li>Industrial Relations and Labor Laws</li></ul>
		Elective 4 or 8 (Any One)	<ul style="list-style-type: none"><li>Organizational Change and Intervention Strategies</li><li>Compensation and reward Management</li></ul>
Finance	Section A	Elective 1 or 5	<ul style="list-style-type: none"><li>Banking System and operations</li></ul>
		Elective 2 or 7 (Any One)	<ul style="list-style-type: none"><li>Principles of Investment Management</li><li>Financial Markets &amp; Institutions</li></ul>
	Section B	Elective 3 or 6	<ul style="list-style-type: none"><li>Security Analysis and Portfolio Management</li></ul>
		Elective 4 or 8 (Any One)	<ul style="list-style-type: none"><li>Strategic Investment and Financing Decisions</li><li>Management of Insurance Services</li></ul>
Retail	Section A	Elective 1 or 5	<ul style="list-style-type: none"><li>Retail Store Operations</li></ul>
		Elective 2 or 7 (Any One)	<ul style="list-style-type: none"><li>Customer Service and Personal Selling in Retailing</li><li>IT Application in Retail</li></ul>
	Section B	Elective 3 or 6	<ul style="list-style-type: none"><li>Merchandise Management and Pricing</li></ul>
		Elective 4 or 8 (Any One)	<ul style="list-style-type: none"><li>Store Layout, Design and Visual Merchandising</li><li>Logistics and Supply Chain Management</li></ul>

#### Notes :

- Four functional areas (Specializations) are available.
- Students require to opt for ANY ONE (Core) specialization out of four in semester V and thus,
  - ELECTIVE – 1 and ELECTIVE – 2 will be from Section A for semester V. and
  - ELECTIVE – 3 and ELECTIVE – 4 will be from Section B for semester VI under same specialization.
- The specialization opted at the beginning of semester V is NOT reversible and MUST carry on in semester 6 also.
- Based on the eligibility criteria to move in semester VII mentioned in NEP regulations, students now need to opt for the SECOND (Dual) specialization out of the remaining three. (Excluding the specialization selected in semester V)
- In the beginning of semester VII, ANY TWO Course selection for,
  - ELECTIVE – 5 and ELECTIVE – 7 will be from Section A. Similarly,
  - ELECTIVE – 6 and ELECTIVE – 8 will be from Section B

**Programme Outcomes (PO) and Programme Educational Objectives (PEO)  
Of  
Bachelor of Business Administration (BBA)**

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**Programme Outcomes (PO)**

PO1	<b>Overall,</b> Upon completion of the BBA program, the individual must demonstrate maturity, professionalism and team working skills.
PO2	<b>Critical Thinking Skills:</b> will be able to apply technological knowhow for business advancements on critical business issues by applying analysis, investigation and solution providing attitude and skills.
PO3	<b>Communication Skills:</b> Students are able to conceptualize a complex issue into a coherent written statement and oral presentation.
PO4	<b>Business Knowledge:</b> the students will have general idea of operations in business and the specialized skills to deal with selected domain.
PO5	<b>Social Responsibility:</b> Creating socially sensitive and ethical practicing sustainable business practices and demonstrate sensitivity to social, ethical and sustainability issues.
PO6	<b>Life-long learning:</b> Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.

**Programme Educational Objectives (PEO)**

PEO 1	To develop students professionally to handle business issues.
PEO 2	To Acquire Conceptual Clarity of Various Functional Areas and Ability to analyze various functional issues affecting the organization.
PEO 3	To develop students to be a better team member.
PEO 4	To bridge the gap between theoretical and practical knowledge of the students by adopting innovative teaching pedagogy.
PEO 5	To develop socially, ethically responsible business leaders.
PEO 6	To sharpen soft and hard skills among the students.
PEO 7	To promote entrepreneurial acumen among students.
PEO 8	To demonstrate understanding of sustainability related concerns in varied areas.
PEO 9	To analyze Global Environment and its Impact on Business.
PEO 10	To encourage, counsel and guide students throughout the course towards higher education, and research.

# **BACHELOR OF BUSINESS ADMINISTRATION**

## **SEMESTER – I COURSE SUMMARY**

Sem	Code	Bachelor of Business Administration	Marks Scheme		Credits
		Course Name	SIE	ESE	
I	AEC – 1	हिन्दी व्याकरण एवं अनुवाद	x	50	2
	VAC – 1	(To be selected from available options as per regulation)	x	50 + 50	4
	SEC – 1	Digital Education	x	75	3
	MDC – 1	(To be selected from available options as per regulation)	x	75	3
	MN – 1A	Managerial Economics	25	75	4
	MJ – 1	Management Principles and Applications	25	75	4

<b>Code – MJ-1</b>	<b>Course – MANAGEMENT PRINCIPLES AND APPLICATIONS</b>			
<b>Sem – I</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

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

**Course contents:**

<b>Unit 1</b>	<b>Introduction to management (8 Class Hours)</b> Definition, Aspects of management, Nature (management as an art, science or profession) and objective, Management and Administration, Levels of management, Managerial skills levels, Basic functions of management, Role of managers
<b>Unit 2</b>	<b>Evolution of management theory (10 Class Hours)</b> Scientific management F. W Taylor, Henry L ganntt, Frank and lixian Gilbreth, Theory of henry fayol, Fayol's vs Taylor's comparison. Behavioral model of management (Howthorne studies), Modern theories of management (system management school, situational approach school)
<b>Unit 3</b>	<b>Planning (10 Class Hours)</b> Definition, Nature, Importance, types of planning, steps in planning, Types of plans, planning process limitations, Planning premises; Business forecasting; Vision Mission and Goals, MBO; concept types, process and techniques of decision making.
<b>Unit 4</b>	<b>Organizing (12 Class Hours)</b> Concept, definition and importance, Process of organizing, Organization chart: importance and types, formal and informal organization, organizational structure (functional organization, product/Market organization and matrix structure), span of management, Authority: Types, delegation of authority, Difference between Authority and power.
<b>Unit 5</b>	<b>Staffing (8 Class Hours)</b> Definition, factors affecting staffing-The external and Internal environment Identification of job requirements, Job design, Recruitment, Selection (process and limitations of selection process), Nature and importance of staffing
<b>Unit 6</b>	<b>Motivating and leading (6 Class Hours)</b> Meaning, Nature and importance of motivation; types of motivation; Theories of motivation -Maslow, Herzberg, X, Y and Z; Leadership- meaning and importance, Traits of a leader, Leadership styles, Management and Leadership
<b>Unit 7</b>	<b>Controlling (6 Class Hours)</b> Nature and scope of control; Types of control; Control process; control techniques - traditional and modern; Effective control system, Resistance to control, Management by exception

**Text Books:**

1. Koontz, H. and Weihrich, H. Essentials of Management (Tata McGraw Hill: New Delhi)
2. Bose, D. Chandra, Principles of Management and Administration, (Prentice Hall India: New Delhi)
3. Stoner, Freeman and Gilbert, Management (Prentice Hall of India: New Delhi)
4. Principles and Practices of Management, Haynes, W., New Central Book Agency. Calcutta.

## **BACHELOR OF BUSINESS ADMINISTRATION**

### **SEMESTER – II COURSE SUMMARY**

Sem	Code	Bachelor of Business Administration	Marks Scheme		Credits
		Course Name	SIE	ESE	
II	AEC – 2	English Composition	x	50	2
	SEC – 2	Communication Skills and Personality Development	x	75	3
	MDC – 2	(To be selected from available options as per regulation)	x	75	3
	MN – 2A	Entrepreneurship Development	15	60	4
		Entrepreneurship Development – Practical	x	25	
	MJ – 2	Marketing Management	25	75	4
	MJ – 3	Human Resource Management	25	75	4

<b>Code – MJ-2</b>	<b>Course – MARKETING MANAGEMENT</b>			
<b>Sem – II</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objective:** The objective of this paper is to identify the foundation terms and concepts that are commonly used in marketing. It also identifies the essential elements for effective marketing practice. This course will give a complete relationship between marketing and other management functions.

**Course contents:**

<b>Unit 1</b>	<b>Introduction to Marketing (7 Classes)</b> Definition of Market and Marketing, Core Concepts of Marketing, Marketing and Selling (concepts and differences), Relationship of marketing with other functional areas of Management.
<b>Unit 2</b>	<b>The Marketing Environment (10 Classes)</b> Elements of Company's Micro and Macro environment, Market Segmentation: Concept, Needs, Variables/Bases for Segmenting Consumer Market, Attributes of Effective Segmentation, Concept of Target Market, Selection of Target Market, Marketing Mix.
<b>Unit 3</b>	<b>Product Management and Pricing Decision: (12 Classes)</b> Definition of Product, Classification of Product and Levels of Product, Concept of Product Line, Product Line Decisions, Product Mix Definition, Definition of Brand and Brand Equity, Selection of Brand Name, Product Lifecycle: Concept, Stages and strategies in PLC, Concept of Price, Factors Influencing Pricing, Methods of Pricing (Cost based and Competition oriented), Price Adaptation.
<b>Unit 4</b>	<b>Channel Management (7 Classes)</b> Concept and Importance of Distribution Channels, Functions of Marketing Channel, Types of Marketing Intermediaries, Channel Design Decision, Channel conflicts
<b>Unit 5</b>	<b>Promotion Decisions (10 Classes)</b> Promotion mix, Advertising, Difference between advertising and promotion, personal selling, sales promotion, publicity and public relations; Determining factors of advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.
<b>Unit 6</b>	<b>Marketing Research (6 Classes)</b> Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations.
<b>Unit 7</b>	<b>Issues and Developments in Marketing: (8 Classes)</b> Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing

**Text Books:**

1. Kotler, P. and Armstrong G. Principles of Marketing (Pearson Prentice Hall: New Delhi)
2. Ramaswamy, V.S. and Namakumari, S. Marketing Management (Macmillan: New Delhi)
3. Saxena, R. Marketing Management (Tata McGraw Hill: New Delhi)
4. Stanton, W.J., Fundamentals of Marketing



<b>Code – MJ-3</b>	<b>Course – HUMAN RESOURCE MANAGEMENT</b>			
<b>Sem – II</b>	L – 60	T – 0	P – 0	C – 4
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

#### Course Contents:

<b>Unit 1</b>	<b>Introduction (6 Classes)</b> Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Challenges of HRM; Personnel Management vs HRM, Difference between HRM and Personnel Management.
<b>Unit 2</b>	<b>Acquisition of Human Resources (11 Classes)</b> HR Planning: Definition, Objectives, Need, Importance and the Process, Job analysis — job description and job specification; recruitment— sources and process, selection process— tests and interviews; placement, induction and retention (Strategies). Job changes— transfers, promotions/demotions, separations.
<b>Unit 3</b>	<b>Training and Development (11 Classes)</b> Concept and importance of training: types of training; methods of training; design of training programme; evaluation of training effectiveness; executive development— process and techniques; career planning and development.
<b>Unit 4</b>	<b>Compensation and Maintenance (12 Classes)</b> Compensation: Elements of Compensation, Base Compensation, factors Affecting Compensation, Fringe Benefits, Time Wage and Piece Wage Systems; Job evaluation— concept, process and significance; components of employee remuneration— base and supplementary.
<b>Unit 5</b>	<b>Performance and Potential appraisal (12 Classes)</b> Concept and objectives; traditional and modern methods, limitations of performance appraisal methods, 360-degree appraisal technique; Maintenance: overview of employee welfare, health and safety, social security, Potential appraisal (Introduction and comparison with performance appraisal)
<b>Unit 6</b>	<b>Worker's Participation in Management (4 Classes)</b> Concept and Evolution, Trade Unionism (TU): Meaning, Objectives and Criticism, Collective - Bargaining - Features - Pre-requisite of Collective Bargaining - Agreement at different levels.
<b>Unit 7</b>	<b>Maintenance and Emerging trends (4 Classes)</b> E-HRM, Human Resource Information System (HRIS), Emerging issues in HRM, International Human Resource Management

#### Text Books:

1. Chhabra, T.N; Human Resource Management; Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
2. Dr. Gupta, C.B.; Human Resource Management, Sultan Chand and Sons, New Delhi, 2003.
3. Rao, V S P, Human Resource Management, Text and Cases, Taxmann publication.
4. Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2003
5. Flippo, Edwin B., Personnel Management, Tata McGraw Hill.

# **BACHELOR OF BUSINESS ADMINISTRATION**

## **SEMESTER – III COURSE SUMMARY**

Sem	Code	Bachelor of Business Administration	Marks Scheme		Credits
		Course Name	SIE	ESE	
III	AEC – 3	English Composition	x	50	2
	SEC – 3	Mathematical and Computational Thinking and Analysis	x	75	3
	MDC – 3	(To be selected from available options as per regulation)	x	75	3
	MN – 1B	Organizational Behavior	25	75	4
	MJ – 4	Accounting And Financial Management	25	75	4
	MJ – 5	Business Ethics	25	75	4

<b>Code – MJ-4</b>	<b>Course – ACCOUNTING AND FINANCIAL MANAGEMENT</b>			
<b>Sem – III</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objective:** Efficient management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision - making in a business unit.

**Course contents:**

<b>PART – A</b>	
<b>Unit 1</b>	<b>(Accounting) (10 Classes)</b> Accounting process and principles, Financial, Cost and Management accounting. Elements of book keeping, Subsidiary Books, Journal entry, cash book, Ledger, trial balance, profit and loss accounts, final accounts of proprietary and partnership concern and balance sheet. Concept of Hire purchase system (basic problems)
<b>PART – B</b>	
<b>Unit 2</b>	<b>Financial Management (10 Classes)</b> Meaning, scope, objective of financial management --- profit vs. Wealth maximization. Financial management and other areas of management --- finance function. Sources of financing: classification of sources of finance, security financing, loan financing, project financing.
<b>Unit 3</b>	<b>Concept in valuation (6 Classes)</b> Valuation concepts, valuation of securities viz., debentures, preference shares and equity shares
<b>Unit 4</b>	<b>Capital Structure: (12 Classes)</b> Meaning, capital structure and financial structure, pattern of capital structure, optimum capital structure, capital structure theories, factors determining capital structure, capital structure practices in India. Cost of capital: concept, important, classification and determination of cost of capital. Leverages: concept, types of leverages and their significance
<b>Unit 5</b>	<b>Capital Budgeting (8 Classes)</b> Nature of investment decisions, investment evaluation criteria, net present value, internal rate of return, comparison between NPV and IRR.
<b>Unit 6</b>	<b>Working Capital Management (8 Classes)</b> Concept, management of cash, management of inventories, management of accounts receivable and accounts payable, over and under trading..
<b>Unit 7</b>	<b>Inventory Management (6 Classes)</b> Objectives of inventory management. Dividend, bonus and rights: Dividend policy, relevance and irrelevance concepts of dividend, corporate dividend practices in India.

[**Note:** Distribution of Questions between Problems and Theory of this paper must be 25:75 i.e., Problem Questions: 25 % & Theory Questions: 75 %]

**Text books: -**

1. Maheshwari S.N., "Financial management ", principles and practice, sultan chand & sons, 9th edition 2004.
2. Khan M.Y, jain P.K., " financial management ", tata McGraw hill, 2001,3rd edition.
3. Pandey I. M., "financial management " , vikas publishing house, revised ed., 2003
4. Hampton, joh. J, financial decision making, Prentice hall of india, 4th edition, 1998.

