

आंध्रप्रदेश केंद्रीय विश्वविद्यालय
CENTRAL UNIVERSITY OF ANDHRA PRADESH
Ananthapuramu

Undergraduate Programme Structure
as per the UGC Credit Framework (NEP 2020)



Vidya Dadati Vinayam
(Education Gives Humility)

BBA
Bachelor of Business Administration



Programme Structure
(With effect from AY 2024 - 25)
आंध्रप्रदेश केंद्रीय विश्वविद्यालय
CENTRAL UNIVERSITY OF ANDHRA PRADESH
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S.No	Particulars	Page Number
1	Introduction to Programme	1
2	Semester and Course-Wise Credits	4
3	Programme Structure	5
4	Credit Distribution	8
5	Important Instructions to Students	9



BACHELOR OF BUSINESS ADMINISTRATION(BBA)

About the Programme

In pursuance of the National Education Policy and University Grants Commission's (UGC) framework for quality-based higher education, Central University of Andhra Pradesh has introduced a Multidisciplinary BBA degree programme that offers elective specialisation in various streams. In accordance with the NEP's integration of humanities courses with STEM courses, the university has introduced 5 technology-based courses in the BBA programme to enhance the students' skills. As per the UGC scheme, the programme is designed with facilities for multiple exits/entry into the programme and, depending on the skill level attained may be awarded Diploma/ Advanced Diploma or a BBA degree at the end of the 6 semesters programme as the case may be. The programme aims to cultivate critical thinking and problem-solving skills among students, recognizing them as indispensable assets in today's dynamic business environment. With an unwavering commitment to excellence, the program endeavors to forge a seamless synergy between theoretical insights and practical applications, thereby nurturing a cadre of astute business leaders equipped to navigate the complexities of the modern corporate landscape.

Programme Vision

Instill knowledge, skills, and abilities to enrich the qualities of strength, thoughtfulness, and resilience to nurture intellectual curiosity, foster diversity, and cultivate a passion for lifelong learning to develop future business leaders and entrepreneurs who can perform globally and can make a valuable difference to the society and the corporate world.

Programme Objectives

The purpose of this programme is to:

1. Cultivate critical thinking and problem-solving skills among students, recognizing them as indispensable assets in today's dynamic business environment.

2. Develop a conducive environment for holistic student growth, encompassing intellectual, emotional, and professional dimensions.
3. Foster collaboration between academia and industry to address real-world challenges through research and innovation.
4. Establish partnerships with corporate entities to provide students with practical training and global exposure.
5. Foster an entrepreneurial mindset among students, by encouraging innovation and creativity.

Learning Outcomes

Upon the completion of this programme, the students should be able to:

- Demonstrate proficiency in critical thinking and problem-solving.
- Exhibit holistic growth in intellectual, emotional, and professional dimensions.
- Exhibit professionalism, integrity, and leadership qualities, with the ability to lead teams, manage projects, and inspire others to achieve organizational goals.
- Analyse complex business problems, evaluate alternative solutions, and make informed decisions using critical thinking and problem-solving skills.
- Demonstrate the ability to work effectively in diverse teams, collaborate with colleagues from different backgrounds, and contribute positively to group projects and discussions.
- Understand the ethical principles and practices in business and demonstrate a commitment to corporate social responsibility and sustainable business practices.
- Possess an entrepreneurial mindset, with the ability to identify opportunities, innovate, and adapt to changes in the business environment.
- Understand international business practices, including the cultural, economic, and political factors that influence global business.

Pedagogy of the programme:

The pedagogy the programme is designed with the combination of Student-Centric Learning, Group Discussions on current topics, developing case studies with local community and business, Guest Lectures by industry experts, Interactive Sessions, Internship and Project based Learning,

Research Orientation, Seminars & Workshops on current topics, Tutorial & Assignments, Class test / Open book test. It aims to equip students with the necessary knowledge, skills, and competencies to excel in diverse roles within the field of business management. The combination of theoretical learning, practical experiences, and experiential opportunities prepares the students to navigate complex business environments and make meaningful contributions to their organisations and society.

Programme Structure

- The BBA is a three-year programme divided into six semesters with a total of around 145 credits.
- The program is designed with the combination of Discipline Specific Courses, Discipline Specific Electives, Inter-disciplinary Electives (IDE), Ability Enhancement Course (AEC), Skill Enhancement Courses (SEC) and Value-Added Courses (VAC).
- In Semester V, Students will select any 2 specializations and from the selected specialization they will choose 2 courses from each and in Semester-VI, they will choose one specialization from each.
- The selected specialization is must be same in V and VI Semesters.
- Students will undergo for two months summer internship after II semester and Summer Training Project (STP) after IV Semester.
- Educational Tour (which is evaluated through report and presentation) of not more than 10 days and entire cost of the tour should be borne by the student.

BBA (Bachelor of Business Administration) Semester and Course-wise Credits

SEMESTER	DSC	DSE	IDE	AEC	SEC	VAC	SIP	PROJECT Work	Total Credits
I	BBA101(4) BBA102(4) BBAI103(4) BBA104 (2) BBA104Lab(2)		BBA112(3) MOOC	BBA113(2)	BBA114(3)	BBA115(2)			26
II	BBA201(4) BBA202(4) BBA203(4) BBA204 (2) BBA 204 Lab(2)		BBA212(3) MOOC	BBA 213(2)	BBA214(3)	BBA215(2)			26
III	BBA301(4) BBA302(4) BBA303(4) BBA304 (2) BBA 304 Lab(2)		BBA312(3) MOOC	BBA313(2)	BBA314(4)		BBA315 (2)		27
IV	BBA401(4) BBA402(4) BBA403(4) BBA404(4) BBA405 (2) BBA405Lab(2)			BBA412 (4)		BBA 413(2)			26
V	BBA501(4)	Elective 1(4) Elective 2(4) Elective 3(4) Elective 4(4)					BBA511(4))		24
VI	BBA601(4)	Elective 1 (4) Elective 2 (4)						BBA 611 Project work (12)	24
Total	76	24	9	10	10	6	6	12	153
Percentage	49.67	15.69	5.90	6.54	6.54	3.92	3.92	7.84	100.02

As per UGC Credit Framework minimum credit requirements to award the degree under each category: Major (Core) 80 Credits, Minor 32 Credits, Multidisciplinary 9 Credits, Ability Enhancement course (AEC) 8 Credits, Skill Enhancement courses (SEC) 9 Credits, Value Added Course (VAC) 6-8 Credits, Summer Internship 2-4 credits, Research Project/Dissertation 12 credits. Minimum Total Credits per Programme :160

BBA Programme Structure with Course Titles

S. No	Course Code	Course Title	Number of Credits	Credit Distribution		
				L	T	P
Semester-I						
1	BBA101	Principles and Practices of Management	4	3	1	
2	BBA102	Introduction to Marketing	4	3	1	
3	BBA103	Business Environment	4	3	1	
4	BBA104	Essentials of IT	4	2		2
5	BBA112	MOOC (IDE)	3	3		
6	BBA113	Modern Indian Language (Online/Offline) (Preferably other than English)-I(AEC)	2	2		
7	BBA114	Modern English Grammar & Pronunciation (SEC)	3	3		
8	BBA115	Indian Knowledge System (VAC)	2	2		
Total			26	21	3	2
Semester-II						
1	BBA201	Business Statistics	4	3	1	
2	BBA202	Business Accountancy	4	3	1	
3	BBA203	Managerial Economics	4	3	1	
4	BBA204	Python Programming	4	2		2
5	BBA212	MOOC (IDE)	3	3		
6	BBA213	Understanding Disabilities (Online/Offline) (AEC)	2	2		
7	BBA214	Academic Writing (SEC)	3	3		
8	BBA215	Ecology & Environment (VAC)	2	2		
Semester-III						
1	BBA301	Research Methodology	4	3	1	
2	BBA302	Financial Management	4	3	1	
3	BBA303	Organizational Behaviour	4	3	1	
4	BBA304	Web Technologies	4	2		2
5	BBA312	MOOC (IDE)	3	3		
6	BBA313	Modern Indian Language (Online/Offline) (Preferably other than English)-II (AEC)	2	2		
7	BBA314	IT Skills & AI (SEC)	4	2		2
8	BBA315	Internship Report (1) and Presentation (1)	2			2
Total			27	18	3	6

Semester-IV						
1	BBA401	Business Laws	4	3	1	
2	BBA402	Strategic Management	4	3	1	
3	BBA403	Production and Operations Management	4	3	1	
4	BBA404	International Business	4	3	1	
5	BBA405	Data Base Management Systems	4	2		2
6	BBA412	Building Mathematical Ability & Financial Literacy (AEC)	4	4		
7	BBA413	Climate Change (VAC)	2	2		
Total			26	20	4	2
Semester-V						
1	BBA501	Human Resource Management	4	3	1	
2		Elective – 1.1	4	3	1	
3		Elective – 1.2	4	3	1	
4		Elective – 2.1	4	3	1	
5		Elective – 2.2	4	3	1	
6	BBA511	Summer Internship Report (2), Presentation (1) and Viva (1)	4			4
Total			24	15	5	4
Semester-VI						
1	BBA601 (4)	Entrepreneurship Development	4	3	1	
2		Elective – 1.3	4	3	1	
3		Elective – 2.3	4	3	1	
4	BBA611	Project Report	12			12
Total			24	9	3	12

Specialization Electives

Finance Management (F)/ Marketing Management (M)/ Human Resource Management (H)/
Tourism and Travel Management (T)/ Supply Chain Management (S)

SEMESTER – V			
Financial Management			
S. No	Course Code	Course Title	Credits
1	BBA511F	Security Analytics and Portfolio Management	4
	BBA512F	Financial Markets and Services	4
	BBA513F	Introduction to Derivatives and Risks	4
	BBA514F	Management of Banks	4
	BBA611F	International Financial Management	4
	BBA612F	Business Valuation and Project Appraisal	4

Marketing Management			
	BBA511M	Advertisement and Sales Management	4
	BBA512M	Consumer Behaviour	4
	BBA513 M	Digital Marketing	4
	BBA514M	Product and Brand Management	4
	BBA611M	International Marketing	4
	BBA612M	Services Marketing	4
Human Resource Management			
3	BBA511H	Human Resource Management	4
	BBA512H	Talent Management	4
	BBA513H	Training and Development	4
	BBA514H	Industrial Relations	4
	BBA611H	International Human Resource Management	4
	BBA612H	Organizational Change and Development	4
Tourism & Travel Management			
4	BBA511T	Tourism Management	4
	BBA512T	Travel Agency and Tour Operations Management	4
	BBA513T	International Tourism and Travel Management	4
	BBA514T	Airfares and Computer Reservation Systems	4
	BBA611T	Management of Tourism and Travel Services	4
	BBA612T	Event Management and MICE	4
Supply Chain Management			
5	BBA511S	Supply Chain Management	4
	BBA512S	Managing Retail Operations	
	BBA513S	Project Management	
	BBA514S	Managing Global Operations	
	BBA611S	Industry 4.0 Supply Chain	
	BBA612S	Digital Transformation in Logistics	

Semester wise credit distribution

Semester	Credits Allotted	Cumulative Credits
I	26	26
II	26	52

III	27	79
IV	26	105
V	24	129
VI	24	153

Important Information to Students

1. Eligibility: 10+2 level of education (Intermediate/PUC/CBSE/ICSE/HSC) or equivalent in science/arts/commerce/other streams with 50% aggregate marks.
2. The minimum duration for completion of any UG Programme is 6 semesters (3 academic years) and the maximum duration is 12 semesters (6 academic years) or as per amendments made by the regulatory bodies from time to time. For completion of any programme, the maximum duration is double the duration of the programme concerned.
3. A student should attend at least 75% of the classes, seminars, practical / lab in each course of study.
4. All theory courses in BBA carry Continuous Internal Assessment (CIA) component of 40 marks and Semester-end component of 60 marks. Pass percentage for each component in a course is 40%.
5. In case of courses with lab component Continuous Internal Assessment (CIA) component shall be of 60 marks and Semester-end component for 40 marks. Pass percentage for each component in a course is 40%.
6. The student is given 3 Continuous Internal Assessment (CIA) tests per semester in each course from which the best 2 performances are considered for the purpose of calculating the marks in CIA. A record of the continuous assessment is maintained by the academic unit. The 3 internal tests are conducted for 15 Marks each, out of the best 2 tests scores are considered for 30 marks. Out of the remaining 10 marks, 5 marks are awarded for assignments, class presentations and class participation of the students and the remaining 5 marks are awarded for punctuality, and attendance of the student.

Marks for the Attendance will be considered as follows:

S. No	Attendance (%)	Marks
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1	95% or more	5
2	90-94%	4
3	85-89%	3
4	80-84%	2
5	75-79%	1

7. A student should pass separately in both CIA and the ESE, i.e., a student should secure 16 (40% of 40) out of 40 marks for theory and 24 (40% of 60) out of 60 marks for lab components in the CIA. Therefore, a student should secure 24 (40% of 60) out of 60 marks for theory and 16 (40% of 40) out of 40 marks for lab components in the End-semester examination (ESE).
8. Semester-end examination shall consist of Objective type questions, Descriptive type questions, short answer questions and Case studies or any other recommended by the BoS.
9. A student failing to secure the minimum pass marks in the CIA is not allowed to take the end semester examination of that course. She/he has to redo the course by attending special classes for that course and get the pass percentage in the internal tests to become eligible to take the end semester examination.
10. Students failing a course due to lack of attendance should redo the course.
11. Re-evaluation is applicable only for theory papers and shall not be entertained for other components such as practical/ thesis/ dissertation/ internship etc.
12. An on- campus elective course is offered only if a minimum of ten or 40% of the students registered, whichever is higher.

SEMESTER – I

Course Code: BBA101 Core/ Elective: Core No. of Credits: 4	Course Title PRINCIPLES & PRACTICE OF MANAGEMENT
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Course Objectives:

The purpose of this course is:

- To provide conceptual understanding of principles of management.
- To provide knowledge on the functional areas of management.
- To familiarize the students with the contemporary issues of management.
- To understand the need and importance of organization process &, structure, span of control, departmentation and delegation of authority.
- To analyze the need and importance of motivation, importance of communication and to interpret various leadership styles with effective coordination and control mechanisms.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Explain the importance & role of management in the business organizations.
- Identifying various leadership styles and their suitability to the situation.

Course Outline:

Unit I: Introduction to Management: Definitions of Management - Nature of Management – Levels of management- Evolution of Management Thought: Classical Approach and Modern Approaches- Functions of Management - Principles of Management - Organisation Chart. Management an Art, Science or Profession.

Unit II: Planning: Introduction-Nature of Planning - Importance of Planning - Types of Plans - Steps in Planning Process - Objectives and Process of Planning – Strategies - Policies and Planning - Decision Making: Introduction to decision making and Significance of decision making

Unit III: Organising: Benefits of Organising - Organization Structure - Formal and informal Organization -Span of Management - Process of Organising- Line and Staff concepts – Authority, Concept of Delegation and Decentralization- Delegation Vs. Decentralization-Power Coordination: Introduction - Principles of Coordination - Types of Coordination.

Unit IV: Human Resource Management and Staffing: Human Resource Management and Selection - Recruitment, Training - Performance appraisal and career strategy - Leadership: Definitions and Meaning of Leadership - Leadership Theories - Leadership Styles - Leadership Qualities.

Unit V: Motivation, Leadership, Communication and Controlling: Motivation: Definition – Meaning-Types-Theories of motivation: The Need Hierarchy Theory – Hygiene approach to motivation- Leadership: Definition - Leadership styles: Autocratic, Democratic, Free rein – Managerial Grid. Communication: Definition – Importance – Process – Barriers to effective communication. Coordination- Definition –Concept- Need -Difficulties- Controlling -Definition –Control Process-Essential of good control system-Merits and Demerits.

Suggested Reading:

1. Koontz, H. (2010). Essentials of management. Tata McGraw-Hill Education.
2. Robbins, S. P., & Coulter, M. (2007). Principles of Management.

References:

1. Prasad, L. M. (2000). Principles and Practice of Management. Chand.
2. Sherlekar - Business Organisation and Management - Himalaya Publishers
3. Tripathi, P. C. (2008). Principles of Management. Tata McGraw-Hill Education.
4. Stephens Robbins - Management, Pearson Education.