<b>Code – MJ-5</b>	<b>Course – BUSINESS ETHICS</b>			
<b>Sem – III</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** The course aims to acquaint participants with the basic concepts and standards of Business Ethics and Corporate Social Responsibility (CSR), and to develop their skills in identification, analyses and permission of ethical dilemmas on workplace.

**Course Contents:**

<b>Unit 1</b>	<b>Introduction (8 Classes)</b> Ethics in business - meaning & concept; nature of business ethics, source of ethics, myths about ethics, important of ethics in business, ethical dilemma, current issue in corporate ethics
<b>Unit 2</b>	<b>Principles &amp; Model of Ethical Issues (10 Classes)</b> Moral standards & ethical decision making; consequentialist & Non - consequentialist principles; egoism, utilitarianism, right & justice principles; trusteeship theory of Mahatma Gandhi.
<b>Unit 3</b>	<b>Value &amp; Ethics (10 Classes)</b> Ethical & unethical behaviour, benefits of managing Ethics in organization, essential features, types & relevance of value in ethical business; importance of values in formulation of an ethical organization.
<b>Unit 4</b>	<b>Code of ethics (10 Classes)</b> Meaning and concept; conditions for making codes effective, code of conduct, establishing priority between norms & beliefs, the ethical responsibilities of senior management.
<b>Unit 5</b>	<b>Applied Ethics (12 Classes)</b> Organizational moral standards, Managing ethics in organization, Anti-corruption behavior (Corruption: term definition. Index of Perception of Corruption. Corruption consequences. Risk factors and typical signs of corruption, how to identify the corruptions zones. Prevention measures, anti-corruption programs and strategy.
<b>Unit 6</b>	<b>Corporate social responsibility of business (5 Classes)</b> Historical background, meaning & concept, why business should assure social responsibility, changing vies of management's responsibility, the social responsibility of business involves ethics.
<b>Unit 7</b>	<b>Corporate governance (5 Classes)</b> Meaning & concept, basic ingredients for good governance, reasons for recent interest in corporate governance, role of codes (CII, SEBI etc.), and promoting value based governance in organization.

**Text book:**

1. Kaur, tripat; Values & ethics in management, galgotia publishers.
2. Chakraborty, S.K.; Human values for managers
3. Chakraborty, S.K.; Ethics in management: A vedantic perpective, oxford university press.
4. Business ethics & managerial values - S. K. bhatia

## **BACHELOR OF BUSINESS ADMINISTRATION**

### **SEMESTER – IV COURSE SUMMARY**

Sem	Code	Bachelor of Business Administration	Marks Scheme		Credits
		Course Name	SIE	ESE	
IV	AEC – 4	English Composition	x	50	2
	VAC – 2	Global Citizenship Education for Sustainable Development	x	50	2
	MN – 2B	E – Commerce and Digital Marketing	25	75	4
	MJ – 6	Managerial Accounting	25	75	4
	MJ – 7	Strategic Management	25	75	4
	MJ – 8	Management Information System	25	75	4

<b>Code – MJ-6</b>	<b>Course – MANAGERIAL ACCOUNTING</b>			
<b>Sem – IV</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** The objective of the course is to familiarize the students with the basic cost and management accounting concepts and their applications in managerial decision making.

**Course contents:**

<b>PART – A (COST ACCOUNTING)</b>	
<b>Unit 1</b>	<b>Introduction: (6 Classes)</b> Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting; Objectives, Advantages and Limitations of Cost Accounting, Difference between Financial and Cost Accounting, Cost Unit & Cost Centre.
<b>Unit 2</b>	<b>Elements of cost and Overheads: (10 Classes)</b> <b>Elements of cost:</b> Elements. Classification and types of cost. Preparation of cost sheet (format and basic level problems only). <b>Overheads:</b> Meaning and Classification of Overheads, Allocation, Apportionment and Absorption of overheads. (Basic level problems only)
<b>Unit 3</b>	<b>Methods of Costing (10 Classes)</b> Job Costing – Meaning, Features, Advantages and Limitation (Basic level problems only) , Contract Costing – Basic Concepts , Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains , Operating Costing – Meaning, Features & Objectives Techniques of Costing
<b>PART – B (MANAGEMENT ACCOUNTING)</b>	
<b>Unit 4</b>	<b>Introduction: (4 Classes)</b> Nature and Scope, Financial Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant.
<b>Unit 5</b>	<b>Financial Statement Analysis: (10 Classes)</b> Financial Statements and their Limitations, Concepts of Financial Analysis, Tools of Financial Analysis: Comparative Financial Statements , Common Size Financial Statements, Trend Percentage,
<b>Unit 6</b>	<b>Ratio Analysis: (10 Classes)</b> Nature and Interpretation, Classification of Ratios Profitability Ratios, Turnover Ratios, Financial Ratios, Utility and Limitations of Ratios; Concept of Funds Flow Statement and cash flow statement.
<b>Unit 7</b>	<b>Marginal Costing &amp; Budgetary Control: (10 Classes)</b> Marginal costing- Concept-Meaning and computation of contribution, Cost - Volume - Profit Relationship, PV ratio and BEP - Construction of Break Even Chart - Profit planning. Concept of Budgets and Budgetary Control, Limitations of Budgetary Control. Preparation of Different Budgets: Fixed and Flexible Budgeting (Basic level problems only).

[**Note:** Distribution of Questions between Problems and Theory of this paper must be 25:75 i.e., Problem Questions: 25 % & Theory Questions: 75 %]

**Text books: -**

1. Maheshwari , S.N.; Principles of Management Accounting, Sultan Chand & Sons, 2003 14<sup>th</sup> Edition
2. Khan & Jain; Management Accounting, Tata McGraw Hill Publishing House, 2002 Their Edition.
3. Maheshwari, S.N.; Advanced Cost Accounting and Cost Systems, Shree Mahavir Book Depot, 2003 Second Edition.
4. Pandey, I.M.; Management Accounting Vikas Publishing House, 2003 Third Edition.
5. Debarshi Bhattacharyya, Cost and Management, Pearson



<b>Code – MJ-7</b>	<b>Course – STRATEGIC MANAGEMENT</b>			
<b>Sem – IV</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** The course is designed specifically to introduce students with key strategy concepts and aims to help to integrate and apply their prior learning to various business situations of cross-functional issues.

#### Course Contents:

<b>Unit 1</b>	<b>History of strategic management: (14 Classes)</b> Importance of strategic management, understanding strategy, defining strategy, importance of strategy, levels at which strategy operates strategic Intent (vision, mission, goals and objective), strategic planning and strategic management.  Strategic management process: Formulation phase-vision, mission and environmental scanning, objective and strategy, implementation phase- strategic activities, Evaluation and control.
<b>Unit 2</b>	<b>Environmental Appraisal: (14 Classes)</b> Concept and environmental sector, PEST analysis, Organizational Appraisal: Concepts and capability factors, porter's value chain model, framework for developing strategic advantage- SWOT analysis as a tool for assessing organizational capabilities and environment opportunities.  Type of strategies: corporate level strategy (grand strategies- stability, expansion, retrenchment, combination) Business level strategy, function level strategies
<b>Unit 3</b>	<b>Formulation of strategy: (12 Classes)</b> Approaches to strategy formation; Major strategy options – stability, Growth and expansion, diversification, Retrenchment, Mixed strategy; Choice of strategy – BCG model, stop light strategy model; Directional policy matrix (DPM) model, product/ market evolution-matrix and profit impact of market strategy (PIMS) model.
<b>Unit 4</b>	<b>Generic competitive strategy: (12 Classes)</b> Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option. Corporate strategy:- Concept of corporate strategy , offensive strategy, defensive strategy, scope and significance of corporate strategy
<b>Unit 5</b>	<b>Strategic evaluation and control: (8 Classes)</b> Strategic Control and Corporate Governance: Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

#### Text Books:

1. Ghosh, P. K.; Strategic Management, Sultan Chand & Sons, New Delhi, 2014.
2. Kazmi, Azhar; Business Policy, Tata McGraw-Hill, New Delhi
3. Suri R.K.; Business Policy & Strategic Management, Brijwasi Publisher & Distributor, 2005
4. Thompson, Arthur A. and A. J. Strickland; Strategic Management, McGraw Hill, New York, 1999.

<b>Code – MJ-8</b>	<b>Course – MANAGEMENT INFORMATION SYSTEM</b>			
<b>Sem – IV</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** The objective of the course is to acquaint the students about the concept of information system in business organization, and also the management control systems.

**Course Contents:**

<b>Unit 1</b>	<b>Introduction (10 Classes)</b> Definition, purpose, Objective and Role of MIS in Business Organization with particular reference to Management Levels. MIS Growth and Development, Location of MIS in the Organization - concept and design.
<b>Unit 1</b>	<b>(10 Classes)</b> Transaction Processing System, Decision Support System, Executive Information system, Expert system and the recent developments in the field of MIS, MIS and Decision Making Concept.
<b>Unit 2</b>	<b>Information (5 Classes)</b> Concept of Information, Classification of Information, Value of Information, MIS and Information Concept.
<b>Unit 3</b>	<b>System Development (16 Classes)</b> System Development: Concept of system, Type of Systems - Open, Closed, Deterministic, Probabilistic, etc System Development Life Cycle, Concept of System Analysis and Design (SAD), System development life cycle , Need for Systems Analysis - SRS, DFD, DD & Decision tables, the process of SAD, MIS and system Analysis, System Design - design method, detailed system design, design documentation. System Implementation & testing.
<b>Unit 4</b>	<b>(9 Classes)</b> Planning, Designing, and Implementation of MIS, Concept of Philosophy of DSS, Introduction to Enterprise Management System
<b>Unit 5</b>	<b>Database management (10 Classes)</b> The Concept of DBMS, Objective, role, advantage & disadvantages of DBMS, SQL, use of database for integration across functional areas and RDBMS.

**Text Book:**

1. D.P. GOYAL: Management Information System. MacMillon
2. Davis & Olson: Management Information Systems
3. Murdic, R.G. and Ross J.E., Information System for Modern Management (PHI: New Delhi)



## **BACHELOR OF BUSINESS ADMINISTRATION**

### **SEMESTER – V COURSE SUMMARY**

Sem	Code	Bachelor of Business Administration	Marks Scheme		Credits
		Course Name	SIE	ESE	
<b>V</b>	MN – 1C	Legal Aspects of Business	25	75	4
	MJ – 9	Taxation	25	75	4
	MJ – 10	Elective – 1	25	75	4
	MJ – 11	Elective – 2	25	75	4
	IAP	Internship	25	75	4

<b>Code – MJ-9</b>	<b>Course – TAXATION</b>			
<b>Sem – V</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:**

- The course aims to help students to comprehend the basic terms and principles of the laws governing Direct and Indirect taxes.
- To equip students with the knowledge of identifying different heads of income of an individual.
- The objective of this course is to acquaint the students with the tax structure for individuals and corporates and its implications for planning.

**Course Contents:**

<b>Unit 1</b>	<b>INTRODUCTION: (10 Classes)</b> INCOME TAX ACT 1961, Fundamental concepts and definitions under Income Tax Act,1961; Objective of Income Tax, Taxation Structure in India, Residential Status and Tax incidence.
<b>Unit 2</b>	<b>Computation of taxable Income under different heads of Income (25 Classes)</b> <ul style="list-style-type: none"> <li>• Income from Salary- Salient features, Meaning of salary, Allowance and tax liability, perquisites and their valuation, deduction from Salary</li> <li>• Income from House Property- Basics of Chargeability, annual value, self-occupied and let out properly, deduction allowed</li> <li>• Profits and gains from Business or Profession- Definition - deductions expressly allowed and disallowed, Chargeability- meaning and concept of short term and long-term capital gains, Permissible deductions</li> <li>• Income from other sources</li> </ul>
<b>Unit 3</b>	<b>Assessment of Individuals and Tax liabilities (5 Classes)</b>
<b>Unit 4</b>	<b>Miscellaneous: (8 Classes)</b> <ul style="list-style-type: none"> <li>• Tax deducted at source-return of Income, Advance payment of Tax, Refund of Tax</li> <li>• An introduction to Corporate Taxation</li> </ul>
<b>Unit 6</b>	<b>INDIRECT TAXES: (12 Classes)</b> Introduction and basic features of Indirect Taxes, Indirect Taxes in pre GST era; , Structure of GST, Rates, Exemptions from GST, GST Council, GST Network. types (GST, CSGT, UGST, Integrated GST) benefits.

**Text book:**

1. H.C Malhotra; Indian Income Tax Act
2. Singhanian Dr.,V. K. and Singhanian Monice; Students Guide to Income Tax, Taxman Publication.
3. V. K Singhanian - Direct taxes - law and practice
4. Ahuja, Girish and Gupta Dr. Ravi ; practical approach to Direct and Indirect Taxes.

<b>Code – IAP</b>	<b>Course – IAP- (INTERNSHIP/APPRENTICESHIP/PROJECT COURSE)</b>	
<b>Sem – V</b>	<b>Duration - 8-week or 2-month</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100</b>		

### **Course Description:**

This IAP course aims to provide students with the opportunity to procure practical experience in a professional setting related to their field of study. The students will go in for various tasks such as research, writing, project management, and more, under the guidance of experienced professionals. The program focuses on bridging the gap between academic learning and real-world application, helping students to explore potential career paths. The program will help students in developing essential skills for their careers while also providing them with opportunities to actively engage in an on-site experiential learning. In this Internship/Apprenticeship/Project course the students will have the option to undergo an Apprenticeship or Internship training of 8-week or 2-month duration. The students who do not opt either for Internship or Apprenticeship training will be required to carry out a Field Project based on a topic to be assigned by the department concerned.

### **Learning Objectives:**

- Apply academic knowledge and skills to real-world tasks and projects in a professional environment.
- Enhance professional skills in research, writing, communication, and project management.
- Gain insight into potential career paths and industries relevant to the student's field of study.
- Strengthen critical thinking and problem-solving skills through engagement with practical challenges and assignments.

**Learning Outcomes:** At the end of the Internship/Apprenticeship/Project course, students will be able to:

- Demonstrate the ability to apply academic theories and skills to practical tasks and projects.
- Exhibit proficiency in professional communication, including writing reports, emails, and presenting ideas effectively.
- Manage and complete projects efficiently, demonstrating strong organizational and time management skills.
- Conduct thorough and efficient research using appropriate methods and sources.
- Build and maintain a network of professional contacts that can support career development.

### **The Internship/Apprenticeship avenues may include the following:**

- Local industry, business organizations, health areas and research laboratories.
- Local governments such as Panchayats, Municipalities and other such bodies, offices of Parliamentarians or other elected representatives, government and non-government social service organizations.
- Media organizations, publication houses, academic institutions, literary and cultural organizations, artists and craft people.
- The students should undertake their Apprenticeship or Internship training, preferably in their related discipline in order to enhance their learning.

**On successful completion of Internship/Apprenticeship the students will be required to:**

- Produce a certificate of having undergone an Internship/Apprenticeship training of 8-week or two-month duration.
- Submit a report of about 40 to 50 pages based on their Internship/Apprenticeship training.

**Alternatively,** the students who do not opt either for Internship or Apprenticeship training will be required to carry out a Field Project on a topic to be assigned by the department concerned.

The students will prepare their Project/Dissertation of about 40 to 50 pages on their assigned topics under the supervision of a faculty.