Course Code: BBA102 Core/ Elective: Core No. of Credits: 4	Course Title INTRODUCTION TO MARKETING
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Course Objectives

The purpose of this course is

- To Understand the concepts of marketing and the changing context of marketing environment.
- To provide an understanding of the concepts, strategies and issues involved in marketing of products.
- To apply the conceptual frameworks, theory and techniques to various marketing contexts.
- To design marketing and sales plans appropriate to the needs of customers.

Learning Outcomes

Upon the completion of this course, the students should be able to:

- Describe conceptual understanding of product management and issues relating with marketing of services.
- Demonstrate different pricing strategies and the dynamics of channel management.
- Analyze different elements of promotion mix and the importance of integrated marketing communications.

Course Outline:

Unit I: Understanding Marketing Management: Definition of marketing- Functions of Marketing-Core marketing concepts-Evolution of marketing- Differences between selling and marketing-Introduction to Marketing Mix - Service Marketing Mix-Role of marketing in modern business-Green Marketing- Holistic Marketing-Cause Marketing- Guerilla Marketing-Emotional Marketing.

Unit II: Segmentation, Targeting and Positioning: Bases and procedure for segmenting a consumer market-Criteria for effective market segmentation-Target market selection process and strategies-Positioning strategies- Marketing research- Marketing information system.

Unit III: Product Concept and Pricing Strategies: Concept of Product - Classification of Products – Levels of a product –Product Mix Decisions- New Product Development Stages - Product Life Cycle & and its implications – Introduction to Pricing – Methods and Strategies.

Unit IV: Promotion mix- Advertising- Major decisions in advertising - Sales Promotion - Personal Selling - Publicity - Public Relations- Publicity Vs. Public Relations- Integrated Marketing Communication.

Unit V: Channel Management: Introduction- Functions-Types of marketing channels – Channel Conflict-Retailing: Introduction- Types, Wholesaling: Introduction- Types.

Controlling: Introduction to controlling- Types of marketing control- Process.

Suggested Reading

1. Philip Kotler and Gary Armstrong, "Principles of Marketing-The Millennium Edition Prentice Hall of India Private Limited." New Delhi (2007).

References

1. Ramaswamy, V. S., & Namakumari, S. (2002). Marketing management: Planning, implementation & control: Global perspective Indian context. MacMillan.
2. Saxena, R. (2005). Marketing Management. Tata McGraw-Hill Education.

Course Code: BBA103 Core/ Elective: Core No. of Credits: 4	Course Title BUSINESS ENVIRONMENT
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Course Objective:

The purpose of this course is

- To provide the student with a background of various environment factors that influence the business.
- To update the changes that occur constantly in the current business environment.

Learning Outcomes:

Upon the completion of this course, the students should be able to

- Acquire the knowledge on business policies and environment factors to carry out a business.
- Understand the various laws relating to business activities.
- Conduct and plan business effectively and efficiently in the light of information on various business policies.

Course Outline

Unit I: Business Environment: Meaning, Nature of business Environment, Significance, Internal and External factors influencing business environment. Industrial policy of 1991, Liberalization, Privatization and Globalization- Policy on foreign direct investment in India.

Unit II: Fiscal Policy: Public revenues, public expenditure, public debt, development activities financed by public expenditure. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.

Unit III: India's Trade Policy – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank. Balance of Payments: Structure, Major components, causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments.

Unit IV: WTO: Nature and scope - structure – trading blocs– role and functions of WTO in promoting world trade – Principles - TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures.

Unit V: Legal Framework: Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986.

Suggested Reading:

1. Essentials of Business Environment, K.Aswathappa, Himalaya Publishing House.
2. Business Environment – Text and Cases, Justin Paul, TMH.

References:

1. Indian Economy, Dutt and Sundaram, S. Chand, New Delhi.
2. Indian Economy, Misra and Puri, Himalaya.
3. Business Environment, Saleem, Pearson.
4. Recent Economic Survey Report of Government of India.

Course Code: BBA104 Core/ Elective: Core No. of Credits: 4	Course Title ESSENTIALS OF IT
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Course Objectives

The purpose of this course is

- To give students an in-depth understanding of why computers are essential components in business, education and society.
- To provide exposure to understand the services provided by different Operating Systems and basic commands in MS-DOS.
- To Provide hands-on use of Microsoft Office applications Word, Excel and Power Point.

Learning Outcome

Upon the completion of this course the students should be able to

- Understand computing devices and reinforce computer vocabulary, particularly with respect to personal use of computer hardware and software, the internet, networking and mobile computing.

Course Outline

Unit I: Computer Fundamentals: Components of a computer system. Classification of computers. Types of computers. Generation of computers. Computer hardware and software. Input/output devices, internet and web surfing etc. Personnel Computers: PC, Primary & Secondary storage device, other peripherals used with PC.

Unit II: Introduction to Operating Systems: Goals & Structure of O.S, Basic functions, Batch, multiprogramming. Multitasking, time sharing, parallel, distributed & real -time O.S.

Concept of MS DOS: Internal and External commands, path, prompt, rmdir, time, ver, vol, echo, chkdsk, diskcopy, label, scandisk, replace, format, fdisk, Windows – windows explorer, print manager, control panel etc.

Unit III: Data Communication & Networks: Communication Medias, Communication Modes, Goals of Networks, Types of Networks, Client/Server Computing, Network Topologies, MODEM, Gateways, Multiplexer, Bridges, Routers. Ethernet. Internet, WWW etc.

Unit IV: MS OFFICE: Focus is on teaching how to use Office Suite properly.

MSWord: The following features are explored for MS Word

- i. Templates using existing templates and creating new templates.
- ii. Complex Tables, Use of Pictures with text flowing around the picture, Sectioning, Captioning, Cross Referencing, Table of Contents.
- iii. Using Equation editor for complex equations, Multiple Column format documents.

Unit V: MS Excel & PowerPoint: Using complex equations for combining data, VLOOKUP function, Excel charts, Excel Sort, Excel Filter, Pivot Table.

MS PowerPoint: Using Animations and Transitions.

Suggested Reading

1. V Rajaraman, Fundamentals of Computers, PHI, Sixth Edition, 2014

References

1. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004.

Course Code: BBA114 Course Type: SEC Credits: 3	Course Title Modern English Grammar and Pronunciation
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Course Objectives:

The Purpose of this course is:

- To equip the student with the skills to use words appropriately
- To help the student develop insights into the structure of the English language
- To familiarize the student with the pronunciation of English

Learning Outcomes:

By the end of the course, the student

- Will have learned to use contextually appropriate words.
- Will have acquired basic knowledge of modern English grammar and usage.
- Will have become familiar with English speech sounds and the basic aspects of word accent and intonation.

Course Outline:

Unit- I

- Some Major Concepts and Categories
- Verbs and Auxiliaries
- The Semantics of the Verb Phrase

Unit- II

- Word Formation
- Derivation
- Conversion
- Compounding
- Blending
- Analogy
- Abbreviation (Clipping, Acronyms, Initialisms)
- Phrasal Verbs
- Collocation

- Using the Dictionary: The Five S Approach
- Nouns and Determiners
- The Simple Sentence

Unit- III

- The Speech Mechanism
- English Vowels
- English Consonants

Unit- IV

- Word Accent
- Phonological Environment: Weak Forms, Assimilation, Elision
- Intonation

Suggested Reading:

1. Alan Cruttenden: Gimson's Pronunciation of English
2. John Wells: Longman Pronunciation Dictionary
3. M.J. Müller, N. Rutter, and B. Bryan Gick: Phonology for Communication Disorders
4. L. Colantoni, J. Steele, and P.R. Escudero Neyra: Second Language Speech: Theory and Practice.

References:

1. Cambridge International Dictionary of Phrasal Verbs. Cambridge: CUP, 1997.
2. Greenbaum, Sidney, and Randolph Quirk. A Student's Grammar of the English Language. Harlow: Longman, 1990. (Chapters 2,3,4,5, and 10).
3. Jones, Daniel. English Pronouncing Dictionary (Latest Edition).
4. Leech, Geoffrey, and Jan Svartvik. A Communicative Grammar of English. 3rd Ed., Harlow: Pearson, 2002.
5. Sethi, J., and P.V. Dhamija. A Course in Phonetics and Spoken English. 2nd Ed., India: Prentice-Hall, 1999.
6. Swan, Michael. Practical English Usage. 3rd Ed., Oxford: OUP, 2005.
7. Yule, George. The Study of Language. 4th Ed., Cambridge: Cambridge University Press, 2010. (Chapter 5)

SEMESTER – II

Course Code: BBA201 Core/ Elective: Core No. of Credits: 4	Course Title BUSINESS STATISTICS
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Course Objectives

The purpose of this course is

- To make students understand and present data to recognize patterns.
- To make them thorough on elements of probability.
- To build knowledge on theory of sampling, tests of hypothesis and statistical inference.

Learning Outcome

Upon the completion of this course the students should be able to

- Understand the statistical tools for data analysis and apply them at the right place in a right way.

Course Outline

Unit I: Introduction to data: Types of variables - Data collection principles - Types of studies - Types of measurements: nominal, ordinal, interval, ratio - other types of data - visual, text, images and etc. - Examining numerical data- Graphical methods - Histograms and other graphs - Numerical methods: Average, Standard Deviation, etc.

Unit II: Measures of central tendency - Arithmetic Mean, Median, Mode, Geometric Mean, Harmonic Mean for grouped and ungrouped data; Merits and Demerits - Measures of Dispersion - Range - Mean Deviation - Quartile Deviation - Standard Deviation - Coefficient Variation - Measures of Skewness.

Unit III: Basic definitions and rules for probability - Conditional Probability - Probability Distribution - Binomial, Poisson and Normal Distributions - Sampling and Estimation - Random Sampling-Introduction to Sampling Distributions-Relationship Between Sample Size and Standard Error - Point Estimates.

Unit IV: Testing of Hypotheses - Hypothesis - Steps in Hypothesis testing process - Hypothesis testing of Means and Proportions - Hypothesis Testing for Differences between Means and Proportions.

Unit V: Correlation and Regression analysis – Types of Correlation- Karl. Pearson Coefficient of Correlation - Types of Regression – Construction of Regression equations by the method of least squares- Properties of correlation and regression co-efficient - Comparison of regression and correlation.

Suggested Reading

1. Hooda R.P., “Statistics for Business and Economics”, 2nd edition, Macmillan India Ltd., 2010.
2. J.K. Sharma - Business Statistics - Pearson Publications.

References

1. David S. Moore - The basic practice of statistics-W.H. Freeman & Company.
2. Levine D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics: A First Course”, Pearson Education Asia, 2nd edition, New Delhi, 5 th Edition, 2009.
3. Morse L.B., “Statistics for Business and Economics”, HarperCollins college Publishers, New York, 1994.
4. S.P. Gupta. Statistical methods. Sultan Chand and sons. Latest Edition.
5. Acharya, Seema Subhasini, Chellappan, Big Data Analytics. Wiley.
6. Berthold, Michael David J. Hand. Intelligent Data Analysis. Springer.

Course Code: BBA202 Core/ Elective: Core No. of Credits: 4	Course Title BUSINESS ACCOUNTANCY
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Course Objectives

The purpose of this course is

- To acquaint the students with the fundamental principles of financial, cost and management accounting.
- To enable the students to prepare, analyse and interpret financial statements.

Learning Outcome

Upon the completion of this course the students should be able to

- Students will be acquiring knowledge on the application of accounting principles in business organisation.

Course Outline

Unit I: Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Subsidiary Books and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

Unit II: Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

Unit III: Funds Flow and Cash Flow Analysis- Distinction between Funds flow and Cash Flow- Uses and Limitations – Preparation of Schedule of Changes in Working Capital Funds from Operation, Sources and Uses of Funds, and Funds Flow Statements – Cash Flow Analysis – Cash

from Operation – Preparation of Cash Flow Statement –only simple problems.

Unit IV: Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy Decision, accepting a foreign order, Deciding sales mix.

Unit V: Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

Suggested Reading:

1. R.N. Anthony: Management Accounting – Text and Cases (Irwin)
2. S.P.Jain and K.L.Narang Financial Accounting and Analysis, Kalyani Publishing House

References

1. Datarrajan Cost Accounting-A Managerial Emphasis, Pearson Publications.
2. LAL, J Cost Accounting for Management, Himalaya Publishing House Mumbai.

Course Code: BBA203 Core/ Elective: Core No. of Credits: 4	Course Title MANAGERIAL ECONOMICS
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Course Objectives

The purpose of this course is

- To help undergraduate students to introduce the economic concepts.
- To acquire knowledge for application of economic principles and tools in business practices.
- To familiarize the students the importance of economic approaches in managerial decision making.
- To understand the applications of economic theories in business decisions.

Learning Outcome

Upon the completion of this course the students should be able to

- Grasp fundamental microeconomic concepts such as supply and demand, elasticity, production and cost analysis and market structures.
- Gain insights into macroeconomic factors such as inflation.
- Develop analytical skills through case studies, projects and assignments to evaluate business scenarios.
- Enable students to apply economic theories and models to real-world business scenarios.

Course Outline

Unit I: Introduction: Meaning - definition - scope of managerial economics - role and responsibilities of managerial economics - distinction between economics and managerial economics - circular flow of activities.

Unit II: Demand analysis: demand, law of demand - exceptions of law of demand - change in demand and quantity demanded - elasticity of demand- concept - types of elasticity of demand - factors involved in demand forecasting - purposes of forecasting - demand estimation for censurable durables and non-censurable.

Unit III: Supply analysis: Supply - law of Supply - change in Supply and quantity Supply - elasticity of Supply – concept- types of elasticity of Supply - Demand and Supply Equilibrium.

Unit IV: Production: production function short run production - long run production - cost curves - revenue curves – Break-Even Point- Market structure - Perfect Competition - features and price determination – Monopoly - features and Price determination - types of price discrimination.

Unit V: Monopolistic Competition: meaning and concept – Oligopoly: features - kinked demand curve - Types of pricing policies - factors affecting on Pricing policy - Role of government in different economic systems and policies.

Suggested Reading

1. Thomas, C.R., Charles, S.M and Sarkar, S. Managerial Economics. Ninth Edition.
2. Varshney, R and Maheshwari, K.L. Managerial Economics. Sultan Chand and Sons Publications. ISBN 978-81-8054-914-4

References

1. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). *Managerial economics*. John Wiley & Sons.
2. William, F. S., & Stephen, G. M. (2021). *MANAGERIAL ECONOMICS*. John Wiley.

Course Code: BBA204 Core/ Elective: Core No. of Credits: 4	Course Title PYTHON PROGRAMMING
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Course Objectives

The purpose of this course is

- To provide exposure to problem-solving skills through programming.
- To train students on the basic concepts of the Python programming language.
- To impart hands-on experience with the concepts for thorough understanding.

Learning Outcome

Upon the completion of this course the students should be able to

- Use Python tools and techniques to tackle the world of data.

Course Outline

Unit I: Introduction to Python Programming: Features/characteristic of Python, Basic syntax, Basic Data Types, Simple input-output, Precedence of operators, Type conversion, Conditional Statements, Looping: for, while, nested loops; Terminating loops, skipping specific conditions. Scope and extent of variables; Testing and debugging principles.

Unit II: Strings & Lists: Concept, escape characters, String special operations, String formatting operator, Single quotes, Double quotes, Triple quotes, Raw String, Unicode strings, Built-in String methods. List Type Built-in Methods, Special Features of Lists.

Unit III: Tuples, Dictionaries & Functions: Tuples, Tuple Operators and Built-in Functions, Special Features of Tuples; Dictionaries, Operators, Built-in Functions, Built-in Methods, Dictionary Keys. Functions, Calling Functions, Creating Functions, Formal Arguments, Positional Arguments, Default Arguments, Variable-length Arguments.

Unit IV: Files and Input/output: File Objects, File Built-in Function, File Built-in Methods, File Built-in Attributes, Standard Files, Command-line Arguments, File System, File Execution, Persistent Storage Modules.

Unit V: Python for Data Science: Matplotlib, importing libraries in python, Basic Scatter plot, Creating Axes, Line plot. Customization: Title & Axis labels, Adding Legend, Annotations, Plot Styles, Histograms, Bar Graphs, Box and Whisker Plots.

Pandas: Series, Data Frames, Reading CSV, Excel and JSON files, Analyzing Data.