**Examination and Evaluation:**

The students opting for Internship/ Apprenticeship training will prepare a Project Report based on their I/A training and submit the same to the department along with a proper certificate of their I/A training of 8-week or 2-month duration.

The students opting to write a project or dissertation on the topic assigned by the concerned department will submit a Dissertation /Project of about 40-50 pages.

The Project Reports/Dissertations submitted by the students will be examined by an external examiner who will also conduct a viva voce examination of the students to assess their understanding of the Dissertation/ Project Report prepared by them.

<b>Internship/Project Report or Project/Dissertation</b>	<b>75 marks</b>
<b>Viva-voce</b>	<b>25 marks</b>
<b>Total</b>	<b>100 Marks</b>

# **BACHELOR OF BUSINESS ADMINISTRATION**

## **SEMESTER – VI COURSE SUMMARY**

Sem	Code	Bachelor of Business Administration	Marks Scheme		Credits
		Course Name	SIE	ESE	
VI	MN – 2C	Project and Operations Management	25	75	4
	MJ – 12	Talent and Knowledge Management	25	75	4
	MJ – 13	Research Methodology	25	75	4
	MJ – 14	Elective – 3	25	75	4
	MJ – 15	Elective – 4	25	75	4

<b>Code – MJ-12</b>	<b>Course – TALENT AND KNOWLEDGE MANAGEMENT</b>			
<b>Sem – VI</b>	L – 60	T – 0	P – 0	C – 4
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

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

**Course Contents:**

<b>Unit 1</b>	<b>INTRODUCTION:</b> Concept of talent management, talent imperatives, need for talent management, key process of talent management, scope of talent management, importance of talent management, Role of HR in talent management.
<b>Unit 2</b>	<b>TALENT PROCUREMENT AND DEVELOPMENT:</b> Developing a talent management system, identifying talent needs, sourcing talent, recruiting process, developing talent, deploying talent, Talent multiplication
<b>Unit 3</b>	<b>TALENT ENGAGEMENT AND RETENTION:</b> Cost and consequences of talent departure, diagnosing causing the cause of talent engagement, designing engagement strategies
<b>Unit 4</b>	<b>INTRODUCTION TO KNOWLEDGE:</b> Understanding knowledge: understanding the difference between data, information and knowledge, understanding the various types of knowledge viz. tacit and explicit impact of knowledge types on managing knowledge.
<b>Unit 5</b>	<b>CONCEPT OF KNOWLEDGE MANAGEMENT-</b> Understanding history, and the close relation of knowledge management with other concepts, understanding the three major inputs viz. Strategy, people and IT for a successful knowledge management system
<b>Unit 6</b>	<b>KNOWLEDGE MANAGEMENT, STRATEGY AND HRM:</b> Understanding the need to align individual needs with organization, How HRM can design reward system to facilitate knowledge management; Using "Organizational routines" for managing knowledge.
<b>Unit 7</b>	<b>KNOWLEDGE MANAGEMENT SYSTEM:</b> Analyzing business environment, Knowledge audit and analysis, designing knowledge management team, creating a knowledge management blueprint implementation, Emphasis on people Vs emphasis on technology in managing knowledge and its impact on organization design.

**Text Book:**

1. Amrit Tiwana, The essential Guide to Knowledge Management, Pearson Education, 2001
2. Elias M. Awardete, Knowledge Management, Pearson Education.
3. Cheese, Peter, Robert and Elizabeth, The Talent Powered Organizations, Kogan Page Limited.

<b>Code – MJ-13</b>	<b>Course – RESEARCH METHODOLOGY</b>			
<b>Sem – VI</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of business decision - making.

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**Course Contents:**

<b>Unit 1</b>	<b>RESEARCH - AN INTRODUCTORY APPROACH:</b> Meaning, Characteristics and Importance Types of Research: Fundamental and Applied Research, The Basic Research Process: An Overview and Steps
<b>Unit 2</b>	<b>RESEARCH PROBLEMS:</b> Meaning, Components and Steps to be Followed While Formulating a Research Problem/ Criteria of a Good Research Problem
<b>Unit 3</b>	<b>RESEARCH DESIGN:</b> Meaning, Characteristics of good research design; Components of a Research design, Different Research Designs; Measurement in Research; Data types; Sources of Error
<b>Unit 4</b>	<b>METHODS OF DATA COLLECTION:</b> Various sources of market Information: Methods of collecting Market information, Primary Data, Secondary data, Collection of Data through Random Sampling, Questionnaire & Interview Schedule, Difference between questionnaire & interview schedule, Case Study Method
<b>Unit 5</b>	<b>SAMPLING DESIGN-</b> Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-(simple random, stratified random, systematic and cluster samplings, Probability & Non Probability sampling. Tabulation: Meaning and Rules for Tabulation and Parts of a Table
<b>Unit 6</b>	<b>DATA ANALYSIS -</b> Quantitative Analysis Frequency Distributions: Cross tabulation, Graphing: Stem and Leaf Plot and Box-and-whiskers-Plot, Indices: Ratios, rates, percentages and Proportions, Measures of Central Tendency and Variability, Measures of Relation: Correlation and Regression, Probability and Probability Distributions, Tests of Hypothesis: Z-Test, F-Test, t-Test and Chi-square Test. <b>DATA ANALYSIS -</b> Qualitative research Focus groups, Interviews, Ethnography, Grounded Theory, Participant observation and Content Analysis- Brief overview.
<b>Unit 7</b>	<b>PRESENTATION-</b> Diagrams; graphs; chars. Report writing, Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precaution for writing report. <b>REPORT WRITING:</b> Characteristics and Types and formats of Report

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**Text books:**

1. Ghosh, B.N. Scientific Method and Social Research (Sterling: New Delhi)
2. Kothari, C.R. Research Methodology - Methods and Techniques (New Age: New Delhi)
3. Krishnaswami, O.R. Methodology of Research in Social Science (Himalaya Publishing House: Mumbai.)
4. Gupta, Santosh Research Methodology and Statistical Techniques (Deep and Deep Publications: New Delhi)

# **BACHELOR OF BUSINESS ADMINISTRATION**

## **SEMESTER – VII COURSE SUMMARY**

<b>Sem</b>	<b>Code</b>	<b>Bachelor of Business Administration</b>	<b>Marks Scheme</b>		<b>Credits</b>
		<b>Course Name</b>	<b>SIE</b>	<b>ESE</b>	
<b>VII</b>	MN – 1D	Fundamentals of International Business	25	75	4
	MJ – 16	Elective – 5	25	75	4
	MJ – 17	Elective – 6	25	75	4
	MJ – 18	Elective – 7	25	75	4
	MJ – 19	Elective – 8	25	75	4



# **BACHELOR OF BUSINESS ADMINISTRATION**

## **SEMESTER – VIII COURSE SUMMARY**

<b>Sem</b>	<b>Code</b>	<b>Bachelor of Business Administration</b>	<b>Marks Scheme</b>		<b>Credits</b>
		<b>Course Name</b>	<b>SIE</b>	<b>ESE</b>	
<b>VIII</b>	MN – 2D	Retail Management	25	75	4
	MJ – 20	Production Management	25	75	4
	AMJ – 1	Total Quality Management	25	75	4
	AMJ – 2	Materials Management	25	75	4
	AMJ – 3	Rural Development	25	75	4

<b>Code – MJ-20</b>	<b>Course – PRODUCTION MANAGEMENT</b>			
<b>Sem – VIII</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objective:** The objective of the course is to acquaint the students with decision making in Planning, Scheduling and control of Production functions in both manufacturing and services.

**Course contents:**

<b>Unit 1</b>	<b>Production function (13 Classes)</b> An Introduction – Meaning of Production Management, Production System and Productivity Importance of Production Management, Objectives of Production Management, Functions, Scope of Production Management Strategic Management – corporate strategies, production strategies, World class manufacturing, demand forecasting for Operations.
<b>Unit 2</b>	<b>Product Design (12 Classes)</b> Product Design – New product development, process planning and design, value analysis, capacity planning.
<b>Unit 3</b>	<b>Plant location and layout (13 Classes)</b> Meaning and Definition of Plant Location Benefits of Idle Plant Location Factors Influencing Plant Location, Advantages of Urban, Semi Urban, and Rural location, <b>Plant layout-</b> classification of layout with advantages, layout design procedures, Production planning and control – aggregate planning-nature, Strategies, methods, Master production Plan.
<b>Unit 4</b>	<b>Production planning Quality control- (12 Classes)</b> Meaning, Definition and Importance of Production Planning and Control, Planning, Routing, Scheduling, Dispatching and Follow up. <b>Quality control</b> - Definition, need, Quality control techniques, control charts, acceptance sampling, six sigma, quality circles. TQM-scope, benefits. JIT.
<b>Unit 5</b>	<b>Manufacturing Systems (10 Classes)</b> Flexible Manufacturing Systems. Pokayoke-Characteristics, levels, classification, principles, device. Kaizen-Elements, classification, steps in implementing kaizen

**Text Books and Suggested readings:**

1. Upendra Kachru: Operations Management, Excel Books
2. Chase, R.B. and Aquilano, N.J : Production and Operations Management, Irwin
3. Charl, S.N. : Theory and Problems in Production and Operations Management
4. Production and Operations management with solution manual by Kanishka bedi, Oxford University press, Chennai. [www.oup.com](http://www.oup.com)
5. Production and operations Management by Martin K. Staff – Cengage learning.
6. Production & operation & Management By V.K. Khurana – ANE books
7. Production and operations management by N.G. Nair, Tata mcgraw hill Co.

<b>Code – AMJ-1</b>	<b>Course – TOTAL QUALITY MANAGEMENT</b>			
<b>Sem – VIII</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objective:** The aim of the course is to acquaint the students with the application of Quality management system that serves to control Quality in the critical activities of an organization by bringing together resources, equipment, people and procedures.

**Course contents:**

<b>Unit 1</b>	<b>Concept of Quality and TQM: (13 Classes)</b> Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Costs of quality.
<b>Unit 2</b>	<b>Motivation: (12 Classes)</b> Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Leadership – quality council, employee involvement
<b>Unit 3</b>	<b>Tools and Techniques in TQM: (13 Classes)</b> The seven traditional tools of quality - New management tools -Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to benchmark, Bench marking process - FMEA - Stages, Types
<b>Unit 4</b>	<b>Quality Function: (12 Classes)</b> Ishikawa's Quality Framework; Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures. Performance appraisal - 5S, Kaizen - Supplier partnership, Business process reengineering (BPR)
<b>Unit 5</b>	<b>Quality Management System: (12 Classes)</b> Need for ISO Supplier 9000 selection, - ISO 9001, Quality System, Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors.

**Text Books and Suggested readings:**

1. N.V.RNaidu, G. Rajendra, Total Quality Management, NewAge international, Latest Edition
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, New Delhi, Latest Edition
3. Charantimath, Poornima M., Total Quality Management, Pearson Publication, New Delhi, Latest Edition
4. R.S Naagarazan, Total Quality Management, New Age international, Latest Edition
5. B. L. Hanson & P. M. Ghare, Quality Control & Application, Prentice Hall of India, Latest Edition
6. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education, Latest Edition

<b>Code – AMJ-2</b>	<b>Course – MATERIALS MANAGEMENT</b>			
<b>Sem – VIII</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objective:**

- To introduce the student to the concept, scope, functions, objectives and organizing of material management function in an organization.
- Also to give an idea of material management techniques and planning matching to production processes.

**Course contents:**

<b>Unit 1</b>	<b>Introduction:</b> (12 Classes) scope of materials management – primary and secondary – objectives – integrated materials management – relation with other functional – areas of organization – organizing for materials management – basis for forming organizations – conventional and modern approaches to organizing materials management.
<b>Unit 2</b>	<b>Materials identification:</b> (10 Classes) Materials identification – classifying of materials – codification of materials – standardization – simplification and variety reduction of materials
<b>Unit 3</b>	<b>Inventory Techniques:</b> (10 Classes) Inventory control – techniques – FSN, VED, ABC – working capital management with reference to inventory.
<b>Unit 4</b>	<b>Management of stores:</b> (10 Classes) Management of stores – location – different types of stores – methods of storing – safety and security of materials – stores equipment – materials handling equipment – factors affecting materials Handling Stores issues and receipts – procedures – stores organization.
<b>Unit 5</b>	<b>Management of surplus:</b> (8 Classes) Management of surplus obsolete and scrap materials – reasons for accumulation of surplus obsolete and scrap materials – methods of disposal – regulations and procedures.
<b>Unit 6</b>	<b>Purchasing:</b> (10 Classes) Purchasing – planning of purchasing materials – MRP – norms of vendor rating – JIT – selection and development – purchasing procedures and methods – outsourcing – subcontracting – reasons for subcontracting – criteria for selecting sub-contractors – rating – factors affecting subcontract rate fixing – internal and external subcontract.

**Textbooks:**

1. Materials Management – P. Gopalakrishnan – PHI, 2002
2. Integrated Materials Management –A.K. Datta-PHI Charantimath, Poornima M., Total Quality Management, Pearson Publication, New Delhi, Latest Edition

**Suggested readings:**

1. Purchasing and Supply Management – Dobbler, Burt D.N-TMI,7/e, 2004
2. Materials Management – Varma M M – Sultan Chand and Sons.
3. Purchasing And Materials Management – Leenders Fearon – Universal Book Stall
4. Purchasing And inventory Control – K.S. Menon – Wheeler Publishers

<b>Code – AMJ-3</b>	<b>Course – RURAL DEVELOPMENT</b>			
<b>Sem – VIII</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objective:** To highlight the major focus of Indian rural society, portray the picture of village life and the inertia of living in Villages despite changes. To make the students understand the Government policy and perspectives on rural development programmes and its institutions.

**Course contents:**

<b>Unit 1</b>	<b>Rural Development: Trends and changes. (10 Classes)</b> Concept and scope of Rural Development, Causes of Rural Backwardness Need for Rural Development. Analysis of Trends and Changes in the Composition of Rural Population and Rural Work Force, Problems of Unemployment and Underemployment in Rural Areas, Levels of Living of Rural People, Poverty Indicators, Measurement of Rural Poverty Line
<b>Unit 2</b>	<b>Equity and Social Development in Rural Area: (10 Classes)</b> Rural social structure, importance of social institutions, India and social capital, Social and economic development, Multidimensional efforts, Discrimination & Problems – Gender, race, colour, religion, caste system, Rural trafficking, child mortality rate, migrating people.
<b>Unit 3</b>	<b>Health and Housing in Rural areas: (10 Classes)</b> Health Services in Rural Areas, Structure, Accessibility, Maternal and Child Health, Nutrition, ICDS, Issues in Community Health, AIDS Control Programme, National Health Policy of India. Housing in Rural Areas: Problems, Rural Housing Programmes, Low-Cost Housing, Appropriate Technologies in Rural Housing; Drinking Water Supply: Sources, Problems, Programmes to Solve Drinking Water Problems; Problems of Sanitation in Rural Areas.
<b>Unit 4</b>	<b>Agriculture and Alternative Occupations in Rural Areas: (10 Classes)</b> Agriculture: types, challenges, associated risk management and its development plans. Alternative Occupations in Rural Areas: Dairying, Poultry, Fishery, Horticulture, Sheep Rearing; Appropriate Technologies in Animal Husbandry Practices: Breeding, Feeding. Management Rural Non-Farm Sector ISB Sectors Need for Development Problems and Prospects
<b>Unit 5</b>	<b>Education and Development: (10 Classes)</b> Schemes of Education – Sarva Siksha Abhiyan, Vocationalization of Secondary education, Jan Sikshana Sansthan. Total Literacy campaign; Agricultural education and development: Role of Agricultural Universities and Training institutions (PRIs, SHG, OSR, training EWRs) in Rural development. Extension Education; Rural development institutions (NIRD & PR, NABARD, RRB, CAPART, FTCs, KVKs)
<b>Unit 6</b>	<b>Rural Industrialization (Renamed as Micro and Small industries): (10 Classes)</b> Need and importance, definition of micro and small industry, marketing problems of Industries (agro, artcraft, sericulture, handicraft, handloom), Marketing Strategy and Information System for Rural industries; Consortium Approach, Exhibitions. Industrial Promotion Organizations: (DIC, NISIET, SIDO, SISI)

**Textbooks:**

1. Rajasekhar D (Ed) Prof. G. Parthasarathi's Writings on Indian Rural Economy in Transition
2. Venkata Reddy K Agriculture and Rural Development (A Gandhian Perspectives)

**Reference books:**

1. Shah C. H. (Ed) Agricultural Development of India Policy and Problems N.I.R.D. Facets of Rural Development.



## **MARKETING SPECIALIZATION**

<b>Course Category – Elective</b>	<b>Course – Consumer Buying Behavior</b>			
<b>Specialization – Marketing</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

### **Objectives:**

- To explain the concept of Consumer Behavior & describe Consumer research process in detail.
- To evaluate the factors affecting consumer behavior in detail.
- To analyze the consumer decision process.
- To assess the impact of consumer's motivation, personality on the buying behavior.
- To impart the basic knowledge of consumer protection rights.

### **Course contents:**

<b>Unit 1</b>	<b>INTRODUCTION (10 classes)</b> Definition, Nature, Scope, Consumer Behavior's Applications in Marketing, Consumer research process, Consumers — meaning & types, building customer value, satisfaction and loyalty, customer perceived value (CPV); Total customer satisfaction.
<b>Unit 2</b>	<b>(10 Classes)</b> Maximum customer lifetime value (CLV); customer profitability; cultivating customer relationship; customer relationship management (CRM); attracting and retaining customer; building loyalty.
<b>Unit 3</b>	<b>(6 Classes)</b> Factors influencing customer buying behavior, Cultural Factors, social factors, personal factors, psychological factors, influence of image, Motivation: perception and learning
<b>Unit 4</b>	<b>(10 Classes)</b> Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era, other theories of customer decision making
<b>Unit 5</b>	<b>Stages in buying process – (10 Classes)</b> Problem recognition, general need description and product specification, supplier search, proposal solicitation, supplier selection, developing compelling customer value propositions, Techniques of Motivation Research.
<b>Unit 6</b>	<b>Motivation– (6 Classes)</b> Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation, Consumer Personality – Self-concept theory, Psychoanalytic Theory
<b>Unit 7</b>	<b>Awareness (8 Classes)</b> Marketing Communications, Decision Making Models, Consumer Rights Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Consumer Protection Act 1986, rights of consumers.

### **Text Books:**

1. Kottler, P., Keller, K.L., Koshy, A. and jha, M., Marketing management.
2. Consumer behavior- schifhnan and kanuk
3. Industrial marketing — reeder & brietly (for Industrial Buying Behaviour)
4. Britt and boyd (Ed), Marketing Management And Administration.

<b>Course Category – Elective</b>	<b>Course – Services Marketing</b>			
<b>Specialization – Marketing</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Objective:** The course focuses on enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

**Course contents:**

<b>Unit 1</b>	<b>Introduction</b> (7 Classes) Introduction To Service Marketing-Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.
<b>Unit 2</b>	<b>Service Consumer Behavior-</b> (14 Classes) Service Consumer Behavior- Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision-Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimension.
<b>Unit 3</b>	<b>Service Delivery Process-</b> (11 Classes) The Service Delivery Process-Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer Retention and benefits.
<b>Unit 4</b>	<b>Issues</b> (10 Classes) Strategic Issues In Service Marketing-Market Segmentation in the Marketing of Services, Target Marketing, Positioning of Services-How to Create a positioning Strategy, Developing and maintaining Demand and capacity.
<b>Unit 5</b>	<b>Challenges</b> (10 Classes) Challenges Of Service Marketing-Marketing Planning for Services, Developing and Managing the Customer Service Function, Developing and Maintaining Quality of services.
<b>Unit 6</b>	<b>Relationship Marketing:</b> (8 Classes) Relationship Marketing-The levels of Customer Relationships, Dimensions of a Relationship, Goal of relationship marketing

**Text Books:**

1. Rampal. M.K & Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi 2000.
2. Ravi Shanker , Services Marketing, First Edition, Excel Books, NewDelhi 2008.
3. S M Jha , Services Marketing, Himalaya Publishing House , Mumbai 2000.
4. Christopher Lovelock , Services Marketing : People, Technology & Strategy, Seventh Edition, Pearson Education, NewDelhi 2011

<b>Course Category – Elective</b>	<b>Course – Product and Brand Management</b>			
<b>Specialization – Marketing</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Objective:** The purpose of the Product and Brand Management is to give you a fundamental understanding of how to build, measure, and manage a brand. As products, pricing and distribution increasingly become commodities, the new competitive arena is brand value, which creates long-term profitable brand relationships.

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**Course contents:**

<b>Unit 1</b>	<b>Introduction (12 Classes)</b> Product management, classification of product – consumer analysis-competitive analysis-product research.
<b>Unit 2</b>	<b>Marketing strategies (12 Classes)</b> Marketing strategies for product-new product development-need and limitation of new product development-process- product line decision -product mix-Product life cycle-marketing strategies for PLC.
<b>Unit 3</b>	<b>Planning (12 Classes)</b> Product planning, product design, quality strategy, packaging strategy, kinds of packing, labeling, promotional strategy, pricing strategy, warranties and guarantees, distribution and logistics.
<b>Unit 4</b>	<b>Brand and Brand Equity (12 Classes)</b> Brand and Brand Equity –definition of branding, characteristics of a good brand name, image, brand positioning, kinds of brand, building a strong brand branding strategy and customer equity.
<b>Unit 5</b>	<b>Brand Management (12 Classes)</b> Crafting the brand positioning and dealing with competition. Branding-can anything be branded-strategic brand management process-brand elements branding in retail service and e-brand.

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**Text Books:**

1. Tapan K. Panda, Product and Brand Management, oxford university press
2. Chitale A .K, Product Policy and Brand Management, PHI Learning's.
3. Gary L Lilien, Arvind Rangaswamy, New Product and Brand Management Prentice Halls.



<b>Course Category – Elective</b>	<b>Course – Advertising and Sales Promotion</b>			
<b>Specialization – Marketing</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Objective:** The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Sales and Promotion.

**Course contents:**

<b>Unit 1</b>	<b>Introduction: (12 Classes)</b> Advertising – Concept, Objectives, Evolution. Classifications, Advertising agencies –Role, Functions, Agency& Client relationship –Responsibilities of Agency and Client-Client Servicing-Process of Setting up an ad-agency-Growth of Ad agencies, Advertising industry in Global and India scenario
<b>Unit 2</b>	<b>Concepts: (12 Classes)</b> Advertising copy- Definition, Objectives, Characteristics, content, types, process, advantages, themes & appeals. Structure and functions of an advertising dept., Advertising as a communication mix- Developing USP, Advertising Media –Definition, importance, characteristics, Classification, Advantages and disadvantages, Problems, Media Ethics-Business & legal aspects of media management.
<b>Unit 3</b>	<b>Actionable (12 Classes)</b> Advertising budget definition - objectives – approaches to an ad- budget-Factors influencing an Ad- Budget- Determining the size of the budget- Methods of measuring advertising effectiveness Pre& Post testing techniques, Advantages of measuring advertising effectiveness- Difficulties in measuring advertising effectiveness.
<b>Unit 4</b>	<b>Promotion (12 Classes)</b> Promotion -Sales promotion – Nature –Importance –Objectives –Role- forms of sales promotion –trade- oriented sales promotion &Sales force oriented sales promotion. Tools for sales promotion-Developing sales promotion programme, pretesting implementation, evaluation of results and making necessary modifications.
<b>Unit 5</b>	<b>Ethics in Advertising (12 Classes)</b> Ethics in Advertising –objectives, importance, Impact of regulatory advertising industry- Controversial Advertising, Economic and Social relevance of advertisements –Advertising research and analysis- Advertising for international market, Ethical aspects of sales promotion-legal environment, laws that affect advertising in India, unfair trade practices and competition act- consumer rights and laws.

**Text Books:**

1. Advertising & Promotion: George E.Belch,THM
2. Advertising Management, Jethwaney, Jain, Oxford.
3. Advertising & Sales Promotion ,SHHKazmi, Satish Batra, Excel.
4. Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage

<b>Course Category – Elective</b>	<b>Course – Sales and Distribution Management</b>			
<b>Specialization – Marketing</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Objective:** This course is meant to make students understand the fundamentals of Sales Management and Distribution Management. 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.

#### Course contents:

<b>Unit 1</b>	<b>Introduction: (12 Classes)</b> Nature and Scope of Sales Management; Objectives and functions of Sales management; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation; Recruiting and selecting Sales Personnel – Methods and administering selection procedures; Personal Selling Process; Kind and Size of the Sales Force; Sales Budget types.
<b>Unit 2</b>	<b>Concepts: (12 Classes)</b> Developing Sales Training Programmes, Executing and Evaluating sales training programmes; Motivating Sales Personnel; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel;
<b>Unit 3</b>	<b>Objective and Types of Quotas (14 Classes)</b> Objective and Types of Quotas, Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories; An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions.
<b>Unit 4</b>	<b>Channel Intermediaries (14 Classes)</b> Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels. Inventory & warehouse management
<b>Unit 5</b>	<b>Ethics in sales (8 Classes)</b> Ethics in sales; International SDM; Nature of International Markets; Sales & distribution management in international markets

#### Text Books:

1. Tanner, J; HoneycuttED; Erffmeyer Robert C.; Sales management: Pearson Education, 2009
2. Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc., 1992.
3. Anderson, R. Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc., 1991.
4. Dalrymple, D J. Sales Management: Concepts and cases. New York, John Wiley, 1989.
5. Johnson, E M etc. Sales Management: Concepts Practices and cases. New York, McGraw Hill, 1986.
6. Stanton, William J etc. Management of Sales Force. Chicago, Irwin,1988.

<b>Course Category – Elective</b>	<b>Course – Rural and International Marketing</b>			
<b>Specialization – Marketing</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Objective:** The basis objective of this course is to provide understanding to the students with the rural and global dimensions of management which are both very important for management students of present day era.

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**Course contents:**

<b>Unit 1</b>	<b>Introduction: (10 Classes)</b> Rural Marketing Concept --- Nature --- Scope --- Significance of Rural Marketing --- Factors contributing to Growth of rural markets --- Components and classification of Rural markets --- Rural Market VS Urban Market --- E-rural marketing.
<b>Unit 2</b>	<b>Concepts: (14 Classes)</b> Issues in Rural Marketing: Rural Consumer behavior --- features --- factors influencing --- Lifestyle of rural consumer --- FMCG sector in Rural India --- concept and classification of consumer goods --- Marketing Channels for FMCG --- Fast growing FMCG --- Marketing of consumer durables --- The role of Advertising.
<b>Unit 3</b>	<b>International Dynamics (14 Classes)</b> International Product & Pricing Policy Global Product – Product standardization and Adoption – Global Brands, Trademarks, Packaging and Labeling – International marketing of services – Global pricing , Export pricing ,Global Pricing strategies for international markets.
<b>Unit 4</b>	<b>International Marketing Channel (12 Classes)</b> International Marketing Channel Policy Managing international distribution channels – Multinational retailers and Wholesalers – Global Logistics – Contemporary issues in international marketing – Future prospects in international marketing
<b>Unit 5</b>	<b>International Promotional Policy (10 Classes)</b> International Promotional Policy International Promotion – Concept, Strategies: - International advertising, International Sales Promotion, Sales force and their management – Other forms of promotion for global markets.

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**Text Books:**

1. Badi R.V. Badi N.V., Rural Marketing, Himalaya Publishing House
2. Understanding Rural Buyer Behaviour, Jham, IIM – B Management Review Vol. 15 No. 3 2003
3. Habeeb U.R., Rahman K.S. Rural Marketing in India HPH- Mumbai
4. Rural Marketing Gopalaswamy, Vikas Publishing House, New Delhi.
5. P.K. Vasudeva, 'International Marketing' Excel books, 2016,10 edition
6. R. Srinivasan, 'International Marketing' Prentice Hall India

## **HUMAN RESOURCE SPECIALIZATION**

<b>Course Category – Elective</b>	<b>Course – Manpower Planning</b>			
<b>Specialization – Human Resource</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

### **Objective:**

The course is designed to help the student understand the importance of manpower planning and the latest changes that have happened in Manpower Development and Planning.

<b>Unit 1</b>	<b>Introduction: (10 classes)</b> Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager –Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.
<b>Unit 2</b>	<b>Functions:: (10 classes)</b> Procurement and Development Functions: Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization
<b>Unit 3</b>	<b>Training &amp; development:: (10 classes)</b> Training & development. Types and method, job change – career planning, promotion, demotion, transfer, separations
<b>Unit 4</b>	<b>Compensation Function: : (10 classes)</b> Job evaluation – Merit rating – Methods of wage, payment, incentive compensation – Types, advantages, perquisites. Wage system in India – Minimum wage, fair wage, living
<b>Unit 5</b>	<b>Maintenance and Integration Functions (12 classes)</b> Administration of welfare, amenities & fringe benefits, safety & accident prevention work, environment fatigue safety, accident prevention. Employee grievances and their redressal, suggestion schemes, Administration of discipline
<b>Unit 6</b>	<b>Audit and Control Function: : (8 classes)</b> Performance appraisal – purpose, factors, methods 360 degree, feedback uses and application, human resource accounting

### **Text Books:**

1. Human Resource Management: Text and Cases By K. Ashwathappa, TATA McGrawHill
2. Human Resource Management By Biswajeet Pattanayak, Prentice Hall of India

<b>Course Category – Elective</b>	<b>Course – Recruitment and Selection</b>			
<b>Specialization – Human Resource</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Objectives:** The objective is to familiarize the students with concepts and principles, procedure of Recruitment and Selection in an organization. To give an in-depth insight into various aspects of Human Resource Management and make them acquainted with practical aspect of the subject.