Suggested Reading

1. Beginning Python from Novice to Professional, Second Edition [Authors: Hetland, Magnus Lie] ISBN-13: 978-9380501604.
2. Python Data Analytics, Second Edition 2018, Author: FabeoNelli, Apress

References

1. Barry, P. (2016). *Head first Python: A brain-friendly guide*. " O'Reilly Media, Inc."
2. Lutz, M. (2013). *Learning python: Powerful object-oriented programming*. " O'Reilly Media, Inc."

Course Code: BBA213 Course Type: AEC No. of Credits: 2	Course Title Understanding Disabilities
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Course Objectives:

The purpose of this course is

- To introduce the concept of disability, causes and measures to handle disabilities.
- To disseminate the spirit of Acts and policies in dealing with disabilities.

Learning Outcomes:

Upon the completion of this course the students should be able to

- Appreciate and accept the uniqueness of persons with disabilities and recognize their significance in society.
- Demonstrate the ability to empathize with fellow students and others with disability through knowledge about the related Acts.

Course Outline:

Unit I: Introduction

- Disabilities: Definitions and Classifications
- Types and Causes of Disabilities: Physical, Sensory (visual, hearing), Cognitive and Intellectual, Developmental (autism, Down syndrome) and Mental Health.
- Impact of Disabilities: Individual experiences, Family dynamics and Care giving, social isolation and Stigma, Employment and Economic disparities.

Unit II: Accessibility and Inclusion

- Accessibility in the Built Environment and Assistive Technologies.
- Disability Rights and the UN Convention on the Rights of Persons with Disabilities (CRPD).

- The Rights of Persons with Disabilities (RPwD) Act, 2016.
- National Education Policy 2020 (NEP 2020)

Suggested Reading

1. Dell Orto, A. E., & Power, P. W. (2007). The psychological & social impact of illness and disability. Springer.
2. Hilton, A., & Ringlaben, R. (1998). Best and Promising Practices in Developmental Disabilities. Austin, TX: PRO-ED.
3. National Education Policy 2020, Government of India, Ministry of Education.
4. Panda, K. C. (1999). Education of exceptional children. Vikas Publishing House, New Delhi.
5. Schwean, V. L., & Saklofske, D. H. (Eds.). (1999). Handbook of psychosocial characteristics of exceptional children. Springer Science & Business Media.
6. The Rights of Persons with Disabilities (RPwD) Act, 2016.

References:

1. Ghai, A. (2018). Disability in South Asia: knowledge and experience. Sage.
2. Hegarty, S., & Alur, M. (Eds.). (2002). Education & children with special needs: From segregation to inclusion. Sage.
3. Madhavan, T., Kalyan, M., Naidu, S., Peshawaria, R., & Narayan, J. (1989). Mental retardation: a manual for psychologists. Secunderabad: National Institute for the Mentally Handicapped.
4. World Health Organization. Disability. <https://www.who.int/health-topics/disability>

Course Code: BBA 214 Course Type: SEC Credits: 3	Course Title ACADEMIC WRITING
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Course Objectives:

The purpose of this course is

- To help the student build their argument in their academic writing.
- To enable the student to acquire the ability to use both descriptive and critical rhetorical functions in their academic writing.
- To enhance the ability of the student to legitimately borrow ideas from other scholars with appropriate discipline-specific citation practices and articulate their own voice while reviewing others' works.

Learning Outcomes:

By the end of the course the student

- Will have acquired the ability to use both descriptive and critical rhetorical functions in their academic writing.
- Will have enhanced their ability to integrate material from a range of sources.
- Will be able to develop their argument in their academic writing.

Course Outline:

Unit I

Rhetorical Functions in Academic Writing.

- Introduction.
- Defining terms and ideas.
- Describing.
- Comparing and contrasting.
- Classifying.

- Explaining causes and effects

Moving from Description to Analysis

- Description vs Analysis.
- Analysis vs Synthesis.
- Process of analyzing information.
- Strategies of organizing information

Developing Arguments

Unit II

Developing Paragraphs in Academic Writing

- Elements of an academic paragraph: MEAL
- Mainidea(Leadin)
- Evidence
- Analysis
- Lead out
- Functions of topic stage
- Functions of body stage
- Functions of conclusion

Unit III

Information Structure

- Theme–Rheme/Given–New/Topic–Comment
- Elements that constitute themes
- Information packaging patterns
- Linear theme
- Zigzag theme

- Multiple themes

Source Use

- Evaluating different sources
- Source use strategies
- Paraphrasing
- Summarising
- Direct quoting
- Functions of citation
- Use of reporting verbs
- Finding one's voice

References:

1. Gillett, A., Angela, H., and Mary Martala. Inside Track: Successful Academic Writing. Essex: Pearson Education Limited,2009.
2. Murray and Geraldine Hughes. Writing up your University Assignments and Research Projects: A Practical Handbook. New York: Open University Press, 2008.
3. Swales, J. M., and C. B. Feak. Academic Writing for Graduate Students: A Course for Non-native Speakers of English. Ann Arbor: University of Michigan Press,1994.
4. Yakhontova, T. English Academic Writing for Students and Researchers. Lviv: PAIS,2003.
5. Wallwork. English for Academic Research: Writing Exercises. New York: Springer,2013.

Course Code: BBA215 Course Type: VAC No. of Credits: 2	Course Title ECOLOGY AND ENVIRONMENT
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Course Objectives:

The purpose of this course is

- To introduce the multidisciplinary nature of environment and its constituents.
- To sensitize on environment related issues and its conservation

Learning Outcomes:

- Gain insights into various environmental initiatives and related legislations.
- Disseminate about the significance of environment management and conservation.

Course Outline:

Unit I

Ecology and Ecosystem

- Environment.
- Biosphere.
- Ecology.
- Ecosystem.
- Biodiversity: Hot Spots, Causes and Effects of Loss of Biodiversity.
- Biodiversity Conservation and Species-Based Conservation Programmes (Project Tiger, Project Elephant, Project Snow Leopard and others).

Unit II

Pollution, Degradation and Conservation

- Meaning and Types of Pollution (Land, Air and Water Pollution).
- Land Degradation, Desertification and Sustainable Land Management (SLM).
- Environmental Governance: Institutional bodies, Legislations and Conventions (National and International).

Suggested Reading:

1. Bhargava.; Olson, Keith; Rajaram, V.; Tiede, Lynn (2019). Ecology and environment. Chapman and Hall/CRC.
2. Anubha Kaushik (2010). Basics of environment and ecology. New Age International Ltd.

References:

1. Vesilind, P. A., Peirce, J. J., & Weiner, R. F. (2013). Environmental pollution and control. Elsevier.
2. Alberts, R. C., Retief, F. P., Cilliers, D. P., Roos, C., & Hauptfleisch, M. (2021). Environmental impact assessment (EIA) effectiveness in protected areas. Impact Assessment and Project Appraisal, 39(4), 290–303

SEMESTER – III

Course Code: BBA301 Core/ Elective: Core No. of Credits: 4	Course Title RESEARCH METHODOLOGY
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Course Objectives

The purpose of this course is

- To orient the students towards the basics of research and process of research.
- To enable the students to choose a method appropriate to one's own research problem.
- To speak about certain basic elements and the craft of project report writing with a view to improve its overall quality.

Learning Outcome

Upon the completion of this course the students should be able to

- Take up research projects with statistical methods and project report writing.

Course Outline

Unit I: Introduction: Meaning of Research - Types of Research - Research Process - Criteria of Good Research and Ethics –Research Methods Vs. Methodology-Problems Encountered by Researchers in India.

Unit II: Review of Literature - Research Gap - Research Problem –Research Design and its types- Features of a good research design- Objectives – Scope – Hypothesis – Limitations - Identifying Methodology.

Unit III: Sampling - Sample Size - Sampling Techniques –census and sample survey- Sample Design-Preparation of Questionnaire -Measurements of scaling- Sources of error in measurement

Unit IV: Data Collection –Primary Data- Secondary data- Qualitative Data - Quantitative Data - Data Analysis and Interpretation - Statistical Tools for Data Analysis - Introduction to SPSS - E-VIEWS

Unit V: Preparation of Report –steps of writing report-layout of research report- Referencing Styles – Annexures- Bibliography.

Suggested Reading

1. Kothari, C. R and Gaurav, G. Research Methodology Methods and Techniques. 4th Edition, New Age International Publishers. ISBN 9789386649-22-5

References

1. Ranjit Kumar. 2014. Research Methodology: A Step-by- Step Guide for Beginners, 4th Edition, SAGE Publications. ISBN 978-1-84920-300-5
2. Uwe Flick. 2012. Introducing Research Methodology: A Beginner’s Guide to Doing a Research Project, Sage Publications. *ISBN*: 8601406063730.

Course Code: BBA302 Core/ Elective: Core No. of Credits: 4	Course Title FINANCIAL MANAGEMENT
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Course Objectives:

The purpose of this course is

- To explain the importance of finance function and goals of a financial management.
- To impart the decision-making skills in acquiring, allocating and utilizing the funds of a company.
- To educate on corporate restructures and corporate governance.

Learning Outcomes:

Upon the completion of this course the students should be able to

- Learn the roles and goals of finance manager in a corporate structure.
- Acquire decision-making skills regarding financing, investing, and corporate restructuring in the present competitive business environment.
- Analyse the impact of capital structure on wealth maximization of owners and value of the company.
- Manage current assets and current liabilities of the company in an effective and efficient way.

Course Outline

Unit I: The Finance function: Nature and Scope. Importance of finance function – The new role in the contemporary scenario – Goals of finance function; Profit Vs Wealth Vs Welfare; –Wealth maximization and Risk-Return trade off.

Unit II: The Investment Decision: Investment decision process – Project generation, project evaluation, project selection and project implementation. Developing Cash Flow Data. Using Evaluation Techniques – Traditional and DCF methods. The NPV Vs IRR Debate.

Unit III: The Financing Decision: Sources of finance – a brief survey of financial instruments. The capital structure decision in practice: EBIT-EPS analysis. Cost of capital: The concept –

Average Vs Marginal cost of Capital. Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of dividends

Unit IV: Introduction to working capital: Concepts and characteristics of working capital, Factors determining the working capital. Estimation of working capital requirements. Current Assets Management: Management of current assets – Cash, Receivables and Inventory. Cash budget, Credit terms – Financing current assets

Unit V: Corporate Restructures: Corporate Mergers and Acquisitions and Take-Overs-Types of Mergers, Motives for Mergers, Principles of Corporate Governance.

Suggested Reading

1. Financial management –V.K.Bhalla, S.Chand.
2. Fundamentals of Financial Management, Chandra Bose D, PHI

References

1. Financial Management, I.M. Pandey, Vikas Publishers.
2. Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill,
3. Financial Management, Dr.V.R. Palanivelu, S.Chand
4. Principles of Corporate Finance, Richard A Brealey et. al., Tata Mc Graw Hill.

Course Code: BBA303 Core/ Elective: Core No. of Credits: 4	Course Title ORGANISATIONAL BEHAVIOUR
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Course Objectives

The purpose of this course is

- To familiarize the learners with the concepts of organizational behaviour.
- To enable the learner to get acquainted with the contemporary issues in management.

Learning Outcome

Upon the completion of this course the students should be able to understand the behaviour in organisations.

Course Outline

Unit I: Introduction to OB – Definition-Relationship with other fields- Theoretical frame works - environmental context-Globalization-Diversity of work force.

Unit II: Foundations of Behaviour: Personality – Meaning-Role of Heredity-Self-Esteem -Self Efficacy -Socialization Process – Person-Situation Interaction-Big 5 Personality Traits - Organization Skills.

Unit III: Work Motivation – Meaning-Primary Motive-Secondary Motives – Approaches-Content Theories-Process Theories-Contemporary Theories-Application of Theories in Work Place-Job Design

Unit IV: Groups- Nature of Groups-Dynamics of Informal Groups-Dysfunctions of Groups and Teams-Teams in Modern Work Place – Leadership – Styles – Strategies - Behavioural.

Unit V: Negotiation – Skills – Management-Introduction to OD Interventions - Stress – Emergence of Stress – Causes- Organizational Culture – Definition – Characteristics – Emergence of Cultures -Maintaining A Uniform Culture - Changing Organizational Culture - Culture and Climate Differences - Challenges of Organizations in the Post Globalized Era.

Suggested Reading

1. Fred Luthans (1998) Organizational Behaviour. New Delhi: McGraw-Hill International Edition.

References

1. K Aswathappa (2005) Organizational Behaviour Text cases games. New Delhi: Himalaya Publishing Company.
2. Udai Pareek (2004) Understanding Organizational Behaviour. New Delhi: Oxford University Press.

Course Code: BBA304 Core/ Elective: Core No. of Credits: 4	Course Title WEB TECHNOLOGIES
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Course Objectives

The purpose of this course is

- To design and develop web-pages and web-applications.
- To provide skills to design interactive and dynamic web sites.

Learning Outcome

Upon the completion of this course the student should be able to

- Acquire the knowledge regarding web technologies of development tools.

Course Outline

Unit I: HTML: Basic HTML, Document body, Text, Headers, Hyperlinks, adding more formatting, Lists, Tables using images. More HTML: Multimedia objects, Frames, Forms towards interactive, HTML document heading detail

Unit II: Cascading Style Sheets: Benefits of CSS, syntax, External Style Sheets, Multiple Style Sheets, Value lengths and Percentages, Selectors, properties and values in styles, Color Background, Text fonts, Box Model, formatting blocks of information, layers.

Unit III: Introduction to Java Script: What is DHTML, JavaScript, basics, variables, string manipulations, mathematical functions, statements, operators, arrays, functions. Objects in JavaScript: Data and objects in JavaScript, regular expressions, exception handling

Unit IV: DHTML with JavaScript: Components - Comparison with HTML properties - Data validation - opening a new window - messages and confirmations - the status bar - different frames - DHTML Events - rollover buttons - moving images.

Unit V: XML: Defining data for web applications - Basic XML - Document Type – Definition (DTDs) - Creating and Viewing XML Documents -Transforming XML Documents - XML Document Syntax - Validating XML Documents with DTDs - XML Namespaces - document object model - Web Services

Suggested Reading

1. Harvey M. Deitel and Paul J. Deitel, “Internet & World Wide Web How to Program”, 4/e, Pearson Education

References

1. Web Technologies Black Book - Dreamtech Press.
2. Uttam Kumar Roy, Web Technologies from Oxford University Press

Course Code: BBA 314 Major/Minor: SEC Number of credits: 4	Course Title IT Skills and AI
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Course Objectives:

The purpose of this course is

- To understand and explain the fundamental concepts and applications of artificial intelligence.
- To apply problem-solving and critical thinking skills effectively

Learning Outcomes:

After completion of the course student will be able to

- Demonstrate proficiency in basic computer skills for everyday use.
- Create and format documents using word processing software.
- Solve practical problems in various domains.

Course Outline:

Unit I:

Knowing Computer:

- Components of Computer System- Input / Output Devices- CPU- Memory Devices
- Concepts of Hardware and Software.
- Applications of Computer.
- Concept of Computing- Data and Information – Number Conversions

Understanding Word Processing:

- Opening and Closing of Documents.
- Text Creation and Manipulation
- Formatting of Text- Spell Check, Language Setting and Thesaurus; Printing of Word Document.
- Table Handling.

Unit II:

Artificial Intelligence:

- AI Problems
- Foundation of AI and History of AI Intelligent Agents
- Agents and Environments

Unit III:

Searching Strategies:

- Uniformed Search Strategies
- Heuristic Search Algorithms
- Problem Reduction
- Game Playing- Problem in Game Playing
- Alpha-Beta Pruning-Evaluation Functions.

Unit IV

Expert Systems

- Structure & Problem Areas
- Success Factors
- Types of Expert Systems.

Suggested Reading

1. Reema Thereja, “Fundamentals of Computers”, Oxford University Press, 2nd Edition, 2019.
2. S. Russell and P. Norvig, “Artificial Intelligence: A Modern Approach” Prentice Hall, 4th Edition 2022.
3. M. Tim Jones, “Artificial Intelligence: A Systems Approach (Computer Science)”, Jones and Bartlett Publishers, Inc.; 1st Edition, 2008.

References

1. V. Rajaraman, “Fundamentals of Computers”, PHI Learning ,2014.

2. E. Balaguru Swamy, "Fundamentals of Computers", McGraw Hill Education, 2009
3. Lavika Goel, "Artificial Intelligence: Concept and Applications", Wiley, 2021
4. J. Nilsson, "The Quest for Artificial Intelligence", Cambridge University Press, 2009.

Course Code: BBA315 Core/ Elective: Core No. of Credits: 2	Course Title INTERNSHIP REPORT & PRESENTATION
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Project Objective:

- To enable the student to learn the implementation of the concepts and principles in real time situation.

Project Outcome:

- Will have knowledge about the application of concepts and practices in the industry.

About the Project

The students are imparted theoretical inputs through classroom learning. As prospective employees in corporate organizations, the students of BBA are expected to observe and learn the implementation of the concepts and principles in a real time situation. Therefore, the students will have to work for 6 - 8 weeks in an organization under the mentorship of an external guide in the organization and an internal guide from the University.

After returning from the Internship in the organization, during the subsequent semester, the students, under the supervision of internal guide of the University are expected to compile their learning experiences into a report. They are expected to prepare a report and submit to the University as an Internship Report.

Evaluation Pattern

Internship Report is a 2 Credit course and is evaluated for 100 marks which is divided into two parts i.e., Report and Presentation. Report carries 50 Marks and Presentation carries 50 marks.

SEMESTER – IV

Course Code: BBA401 Core/ Elective: Core No. of Credits: 4	Course Title BUSINESS LAWS
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Course Objectives

The purpose of this course is

- To improve legal literacy among students.
- To familiarize the students with the legal scenario of doing business in India.

Learning Outcome

Upon the completion of this course, the students will be able to

- Observe the laws and regulations governing the business world.

Course Outline:

Unit I: Meaning and Scope of Business Law, Law of Contract-1872(Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract– 1872(part-II): Consideration, Capacity to Contract and free consent, Legality of the object.

Unit II: Basics of Labor laws - Law relating to contract labour - Minimum wages Act - Payment of Wages Act - Maternity Benefit Act- Remedies for Breach of Contract - Sale of Goods Act- Contract of Sale of Goods- Essentials of a Contract of Sale - Conditions and Warranties, Rights & Liabilities of a Buyer & Seller, Rights of an Unpaid Seller.

Unit III: Intellectual Property Laws - Meaning and scope of intellectual properties – Patent Act of 1970 and its amendments as per WTO agreement - The Copy Rights Act, meaning – Its uses and rights - The Trade Marks Act, its meaning, registration, procedures – infringement – Authorities concerned –Remedies.

Unit IV: Competition Laws - Concept of Competition, Development of Competition Law, overview of MRTP Act 2002, Anticompetitive Agreements - Competition Law 2003: Meaning and scope, salient features, offences and penalties under the Act.

Consumer Protection laws - Consumer Protection Act 1986– definitions - consumer dispute - Complaint Procedure - defect, deficiency, and service, Remedies - Consumer Protection Council, Consumer Redress Agencies - District Forum, State Commission and National Commission.

Unit V: Cyber Laws - Information Technology Act, 2000: Objectives - definitions and salient features - provisions pertaining to piracy and related offences and personalities – Digital signature- e-governance, penalties and adjudication - Cyber regulations appellate - Duties of subscribers - Right to Information Act, 2005- GST Act 2017.

Suggested Reading

1. Gulshan, S.S. (2014). *Business & Corporate Law*, Excel Books, New Delhi
2. Tulsian, P. C. (2011). *Business and Corporate Laws*. S. Chand Publishing.

References

1. Anson, W. R. (2009). *Law of contract* (29th edition), Oxford University Press, Oxford, New Delhi.
2. Avtar, S. (2011). *Principles of Mercantile Law* (9th Edition), Eastern Book Company, New Delhi.
3. Kapoor, N.D (2012.). *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.

Course Code: BBA402 Core/ Elective: Core No. of Credits: 4	Course Title STRATEGIC MANAGEMENT
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Course Objectives:

The purpose of this course is:

- To provide an understanding of how strategic decisions are to be taken and implemented in the changing environment scenario.
- To understand the different stages of strategic management process.

Learning Outcomes:

Upon the completion of this course, the students will be able to learn

- The process of strategic management.
- The different types of strategies used in the process of development and revival of businesses.

Course Outline

Unit I: Introduction: Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management- Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control- Concept of Strategic Business Units (SBUs).

Unit II: Environmental and Organizational Analysis: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value Chain Analysis– BCG, GE Nine-cell Matrix- Industry Level Analysis: Porters’ Forces Model.

Unit III: Strategy Implementation: Resource Allocation Techniques- Organization Structure, Matching Structure and Strategy – Leadership Style – Corporate Culture – Values – Power – Social Responsibilities – Ethics– Functional Plans and Policies

Unit IV: Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies. Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships.

Unit V: Strategic Control: 7S Framework for Understanding Implementation Issues – The concept of Balanced Score Card – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

Suggested Reading:

1. JA. Pearce II and R. B. Robinson Jr., Strategic Management Formulation Implementation and Control, Tata McGraw Hill.
2. Ansoff H. Igor, Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion, McGraw – Hill, New York.
3. V.S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books.
4. Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood (Illinois).
5. Glueck, William F. and Lawrence R. Jauch., Business Policy and Strategic Management, Mc Graw Hill, International Edition.

References

1. Hamel, G. and S.K. Prahlad, Competing for the Future, Harvard Business School Press.
2. Kazmi, Azhar., Business Policy, Tata McGraw Hill.
3. Nitin Balwani, Strategic Management & Business Policy, Excel Books, New Delhi
4. Hamel, G. and S.K. Prahlad, Competing for the Future, Harvard Business School Press, Boston, 1994.

Course Code: BBA 403 Core/ Elective: Core No. of Credits: 4	Course Title PRODUCTION AND OPERATIONS MANAGEMENT
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Course Objectives

The purpose of this course is

- To understand the concepts and principles of Production and Operations.
- To appreciate the importance of quality in Production Management.
- To apply the productivity improvement techniques

Learning Outcomes:

Upon the completion of this course, the students will be able

- To understand and plan production process.
- To understand the process of developing new products.
- To understand the productivity techniques and improve the productivity.

Course Outline

Unit I: Transformation process model: Inputs, Process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product/Services.

Unit II: Process types in manufacturing: Project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

Unit III: Production Planning & Control: Production planning techniques for various process choices, Techniques of production control, Aggregate planning techniques,

Unit IV: Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its

application.

Unit V: Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, Total Productive Maintenance (TPM)

Suggested Reading

1. Adam Jr Everetl E. R J, Production and Operations Management, Prentice-Hall, 1992, 2000 5th ed.
2. Chary, Production and Operations Management, Tata McGraw-Hill, 1997 9th edition.

References

1. Hill T, Operations Management, Palgrave, 2000
2. Haleem A, Production and Operations Management, Galgotia Publication, 2004.
3. Shanker Ravi, Industrial Engineering, Galgotia Publication.
4. Kanishka Bedi, Production & Operations Management, Oxford University Press.

Course Code: BBA 404 Core/ Elective: Core No. of Credits: 4	Course Title INTERNATIONAL BUSINESS
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Course Objectives

The purpose of this course

- To introduce the students to international markets, international marketing and the management of international business.
- To educate the rapid expansion of international business during the past decades.
- To inform the growth of international trade and its consistent growth in industrial output.

Learning Outcome

Upon the completion of this course, the students will be able to

- Understand the manifestations of international markets
- Analyse the various aspects in international marketing
- Apply the management functions of international marketing
- Construct and compare the strategy issues and choices available for managers in international marketing

Course Outline

Unit I: Introduction To International Business - Meaning and Definition of International Business – Theories of International Trade – Economic Theories – Forms of International Business – Nature of International Business

Unit II: Mode of Entry – Exporting – Licensing – Franchising – Contract Manufacturing – Turn Key Projects – Foreign Direct Investment – Mergers, Acquisitions and Joint Ventures – Comparison of different modes of Entry.

Unit III: Globalization: Meaning – Features – Stages – Production – Investment and Technology, Globalization – Advantages and Disadvantages – Methods and Essential Conditions for Globalization. MNC's and International Business: Definitions – Distinction between Indian

Companies – MNC – Global Companies and TNC – Organizational Transformations – Merits and Demerits of MNCs in India

Unit IV: International Marketing and Financial Aspects - Information required – Source of Information – International Marketing Information System and Marketing Research - Basics of Global HRM - Basics of International Financial Management - Basics of International Accounting - Ethics and Global Business

Unit V: EXIM Trade - Export Trade, Procedure, Steps & Documentation, Direction of India's Trade – Export Financing – Documents related to Export Trade – Export Marketing – Import Trade, Procedure, Steps, Documentations and Problems – EXIM Policy – Balance of Payment – Disequilibrium and Measures for Rectification – Institutions connected with EXIM Trade.

Suggested Reading

1. Rao, P. S. (2008). *International business*. Himalaya Publishing House.
2. Rao, S. (2021). *International Business Environment*. Himalaya Publishing House.
3. Cherunilam, F. (2020). *International business*. PHI Learning Pvt. Ltd.

References

1. Shenkar, O., & Luo, Y. (2008). *International business*. Sage.
2. Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L. (2014). *International business*. Pearson Australia.

Course Code: BBA405 Core/ Elective: Core No. of Credits: 4	Course Title DATABASE MANAGEMENT SYSTEMS
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Course Objective

The purpose of this course is

- To present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve efficiently, and effectively information from a DBMS.

Learning Outcome

Upon the completion of this course, the students will be able to

- Solve several DBMS related organisational issues.

Course Outline

Unit I: Introduction: Characteristics of database approach-Advantages of using DBMS approach - Data models, schemas and instances- Three schema architecture - Database languages and interfaces- The database system environment- Centralized and client-server architectures.

Unit II: Entity-Relationship Model: Using high-level conceptual data models for database design - Entity types, entity sets, attributes and keys- Relationship types, relationship sets, roles and structural constraints-Weak entity types- Refining the ER design and design issues.

Unit III: Relational Model and Relational Algebra: Relational model constraints and database schemas- Update operations- Unary and binary relational operations- Relational algebra operations from set theory- Relational database design using ER to relational mapping.

Unit IV: SQL: Data definition and data types- Specifying basic constraints in SQL- Schema change statements in SQL- Queries in SQL- More complex Queries-Views in SQL- Database programming issues - Embedded SQL, Dynamic SQL; Database stored procedures.

Unit V: Database Design – 1: Informal design guidelines for relation schemas - Normal forms based on primary keys- Second and Third normal forms- Boyce-Codd normal form- Properties of relational decompositions-Fourth normal form- Fifth normal form.

Suggested Reading

1. Elmasri and Navathe: Fundamentals of Database Systems, 7th Edition, Pearson Education, 2016, ISBN-10 0133970779, ISBN-13 9780133970777

References

1. C.J. Date, A. Kannan, S. Swamynatham: An Introduction to Database Systems, 8th Edition, Pearson Education, 2006, ISBN 10: 8177585568 / ISBN 13: 9788177585568
2. Raghu Ramakrishnan and Johannes Gehrke: Database Management Systems, 3rd Edition, McGraw-Hill, 2014, ISBN-10: 9339213114, ISBN-13: 978-9339213114
3. Silberschatz, Korth and Sudharshan: Data base System Concepts, 7th Edition, Mc-Graw Hill, 2019, ISBN 9780078022159

Course Code: BBA412 Core/ Elective: CCC-I No. of Credits: 4	Course Title Building Mathematical Ability and Financial Literacy
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Course Objectives:

- Introduce fundamental mathematics and finance concepts to undergraduates.
- Develop proficiency in mathematical operations, logical reasoning, and financial instrument understanding.

Learning Outcomes:

- Apply fundamental mathematical concepts and logical reasoning to problem-solving.
- Demonstrate competency in handling financial instruments and analyzing data for informed decision-making.

Course Outline:

Unit I: Mathematics Fundamentals

Basic set theory - Permutations and combinations - Introduction to mathematical logic: propositions - truth values - logical connectives – tautology – contradiction - logical equivalences - conditional statements.

Unit II: Financial Mathematics

Cost price - selling price - profit, and loss - Simple interest - compound interest (reducing balance and flat rate) - Introduction to stocks and shares - Housing loans – insurance - equated monthly instalments (EMI) calculation - Basic income tax calculations.

Unit III: Statistical Analysis

Sources of data: primary and secondary - Types of data and graphical representation Measures of central tendency: mean – median - mode - Measures of dispersion: range - standard deviation - coefficient of variation - Bivariate data analysis: scatter plot, correlation coefficient, and simple linear regression.

Unit IV: Financial Literacy

Definition and functions of money - Role of banks - credit creation, and usage of debit and credit cards - Functions of central banks - with a focus on the Reserve Bank of India Monetary policy tools: bank rate policy - Cash reserve ratio - open market operations, statutory liquidity ratio - repo rate - reverse repo rate - selective credit control.

Suggested Reading:

1. J. Medhi, "Statistical Methods: An Introductory Text," Wiley Eastern Ltd. (latest edition).
2. "Building Mathematical Ability," Foundation Course, University of Delhi, S. Chand Publications.
3. M.K. Lewis and P.D., "Monetary Economics," Oxford University Press, New York, 2000.

References:

1. C. Rangarajan, "Indian Economy: Essays in Money and Finance," 1999.
2. B. Brahmaiah and P. Subbarao, "Financial Futures and Options," Himalaya Publishing House, Mumbai, 1998.

Course Code: BBA413 Course Type: VAC No. of Credits: 2	Course Title CLIMATE CHANGE
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Course Objectives:

- To understand the causes and impacts of climate change.
- To orient on climate change management and best practices in achieving sustainable development at local, regional and global level.

Learning Outcomes:

- Sensitivity towards climate change and its adverse effects.
- Appreciate the efforts of world community towards climate change management.

Course Outline:

Unit I

Introduction

- Climate Change: Causes and Impacts.
- Green House Gases.
- Global Warming.
- Ecological and Carbon Footprint.

Unit II

Climate Change Management and Environment

- Climate Change: Summits, Conferences and Organizations.
- Environment Schemes and Environmental Mission in India.
- Environmental Impact Assessment (EIA).
- Sustainable Development and Best Practices.

Suggested Reading:

1. Wei-Yin Chen, Toshio Suzuki, Maximilian Lackner (eds.) (2017). Handbook of climate change mitigation and adaptation. Springer International Publishing.

References:

2. East-West Centre. (2021). Global Climate Change: Causes and Indicators. In Climate Change: in the Commonwealth of the Northern Mariana Islands (pp. 11–13). East-West Centre.
3. Gillespie, A. (2006). I. Basics. In Climate Change, Ozone Depletion and Air Pollution (pp. 1-17). Brill Nijhoff.

SEMESTER – V

Course Code: BBA 501 Core/ Elective: Core No. of Credits: 4	Course Title HUMAN RESOURCE MANAGEMENT
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Course Objective:

The purpose of this course is

- To familiarize with the main aspects of Human Resource Management at the organization level.

Learning Outcomes:

Upon the completion of this course the students should be able to

- Understand the basic concepts of Human Resource management.
- Analyse the human resource planning, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.

Course Outline

Unit I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment.

Unit II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Acquiring Human Resources, Development of Human Resources, Requisites for successful HR Planning, Recruitment – Factors influencing, Sources of Recruitment–E- Recruitment-Selection Process – Placement, Induction, and Socialization –Promotion and Transfers.

Unit III: Employee Training: Significance – Identification of Training Needs – Employee Training Methods – Executive Development Methods – Evaluation of Training- Motivation-Communication-Leadership and Development Programs – Methods of Evaluation -Limitations to its effectiveness

Unit IV: Performance Appraisal: Scope & Significance – Methods of Appraisal – Limitations of Appraisal - Career Planning and Development – Ethics-Counselling- Mentoring-Coaching. The Future –The Challenges

Unit V: Wage and Salary Administration: Wage Structure and Policy – Wage Differentials – Wage Payment Methods – Incentives – Fringe Benefits –Industrial Relations: Causes of Disputes and Settlement - Role of State in Industrial Relations - Collective Bargaining -Employee Participation in Management - Quality of Work Life.