**Course contents:**

<b>Unit 1</b>	<b>Introduction: (15 classes)</b> Concepts of Recruitment – Meaning, Objectives, Scope and Definition, Importance and Relevance of Recruitment, Job Analysis – Concept, Specifications, Description, Process and Methods, Uses of Job Analysis. Job Design – Introduction, Definition, Modern Techniques, Factors Affecting Job Design, Contemporary Issues in Job Designing, Source or Type of Recruitment – (a) Direct/Indirect, (b) Internal/ External. Internal, External
<b>Unit 2</b>	<b>Consultancies (12 classes)</b> Consultancies – Traditional (In-house, Internal Recruitment, On Campus, Employment and Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). Technique of Recruitment – Traditional vs Modern Recruitment, Evaluation of Recruitment – Outsourcing Programme.
<b>Unit 3</b>	<b>Selection: (12 classes)</b> Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). Screening – Pre and Post Criteria for Selection, Steps of Selection, Interviewing – Types and Guidelines for Interviewer and Interviewee, Types of Selection Tests, Effective Interviewing Techniques, Selection Hurdles and Ways to Overcome Them.
<b>Unit 4</b>	<b>Induction – (10 classes)</b> Induction – Concept, Types – Formal/Informal, Advantages of Induction, How to Make Induction Effective, Orientation and Onboarding – Programme, Types and Process, Socialisation – Types – Anticipatory, Encounter, Setting in, Socialisation Tactics., Current Trends in Recruitment and Selection Strategies with respect to Service, Finance, IT, Law and Media Industry.
<b>Unit 5</b>	<b>Preparing Bio-data and C.V. (11 classes)</b> Preparing Bio-data and C.V. – Social and Soft Skills Group Discussion and Personal Interview, Video and Tele Conferencing Skills. Presentation and Negotiation Skills, Aesthetic Skills. Etiquettes – Different Types and Quitting Techniques. Exit Interview – Meaning, importance.

**Reference Books:**

1. Dipak Kumar Bhattacharya – Human Resource Management
2. Arun Monappa- Managing Human Resource.
3. C.B. Memoria – Personnel Management-
4. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.
5. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.



<b>Course Category – Elective</b>	<b>Course – Training and Development</b>			
<b>Specialization – Human Resource</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Objectives:** To enable you to understand the concepts, principles and process of training and development and to develop an understanding of how to assess training needs and design training programs in an Organizational setting.

**Course contents:**

<b>Unit 1</b>	<b>Introduction: (8 classes)</b> Training and Development – Meaning – Objectives – Need – Components of Need Analysis – Training Design – Principles - Process and Models – Determining Training Content – Selecting Training Methods – Evaluation – Follow-up
<b>Unit 2</b>	<b>Training Implementation – (15 classes)</b> Making or Buying Decision – Selecting Outsourcing Agency – Implementation of In-house Programme – Blocking the Dates – Infrastructure and Logistics requirements – Seating Arrangements – Transportation – executing the Programme – Training Evaluation – Meaning – Donald Kirk Patrick’s Evaluation Models – Data Collection for Training Evaluation – Designs of Training Evaluation – Focus on better Evaluation
<b>Unit 3</b>	<b>Selection and Training of Trainers (12 classes)</b> Trainers Competencies – Technical, Business, Interpersonal and Intellectual Competencies – Training the Trainers – Training Aids – Black or White Board, Flip Charts, Printed Materials, OHP, Videos, Audios, Props, etc., - Legal and Ethical issues in Training and Development – Employee – Employer Relation – Training Days - Duration and Timings – Termination of Training and Compensation – Ethical Issues
<b>Unit 4</b>	<b>Methods Of Training – (10 classes)</b> Classrooms Methods – Advantages and Limitations – Types of Classrooms – Classroom Learning Methods – Technology based Class Rooms – Outward Bound Methods – Advantages – Process – Types – OBL (Outward Bound Learning) in India
<b>Unit 5</b>	<b>E-Learning – (7 classes)</b> Meaning – Types – Significance – Process – Advantages and Limitations – Classrooms Learning Vs E-Learning – Blended Learning – On the Job Training (OJT) – Meaning – Allen’s Four Step Model – Kane’s seven Steps Models – Advantages and Limitations of OJT – suitability of OJT – Types of OJT – Effectiveness of OJT
<b>Unit 6</b>	<b>Coaching For Performance Improvement – (8 classes)</b> Types of Coaching – Characteristics of Coaching – Benefits of Coaching – Competencies for Successful Coaches – Place for Coaching – Coaching Process – Mentoring – Meaning – Process – Benefits – Phases of Mentoring relationship – Formal Vs Informal Mentoring – Ethical issues in Mentoring – Pitfalls in Mentoring

**Text Book**

1. G. Pandu Naik, Training and Development, Excel Book

**Reference Books:**

- 1 Pandu Naik, Training and Development, Excel Book
- 2 Tapomoy Deb, Human Resource Development Theory and Practice, Ane Books India, New Delhi
- 3 A.Landale, Advanced Techniques for Training and Development, Infinity Books, New Delhi

<b>Course Category – Elective</b>	<b>Course – Industrial Relations And Labour Laws</b>			
<b>Specialization – Human Resource</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Objective:**

The course aims at providing fundamental knowledge and exposure to the industrial relations and related aspects prevailing in industries

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**Course contents:**

<b>Unit 1</b>	<b>Introduction:</b> (10 classes) Industrial Relations – Evolution, Role - Importance - Trade Unions – Roles, importance, Industrial disputes and their types and their Resolutions.
<b>Unit 2</b>	<b>Implementation –</b> (15 classes) Participative Management - Structure - Scope - Collective Bargaining - Works Committee - Joint Management Councils - Pre-Requisite for successful participation - Role of Government in Collective Bargaining.
<b>Unit 3</b>	<b>Industrial unrest</b> (15 classes) Industrial unrest - employee dissatisfaction, causes and dangers - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts.
<b>Unit 4</b>	<b>Factories Act:</b> (10 classes) Factories Act: Meaning, salient features of the act. Definition – Welfare – Safety – Health Measures and provisions in the act for them.
<b>Unit 5</b>	<b>Workmen’s Compensation Act:</b> (10 classes) Workmen’s Compensation Act, salient features, role and functions International Labor Organization - Role and Functions

**Text Books:**

1. Sreenivasan M.R - Industrial Relations & Labor legislations
2. Aswathappa K - Human Resource and Personnel Management
3. Subba Rao P - Human Resource Management and Industrial Relations
4. Monoppa - Industrial Relations

<b>Course Category – Elective</b>	<b>Course – Organizational Change &amp; Intervention Strategies</b>			
<b>Specialization – Human Resource</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

### Objective:

The basic objective is to acquaint the students with the concepts underlying organizational change and development and to explore the practice of change management and to examine individual group and organizational reactions to change.

### Course contents:

<b>Unit 1</b>	<b>Introduction: (10 classes)</b> Organizational Change: Definition, scope, causes, Objective, Merits and Demerits.
<b>Unit 2</b>	<b>Implementation – (12 classes)</b> Skill of Change Agents. Qualities of Organizational Change Practitioners. Organizational Learning
<b>Unit 3</b>	<b>Organizational Development (13 classes)</b> Organizational Development, definition, Steps in Organizational Development, Value, Assumptions and belief in Organizational Development:- Early statement of Organizational Development and Assumptions
<b>Unit 4</b>	<b>Foundations (13 classes)</b> Foundations of Organization Development: -Models and theories of planned change, System theory, Participation and empowerment, team and teamwork, Applied behavioral science
<b>Unit 5</b>	<b>Designing Interventions: (12 classes)</b> Designing Interventions: -Interpersonal intervention, Team intervention, Third party intervention, Intergroup intervention, Survey feedback, Grid Organization Development and Structural intervention.

### Text Books:

1. Kavitha Singh Organisational change and Development , Excel Books New Delhi, 2010
2. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi
3. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
4. O.D. Interventions and Strategies edited by S Ramanarain, T.V. Rao and Kuldeep Singh
5. Organization Effectiveness and Change Management by V.G. Kondalkar



<b>Course Category – Elective</b>	<b>Course – Compensation and Reward Management</b>			
<b>Specialization – Human Resource</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

### Objective:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

### Course Content:

<b>Unit 1</b>	<b>Introduction: (8 classes)</b> Compensation Management Introduction: Concept, Goals, Theoretical Foundations of Compensation Management: Economic and behavioral theories. Internal and External Equity in Compensation System. Wage Differentials: Inter and Intra industry Wage Differentials.
<b>Unit 2</b>	<b>Reward Management: (12 classes)</b> Reward Management: Concept, Aims, Components of Reward system: Monetary & Non-Monetary Rewards, Role of Reward in organization, Strategic perspectives of Reward. Recent Development in Rewards and Recognition.
<b>Unit 3</b>	<b>Understanding Compensation Packages (12 classes)</b> Understanding Compensation Packages: Designing Pay Level, Pay Mix and Pay Structures Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives.
<b>Unit 4</b>	<b>Incentive: (12 classes)</b> Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Incentives Plans; Fringe Benefits and Supplementary Compensation: Cafeteria Plans, Pensions Schemes and ESOPs
<b>Unit 5</b>	<b>Tax Planning: (8 classes)</b> Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Strategies to deal with the Workforce Redundancy.
<b>Unit 6</b>	<b>Statutory provisions (8 classes)</b> Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Workmen's Compensation Act, 1923, Payment of Bonus Act, 1965.

### Text Books:

1. B D Singh, Compensation And Reward Management, Excel Books, 2008
2. Dr. Vinay Ojha, "Compensation and Reward Management" 7th Edition, 2019.
3. Pradip Kumar Das "Compensation and Reward Management", "HPH ", in 2019.
4. George Milkovich, "Compensation and Reward Management", McGraw-Hill Higher Education, 2019.

## **FINANCE SPECIALIZATION**

<b>Course Category – Elective</b>	<b>Course – Banking System and Operations</b>			
<b>Specialization – Finance</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objectives:** This course is designed to acquaint students with the basics of banking, major banking activities, terminologies, instruments and policies related with banking and acquaints them with the working of banks and the norms under which banks operate.

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### **Course Content:**

<b>SECTION A – INDIAN BANKING SYSTEM</b>	
<b>Unit 1</b>	<b>Introduction: (12 classes)</b> Definition (as per Banking Regulation Act) and meaning of banking; and importance of banks, Structure of Indian Banking System - Scheduled and Non-scheduled; commercial, retail, cooperative and regional rural banks, Public and private sector banks and foreign banks (Introduction, functions and recent reforms)
<b>Unit 2</b>	<b>Retail &amp; Wholesale Banking (16 classes)</b> Deposit Accounts – Savings Accounts, Current Accounts, Fixed Deposit Accounts, Opening and operation of Accounts, Nomination, KYC requirements & importance. Anti-money laundering: concept and role of banks, Banker and Customer Relationship, Priority sector customers etc. credit ratings- CIBIL; Digital Banking. New age payment gateways- national & International, payment clearing systems, internet banking, mobile banking; payment banks, Microfinance and Financial Inclusion.
<b>Unit 3</b>	<b>Regulatory and Policy making (16 classes)</b> Reserve Bank of India Functions of RBI as India's Central Bank: Traditional and Promotional functions. Monetary policy – meaning; Instruments of credit control/ monetary policy - Quantitative (variable reserve requirements, open market operations, bank rate, liquidity adjustment facility through repo and reserve repo rate) and Qualitative instruments BASEL Norms- Introduction and importance, important decisions of BASEL accords
<b>SECTION B – OPERATIONS</b>	
<b>Unit 4</b>	<b>Banking Services and products (16 classes)</b> Products and services (payment and collection services, Ancillary services, Financial services, Depository services) at banks; Importance of KYC and AML. – Why RBI insists on KYC procedures, CDD, EDD, Difference between KYC and AML, The role of Banks in implementing KYC, penalties for non-adherence. Different stages of money laundering, Customer acceptance policy – low, medium and high risk customers. Principles of lending, concepts, regulations, NPA management (Introduction, categories, causes and strategies)

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### **Text Books**

1. Banking Theory – Law and Practice, K.Natarajan & E.Gordon, Himalaya Publishing, 24<sup>th</sup> edition
2. Banking Law and Practice, S.N.Maheshwari, Kalyani Publications, Latest Edition
3. Banking Law & Practice, P.N.Varshney, Sultan Chand & Sons, 2017.
3. Introduction to Banking, G.Vijayraghavan Iyengar, Excel books, 2007

### **Reference Books**

1. Introduction to Banking; Barbara Casu, Claudia Girardone, Philip Molyneux; Prentice Hall , 2006.
2. Tannan's Banking -Law and Practice in India, Vinod Kothari, LexisNexis,26th Edition.

<b>Course Category – Elective</b>	<b>Course – Principles of Investment Management</b>			
<b>Specialization – Finance</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objectives:** The course aims at equipping the students with financial tools, which help in making decisions for investment in financial securities. It is also aimed at imparting a basic understanding of the influence of changing economic scenario on the decisions and important theories and models, techniques and regulations underlying these decisions.

**Course Content:**

<b>Unit 1</b>	<b>Introduction: (15 classes)</b> Meaning and definitions of investment; Objectives of investments; Classifications of investments; Modes of investment; Scope of investment management; Factors affecting investment decisions; avenues for investment including introduction to derivatives, Process of investment decisions; Difference between investment & speculation and investment & gambling; Real and financial assets- meaning, types and features of an ideal investment programme. Risks involved in investment including the concept of BETA, Principle of Dominance. The Stock markets in India – Nature and Functions of the Stock Market. OTCEI & BSE, NSE and role of Depositories, Market Indices, The brokerage business.
<b>Unit 2</b>	<b>Valuation of Securities (15 classes)</b> Meaning and types of securities-equity based and debt based; Valuation of securities bond and equity valuation; Legal framework of security markets in India; Organized stock exchanges; Trading and operational mechanism of stock exchanges in India; Listing of Securities; Online trading; Dematerialization, Depositories and depository participants; WAP enabled trading.
<b>Unit 3</b>	<b>Mutual Funds and Security Market Analysis (15 classes)</b> Mutual funds-concept and origin of the mutual funds; Types of mutual funds; Importance of mutual funds; Estimation of net asset value of mutual funds; Mutual funds in India; Security market analysis - fundamental analysis; Economic, industry and company analyses; Technical analysis - methods of technical analysis; Dow theory and Random Walk Hypothesis
<b>Unit 4</b>	<b>Investment And Taxation (15 classes)</b> Investment management -Portfolio management - meaning of portfolio management; Principles of portfolio management; Ingredients of portfolio management; Selection of portfolio - Markowitz Diversification; Capital Asset Pricing Model, Sharpe's Single Index Model, Investment and taxation; Long-term and short-term capital gains; Taxation of capital gains; Dividend taxation; Interest taxation; Tax saving ideas; Tax free bonds.

**Text Books:**

1. Sharpe, William F. Alexander and Bailey, Investments, Sixth Edition Prentice – Hall, India

**References:**

1. Donald E. Fisher and Ronald J. Jordan, Securities Analysis and Portfolio Management, Prentice Hall, New Delhi.
2. Sourain, Harry, Investment Management, Prentice Hall of India.
3. Bhalla, V. K. Investment Management, S. Chand & Co.

<b>Course Category – Elective</b>	<b>Course – Financial Markets and Institutions</b>			
<b>Specialization – Finance</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objectives:** Finance is the life blood of business. It is an art and science of managing money in a business. This paper will ensure students gain understanding of financial markets.