Suggested Reading:

1. Aswathappa. Human Resource Management 6th Edition (2010). Tata McGraw Hill, New Delhi.
2. Biswanath Ghosh. Human Resource Development and Management, (2005) Jain Book Depot, New Delhi

References:

1. C. B. Mamoria. Personnel management 21st Edition (2012). Himalaya Publishing House, New Delhi.
2. Edwin Flippo. Personnel management 5 th Edition (1994). Tata McGraw Hill, NewDelhi.
3. Rajashree Shinde, A. Abhilasha, A. Ramkumar Human Resource Management 1st Edition (2017). Himalaya Publishing House, New Delhi.
4. Sahni Personnel Management 5th Edition (2005). Kalyani Publisher, New Delhi.
5. Subba Rao. Human Resources management 12th Edition (2011). Himalaya Publishing House new Delhi.
6. V.S.P. Rao, Human Resources Management, 3rd Edition (2010). Excel Books, New Delhi. 11th Edition (2012) Tata McGraw Hill.

FINANCIAL MANAGEMENT

Course Code: BBA511F Core/Elective: Elective No. of Credits: 4	Course Title SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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Course objectives:

The purpose of this course is:

- To learn the fundamental techniques used to evaluate securities, including both qualitative and quantitative methods.
- To analyze financial statements, assess company performance, and determine the intrinsic value of stocks and bonds.
- To acquire the knowledge and skills necessary to construct and manage investment portfolios effectively.
- To learn about asset allocation strategies, risk management techniques, and the importance of diversification in building resilient portfolios.
- To apply both technical and fundamental analysis techniques to make informed investment decisions.

Learning outcomes:

Upon the completion of this course, the students will be able to

- **Demonstrate Proficiency in Securities Analysis:** Students will be able to conduct comprehensive analyses of individual securities using both fundamental and technical analysis techniques.
- **Construct and Manage Investment Portfolios:** Students will be able to design and manage investment portfolios tailored to specific investment objectives and risk tolerances.
- **Apply Modern Portfolio Theory Principles:** Students will apply the principles of Modern Portfolio Theory (MPT) to construct efficient portfolios that balance risk and return.
- **Evaluate Portfolio Performance and Risk:** Students will be able to assess the performance and risk of investment portfolios using relevant performance metrics and risk measures.

Course Outline:

Unit I: Introduction to Securities Markets- Overview of Financial Markets-Types of Securities: Equity, Debt, Derivatives-Market Participants: Investors, Issuers, Intermediaries-Regulatory Framework: SEC, FINRA, etc.-Efficient Market Hypothesis.

Unit II: Fundamental Analysis-Financial Statement Analysis: Income Statement, Balance Sheet, Cash Flow Statement-Ratio Analysis: Liquidity, Solvency, Profitability, Efficiency-Forecasting Techniques: Earnings, Dividends, Cash Flows-Company Valuation Methods: Discounted Cash Flow, Dividend Discount Model, Comparable Companies Analysis

Unit III: Technical Analysis- Basics of Technical Analysis: Charts, Trends, Patterns-Technical Indicators: Moving Averages, Relative Strength Index (RSI), MACD-Charting Techniques: Support and Resistance, Trend lines, Fibonacci Retracements-Candlestick Patterns and Interpretation-Dow Theory and Elliott Wave Theory

Unit IV: Portfolio Theory-Modern Portfolio Theory (MPT): Risk and Return Tradeoff-Capital Asset Pricing Model (CAPM)-Efficient Frontier and Optimal Portfolio Allocation-Diversification and Risk Management-Portfolio Performance Evaluation: Sharpe Ratio, Treynor Ratio, Jensen's Alpha-

Unit V: Portfolio Management Strategies-Asset Allocation Strategies: Strategic, Tactical, and Dynamic Asset Allocation-Passive vs. Active Portfolio Management-Value Investing vs. Growth Investing-Market Timing Strategies-Risk Management Techniques: Hedging, Options, Futures

Suggested reading:

1. "Security Analysis" by Benjamin Graham and David Dodd (McGraw-Hill Education)
2. "Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus (McGraw-Hill Education)
"Options, Futures, and Other Derivatives" by John C. Hull (Pearson)

References:

1. "Portfolio Construction and Analytics" by Frank J. Fabozzi, Harry M. Markowitz, and Sergio M. Focardi (Wiley)
2. "Technical Analysis of the Financial Markets" by John J. Murphy (Penguin Random House)
3. "A Random Walk Down Wall Street" by Burton G. Malkiel (W. W. Norton & Company)

Course Code: BBA512F Core/ Elective: Elective No. of Credits: 4	Course Title FINANCIAL MARKETS AND SERVICES
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Course Objectives:

The purpose of this course is

- To create awareness about Financial System and Financial services in India.
- To learn about the role of financial institutions in India
- To understand the importance of Venture Capital

Course Outcomes:

Upon the completion of this course, the students will be able to

- Explain the importance, functions of financial system and financial services
- Understand the concept of merchant banking and its functions
- Learn the venture capital financing modes used to raise finance
- Understand factoring, bill discounting and credit rating services needed for businesses.

Course Outline

Unit I: The Financial System in India Functions of the Financial System – structure of Indian financial system – Indian Money market – composition of money markets – money market instruments. Indian Capital Market – Importance of Capital Market. Classification of Indian capital market – Primary Market and Secondary Market - Products and Participants – Regulation of capital market – Recent trends in Indian capital Market. Financial Services: Meaning, scope, Features and Importance of Financial Services. Classification of Financial service Industry. Financial Innovation - Causes for Financial Innovation. New Financial products and services – Fintech services – types, growth, present scenario and challenges.

Unit II: Financial Institutions: Evolutions of banking in India - Functions of RBI and regulatory framework – Commercial banking in India – Role of private sector banks and public sector banks – changing role of commercial bank in India. NBFCs – Role and functions. Financial institutions in India – NABARD, SIDBI, EXIM Bank and NHB.

Unit III: Introduction to Merchant Banking Concept and Evolution of Merchant Banking in India- Functions of a Merchant Banker - Regulatory Framework for Merchant Bankers in India - SEBI guidelines Issue Management – Process and Underwriting -Public issue management – functions – categories of securities issue – role of issue manager. Obligations Relating to issues-Pricing of Issue- Underwriting

Unit IV: Venture Capital Financing: Origin-concept of venture capital financing-The Paradigm shift in venture capital-Features, Importance of VCF- Stages of VCF–Factors affecting VCF- Selection procedure of venture capitalists-Venture Capital Industry in India-Venture capital providers in India- SEBI(venture capital fund) Regulations- Indian venture capital scenario-Evaluation of VCF –Conventional valuation-First Chicago Method- Revenue Multiplier Method- -Role of TDICI in building venture capital fund-Exit strategies of venture capitalists- Issues- Challenges & Suggestions for the growth of venture capital finds in India.

Unit V: Factoring and Credit Rating: Factoring: Factoring concept, process and forms. Functions of a factor. cost of factoring, Legal aspects of factoring, Factoring scenario in India. Bill discounting Legal aspects of bill discounting. Difference between and Bill discounting and factoring. Credit rating: Meaning and Process of Credit rating of financial instruments. Rating methodology. Introduction to various Rating Agencies. Rating Symbols of different companies.

Suggested books:

1. E.Gordon and K.Natarajan , 2019, Financial Markets, Instruments and Financial Services, 11th edition, Himalaya Publication House , Mumbai.
2. Clifford Gomez, 2015, Financial Markets, Instruments and Financial Services, PHI learning Private Limited, Delhi.
3. L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
4. M. Y. Khan: Financial Services, TMH, 2012.
5. Dr. Vasanth Desai, 2013, Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.

References:

1. M Y Khan, "Financial Services", TMH, 5th edition.
2. Shashi K. Gupta, Nisha Aggarwal and Neeti Gupta, "Financial Services", Kalyani Publishers, 6th Revised Edition.
3. Bhatia, B.S., and Gupta G.S., Management of Financial Services, Deep and Deep, New Delhi.
4. Ghosh, P.K., and Gupta, G.S., Fundamentals of Lease Financing, Vision Publishers, New Delhi.
5. Gupta, S.K., and Nisha Aggarwal, Financial Services, Kalyani Publishers, New Delhi.

Course Code: BBA513F Core/ Elective: Elective No. of Credits: 4	Course Title INTRODUCTION TO DERIVATIVES AND RISKS
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Course Objectives:

The purpose of this course is:

- To provide the students integrated knowledge of derivative instruments and critical understanding and application of relevant derivative instruments to hedge a position in underlying markets.
- To develop capability of students in undertaking critical analysis of alternative approaches to hedging against risk positions taken in underlying markets and the ability to offer value driven and logical arguments for judgments.
- To develop the capability of students to identify, demarcate, analyse, and effectively address complex issues related to hedging with derivative instruments and apply practice-driven solutions with theory-driven arguments.
- To develop flexibility and adaptability of the students to apply specialized knowledge of derivative instruments and professional skills to practical hedging contexts.

Learning Outcomes:

Upon the completion of this course, the students will be able to

- **Understand Derivative Instruments:** Students should be able to demonstrate a thorough understanding of various types of financial derivatives, such as options, futures, forwards, and swaps.
- **Risk Management Techniques:** Learners should be equipped with the knowledge and skills to assess and manage risk using derivatives.
- **Analytical Skills:** Students should develop analytical skills to evaluate the potential benefits and drawbacks of using derivatives in different financial scenarios.
- **Regulatory and Ethical Considerations:** Learners should be aware of the regulatory framework governing derivative markets and understand the ethical considerations involved in trading and using derivatives.

Course Outline:

Unit I: Swap Contracts: Financial swaps, Swap market, Features of swap, Types of swap – Currency swap, Cross currency swaps, Coupon swap or Interest rate swap, Swap contracts, Features of swap contracts.

Unit II: Derivative Trading: Development of Derivatives Trading in India; Derivative markets; Regulatory Framework; System of Clearing and Settlement of trades, Pricing of swaps, Valuation models, Risk in swaps, Swap Trading.

Unit III: Futures Trading: Futures trading and Spot trading, short position and long position, Leveraged trading; Futures trading in stocks, Futures trading in stock Index, Features of futures trading, Margin requirement, Mark to Market valuation and margin, Procedure, Settlement system; Trading in currency futures, Interest rate futures and Commodity futures.

Unit IV: Options Trading: Framework of options, Pre-requisites for options trading, Options trading in India, Buying and selling calls, Buying and selling puts, Settlement system, Options clearing Corporation.

Unit V: Commodity Derivatives Trading: Commodity trading markets – National Commodity Derivative Exchange (NCDEX); Rationale for Commodity derivatives, Underlying assets, Intermediaries, Commodity futures, Commodity options; Regulatory framework and Regulations, FMC Guidelines, Trading and settlement system, Problems in trading and settlement.

Suggested Reading:

1. Bodie, et al. Investments. McGraw Hill.
2. Chandra, P. Investment Analysis and Portfolio Management. Tata McGraw Hill.

References:

1. Fischer, Donald E. and Ronald, J. Jordan. Security Analysis and Portfolio Management. PHI Learning.
2. Hull, J. C. and Basu. Options, Futures and Other Derivatives. Pearson Education.
3. Mayo, Herbert B. Investments. Thomson South Western.
4. Reilly, Frank K. and Brown, Keith C. Investment Analysis and Portfolio Management. Cengage Learning.

Course Code: BBA514F Core/ Elective: Elective No. of Credits: 4	Course Title MANAGEMENT OF BANKS
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Course Objectives:

The purpose of this course is:

- To equip the students with the fundamental banking principles and its regulatory aspects.
- To examine various technological and managerial aspects in the banking industry.
- To identify and examine the managerial framework of various departments.

Learning Outcomes:

Upon the completion of this course, the students will be able to

- Analyze the Indian and international banking scenarios.
- Explore the technological and managerial innovations in the banking sector.
- Analyze the recent developments in the banking sector and the applicability of the same in the practical scenarios.

Course Outline:

Unit I: Introduction to Banking - Evolution of banking in India-Types of banks- Banking functions - Mid & Back Office functions: support Functions: -The Business Offerings of a Bank- Business Divisions: Audit, Finance & Control. Retail banking-Corporate Banking-Investment Banking-Rural banking- Banker customer relationship-Banking licenses-Payment Banks-small finance bank-bank mergers.

Unit II: Banking Development and Innovation: Electronic fund transfer system: National Payment corporation of India – NEFT, RTGS, SWIFT- Mobile Banking – Interbank Mobile Payment Systems – Unified Payment Interface – Negotiated Dealing systems & Security

Settlement Systems- Electronic Money – e-cheque – Financial Inclusion – Business Correspondents – PMJDY – Fin Tech Revolution in Banking -Wearable Apps – Internet of Things – Core Business Solutions- Interface with payment System Network – Structured Financial Messaging System.

Unit III: Management in Banks: Marketing of banking services in banks – public relations system in banks – Human Resource Management in banks – Management Information system – Risk Management – Asset/ Liability Management.

Unit IV: Level of Knowledge: Conceptual and Historical perspective, Meaning, Nature and Scope of Insurance, Classification of Insurance Business- Life Insurance and General Insurance- Fundamental principles of insurance- Essentials of Insurance Contracts. Indian Insurance Industry- Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance. Regulation of Insurance-IRDA

Unit V: Level of Knowledge: Types of Insurances - Regulations relating to Life Insurance- General principles of life insurance contract. **General Insurance**-Laws Related to General Insurance-General Insurance Contract- **Health Insurance** –Medi-claim Policy, **Group Fire Insurance** -Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, and Fire Insurance Coverage - **Marine Insurance**-Types of Marine Insurance - **Motor Vehicles Insurance**-Need for Motor Insurance, Types of Motor Insurance.

Suggested Reading:

1. Dr Neelam C Gulati (2011). Principles of Risk Management and Insurance. New Delhi Excel Publishing.
2. Panda G.S., (2012). Principle and practice of insurance. Bengaluru, Kalyani publishers.

References:

1. Bank financial management (2018) Indian Institute of Banking and Finance-Macmillan education.
2. Gupta, S.N, Banking Law in Theory & Practice (5th ed.). Universal Law Publishers.

Marketing Management

Course Code: BBA511M Core/ Elective: Elective No. of Credits: 4	Course Title ADVERTISING AND SALES MANAGEMENT
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Course Objectives

The purpose of this course is

- To provide a basic understanding/acquaintance of Advertising and Sales Management and to learn the subject, integrate and apply it.
- To provide with a working knowledge of the major frameworks, theories, and research findings in the area of advertising and sales management.

Course Outcome

Upon the completion of this course, the students will be able to

- Know the framework, concepts of advertising and sales management.

Course Outline

Unit I: Concepts of Advertising: The Field of Advertising - Integrated Marketing Communication- Advertising and its types - Comparative Advertising - Communication Models in Advertising- Analysis of Mission - Market Objective Setting- Determining target Audience.

Unit II: Understanding Message Strategy: Message in Advertising- Headlines in Print and TV Advertising- Visualization and Layout- AD Appeals- Testimonials and Celebrity Endorsement- Types of Media - Media Selection - Media Planning.

Unit III: Campaign Making: Three Phases of Campaign Creation- Steps of Effective Advertising – Understanding Campaigns- Advertising Stake Holders – Advertising Organization - Organization Structure of Advertising Department.

Unit IV: Introduction to Sales: The Sales Process and Sales Management- Difference between sales promotion and advertising -Types/Kinds of sales and Why People buy- Issues in Sales Management - Value creation and Ethics- Sales Force Planning

Unit V: Ethics in Advertising and Sales: Perceived role of advertising and sales- The Advertising standards council of India- Forms of ethical violations- Misleading advertising - Product endorsements - Stereotyping, cultural, religious and racial sensitivity in advertising,

Suggested Reading:

1. Advertising and Sales Promotion, 1 January 2012 by Ken Kaser South Western Educational Publishing.
2. Advertising & Sales Promotion by S. K. Sarangi DU BOULEVARD PRIVATE LIMITED; 1st edition (1 January 2018).
3. Advertising and Sales Promotion, Dr. P.N. Harikumar, Prof. M.N. Mishra Himalaya Publishing House ISBN: 9789352026197, 9352026195.
4. Foundations of Advertising, S.A. Chunawalla, KC Sethia, Himalayan Publishing House Sales Management, Robert Calvin; McGraw Hill.

References

1. Advertising Management, Dr. Varma & Aggarwal, King Books
2. Advertising Principles and Practice, Qells Burnett Moriarty, PHI

Course Code: BBA 512M Core/ Elective: Elective No. of Credits: 4	Course Title CONSUMER BEHAVIOUR
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Course Objectives:

The purpose of this course is:

- To understand the concept of consumer behaviour, decision making by consumers, behaviour variables and influences on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behaviour, factors impacting attitudes and behaviour.
- To arm the budding marketers with an insight of the psychological and behavioural concepts of consumers thus enabling them to achieve their objectives and excel.
- To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.
- To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight importance of research in consumer behaviour and marketing.

Learning Outcomes:

Upon the completion of this course, the student will be able to

- Understand concept and overview of consumer behaviour.
- Explore models of consumer behaviour.
- Explain Individual determinants of consumer behaviour.
- Understand marketing research and its process.
- Explore applications of marketing research.

Course Outline

Unit I: Introduction to Consumer Behavior- Meaning, Types of consumers, Interdisciplinary nature of CB, Scope and Application of CB, Market segmentation and CB, Consumer Research.

Unit II: Consumer Decision Making Process - Problem recognition, Pre purchase search, purchasing process, Post purchase behavior, Models of Consumer decision making, Customer

Loyalty. Model of Consumer Decision Making-Black Box Model, Howard-Sheth Model, Consumer Decision making process

Unit III: Individual Determinants of Consumer behavior -Concepts of Personality, Motivation, Perception, Learning, Attitudes –External Determinants - Functions, FLC stages, Family decision making, Dynamics of husband wife decision making. Role of child in decision making, women’s buying behavior.

Unit IV: Influence of Social Class on CB - Categories, Measurement of social class, Life style profiles, VALS, AIOS, Social class mobility – Influence of Culture - Characteristics, Measurement of Culture – Content analysis, Consumer Fieldwork, Subculture – religious, regional, racial, age and gender, culture – religious, regional, racial, age and gender

Unit V: Diffusion of Innovation - Innovation, Diffusion process, Channels of communication, social system and time, Stages - adoption process. Information sources

Suggested Reading:

1. Schiffman, L.G., Kanuk.L.L, & Kumar.S.R (2010).Consumer Behaviour (10th ed). Prentice Hall.
2. Blyth, J. (2008). Consumer Behavior, London: Thomson Learning.

References

1. Lantos, G.P. (2010). Consumer Behaviour in Action- Real Life Applications for Marketing Managers. New York: M.E Sharpe.
2. Nair.S.R (2010). Consumer Behaviour in Indian Perceptive. Mumbai: Himalaya Publishing House.
3. Engel.J.F, Kollat.D.T,&Minar.P.W (2008).Consumer Behaviour Hinsdale IL Dryden Press.

Course Code: BBA513M Core/ Elective: Elective No. of Credits: 4	Course Title DIGITAL MARKETING
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Course Objectives:

The purpose of this course is:

- To educate students in the area of Digital Marketing.
- To understand the transformation of business marketing practices across the globe.
- To examine the strategic role of digital marketing processes and tools.
- To explore the challenges of interactive media, and the creative challenges of communicating.
- To know about search engines and future trends in digital marketing.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the concepts of Digital Marketing.
- Understand the Digital Marketing and Social Media marketing practice across the globe.
- Learn the strategic role of digital marketing process.
- Understand the challenges of interactive media, and communicates.
- Understand about the search engines and future trends.

Course Outline:

Unit I: Introduction of the Digital Marketing- Creating initial Digital Marketing Plan- SWOT Analysis- Target Group Analysis- Content management- Optimization of Web Sites-MS Expression- SEO Optimization- CRM platform-Google Analytics- Social Media Marketing- Budgeting.

Unit II: Digital Marketing Budgeting - Digital Marketing- Benefits of Digital V/s Traditional Marketing- Digital Marketing Platforms- Defining Digital Marketing Goals- Latest Digital Marketing Trends.

Unit III: Search Engine Optimization- Introduction to Search Engines-How Search Engine works- Search Engine Optimization & its Benefits- Search Engine Marketing- Google Adwords- Google Ad sense- Display Advertising- Keyword Optimization.

Unit IV: Social Media Marketing- social media- SMM v/s SMO- Benefits of SMM- Social Media Strategy; Facebook Marketing; Twitter Marketing; YouTube Marketing; Instagram Marketing; Google Marketing; LinkedIn Marketing; contextual marketing.

Unit V: Internet demographics: On-line user behavior and characteristics – navigation behavior (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – acquiring customers on the web.

Suggested Reading:

1. Corey Rabazinski, Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, January 2015.
2. Ian Brodie, Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing.
3. Jan Zimmerman and Deborah, Social Media Marketing All-In-One for Dummies.

References:

1. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley Publishers.
2. Ryan Deiss and Russ Henneberry, Digital Marketing for Dummies.

Course Code: BBA514M Core/ Elective: Elective No. of Credits: 4	Course Title PRODUCT AND BRAND MANAGEMENT
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Course Objectives

The purpose of this course is

- To present contemporary view of the role of Brand Management
- To explore various issue related to Brand Management
- To develop a critical understanding of the process involved in Private Label Management in Retailing

Learning Outcome

Upon the completion of this course, the students will be able to

- Will be able to apply the concepts of the brand management to promote retail brands.
- Will be able to identify retail branding strategies suitable to the current scenario.

Course Outline:

Unit I: Brand – Meaning – Definition – Role of Brand – Brand Positioning & Personality of a Brand - Concepts on Branding and Brand Management - Brand Element Choice Criteria- Marketing Advantages of Strong Brands- Financial Brand Value.

Unit II: Consumer’s Concept of ‘Self-Image’- Brand Proposition – Brand Name & Brand Awareness- Brand Equity Model (D. Aaker) - Brand Associations- Brand Awareness - Brand Loyalty - Brand Asset Valuator

Unit III: Managing Brand Portfolio – Contemporary View of The Role of Brand Management – Various Issues Related to Brand Management – Process Involve in Building & Managing Brand in Retail-Brand Positioning- Value proposition- Brand Repositioning and Relaunching.

Unit IV: Planning & Implementing- Private Label Marketing Programs- Criteria for Choosing Private Label Elements-Options & Tactics for Private Label Elements- Use of IMC for Brand Building- Leveraging Secondary Brand Associations to Private Brand Building.

Unit V: Measuring & interpreting private label Performance- Developing a private Brand Equity Measurement & Management System- Measuring Sources of Brand Equity - Outcome of Brand label - Equity Identifying & Establishing private label Positioning.

Suggested Reading:

1. Bajaj, Tuli & Srivastava, Retail Management, Oxford University Press, New Delhi.
2. Kelley & Jugenheimer, Advertising Media Planning a Brand Management Approach, Prentice Hall, India. 2008

References:

1. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2013). Retailing. Cengage Learning.
2. Gilbert, D. (2003). *Retail marketing management*. Pearson Education India.
3. S.L. Gupta, Retail Management

HUMAN RESOURCE MANAGEMENT

Course Code: BBA511H Core/ Elective: Elective No. of Credits: 4	Course Title HUMAN RESOURCES MANAGEMENT
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Course Objectives

The purpose of this course is

- To familiarize with the main aspects of Human Resource Management at the organization level.
- Understand the basic concepts of Human Resource management.

Course Outcome

Upon the completion of this course, the students will be able to

- Analyse the human resource planning, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- Develop, implement, and evaluate employee orientation, training, and development programs.
- Evaluate the process of the design and evaluation of the performance management program.
- Explain the concepts like compensation, employee welfare, and industrial relation issues

Course Outline:

Unit I: Evolution of the concept of Human Resource in retail operations - long term and short-term objectives of HR in Retail- Importance – Scope – Functions – Objectives of Human Resource Management.

Unit II: Planning - HR inventory, Design for Retailer's specific needs – Recruitment and Selection - Job analysis - Process of Job Analysis - Job Specification - Methods of analysis.

Unit III: Placement - Induction - Internal mobility of Human Resource - Training of employees - Need for training - Objectives and methods of training - Training Evaluation, Employee Commitment and motivation of Human Resource.

Unit IV: Compensation Management - Grievance Redress - Compensation Planning - Wage Systems - Factors influencing wage system - Employee turnover - Labor participation in management.

Unit V: Performance Management - Employee Engagement - Challenges of Human Resource Management in Retail Sector.

Suggested Reading:

1. Aswathappa. Human Resource Management 6th Edition (2010). Tata McGraw Hill, New Delhi.
2. Biswanath Ghosh. Human Resource Development and Management, (2005) Jain Book Depot, New Delhi
3. C. B. Mamoria. Personnel management 21st Edition (2012). Himalaya Publishing House, New Delhi.
4. Edwin Flippo. Personnel management 5th Edition (1994). Tata McGraw Hill, New Delhi.

References:

1. Rajashree Shinde, A. Abhilasha, A. Ramkumar Human Resource Management 1st Edition (2017). Himalaya Publishing House, New Delhi.
2. Sahni Personnel Management 5th Edition (2005). Kalyani Publisher, New Delhi.
3. Subba Rao. Human Resources management 12th Edition (2011). Himalaya Publishing House new Delhi.
4. V.S.P. Rao, Human Resources Management, 3rd Edition (2010). Excel Books, New Delhi.
11th Edition (2012) Tata McGraw Hill.

Course Code: BBA512H Core/ Elective: Elective No. of Credits: 4	Course Title TALENT MANAGEMENT
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Course Objectives:

The purpose of this course is

- To understand performance excellence through Talent Management.
- To apply Talent Management concepts in Human Resource Management
- To formulate the Talent Management strategies for the corporate organization.

Learning Outcomes:

Upon the completion of this course, the students will be able to

- Develop talent management strategy for the organization chosen
- Defends the talent management strategic plan for the organization chosen.
- Identify and acquire talent that meets organizational needs by sourcing the right candidate for the right role.
- Enhance performance of talent within the organization for development, retention and
- Succession planning.

Course Outline

Unit I: Introduction to Talent Management Talent Management: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent, Benefits of Talent Management.

Unit II: Talent Management Planning Understanding the Needs and Mind set of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modeling Excellence.

Unit III: Talent Acquisition Defining Talent Acquisition, develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, current Trends in Talent Acquisition.

Unit IV: Talent Retention 'SMR Model', (Satisfy, Motivate and Reward) - The Formula to win Your Employees & Retain Them, Employee Retention Programs, Career Planning & Development, Best Practices in Employee Retention'

Unit V: Opportunities and Challenges in Talent Management: Talent Management challenges, Strategies to overcome the challenges, opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.

Suggested Reading:

1. A Framework for Human Resource Management, Dessler Gary, Pearson, Edition: 7th.
2. Fundamentals of Human Resource Management, Varkkey Biju, Dessler Gary, Pearson, Edition: 14th

References:

1. Talent Management Hand Book, Lance A Berger, Dorothy R Berger, McGraw-Hill, Edition: 13th.
2. Talent management in India: Challenges and opportunities, Hasan, & Singh, Atlantic Publication.

Course Code: BBA513H Core/ Elective: Elective No. of Credits: 4	Course Title TRAINING AND DEVELOPMENT
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Course Objectives:

The purpose of this course is

- To provide an overview of Training and Development in the organization.
- To provide knowledge on various Training and Developments techniques.

Learning Outcomes:

Upon the completion of this course, the students will be able to

- Understand the importance of Training and Development in organization perspective.
- Design and evaluate the training programs.

Course Outline:

Unit I: Training concepts: Introduction - Concept - Training Process- Significance, Models of Training- Systematic Model- Transitional Model- Systems approach to training.

Unit II: Training function: HR and the Training function - Training and corporate strategy – Organization and Management of Training Function

Unit III: T&D Organizations and policies: Training Centers in organizations- Role of external agency in T&D- Training as consultancy - Evolving Training Policy Training budget and schedules/calendar, Training needs assessment: Training Needs Assessment - Definition and purposes - Components of Needs assessment Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.

Unit IV: Design of Training Programme: Course content design – Trainer skill development - Facilities design- Trainee design -Resistance in Training, Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.

Unit V: Training Methods: Indoor training methods: On-the-job Training - Off –the –job methods- Behavior Modeling- Audio Visual Enhancements to Training- Outdoor training methods, E-learning and Evaluation of T & D Programme: E-learning methods- Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training Programme- Conceptual model of training - Effectiveness - Evaluation criteria-Kirkpatrick model.

Suggested Reading:

1. Employee Training and Development, Raymond A.Noë, TMH .
2. Effective Human Resource Training and development Strategy, B.Rathan Reddy, Himalaya.

References:

1. Donald L. Kirkpatrick and James Kirkpatrick, Evaluating Training programs, Tata McGraw Hill.

Course Code: BBA514H Core/ Elective: Elective No. of Credits: 4	Course Title INDUSTRIAL RELATIONS
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Course Objectives:

The purpose of this course is

- To sensitize the students with the Industrial Relations scenario in India.
- To introduce students to the basic concepts in Industrial Relations.
- To know the role and function of the Trade Unions in Modern Industrial Society of India
- To enable students, understand the dynamic nature of Indian Industrial Relations.

Course Outline:

Upon the completion of this course, the students will be able to

- Analyze the future of Industrial Relations in the wake of changes in work culture.

Course Outline:

Unit I: Introduction: Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India.

Unit II: Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process.

Negotiations-Types of Negotiations-Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management.

Unit III: Trade Unions: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector

Unit IV: Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, and model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

Unit V: Indian Industrial Relations-Changes and Challenges-Liberalization and Indian Industrial Relations. The future of Industrial Relations in the wake of changes in work culture. Effects of changes in Labor Laws on Indian Industrial Relations.

Suggested Reading:

1. Bose, Subhas Chandra, The Trade Union Movement, Selected Speeches of Subhas Chandra.
2. Bose, Publication Division, Government of India, New Delhi, 1992.
3. Giri V V: Labour Problems in Indian Industry, Asia Publishing House, Mumbai, 1972.

References:

1. Yoder, Dale: Personnel Management and Industrial Relations, Oxford University Press, 1972.
2. Davar R S: Personnel Management and Industrial Relations in India, Himalaya Publishing House, Mumbai, 1998.
3. Mamoria C B: Industrial Relations in India, Himalaya Publishing House, Mumbai, 1998
Venkata Ratnam, C.S., Industrial Relations, Oxford University Press, New Delhi, 2006.

TOURISM AND TRAVEL MANAGEMENT

Course Code: BBA511T Core/ Elective: Elective No. of Credits: 4	Course Title TOURISM MANAGEMENT
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Course Objectives

The purpose of this course is

- To realize the potential of tourism industry in India.
- To understand the various elements of Tourism Management.

Learning Outcome

Upon the completion of this course, the students will be able to

- Understand tourism trends in the national and international context.

Course Outline:

Unit I: Tourism Concepts: Historical Development of Tourism - Definitions & Nature - Tourism: Components and Characteristics - Visitor-Excursionist - Typology of Tourist - Forms of Tourism - Tourism Motivations and Deterrents – Tourism Impacts: Economic Impacts, Socio-Cultural Impacts, Ecological Impacts, Environmental Impacts.

Unit II: Domestic and International Tourism: Domestic Tourism, National Tourism & Regional Tourism: Inbound Tourism, Outbound Tourism, Internal Tourism - International Tourism: Inbound and Outbound Tourism – Tourism Demand and Supply – Tourism Satellite Accounts.

Unit III: Tourism Industry: Structure, Functions and Constituents- Direct, Indirect and Support Services-Basic Components of Tourism: Transport-Accommodation-Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & Superstructure.

Unit IV: Tourism Theory and System: Leiper's Geo-Spatial Model - Mill-Morrison's Tourism Policy Model - Mathieson & Wall's Travel Buying Behavior Model - Butler's Tourism Area Life Cycle (TALC) Model - Doxey's Irridex Model – Crompton's Push and Pull Theory- Stanley Plog's Psychographic Model-Gunn's Tourism Planning Model.

Unit V: Tourism Organizations: UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India

Suggested Reading:

1. Bhatia, A. K. (2006). International tourism management. Sterling Publishers Pvt. Ltd.
2. Charles, R. G., Ritchie, J. B., & Woorow, R. (2006). Tourism: Principles, Practices, Philosophies.

References

1. Coltman, M. M. (1989). Introduction to Tourism and travel. An International Approach VanNostrand Reinhold.
2. Franklin, A. (2003). Tourism: An Introduction. Sage.
3. Gee, C. Y., Choy, D. J., & Makens, J. C. (1984). The travel industry. AVI Publishing Company, Inc.
4. Page, S., & Connell, J. (2006). Tourism: A Modern Synthesis. Cengage Learning EMEA.
- Youell, R. (1998). Tourism: An Introduction. Addison Wesley Longman Ltd.