#### Course Content:

<b>Unit 1</b>	<b>Introduction: (12 classes)</b> An Overview of Financial Markets: Financial Markets –Nature – Functions – Money market – Capital market –Markets for derivatives – working of stock exchange in India –NSE and BSE – Role of SEBI – Major international stock markets.
<b>Unit 2</b>	<b>Commodity markets: (12 classes)</b> MCX, NCDEX and ICEX – Functions, administration, regulations and general mechanism – International commodity markets – Debt market – Types, Functions, instruments – Operational mechanism - Hindrances for the development of debt market.
<b>Unit 3</b>	<b>Financial instruments: (12 classes)</b> Financial instruments – issue of financial instruments –Primary issue, book building process, private placement, offer for sale, buy back of shares – various innovative financial instruments, bitcoin, crypto currency etc.
<b>Unit 4</b>	<b>Financial Institutions (12 classes)</b> Development Financial Institutions: AMFI, IFCI, NABARD, SFCs, UTI, SIDBI – Mutual Funds, SEBI guidelines on mutual fund – Provident Fund – Pension Funds – PFRDA –Insurance companies – IRDA.
<b>Unit 5</b>	<b>Foreign capital flows (12 classes)</b> Foreign capital flows: forms of foreign capital – FDI and FPI – FII– International financial instruments – ADR, GDR, IDR and Euro bonds – Role of foreign capital in Indian financial system – Trends in foreign capital inflows to India – Regulatory framework for foreign capital flows.

#### Text Books:

1. Bhandari, D. B. Financial institutions and markets. Asmita Books Publishers & Distributors
2. Bhole, L. M., & Mahakud, J. Financial institutions and markets. New Delhi: Tata McGraw Hill Education.
3. Meir K. Financial institutions and markets. New Delhi: Oxford University Press.
4. Saunders, A. & Cornett, M. M. Financial markets and institutions. New Delhi: Tata McGraw-Hill Education.
5. Madura J. Financial markets and institutions. Singapore: Cengage Learning.

<b>Course Category – Elective</b>	<b>Course – Security Analysis and Portfolio Management</b>			
<b>Specialization – Finance</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objectives:** To provide students the conceptual insights into the valuation of securities and the relationship between risk and return and its measurements. It also enables students learn the Theories of Portfolio management and the tools and techniques for efficient portfolio management.

#### Course Content:

<b>Unit 1</b>	<b>An Overview: (10 classes)</b> Investment Alternatives and Objectives, Speculation, Gambling. Introduction to Risk – Return Tradeoff, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium
<b>Unit 2</b>	<b>Investment Environment: (14 classes)</b> Features and composition of money market and capital market, money market. Securities market: 1. Primary equity market 2. Secondary market and its operations 3. Buying and selling shares 4. Stock market abroad 5. Government securities market 6. Corporate debt market 7. Money market Derivatives: Financial Derivatives – Meaning – Definition – Futures and Options Trading strategies – Commodity Derivatives – Structure of commodity exchanges – Commodity futures and options – Hedging using commodity futures. Introduction to Indian Stock Markets, Stock Market Indices (Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges –SEBI.),
<b>Unit 3</b>	<b>Fundamental Analysis: (14 classes)</b> Economic Analysis –The Cyclical Indicator Approach, Economic forecasting and stock Investment Decisions; Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns; Company Analysis – SWOT Analysis, Analysis of Financial Statement and Stock Valuation, Graham and Dodds investor ratios; Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators
<b>Unit 4</b>	<b>Analysis: (10 classes)</b> Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model
<b>Unit 5</b>	<b>Portfolio Management: (12 classes)</b> Framework-Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz’s Model – Assumptions –Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios –Leveraged portfolios – Corner portfolios – Sharpe’s Single Index model – Portfolio-evaluation measures – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.

#### References:

1. Boltem: Security analysis and Portfolio Management.
2. Avdhani, V.A, Investment and Security Market in India, Himalaya Publishing house, 3<sup>rd</sup> Edition
3. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
4. Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008



<b>Course Category – Elective</b>	<b>Course – Strategic Investment and Financing Decisions</b>			
<b>Specialization – Finance</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objectives:** To develop an understanding of the role of financial strategy in investing, financing and resource allocation decisions within an organization.

#### Course Content:

<b>Unit 1</b>	<b>Investment decisions under conditions of Risk and uncertainty: (12 classes)</b> Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.
<b>Unit 2</b>	<b>Types of Investments and disinvestments : (12 classes)</b> Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.
<b>Unit 3</b>	<b>Critical analysis of appraisal techniques : (12 classes)</b> Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint, NPV mean variance analysis, Hertz Simulation and Hillier approaches.
<b>Unit 4</b>	<b>Strategic Analysis of selected investment decisions: (12 classes)</b> Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.
<b>Unit 5</b>	<b>Financing Decisions: Mergers and Acquisitions: (12 classes)</b> Need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

#### References:

1. Ravi M Kishore "Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
4. I. M. Pandey: Financial Management, Vikas 2012.
5. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
6. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

<b>Course Category – Elective</b>	<b>Course – Management of Insurance Services</b>			
<b>Specialization – Finance</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objectives:** Going by the name, the course aims to give the learners an introduction to insurance and aims at giving all the necessary introductory concepts.

<b>Unit 1</b>	<b>Introduction:</b> (12 classes) Introduction to Insurance: Purpose and need of insurance; Insurance as a social security tool; Insurance and economic development.
<b>Unit 2</b>	<b>Fundamentals of Agency Law :</b> (12 classes) Fundamentals of Agency Law: Definition of an agent; Agents regulations; Agents compensation; Procedure for becoming an agent: Pre-requisite for obtaining a license; Duration of License, Cancellation of license; Revocation or suspension/termination of agent appointment; Code of conduct; Unfair practices
<b>Unit 3</b>	<b>Functions of the Agent</b> (12 classes) Functions of the Agent: proposal form and other forms for grants of cover; Financial and medical underwriting; Material information; Nomination and assignment; Procedure regarding settlement of policy claims
<b>Unit 4</b>	<b>Company Profile</b> (12 classes) Company Profile: Organizational set up of the company; Promotion strategy; Market share; Important activities; Structure; Product; Actuarial Profession; Product pricing – actuarial aspects; Distribution channels
<b>Unit 5</b>	<b>Related Concepts</b> (12 classes) Other Related Concepts of Insurance: Definition of an Ombudsman, importance and relevance, legal issues, Code of Conduct in Advertisement and Publicity Areas related to insurance

**Course Content:**

**Text Books:**

1. Mishra M N, Insurance Principles and Practice, S. Chand
2. Gupta O S, Life Insurance, Frank Brothers
3. Insurance Products & Services Published by Indian Institute of Bankers, Published by Taxmann's.
4. Insurance: Fundamentals, Environment & Procedures Bodla, MC Gaeg



## **RETAIL SPECIALIZATION**

<b>Course Category – Elective</b>	<b>Course – RETAIL STORE OPERATIONS</b>			
<b>Specialization – Retail</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

### **Course Objective:**

- Describe how to get the store ready and easy to shop for customers.
- To learn about the sales support functions, such as, Credit Management: Outsourcing, Computerization, etc.

### **Course Content:**

<b>Unit 1</b>	<b>Fundamentals of Retail Operations :</b> (12 classes) Elements & Components of Retail Operation - Store Administration and Management Premises - Roles of Store Manager- Retail Organization Structure: Organization of a Single-store Retailer; Regional Departmental Store; Chain of Stores
<b>Unit 2</b>	<b>Inventory Management:</b> (16 classes) Managing Inventory & Display: Inventory Techniques - ABC Analysis – EOQ – SAP Analysis – GAP Model – Perpetual Inventory Control – Sales Forecast – CPFR Merchandise Reordering Plano-grams – Promotional Ordering.
<b>Unit 3</b>	<b>Retail Operations:</b> (16 classes) Space Allocation: Operation's Blueprint - Store format; Size; Space Allocation; Personnel Utilization- Managing Receipts - Store level and receiving and marking - Case Receiving – Item Check in - Self Service and Check out operations : Merchandising Factors in self-service – Applying Simplification in the Selling Process – Check out Operations – Checkout Systems and Productivity.
<b>Unit 4</b>	<b>Asset Management:</b> (16 classes) Asset Management: The Strategic Profit Model; Other Key Business Ratios; Financial Trends in Retailing Budgeting & Resource Allocation: Preliminary Budgeting Decisions; Ongoing Budgeting Process
<b>Unit 5</b>	<b>Store and Credit Management:</b> (16 classes) Store Security: Cause of Shrinkage; Scale of Retail Crime; Dealing with Crime; Retail Loss Prevention – Insurance – Store Maintenance – Energy Management – Credit Management – Credit Management: Outsourcing; Computerization; Crisis Management.

### **References:**

- Barry Berman & Joel R Evans, (2012), Retailing Management: A Strategic Approach, 12th Edition, Pearson Education India, Noida.
- Chetan Bajaj, RajnishTuli and Nidhi V Srivastava, (2010), Retail Management, 2nd Edition, Oxford Publications, Bengaluru.
- Michael Levy and Barton A Weitz, (2017), Retailing Management - Global Edition, 8th Edition, McGraw Hill Higher Education, New Delhi.
- William R. Davidson, Daniel J. Sweeney and Ronald W. Stampfl, (1988), Retailing Management, 6th Edition, John Wiley & Sons, Hoboken, NJ.

<b>Course Category – Elective</b>	<b>Course – Customer Service and Personal Selling in Retailing</b>			
<b>Specialization – Retail</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objective:**

- To learn about customer service.
- To understand customer relationship management and personal selling.

**Course Content:**

<b>Unit 1</b>	<b>Overview: (10 classes)</b> Customer service – Importance of service in Retail – Steps in evolving effective customer service model in retail.
<b>Unit 2</b>	<b>Customer Service Gap Model : (12 classes)</b> Reasons for gaps in service – Steps in reducing customer service gap - Collecting customer information and enhancing loyalty — Service recovery-SERVQUAL model.
<b>Unit 3</b>	<b>Customer Relationship Management in Retail : (14 classes)</b> Customer Relationship Management – Process – Collection of customer data – analyzing and identifying target customers – Developing and implementing Customer Relationship programmes - Customer Relationship Management in retail.
<b>Unit 4</b>	<b>Personal Selling : (12 classes)</b> Role of personal selling in retailing – Retail selling process – Theories of personal selling – Difference between advertisement and personal selling – Role of sales personnel in retail organization.
<b>Unit 5</b>	<b>Responsibilities of Sales person : (12 classes)</b> Duties and responsibilities of Sales Personnel – Traits of sales personnel - Qualities of Sales Personnel – Appearance – Communication – Vocabulary – Building Rapport – Ego problems – Adequacy of Knowledge - Careers in retailing

**References:**

1. Barry Berman & Joel R Evans, (2012), Retail Management: A Strategic Approach, 12th Edition, Pearson Education India, Noida.
2. James R. Ogden and Denise T. Ogden, (2004), Retailing: Integrated Retail Management, 1st Edition, South-Western College Pub, Mason, Ohio.
3. Michael Levy and Barton A Weitz, (2017), Retailing Management - Global Edition, 8th Revised Edition, McGraw Hill Higher Education, New Delhi.
4. William R. Davidson, Daniel J. Sweeney and Ronald W. Stampfl, (1988), 6th Edition, Retailing Management, John Wiley & Sons, Hoboken, NJ.

<b>Course Category – Elective</b>	<b>Course – IT Application in Retail</b>			
<b>Specialization – Retail</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

#### Course Objective:

- To explain the social impact of information technology, both locally and globally, and the need, security, privacy and ethical implications in information systems usage.
- To develop capacity to initiate/lead an e-business venture/business segment.

#### Course Content:

<b>Unit 1</b>	<b>Retail IT Landscape: (12 classes)</b> Introduction, fundamentals of computers (characteristics, components); introduction to information technology (IT), application in different fields and retail, future of IT in retail; Information systems, retail management information system (RMIS), significance of IS in retail, impact of IT on retail.
<b>Unit 2</b>	<b>IT Application – I: (12 classes)</b> Merchandise Management System (MMS): Introduction, benefits, functions, challenges for running MMS in retail, MMS application in retail, Point of sale (POS): Definition, concept, capability of POS, role and architecture, POS software application, format specific POS, selection of POS system, security of POS system, modern POS.
<b>Unit 3</b>	<b>IT Application – II: (12 classes)</b> Store Execution System (SES): Concept of store operation, components of SES, retail operation challenges and SES. Customer Relationship Management System (CRMS): concept, need, trend, consideration in implementing CRMS.
<b>Unit 4</b>	<b>Visual Merchandising (VM): (12 classes)</b> Introduction, types of VM displays, components of VM, variables. Signage; digital signage, implementing a digital signage project, RFID based smart VM, planograms.
<b>Unit 5</b>	<b>Business Intelligence (BI): (12 classes)</b> General business analysis, retail BI, multi-channel analytics and cross channel analytics, steps to advanced customer analytics, retail reporting, obstacles to effective reporting, retail forecasting, retail key performance indicators (KPI), types of big data analytics in retail, BI implementation performance challenges.

#### References:

1. Chetan Bajaj, Rajnish Tuli, Varma and Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.
2. Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press, New Delhi.
3. Swapna Pradhan, Retailing Management, McGraw Hill Higher Education, New Delhi.
4. Larry Berman & Joel R Evans, (2012), Retailing Management: A Strategic Approach, 12th Edition, Pearson Education India, Noida.
5. Michael Levy and Barton A Weitz, (2017), Retailing Management - Global Edition, 8th Revised Edition, McGraw Hill Higher Education, New Delhi.

<b>Course Category – Elective</b>	<b>Course – Merchandise Management and Pricing</b>			
<b>Specialization – Retail</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objective:**

- To understand the merchandising & its importance.
- To learn the roles and responsibilities of merchandiser and buyer.
- To prepare to create merchandise plan.
- To enable to procure right merchandise.

**Course Content:**

<b>Unit 1</b>	<b>Overview: (10 classes)</b> Merchandising - Meaning of merchandising – Evolution of merchandising – Factors affecting the merchandising function – Roles and Responsibilities of merchandiser – Roles and responsibilities of the buyer – The concept of Life style merchandising..
<b>Unit 2</b>	<b>Merchandise Plans: (12 classes)</b> Merchandise Planning – Devising merchandise plans – Developing Sales Forecast – Forecasting at the store (SKU) – Collaborative planning forecasting and replenishment (CPFR) - Determining the merchandise requirements – Merchandising control – Assortment planning – The range plan – The model stock plan – Tools used for merchandise planning.
<b>Unit 3</b>	<b>Merchandise Implementation and Evaluation : (14 classes)</b> Merchandising sourcing – Identifying the source of supply – Merchandise Implementation, Supply Sources: Vendor Search, Selection & Evaluation Contracting & evaluating the sources of supply – Negotiating with vendors – Establishing vendor relationship – Analyzing vendor performance – Advantages - The process of private label creation.
<b>Unit 4</b>	<b>Financial Management : (12 classes)</b> Financial Merchandise Management – Merchandise Budget Plan – Components Evaluation – Open – to – Buy Systems – Allocating Merchandise to Stores – Evaluating the Merchandise Performance- Inventory Valuation: The Cost Method; The Retail Method, Unit Control System, Financial Inventory Control
<b>Unit 5</b>	<b>Pricing Strategies : (12 classes)</b> Pricing in Retailing – External influences on retail pricing strategy – Retail pricing objectives – Retail pricing strategies – Consumer response to pricing- Cost Oriented; Demand Oriented; EDLP

**References:**

1. Michael Levy and Barton A Weitz, (2017), Retailing Management - Global Edition, 8thEdition, McGraw Hill Higher Education, New Delhi.
2. Ralph D. Shipp, (1985), Retail Merchandising: Principles and Applications, 3rd Edition, Houghton Mifflin Co, Boston, USA.
3. R. Sudharshan, S. Ravi Prakash and M. Subrahmanya Sarma, 1stEdition (2007), Retail Management: Principles and Practices, New Century Publications, New Delhi.
4. William R. Davidson, Daniel J. Sweeney and Ronald W. Stampfl, 6th Edition (1988) Retailing Management, John Wiley & Sons, Hoboken, NJ.