Course Code: BBA512T Core/ Elective: Elective No. of Credits: 4	Course Title TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT
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Course Objectives

The purpose of this course is

- To understand the significance of travel agency and tour operation business.
- To know the current trends and practices in the tourism and travel trade sector.

Learning Outcome

Upon the completion of this course, the students will be able to

- Develop adequate knowledge and skills applicable to travel industry.

Course Outline

Unit I: Travel Trade: Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tours & Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - Changing Scenario of Travel Trade.

Unit II: Travel Agency and Tour Operation Business: Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a Travel Agency - Diversification of Business: Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

Unit III: Itinerary Planning & Development: Meaning, Importance and Types of Itineraries - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

Unit IV: Tour Packaging & Costing: Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of Costs - Components of

tour cost - Preparation of Cost Sheet - Tour pricing: Calculation of Tour Price - Pricing Strategies
- Tour Packages of Thomas Cook, SOTC, Cox & Kings and TCI.

Unit-V: Roles and Responsibilities of Travel Trade Associations: Objectives - Roles and Functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAIOI, ADTOI, IAAI, FIYTO, TAFI.

Itinerary Design and Field Visit – 1 Credit

Suggested Reading

1. Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
2. Negi. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.

References

1. Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London.
2. Holloway, J.C. (2002), The Business of Tourism, Prentice Hall, London, pp.220-279.
3. Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi, pp-164-296.

Course Code: BBA513T Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL TOURISM AND TRAVEL MANAGEMENT
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Course Objective

The purpose of this course is

- To provide an overview of global tourism trends along with major places of tourist importance in different continents.

Learning Outcomes

Upon the completion of this course, the students will be able to

- Develop comprehensive understanding of international tourism business.
- Gain latest information pertaining to the global trends and practices in tourism and travel trade sector.
- Develop skills to manage the inbound and outbound tourism.

Course Outline

Unit I: Global Tourism - Past, Present and Future Trends: Global Tourism Trends, Tourist Arrivals, Receipts & GDP of First Ten Leading Country, India's Position in Global Tourism, Factors Contributing to Growth of Global Tourism, Global Tourism by 2030, Diversification of Emerging Tourism Products, New Competitive Global Emerging Tourism Destinations, India's international relations and its impact on tourism.

Unit II: Tourism places of Asia: Major Tourism Places of Interest in Nepal, Sri Lanka, Maldives, UAE, Singapore, Thailand, Malaysia, Hong Kong, China, Japan, Cambodia, Philippines, Indonesia and Russia.

Unit III: Tourism places of Europe: Major Tourism Places of Interest in UK, France, Germany, Spain, Portugal, Belgium, Austria, Switzerland, Greece, and Italy.

Unit IV: Tourism places in North and South America: Major Tourism Places of Interest in USA, Canada, Mexico, Cuba, Brazil, Argentina, Peru, and Chile.

Unit V: Tourism places in Africa and Australasia: Egypt, South Africa, Zimbabwe, Kenya, Mauritius, Seychelles, Madagascar and Australia, New Zealand.

Suggested Reading:

1. Bhatia A.K. (2011), International Tourism Management, Sterling Publishers, New Delhi.
2. Swain, S.K. & Mishra, J.M. (2012). Tourism: Principles & Practices, Oxford University Press, New Delhi.
3. Vellas Francois (1995). International Tourism: An Economic Perspectives. St. Martin's Press.

References

1. Cochrane, J. (2008) Asian Tourism Growth and Change, Elsevier, London.
2. Reisinger Y, (2009), International Tourism – Cultures and Behavior, Butterworth-Heinemann, Oxford, UK.
3. UN World Tourism Organization (2002). Performance Indicators for Tourism Destinations in Asia and the Pacific Region, Business & Economics.
4. William F. Theobald, W.F. (2013) Global Tourism, Elsevier Science, London.

Course Code: BBA514T Core/ Elective: Elective No. of Credits: 4	Course Title AIRFARES AND COMPUTER RESERVATION SYSTEMS
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Course Objectives

The purpose of this course is

- To make the students familiarise with the basic aviation fare structure.
- To familiarize the learner with booking of tickets through CRS and constructing airfares.
- To extend hands on training to standard CRS packages like Amadeus, Galileo etc.

Learning Outcome

Upon the completion of this course, the students will be able to

- Understand the nuances of airline routing, airfare construction, documentation and handling ticketing.
- Book flight tickets through software.

Course Outline

Unit I: Airline Geography: IATA Traffic Conference Areas and Sub Areas - Important cities and airports of the world - Airline codes - Various codes used in Airline Ticketing - Planning itineraries - Time differences and flying time - Types of journeys - Domestic ticketing - Components of airfare – TFCs - Issuing paper tickets - International tickets.

Unit II: Role of IATA and ICAO: IATA BSP - Credit cards – EMDs - Baggage Rules: Piece and Weight Concept - Special fares - Discounts and Special facilities available for various types of passengers (Visually Challenged people, students, child, infants, senior citizens, army, air force, and navy, cancer patients etc.)

Unit III: Booking: Introduction to GDS and CRS - Sign In/off - Work Areas – Encoding and Decoding codes - Basic flight Availability - Seat Booking - Creating PNRs: Entering name segment, Itinerary, Contact, Ticket Element, Billing address - Special requests, and other information.

Unit IV: PNRs and Itinerary pricing: Changing the PNR Elements - Deleting basic PNR Data - Cancelling mandatory elements – Rebooking - Advance seating request - Displaying of Fares - Booking tickets - Rebooking of tickets - Issuing electronic tickets and paper tickets – Queues – Client Profiles.

Unit V: Hotel Reservation - Car Rentals - Miscellaneous Entries.

Suggested Reading:

1. Amadeus/Galileo/Sabre—Global Distribution System.
2. Davidoff, D.S. and Davidoff, P.G. (1995). Air Fares and Ticketing. New York: Prentice Hall.
3. Gupta, S.K. (2007). International Airfare and Ticketing – Methods and Techniques, New Delhi: UDH Publishers and Distributers (P) Ltd.

References:

1. ABC World Airways Guide
2. IATA Air Ticketing Handbook
3. Passenger Air Tariff.
4. Travel Information Manual

SUPPLY CHAIN MANAGEMENT

Course Code: BBA511S Core/ Elective: Elective No. of Credits: 4	Course Title LOGISTICS AND SUPPLY CHAIN MANAGEMENT
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Course Objectives

The purpose of this course is

- To understand the strategic role of logistics management.
- To study the important modes of logistics operations.
- To Know supply chain techniques from an international perspective.

Learning Outcomes

Upon the completion of this course, the students will be able to

- Understand the strategic role of Logistics and Supply chain Management in cost reduction and offering improved service to the customers.
- Combine the traditional physical distribution activity with modern Information Technology to have a sustainable competitive advantage for the organization Globally.

Course Outline:

Unit I: Logistics and Supply Chain Management: Definition, Evolution, Importance - The concepts of logistics and Supply Chain Management - Key Drivers of Supply Chain Management and Logistics relationships.

Unit II: Basics of Transportation: Transportation Functionality and Principles - Multimodal Transport: Modal Characteristics; Modal Comparisons - International Air Cargo Transport - Coastal and Ocean transportation - Characteristics of shipping transport - Types of Ships.

Unit III: Containerization: Genesis, Concept, Classification - Benefits and Constraints - Inland Container Depot (ICD): Roles and Functions – CFS - Export Clearance at ICD – CONCOR - ICDs under CONCOR.

Unit IV: Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging - Packing for Storage - Overseas Shipment – Inland Transportation - Product content Protection - Packaging Types: Primary, Secondary and Tertiary - Requirements of Consumer Packaging - Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI) - Universal Product Code - GS1 Standards - Package labels - Symbols used on packages and labels.

Unit V: Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load (LCL) / Full Container Load (FCL)] – Customs – Documentation – Shipment - Delivery to distribution centers - distributors and lastly the retail outlets - Import Logistics: Documents Collection - Valuing - Bonded Warehousing - Customs Formalities- Clearing, Distribution to Units.

Suggested Reading

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.

References

1. Donald J Bowersox, David J Closs, Logistical Management, TMH.
2. Pierre David, “International Logistics”, Biztantra.
3. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

Course Code: BBA512S Core/ Elective: Elective No. of Credits: 4	Course Title RETAIL LOGISTICS
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Course Objective

The purpose of this course is

- To introduce process and functions of physical distribution system.
- To introduce the major building blocks, functions, business process, performance metrics and decision making in Retail Logistics network

Learning Outcome

Upon the completion of this course, the students will be able to

- Provide an insight into the role of Internet Technologies and electronic commerce in Logistics chain management

Course Outline

Unit I: Physical distribution: Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – Electing channel members – Distribution objectives and tasks – Target markets and channel design strategies.

Unit II: Managing the marketing channel: Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives,

Unit III: Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making. Franchise systems and corporate marketing systems.

Unit IV: Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

Unit V: Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object.

Suggested Reading

1. Ballau, Renald H. Business Logistics Management. Englewood Cliffs, New York, Prentice Hall Inc.
2. Beal K. A management Guide to Logistics Engineering. U.S.A. Institute of Production Engineering.
3. Benjamin S.B. Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall.

References

1. Bowersox, D.J. and Closs, D.J. Logistics Management: A System Integration of Physical Distribution. New York Macmillan.
2. Christopher, M. Logistics and Supply Chain management: Strategies for Reducing Costs and Improving Services. London, Pitsman.

Course Code: BBA513S Core/ Elective: Elective No. of Credits: 4	Course Title PROJECT MANAGEMENT
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Course Objectives

The purpose of this course is

- To understand the significance of Project management.
- To develop the awareness s of duties of Project managers.

Learning Outcome

Upon the completion of this course, the students will be able to

- Understand the Ethical issues in Project Management.
- Identify and improve the project opportunities and quality.

Course Outline

Unit I: Project Management - overview- steps in defining the project-Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. The role of Project Manager – Responsibilities Responsibility Matrices -and Selection – Project Teams. Formal Organisation Structure and Design – Types of project organizations.

Unit II: The Planning Process – Work Break down Structure. Developing the project network – constructing a project network– PERT – CPM – crashing of project network. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management. Resource levelling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Time and cost planning for projects

Unit III: Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and levelling. Allocating scarce resources – Goldratt’s Critical Chain – Executing the projects – Ethics in executing projects

Unit IV: Data Collecting and reporting – Project Monitoring and Control –project audits –audit process – project closure –project evaluations - Auditing and Termination. Net Present Value-Benefit- Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability.

Unit V: Managing project stakeholders – social network building– qualities of an effective project manager – managing project teams – Five Stage Team Development Model – factors affecting team development –pitfalls. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict – Best Practices in Project Management

Suggested Reading

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

References

1. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning,2003.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.
3. Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry,Wiley, 2003.
4. Alan Glasser, Research and Development Management, Prentice-Hall, 1982.

Course Code: BBA514S Core/ Elective: Elective No. of Credits:4	Course Title MANAGING GLOBAL OPERATIONS
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Course Objectives

The purpose of this course is

- To understand the influence of global marketing forces on supply chain decisions.
- To analyse the risks and advantages in supply chain management.
- To appreciate green supply chain indicators.

Learning Outcomes

Upon the completion of this course, the students will be able to

- Acquire knowledge about the global dynamics of supply chain operations.
- Understand the risk assessment in the global market.

Course Outline

Unit I: Introduction, Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force. Stages of International Development.

Unit II: Risk of Global Supply Chain- Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.

Unit III: Issues in international Supply Chain Management –International Versus Regional Product, Local autonomy versus control logistics –Importing & Exporting, Main forces, Barriers

Unit IV: The Global Supply Chain-Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting, Main force.

Unit V: Green Supply Chain –Strategies. Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain.

Suggested Reading

1. Donald J. Bowersox David J. Closs, Logistical Management, Tata Mc Graw hill

References

1. Sunil Chopra & Peter Meindl, Supply Chain Management, PHI.
2. Dr. R.P. Mohanty & Dr. S.G. Deshmukh, Essentials of Supply Chain Management, Jaico Student Edition.

Course Code: BBA511	Course Title
Core/ Elective: Internship	Summer Internship Report
No. of Credits: 4	

Course Objectives:

- The purpose of writing project report is to communicate the findings of the project study undertaken on a particular topic by a student in business organization in a systematic way, in partial fulfilment of BBA program. It is a time-bound and independent study guided by a faculty member.
 1. To enable students to identify the thrust area of research.
 2. To conduct the literature survey and problem identification and articulate the research gap.
 3. Develop research proposal and design for a study.
 4. To collect and analyse the data and summarize the findings.
 5. To develop a research report.

Learning Outcomes:

- At the end of the project work students will be able to
 1. Identify the thrust are of research.
 2. To conduct the literature survey and problem identification and articulate the research gap.
 3. Develop research proposal and design for a study.
 4. Analyse the data applying statistical tools and summarize the findings.
 5. To develop a research report.

About the Project

The students are imparted theoretical inputs through classroom learning. As prospective employees in corporate organizations, the students of BBA are expected to observe and learn the implementation of the concepts and principles in a real time situation. Therefore, the students will have to work for 6 - 8 weeks in an organization under the mentorship of an external guide in the organization and an internal guide from the University.

After returning from the Summer Internship in the organization, during the subsequent semester, the students, under the supervision of internal guide of the University are expected to compile, analyze and interpret data, submit their findings and learning experiences from the project. They are expected to prepare a report and submit to the University as a Summer Training Project.

Evaluation Pattern

Summer Training Project is a 4 Credit course and is evaluated for 100 marks which is divided into three parts i.e., Project Report, presentation and Viva-Voce. Project report carries 50 Marks, Presentation carries 25 marks and Viva-Voce carries 25 Marks.

SEMESTER – VI

Course Code: BBA601 Core/ Elective: Core No. of Credits: 4	Course Title ENTREPRENEURSHIP DEVELOPMENT
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Course Objective

The purpose of this course is

- To expose the students to the concepts of entrepreneurship development and small business management, to enhance their skills to establish a new enterprise and to effectively manage the same.

Learning Outcome

- Recognize and understand the concept of entrepreneurship, types, and characteristics of small businesses.
- Recognize and recall the theories of entrepreneurship and analyse how entrepreneurs acquire resources and persuade others to invest in their novel venture.
- Identify the various environmental factors, external to the individual, which can influence the extent of entrepreneurship in society.
- Outline how entrepreneurship connects to innovation in small firms and new ventures.

Course Outline

Unit I: Introduction: Fundamentals of Entrepreneurship – Evolution of the Concept–Basic Models and Theories of Entrepreneurship – Psychological Theories of Entrepreneurship – Social, Cultural and Political Dimensions of Entrepreneurship – Functions of an Entrepreneur –Types of Entrepreneurs – Different Forms of Enterprises – Entrepreneurial Culture – Stages in Entrepreneurial Process – Intrapreneurship – Entrepreneurship as a Style of Management – Entrepreneurial Challenges.

Unit II: Role of Entrepreneurship in Economic Development – Entrepreneurial Competencies – Functions of Entrepreneurship – Types of Entrepreneurs- Mergers and Acquisitions – Diversification – Strategic Intent and Fit.

Unit III: Entrepreneurship Theories & Approaches – Entrepreneurial Motivation – Entrepreneurial Climate – Preparing a Business Plan- Meaning and Objectives of a Business Plan- Advantages and cost of preparing a Business Plan- Elements and Critical Assessment.

Unit IV: Entrepreneurship – Opportunity Identification – Business Plan - Feasibility Report – Funding options - Organizational Framework for Promotion and Development – Startups- MSME and Respective State Entrepreneurship Training.

Unit V: Creativity and Innovation – Roadblocks to Creativity – Promotion of Start-ups – Problems faced by Small Scale Entrepreneurs- Barriers to Entrepreneurship- Role of Creativity and Innovation in Entrepreneurship.

Suggested Reading

1. Srinivasan. R (2006), Strategic Management: the Indian Concept, 2nd Ed., Prentice Hall India, New Delhi.

References

1. John A. Pearce II & Richard B. Robinson Jr. (1991) Strategic Management, 3rd Ed, AITBS, New Delhi.
2. Michael E. Porter (1985), Competitive Advantage, Free Press, New York.
3. Miller. A & Dess. G.G (1996), Strategic Management, 2nd Ed., McGraw Hill, New York.
4. Peter F. Drucker (1985), Innovation & Entrepreneurship, Harper & Row, New York.
5. Thomson. A. A., Stickland. A.J. & Cambel. J. E., (2005), Crafting and Executing Strategy- the Quest for Competitive Advantage, Tata McGraw Hill, New Delhi.