<b>Course Category – Elective</b>	<b>Course – Store Layout, Design and Visual Merchandising</b>			
<b>Specialization – Retail</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objective:**

- To familiarize the students with organized retail and the value it creates.
- To learn about the strategic and operational decision-making processes in the organized retail.
- To relate the supply chain activities which create value in the organized retail industry.

**Course Content:**

<b>Unit 1</b>	<b>Store layout: (10 classes)</b> Introduction, store layout management, store image and space productivity, developing a store image, store planning – space allocation (types of space required), circulation (types), shrinkage and its prevention.
<b>Unit 2</b>	<b>Planning Fixtures and Merchandise Presentation: (10 classes)</b> Introduction, fixture types (hardline, soft – line, wall, versatile), merchandise display planning, visual merchandising. Merchandise presentation and its types.
<b>Unit 3</b>	<b>Store design: (12 classes)</b> Introduction, objectives, store front design, interior design, lighting design, sounds and smells, Principles of design, elements of design, Image mix, Concept of Planograms, Meaning and Purpose of a Planogram, Benefits of a Planogram, creation of planograms, macro space and micro space planograms,
<b>Unit 4</b>	<b>Visual Merchandising (VM) - I: (14 classes)</b> Concept, retail formats and VM approaches for various formats, Window Display—Meaning and Scope, Vis-à-vis Merchandise, Types of Setting, Promotional Display Vs. Institutional Display, Styling, Display Calendar, Sales Tracking, Organizing an In-store Event, VM Tool Kit, Quality and Process in Visual Merchandising, Standard Operating Procedures (SOPs).
<b>Unit 5</b>	<b>Visual Merchandising (VM) - II: (14 classes)</b> VM for fashion apparels, VM for food groceries, VM for food and beverages, VM for electronics, VM for unconventional retail space (display approach, in-store presentation of each category), Brand Experience—Brand-centric to Customer-centric, Experience Design—Beyond Visual Merchandising, Generation C—The Changing Consumer, The Magic of Augmented and Mixed Realities, Experiential Retail—The New Retail Scenario.

**References:**

1. Visual merchandising, Tony Morgan, Laurene King Publisher, 2<sup>nd</sup> edition, 2011
2. Sustainability in Fashion and Apparels, M. Prathiban (Editor), M. R. Shrikrishnan (Editor), P. Kandhavadi (Editor), Woodhead publishing India, 2018
3. R. Sudharshan, S. Ravi Prakash and M. Subrahmanya Sarma, 1st Edition (2007), Retail Management: Principles and Practices, New Century Publications, New Delhi.
4. William R. Davidson, Daniel J. Sweeney and Ronald W. Stampfl, 6th Edition (1988) Retailing Management, John Wiley & Sons, Hoboken, NJ.



<b>Course Category – Elective</b>	<b>Course – Logistics and Supply Chain Management</b>			
<b>Specialization – Retail</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

**Course Objective:**

- Understand the fundamentals of Supply Chain Management (SCM) including its role in an organization and in integrating firms in a supply chain.
- Understand the various concepts in SCM like coordination, planning for uncertainty, supply contracts, logistics management, outsourcing and procurement management

**Course Content:**

<b>Unit 1</b>	<b>Fundamentals of Supply Chain Management : (10 classes)</b> Concept of Supply Chain Management - Objectives of Retail Supply Chain – Evolution of Supply Chain Management – Issues involved in developing the Supply Chain Management – Supply Chain Integration.
<b>Unit 2</b>	<b>Vendor Management : (10 classes)</b> Integrated Supply Chain Management: Vendor Management – Value Chain - Innovations in Supply Chain Management: Collaborative Planning Forecasting and Replenishment – Cross Docking.
<b>Unit 3</b>	<b>Retail Logistics, Inventory and Transportation Management : (14 classes)</b> Retail Logistics - Definition – Evolution – Functions – Applications – Inventory Management – Transportation Management – Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation
<b>Unit 4</b>	<b>Distribution Centre : (12 classes)</b> Distribution Centre - Management of Inbound and Outbound Logistics - Quick Response Delivery System – Logistics of Electronic Retailing – Outsourcing – 3PL & other outsourcing methods.
<b>Unit 5</b>	<b>E-Supply Chain: (14 classes)</b> Coordinating a supply chain and the role of E-business - E-business and the supply chain – Financial evaluation of supply chain decisions - Activities of E-SCM - Supply Chain Replenishment, E-Procurement, Supply Chain Monitoring and Control - Inventory Management Using Wireless Devices, Collaborative Planning, Collaborative Design and Product Development - E-Logistics.

**References:**

1. Haffey, D., (2015), Digital Business and E-Commerce Management: Strategy, Implementation and Practice, 6th Edition, Pearson Education Limited, United Kingdom.
2. Michael Hugos and Chris Thomas, (2005), Supply Chain Management in the Retail industry, John Wiley & Sons, Hoboken, NJ.
3. Michael Levy and Barton A Weitz, (2017), Retailing Management - Global Edition, 8th Edition, McGraw Hill Higher Education, New Delhi.
4. Sunil Chopra and Peter Meindl, (2014), Supply Chain Management: Strategy, Planning, and Operation, 6th Revised Edition, Pearson Education India, Noida.





**KOLHAN UNIVERSITY**

Chaibasa, Jharkhand, India

Syllabus for  
Four Year Undergraduate Programme (FYUGP)  
of

***Bachelor of Business Administration  
(BBA)***

Minor From Discipline-1

Minor From Vocational Studies/Discipline – 2

With Effect From  
Academic Year 2022 - 2023

As Per Revised Curriculum and Credit Framework for the  
FYUGP under the provisions of NEP - 2020

**Programme Outcomes (PO) and Programme Educational Objective (PEO)  
Of  
Bachelor of Business Administration (BBA)**

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**Programme Outcomes (PO)**

PO1	<b>Overall,</b> Upon completion of the BBA program, the individual must demonstrate maturity, professionalism and team working skills.
PO2	<b>Critical Thinking Skills:</b> will be able to apply technological knowhow for business advancements on critical business issues by applying analysis, investigation and solution providing attitude and skills.
PO3	<b>Communication Skills:</b> Students are able to conceptualize a complex issue into a coherent written statement and oral presentation.
PO4	<b>Business Knowledge:</b> the students will have general idea of operations in business and the specialized skills to deal with selected domain.
PO5	<b>Social Responsibility:</b> Creating socially sensitive and ethical practicing sustainable business practices and demonstrate sensitivity to social, ethical and sustainability issues.
PO6	<b>Life-long learning:</b> Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.

**Programme Educational Objectives (PEO)**

PEO 1	To develop students professionally to handle business issues.
PEO 2	To Acquire Conceptual Clarity of Various Functional Areas and Ability to analyze various functional issues affecting the organization.
PEO 3	To develop students to be a better team member.
PEO 4	To bridge the gap between theoretical and practical knowledge of the students by adopting innovative teaching pedagogy.
PEO 5	To develop socially, ethically responsible business leaders.
PEO 6	To sharpen soft and hard skills among the students.
PEO 7	To promote entrepreneurial acumen among students.
PEO 8	To demonstrate understanding of sustainability related concerns in varied areas.
PEO 9	To analyze Global Environment and its Impact on Business.
PEO 10	To encourage, counsel and guide students throughout the course towards higher education, and research.

<b>Code – MN – 1A</b>	<b>Course – Managerial Economics</b>			
<b>Sem – I</b>	L – 60	T – 0	P – 0	C – 4
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Internal Exams)</b>				

### Course Objectives:

The objective is

- To introduce economic concepts.
- To familiarize the students with the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

### Syllabus Content:

<b>Unit-1</b>	<b>Nature and scope of Business Economics: (7 Classes)</b> Meaning and Characteristics, Scope of Micro and Macro Economics Purpose of Managerial, Economics in Business Decision Making
<b>Unit-2</b>	<b>Theory of Consumer Behavior: (12 Classes)</b> Cardinal Utility Theory (assumptions, law of diminishing marginal utility, law of equi-marginal utility, consumer's equilibrium, derivation of demand curve), Ordinal Utility Theory (assumptions, meaning and properties of indifference curve, marginal rate of substitution, consumer's equilibrium, income & substitution effects of normal goods under Hicksian approach), Revealed preference theory
<b>Unit-3</b>	<b>Demand: (12 Classes)</b> Law of Demand-Demand Curve, Movement vs. Shift of the Demand Curve, Determinants of Demand, Elasticity of Demand (Types-price, income and cross elasticity, Measurement of elasticity of demand), <b>Demand Forecasting:</b> Purpose, Techniques (survey method, statistical method-trend fitting, econometric regression method), Supply & Law of Supply
<b>Unit-4</b>	<b>Theory of Production: (10 Classes)</b> Production Function (meaning), Law of Diminishing Returns, Three stages of Production in Short Run, Producer's Equilibrium in Long Run, Law of Returns to Scale
<b>Unit-5</b>	<b>Theory of Cost: (7 Classes)</b> Types, Short Run Cost Curves, Long Run Average Cost Curve, Economies and Diseconomies of scale Concept of Revenue: Total, Average and Marginal Revenue
<b>Unit-6</b>	<b>Market Structure: (12 Classes)</b> Perfect Competition (features of pure and perfect competition, determination of price, short and long run equilibrium of a firm, shut down point and its significance), Monopoly (features, causes, short run equilibrium of a firm, concept & conditions of Price Discrimination, Third degree price discrimination), Monopolistic Competition (features, short and long run equilibrium of a firm)

### Text Books:

1. Dwivedi, D. N, Managerial Economics (Vikas Publishing House: New Delhi)
2. Varshney & Maheshwari, Managerial Economics (Sultan Chand & Sons: New Delhi)
3. Dholakia & Oza, Microeconomics for Management Students (Oxford University Press: New Delhi)
4. Dewett. K. K. Modern Economic Theory (S. Chand and Company Ltd.)
5. Samuelson,N., Economics (Tata-McGraw Hill: New Delhi)

<b>Code – MN – 2A</b>	<b>Course – Entrepreneurship Development</b>			
<b>Sem – II</b>	<b>L – 45</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 3</b>
<b>Marks Scheme – F.M. 75 (60 End Sem Exams + 15 Sem Internal Theory Exams)</b>				

#### Course Objectives:

It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

#### Syllabus Content:

<b>Unit-1</b>	<b>Introduction:</b> The entrepreneur <b>(8 Classes)</b> Definition, emergence of entrepreneurial class; Definition and concern of Entrepreneurship, role of social economic environment; classification, Characteristics and importance of entrepreneur; leadership; risk taking ; decision making and business planning, Role of entrepreneur
<b>Unit-2</b>	<b>Promotion of a venture:</b> <b>(8 Classes)</b> Opportunities analysis; external environmental analysis (economic, social and technological, competitive factors), legal requirements of establishment of a new unit and rising of funds; Venture capital sources and documentation required.
<b>Unit-3</b>	<b>Entrepreneurial Behaviour:</b> <b>(10 Classes)</b> Innovation and entrepreneur (Concept, Creativity, Invention & Innovation, Strategy for Innovation, Effective Commercialization, Innovation and Intellectual Property Rights), entrepreneurial behavior and Psycho- theories. Entrepreneurial Development Programmes (EDP): EDP, their role, relevance and achievements; role of government in organizing EDP's critical evaluation.
<b>Unit-4</b>	<b>Entrepreneurship &amp; Innovation:</b> <b>(12 Classes)</b> Overview of project identification, search of a business idea, Identification of project, Business Opportunities, Understanding Design Thinking {concept and scope, key factors of design thinking, benefits, phases (Empathize, Define, Ideate, Prototype, Test)} Creativity: Creativity, identification creative tools (S-C-A-M-P-E-R), Vertical thinking, lateral thinking, Critical Thinking, Phases of decision making, Critical thinking and objectivity, Applying structured knowledge to unstructured problems, Domain criteria, traditional and out-of-the-box thinking.
<b>Unit-5</b>	<b>Legal and ethical considerations:</b> <b>(7 Classes)</b> Legal forms of business organization, ethical Issues and social responsibilities of an entrepreneur

#### Text Books:

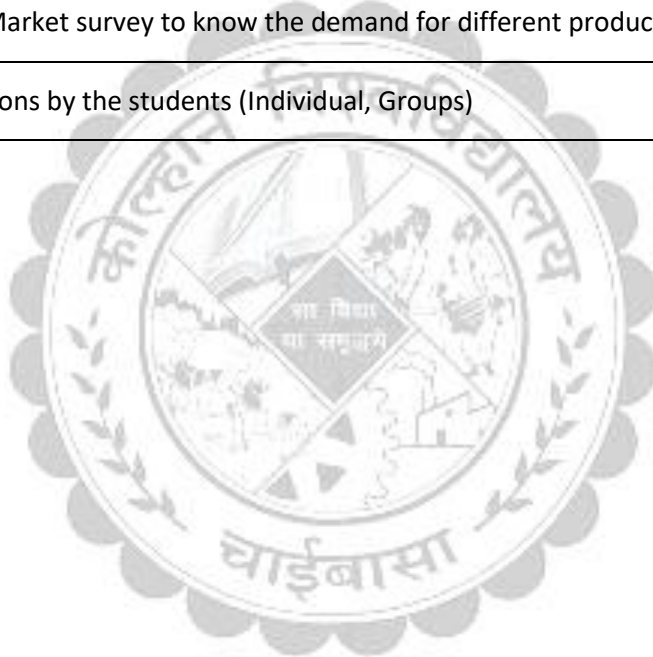
1. Vasant, DCSAI; Entrepreneurship, Himalaya Publishing House, 2003.
2. Taneja & S.L. Gupta.; Entrepreneurship Development, 2003.
3. Pandey , I.M.; venture capital- The Indian Experience, Prentice Hall of India, 2003.
4. Tandon B.C,"Environment and Entrepreneur ", Chug publication, Allahabad.
5. Srivastava S.B.; A practical guide to industrial entrepreneurs, Sultan Chand & Sons, New Delhi.
6. Chandra, Prasana ; Project Preparation, Appraisal, Implementation, TMH ,New Delhi.

<b>Code – MN – 2A (Practical)</b>	<b>Course – Entrepreneurship Development Practical</b>			
<b>Sem – II</b>	<b>L – 0</b>	<b>T – 0</b>	<b>P – 15</b>	<b>C – 1</b>
<b>Marks Scheme – F.M. 25 (Report &amp; Viva 10 + Written Exam 15)</b>				

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### Practical Work

<b>1</b>	Case studies of successful entrepreneurs
<b>2</b>	Conducting mock interviews: testing initiatives, team spirit and leadership
<b>3</b>	Conducting meeting: purpose, procedure, participation, physical arrangements, recording and writing of minutes.
<b>4</b>	Share Your Story: Identify area of innovation and prepare a project of design thinking in the area of Your choice and present it through Sketch modeling (Preparing project proposal)
<b>5</b>	Conduct Market survey to know the demand for different products.
<b>6</b>	Presentations by the students (Individual, Groups)



<b>Code – MN – 1B</b>	<b>Course – ORGANISATIONAL BEHAVIOUR</b>			
<b>Sem – III</b>	L – 60	T – 0	P – 0	C – 4
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory Exams)</b>				

### Course Objectives:

The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.

### Course Contents:

<b>Unit-1</b>	<b>Introduction: (9 Classes)</b> Concept, Nature and Significance of Organizational behaviour; Contributing disciplines to the field of O.B.; O.B. Models; Need to understand human behaviour; Challenges and Opportunities.
<b>Unit-2</b>	<b>Individual &amp; Interpersonal Behaviour: (12 Classes)</b> Biographical Characteristics; Ability, Values; Attitudes-Formation, Theories, Organization related attitude, Relationship between attitude and behaviour; Personality–determinants and traits; Emotions; Motivation and Leadership, Learning-Theories and reinforcement schedules, Perception–Process and errors.
<b>Unit-3</b>	<b>Group Behaviour &amp; Team Development: (14 Classes)</b> Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development Theories of group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of teams; Building and managing effective teams.
<b>Unit-4</b>	<b>Organization Culture and conflict management (12 Classes)</b> Organizational Culture- Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation, Organizational Development.
<b>Unit-5</b>	<b>Leading High performance: (13 Classes)</b> Job design and Goal setting for High performance- Quality of Work Life, Socio technical Design and High-performance work practices - Behavioral performance management: reinforcement and punishment as principles of Learning – Process of Behavioral modification - Leadership theories - Styles, Activities and skills of Great leaders

### Text Books:

1. Prasad, L.M; Organisational Behaviour, Sultan Chand & Sons,2003.
2. Stephen P., Robbins; Organisational Behaviour; “Prentice Hall of India Pvt. Ltd.”, New Delhi, 2003.
3. Luthans, Fred, Organisational Behaviour, Tata McGraw Hill, New Delhi, 2003.
4. Chhabra, T.N. & Singh, B.P., Organisational Behaviour, Sultan Chand & Sons.
5. Khanka, S.S.; Organisational Behaviour, Sultan Chand and Sons, New Delhi.
6. Joseph, Weiss; Organisational Behaviour and Change, Vikas Publishing house, 2004



<b>Code – MN – 2B</b>	<b>Course – E – Commerce and Digital Marketing</b>			
<b>Sem – IV</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

#### Course Objectives:

- To understand the increasing significance of E-Commerce and its applications in Business.
- To provide an insight into Digital Marketing activities on various Social Media platforms and its emerging significance in Business
- To understand Latest Trends, Practices in E-Commerce and Digital Marketing,

#### Course Contents:

<b>Unit-1</b>	<b>An overview of E-Business, Models, Types (10 Classes)</b> <ul style="list-style-type: none"> <li>• Conceptual Framework of E-Commerce, General Model of Business; Defining E-commerce, Characteristics, advantages and disadvantages, adoption and impact of E- Business., Electronic Data Interchange (EDI); Types of e-Transactions – B2B, B2C, C2C, C2B etc., Electronic Storefronts, E-Marketplace</li> </ul>
<b>Unit-2</b>	<b>E-Business Technology and E Security (12 Classes)</b> <ul style="list-style-type: none"> <li>• Web Presence – domain registration, website development, developing static and dynamic webpages and hosting, registering the Website with Search Engines.</li> <li>• Web server hardware and software; Data centre services.</li> <li>• Security – service providers, digital certificates, encryption, SSL, Digital signatures.</li> </ul>
<b>Unit-3</b>	<b>Electronic Payment Systems: (10 Classes)</b> <ul style="list-style-type: none"> <li>• Overview of electronic Payment Technology, Online payment mechanism; Electronic Payment systems, payment Gateway, EFT, NEFT, RTGS, SWIFT, NFC, Green Channel.</li> <li>• <b>Legal issues:</b> Laws for E-Commerce, Issues of Trademarks &amp; Domain Names</li> </ul>
<b>Unit-4</b>	<b>Digital Marketing – I (14 Classes)</b> <ul style="list-style-type: none"> <li>• Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. Keyword research, Competitor analysis in digital marketing.</li> <li>• Various Activities of Digital Marketing: Search Engine Algorithm, Search Engine Optimization and stages, Search Engine Marketing, Content Marketing and Content Influencer Marketing, Remarketing, Campaign Marketing, E-mail Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts and Vodcasts.</li> </ul>
<b>Unit-5</b>	<b>Digital Marketing – II (14 Classes)</b> <ul style="list-style-type: none"> <li>• The P.O.E.M. framework.</li> <li>• Digital Marketing on Various Social Media Platforms.</li> <li>• Online Advertisement, Online Marketing Research, Online PR.</li> <li>• Web Analytics.</li> <li>• Promoting Web Traffic.</li> <li>• Latest Developments and Strategies in Digital Marketing.</li> </ul>

#### Reference Book:

1. Agarwala & Agarwala, E-Commerce
2. Bajaj & Nag, E-Business (TMH: New Delhi)
3. E-Commerce: An Indian Perspective Paperback – Import, 30 Nov 2015-by P. T. Joseph
4. Gupta, Seema (2018). Digital Marketing.McGraw Hill Education (India) Private Ltd.
5. Frost, Raymond D., Alexa Fox, and Judy Strauss (2018). E- Marketing. Routledge
6. Agarwal anita, Kotian Vasant Rahul, Agarwal Tushar, Kannan Vijayalaxmi. 2016, E-Commerce and Digital Marketing, Himalaya Publishing House Pvt. Ltd.,

<b>Code – MN – 1C</b>	<b>Course – Legal Aspects of Business</b>			
<b>Sem – V</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:**

- The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises.
- To inculcate in the students an awareness of legal framework within which the business function.
- To create awareness in respect of rules and regulations affecting various managerial functions.

**Course Contents:**

<b>Unit 1</b>	<b>INTRODUCTION (13 Classes)</b> Nature, Meaning and Significance of law, Society, state and Rule of law, sources of Business Laws <b>INDIAN CONTRACT ACT, 1872</b> (Fundamental Knowledge) Essentials of valid contract, discharge of contract, remedies for breach of contract. Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency.
<b>Unit 2</b>	<b>PARTNERSHIPS ACT, 1932 (10 Classes)</b> Indian Partnerships Act, 1932: Definition and Nature of partnership, Relation of partners INTERSE with Third parties, Incoming and outgoing partners, Dissolution of firms, Registration of Firms
<b>Unit 3</b>	<b>SALE OF GOODS ACT 1930 (10 Classes)</b> Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller, Remedies for breach of contract of sale of goods, Auction Sales
<b>Unit 4</b>	<b>THE NEGOTIABLE INSTRUMENTS ACT 1881 (12 Classes)</b> Essentials of Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by Endorsements, Promissory Notes, Bills of Exchange and cheques, Parties to Negotiable Instruments, crossing of a cheque and Dishonor of a cheque.
<b>Unit 5</b>	<b>THE COMPANIES ACT 1956 (15 Classes)</b> The Companies Act 1956 (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares - kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions. Directors, Managing Directors-their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement.

**Text Book:**

1. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 2n Edition, Himalaya Publishing House, 2004.
2. Kuchhal M.C., "Modern Indian Company Law", 2004, Shree Mahavir Book Depot.
3. Kuchhal, M. C.; Business Law, Vikas Publishing House, New Delhi, 2004.
4. Kapoor, N. D.; Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 2003
5. Gulshan S.S. and Kapoor G.K., "Business Law including Company Law", 2003, New Age International Private Limited Publishers.
6. Aggarwal S.K., "Business Law, 2003", Galgotia Publishing Company.
7. Kapoor, N. D.; Elements of Company Law, Sultan Chand & Sons, New Delhi, 2003

<b>Code – MN – 2C</b>	<b>Course – Project and Operations Management</b>			
<b>Sem – V</b>	L – 60	T – 0	P – 0	C – 4
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** This course is designed to address the key operations and project management issues in a business organization that have strategic as well as tactical implications. It also aims to identify and evaluate a range of tools appropriate for analysis of operating systems of the firms.

**Course Contents:**

<b>Unit 1</b>	<b>Project Management Overview: (12 Classes)</b> Project management: Definition, objectives, characteristics, project parameters, classifications of project, Roles and responsibilities of project manager. <b>Project Formulation:</b> Project Formulation stages, Bottlenecks, Feasibility Study of Project-Market Analysis, Technical Analysis and Financial Analysis, project phases, project life cycle.
<b>Unit 2</b>	<b>Project idea generation and screening: (12 Classes)</b> Introduction, Objectives, Generating Project Ideas, Creativity and Idea Generation, Searching for New Project Ideas, Initial Screening, Project Rating Index. <b>Organizing systems and procedures:</b> Working of systems, Design of systems, Project work system' design, Work break down structure, Project execution plan, Project procedure manual, Project control system, Monitoring contracts and Project diary.
<b>Unit 3</b>	<b>Project Implementation: (12 Classes)</b> Communications in a project, Coordination guidelines, Reporting in project management, Types of Project Evaluation and its Objectives; <b>Project Appraisal Criteria:</b> NPV (Net Present Value), IRR (Internal Rate of Return) and Pay Back Period (PBP); <b>Network Techniques for Project Management:</b> Development of project Work, PERT and CPM, Network Cost System, Incremental principle, Long term funds principle, Exclusion of financing costs principle.
<b>Unit 4</b>	<b>Operations Management (O.M.): (7 Classes)</b> Introduction and application of O.M., Operation research (O.R.), comparison between OM and OR, managerial application of Operation Research.
<b>Unit 5</b>	<b>O.M. Tools: (15 Classes)</b> Linear programming:- Introduction, characteristics, graphical approaches and its utility, simplex method, dual linear method (Theory introduction only), Transportation & Assignment Problem (Theory introduction only), Balanced and Unbalanced Assignments Models, Inventory control: - Classification of Inventory control, EOQ model, inventory control system, ABC Analysis, Advantages of EOQ model in management.

**Text Book:**

1. Kanti Swarup, Gupta, P.K. and Manmohan, Operations Research (Sultan Chand: New Delhi)
2. Satyanarayana, M. and Raman, L. Management Operations Research
3. Hill - Liberman, Introduction to Operations Research (Tata McGraw Hill: New Delhi)
4. Project Management - Choudhary - TataMcGraw Hill Pub.
5. Project Management: The Managerial Process (Special Indian Edit.) -Clifford F Gray, Oregon State University.

<b>Code – MN – 1D</b>	<b>Course – FUNDAMENTALS OF INTERNATIONAL BUSINESS</b>			
<b>Sem – VII</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** The basis objective of this course is to provide understanding to the students with the global dimensions of management.

**Course Contents:**

<b>Unit 1</b>	<b>OVERVIEW: (12 Classes)</b> International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial <b>PERSPECTIVES-</b> International monetary systems and financial markets, IMF, World Bank, IBRD, IFC, IDA, existing international arrangements; Globalization and foreign investment Introduction FDI, national FDI policy framework, FPI, Impact of globalization.
<b>Unit 2</b>	<b>GLOBALIZATION- (10 Classes)</b> Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer, Diffusion, Dissemination and spillover, Rationale for globalization, Liberalization and Unification of World economics, International Business theories.
<b>Unit 3</b>	<b>STRATEGY MAKING AND INTERNATIONAL BUSINESS- (10 Classes)</b> Structure of global organizations, Types of strategies used in strategic planning for achieving global competitive advantage, Meaning, Concept and scope of distinctive competitive advantage, Financial Integration.
<b>Unit 4</b>	<b>METHODS OF DATA COLLECTION: (10 Classes)</b> Various sources of market Information: Methods of collecting Market information, Primary Data, Secondary data, Collection of Data through Random Sampling, Questionnaire & Interview Schedule, Difference between questionnaire & interview schedule, Case Study Method
<b>Unit 5</b>	<b>SOCIO CULTURAL ENVIRONMENT- (10 Classes)</b> Managing Diversity within and across cultures, Country risk analysis, Macro environmental risk assessment, Need for risk evaluation; Corporate governance, globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications.
<b>Unit 6</b>	<b>GLOBAL HUMAN RESOURCE MANAGEMENT- (8 Classes)</b> Selection, Development, Performance Appraisal and compensation, motivating employees in the global context and managing groups across cultures, Multicultural management.

**Text books:**

1. Bhalla, V.K. and S. Shivaramu; International Business: Environment and Management, Anmol Publication Pvt. Ltd., 2003 Seventh Revised Edition.
2. Rao, P. Subba; International Business, Himalaya Publishing House, 2002 Second Revised Edition.
3. Goldsmith, Arthur A; Business Government Society, Erwin Book Team.

<b>Code – MN – 2D</b>	<b>Course – RETAIL MANAGEMENT</b>			
<b>Sem – VIII</b>	<b>L – 60</b>	<b>T – 0</b>	<b>P – 0</b>	<b>C – 4</b>
<b>Marks Scheme – F.M. 100 (75 End Sem Exams + 25 Sem Internal Theory exams)</b>				

**Course Objectives:** The objective of this course is to provide insights on Retail Operations. It also enables the students to become good Retail Planners and Decision Makers and help focus on change and adaptation to change.

**Course Contents:**

<b>Unit 1</b>	<b>INTRODUCTION (16 Classes)</b> Introduction, Functions of a retailer; The Rise of the Retailer; Evolution of Retail in India; Drivers of Retail change in India; Drivers of Retail change in India; Understanding the retail consumers - Emergence of young earning India, Rise of consumerism in India, Size of Retail in India: Clothing ,Textiles and Fashion accessories-Food And Food, services, Books & Music, Communication accessories ;Emerging Sectors; FDI in retail; Ethical Issues in Retail; Ethical Issues in Retail; Threat of new entrants; Retail marketing strategy, Retail Franchising, Retail Store Location and Site Location, Retail Store Design.),
<b>Unit 2</b>	<b>BASICS OD RETAIL MERCHANDISING (10 Classes)</b> The process of retail merchandising Visual merchandising, merchandise assortment planning, The method of merchandise procurement, retail pricing and evaluating merchandise performance, Retail Communication Mix.
<b>Unit 3</b>	<b>RETAIL STORE OPERATIONS (12 Classes)</b> Servicing the Retail Customers, Retail Human Resource Management, Financial aspects of Retail Management, Retail Information System, Supply Chain Management in Retailing, Career prospects in Retailing sector, The Evolution of Retail Format The Concept of Life Cycle in Retail-Innovation, accelerative growth-Maturity, Decline-Phases of growth in retail markets;
<b>Unit 4</b>	<b>CLASSIFICATION (12 Classes)</b> Classification based on ownership /Merchandise offered/Franchising /Non-Store, Retailing/Direct selling/Direct response marketing/Telemarketing/Fairs and Road Shows/Event Management/Automated Vending/kiosks/The Cash & Carry/credit Marketing/Brand Management,
<b>Unit 5</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT (10 Classes)</b> Customer Relationship Management in Retailing, What is CRM; Components of CRM; Defining CRM Concepts; Understanding Goal of CRM, Using Customer touch points; Deciding who should lead the CRM, Functions: Marketing/Sales/Customer Services/ Product Support-Channel and other partners.

**TEXTBOOKS:**

- Pradhan, Swapna, Retailing Management, Tata McGraw Hill; New Delhi

**REFERENCE BOOKS:**

- Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi, Retailing Management, Oxford University; New Delhi