FINANCE SPECIALISATION

Course Code: BBA611F Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL FINANCIAL MANAGEMENT
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Course Objective:

The purpose of this course is

1. To gain the conceptual knowledge and application of international financial management.

Learning Outcomes:

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

1. Understand international capital and foreign exchange market.
2. Identify and appraise investment opportunities in international environment.
3. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.

Course Outline:

Unit I: Introduction: An Overview of International Financial Management: Meaning – Features of International Finance – Scope of International Finance – International Financial Management and Domestic Financial Management – Factors Influencing Growth of International Finance – International Monetary System. Balance of Payments Accounting: Accounting Principles – Debit and Credit Entries – Balance of Payments Statement (Theory Only)

Unit II: Foreign Exchange Market: Features – Major Participants – Spot Market: Features, arbitrage, speculation – Forward Market: Features, Arbitrage, Hedging. Speculation, Swapping. Exchange Rate Mechanism: Exchange Rate Quotations – Nominal, Real & Effective Exchange Rates – Exchange Rate Determination in Spot Market – Exchange Rate Determination in Forward Market (Theory and Problems)

Unit III: Foreign Exchange Exposure: Measurement of Foreign Exchange Exposure: Meaning &

Relevance of Foreign Exchange Exposure – Classification of Foreign Exchange Exposure: Transaction Exposure, Operating Exposure & Accounting Exposure. Management of Foreign Exchange Exposure: Need – Hedging of Transaction Exposure – Hedging of Real Operating Exposure – Management of Accounting Exposure (Theory and Problems)

Unit IV: Foreign Direct Investment: Theories of FDI – Costs and Benefits of FDI – Strategy for FDI – Control of MNCs. International Capital Budgeting: Evaluation Criteria: Non-discounting Methods and Discounting Methods – Computation of Cash Flow – Cost of Capital: Average Cost of Capital – Cost of Debt – Cost of Equity Shares – Cost of Retained Earnings (Theory and Problems)

Unit V: International Financial Markets: Channels for International Flow of Funds – Changing Structure of the International Financial Market – Selection of Sources and Forms of Funds. International Financial Instruments: Euro Credits: Revolving Credit, Term Credit – Euro Bonds: Straight Bonds, Convertible Bonds, Currency Optional Bonds, FRNs – Euro Currency Deposits: Call Deposits, Term Deposits, Certificates of Deposits – Euro Notes: Commercial paper, NIF, Medium Term notes – Euro Issues: FCCB, GDR, ADR (Theory and Problems)

Suggested Reading:

1. Bharati V Pathak: Indian Financial Management, Pearson.
2. Clark: International Finance, 2e Thomson.
3. Jeevenandam, Foreign Trade Finance and Risk Management, Sultan Chand.

References:

1. Jeff Madura: International Financial Management, Cengage.
2. Joseph Anbarasu: Global Financial Management, Ane Books Pvt. Ltd.
3. Kevin S: Fundamentals of International Financial Management, PHI.
4. Madhu Vij: International Financial Management, Excel Books.
5. Shapiro: Multinational Financial Management PHI.

<p>Course Code: BBA612F Core/ Elective: Elective No. of Credits: 4</p>	<p style="text-align: center;">Course Title BUSINESS VALUATION AND PROJECT APPRAISAL</p>
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Course objectives:

The purpose of this course is

- To provide theoretical overview of key methods applied to value different types of business and assets;
- To improve students’ skills to analyse financial statements of a company and to determine its’ price.
- To understand how to select the appropriate method of business valuation for any given situation.

Learning Outcomes:

Upon the completion of this course, the students will be able to

- Understand the approaches for business valuation and can identify the most commonly applied approach.
- Choose correct methods and instruments for specific valuation cases.

Course Outline

Unit I: Business valuation: basic concepts: Key methods and approaches to firm valuation, Foundations of value: growth and value creation; Standards (types) of firm value; internal reasons and external reasons for valuation, the purpose and resources for valuing businesses.

Unit II: Valuation approaches and methods: Income approach. Valuing companies by cash flow discounting: main steps, models, and problems; Market approach. Valuing companies using multiples. Industrial coefficients analysis method. Analogues deals method; the role of cost approach in business valuation.

Unit III: Value creation: Fundamentals of corporate capital valuation; Fundamentals of equities valuation: preferred and common stock; Risk and expected return: principles of portfolio analysis; Valuing corporate strategic opportunities and flexibility: corporate real options; Capital market benchmarking: corporate cost of capital.

Unit IV: Project appraisal: Project: Definition, characteristics, types, Appraisal: Marketing, Technical, Political, Financial, Social, Project Identification, project Preparation, Pre-feasibility study, Feasibility study, Preparation of detailed project report. Licensing/clearances: type of licenses, clearances involved, Procedure and documentation required for getting a license in India.

Unit V: Project Risk analysis: Types of risk, External stakeholders-related risks: customers, consumers, suppliers, internal risks: project team members, top-management, Project-related risks: technological or logistic risks.

Suggested Reading

1. Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd.
2. Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. K.G., CA, & Sherawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd.

MARKETING SPECIALISATION

Course Code: BBA611M Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL MARKETING
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Course Objectives:

The purpose of this course is

- To analyze the global business environment and its impact on international marketing strategies.
- To evaluate the influence of cultural, economic, political, and legal factors on international marketing decisions.
- To formulate strategies for market entry, expansion, and competitive advantage in international markets.
- To assess the challenges of product adaptation and standardization in international markets.

Course Outcomes:

Upon the completion of this course, the students will be able to

- Demonstrate an in-depth understanding of the complexities and dynamics of international marketing.
- Develop and execute strategic marketing plans tailored to international markets, considering various global factors.
- Customize the marketing mix elements to suit the specific requirements of different international markets.

Course Outline

Unit I: The Concept of Marketing - Evolution of Marketing: From transaction based to Relationship Marketing- International Marketing Environment- Marketing Research and Decision Support Systems- Market Segmentation, Targeting and Positioning.

Unit II: Product Mix - Product management decisions, Branding and Packaging, Product Life Cycle strategies - New Product Development - Pricing considerations and approaches, Base Methods of setting Price, pricing strategies and Policies.

Unit III: Distribution channels and physical distribution. Marketing communication and Promotion mix Strategies. Nature of international marketing: meaning, Framework for International Marketing-Barriers for International Marketing.

Unit IV: International Marketing Decisions: Product Planning, Designing and Development for International Markets-Pricing Decisions: Pricing Strategies and Price setting For International Markets.

Unit V: Distribution: Channel Management and Physical distribution Management in International Marketing. Promotion: International Advertising Programs, Sales Management and Sales Promotion for Foreign Markets.

Suggested Reading:

1. Philip Kotler, Marketing Management- The South Asian Perspective, Pearson Education
2. Warren J. Kegan: Global Marketing Management' Pearson Education.

References:

1. Svend Hollensen: Global Marketing: A Decision-Oriented Approach, Pearson Education.
2. Ramasamy, Nama kumari: Marketing Management, McMillan Publishers
3. Saxena: Marketing Management (Tata McGraw-Hill).

Course Code: BBA612M Core/ Elective: Elective No. of Credits: 4	Course Title SERVICES MARKETING
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Course Objectives:

The purpose of this course is

- To comprehend the fundamental concepts and principles of services marketing.
- To differentiate between goods and services, and understand their unique characteristics.
- To study the elements of the services marketing mix (7Ps) and their application.
- To develop strategies for effectively managing each element of the marketing mix.

Course Outcomes:

Upon the completion of this course, the students will be able to

- Gain the ability to analyze consumer behavior in services and understand their needs, expectations, and perceptions.
- Develop skills to enhance customer satisfaction and build long-term customer relationships.
- Gain knowledge of various service quality models and techniques to measure and improve service quality.
- Develop the ability to manage service failures and implement effective service recovery strategies.

Course Outline:

Unit I: Introduction: Definition- Components of Services- Characteristics- Classification- Scope of Services-Goods-Services Continuum- Managing Demand-Pattern and Determinants of Demand-Strategies for Managing Demand-Managing Capacity-Capacity Planning.

Unit II: Strategic Services Marketing: Building Strategic Services Marketing-Focus Strategies- Identifying and Selecting Target Segments-Positioning the Service-Creating and Maintain Value Relationship- Service Based Components of Quality- Servqual Model of Service Quality-Gaps model of Service Quality.

Unit III: Service Marketing Mix: Introduction to the 7Ps: Product, Price, Place, Promotion, People, Process, Physical Evidence-Service Product Concept-Core and Supplementary Services-Service Product Life Cycle-New Service Development and Innovation-Factors Influencing Pricing Decisions- Pricing Methods for Services-Role of Distribution in Services-Distribution Channels for Services

Unit IV: Promotion Strategies: Integrated Marketing Communications (IMC) in Services-Advertising, Sales Promotions, Public Relations, and Personal Selling-Digital and Social Media Marketing for Services- Importance of People in Service Delivery-Service Delivery Process-Blueprinting Service Processes- Role of Physical Evidence in Services- Servicescape and Its Elements

Unit V: Service Marketing Practices: Marketing and Technological Revolutions Currently Happening in the: 1. Financial Services 2. Hospitality, Travel and Tourism Products 3. Educational and Other Professional Services, 4. Health Care and Entertainment Services.

Suggested Reading:

1. Dr. S.Shajahan, “Services Marketing”, Himalaya Publishing House.
2. Zeithaml Valerie A. and Bitner Mary, “Services Marketing”, TMH.
3. Rampal M.K. and Gupta S.L, “Service Marketing, Concepts, application and cases”, Galgotia Publishing Company, New Delhi.
4. Woodruffe Helen, “Services Marketing”, Mac Millan, India.
5. Roland T. Rust, Anthony J. Zoharik and Timothy L Keiningham, “Service Marketing”, Addison Wesley.

References:

1. Payne, “The Essence of Services Marketing”, PHI.
2. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008.
3. Judith W. Kincaid, Customer Relationship Management Getting It Right, Pearson Education.
4. Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 2012.

Human Resource Management

Course Code: BBA611H Core/ Elective: Elective No. of Credits: 4	Course Title INTERNATIONAL HUMAN RESOURCES MANAGEMENT
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Course Objectives:

The purpose of this course is

- To provide students with a comprehensive understanding of the global business environment and its impact on human resources management.
- To equip students with the knowledge and skills necessary to manage a diverse workforce across different cultural contexts.
- To develop students' ability to align HR strategies with the overall strategic goals of multinational corporations.
- To teach students effective techniques for recruiting, developing, and retaining talent in a global context.
- To introduce students to performance management systems applicable in an international context.

Course Outcomes:

Upon the completion of this course, the students will be able to

- Demonstrate an understanding of the international HR environment and its challenges.
- Apply cross-cultural management techniques to manage a diverse workforce effectively.
- Develop and implement effective talent acquisition and retention strategies for a global workforce.
- Manage expatriate assignments, including selection, training, compensation, and repatriation processes.
- Design and implement performance management systems suitable for international operations.

Course Outline

Unit I: International Human Resource Management: Definition, Importance, Concept, Scope; evolution of IHRM; Difference between Domestic human resource management and International human resource management; Approaches to IHRM; Morgan model; Expatriate, Repatriate and Inpatriate; Theories on cross cultural workforce.

Unit II: Recruitment & Selection in International Context: Recruitment methods used in MNCs; Selection criteria and techniques for international assignment; Selection tests and Interviews for International selection.

Unit III: Performance Management: Performance management in MNCs, Specific practices of performance management in MNCs, Appraisal of expatriate, Third and Host country employees; Issues and challenges in international performance management system.

Unit IV: Training and Development: Definition, Expatriation process, types of Expatriate training; REPATRIATION: Definition, process, types of Repatriation training. Career Development; Development in International settings. Knowledge transfer in international settings.

Unit V: International Compensation: Definition, significance of compensation system in MNCs; key components of international compensation system; Social security systems across the countries; Emerging issues in Global compensation system.

Suggested Reading

1. P. Subba Rao, International Human Resource Management, Himalaya Publishing House.
2. Anne-Wil Harzing & Joris Van Ruyoss eveltdt (eds.), International Human Resource Management – Sage Publications, New Delhi.

References:

1. Dowling, International HR management, Cengage, ND.
2. SPS Bedi, & Kishore, Global HRM, Widom, Delhi.
3. Peter J. Dowling: International Human Resource Management, Excel Publications.
4. Tayeb– International HRM, Oxford University Press.
5. C.S. Venkata Ratnam, Globalization a Labour Management Relations, Sage, New Delhi.
6. PS Rao, International HRM, Himalaya, Mumbai 8. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.

<p>Course Code: BBA612H Core/ Elective: Elective No. of Credits: 4</p>	<p style="text-align: center;">Course Title SKILL AND COMPETENCY MANAGEMENT</p>
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Course Objective:

The purpose of this course is

- To equip the students with the necessary skills and knowledge required for talent recognition, management, retention, and development.
- To enable them to learn to identify and develop competencies in employees.

Learning Outcome:

Upon the completion of this course, the students will be able to

- Know the significance of skill management in the current scenario.
- Get knowledge on career planning process.

Course Outline:

Unit I: Skill Management: Concept of skill; Concept of talent; Difference between Talent, Skill, and Knowledge; Objectives of Skill and Talent Management; Types of Skills: Hard skills and soft skills.

Unit II: Developing Talent and Skills: Need for Skill and Talent Development; Training for skill and talent development: Identification of training needs, training methods, Evaluating training programs; Mentoring; Skill obsolescence and Retraining.

Unit III: Skills and Talent Integration: Designing Reward Policy and Strategies; Succession Planning; Career Planning: Process, Career anchors, Career paths.

Unit IV: Managing Competencies: Concept of Competence, Need for Competencies, Competence, and performance: competency-based performance management; Developing competencies in employees.

Unit V: Competency Mapping: Meaning, objectives and need for competency mapping; Process and tools of competency mapping; Uses of competency mapping.

Suggested Reading

1. Rao, T.V. (2011). *Hurconomics for Talent Management: Making the HRD Missionary Business-Driven*, New Delhi: Pearson Education.
2. Berger, L. A. and Berger, D. R. (2010). *The Talent Management Handbook*, New Delhi: McGraw-Hill Education.

References:

1. Shukla, R. (2009). *Talent Management: Process of Developing and Integrating Skilled Worker*, New Delhi, Global India Publications.
2. Sanghi, S. (2007). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, New Delhi: Sage Response.
3. Kandula, Srinivas R. (2013). *Competency-Based Human Resource Management*, New Delhi: Prentice Hall of India.

TOURISM AND TRAVEL MANAGEMENT

Course Code: BBA611T Core/ Elective: Elective No. of Credits: 4	Course Title MANAGEMENT AND TOURISM AND TRAVEL SERVICES
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Course Objectives

The purpose of this course is

- To establish the importance of various departments and the role in the Hospitality Industry.
- To familiarize with Transportation services in the national and international context.
- To enable the students to understand various services provided for tourists.

Course Outcome

Upon the completion of this course, the students will be able to

- Acquire concrete know-how on the current operational dynamics of hotels.
- Understand the various elements of Travel and other services in the real-time market.

Course Outline

Unit I: Hospitality Services: Distinctive Characteristics - Concepts of “Atithi Devo Bhavah”; Hotel and Lodging facilities - Types of Hotels - Classification of Hotels - Green certification of Hotels - E-Hospitality -Ethical and Regulatory Aspects in a Hotel - International Hotel Regulations - Fiscal and Non-Fiscal Incentives Offered to Hotel Industry in India

Unit II: Hotel Operations: Roles, Responsibilities, and Functions of Front Office, Housekeeping, Food and Beverage, HR and Accounts, Marketing and other departments in the hotels.

Unit III: Transportation Services: Growth of Travel Through Ages -Industrial Revolution & The Development of Travel - Effects of The Great War on The Transport System – Road and Rail Transport – Water Transport (Inland and Sea) – Major transportation systems across the world – Transport as an attraction.

Unit IV: Air Transportation Services: ICAO and IATA - Passenger Transportation: Types of Airlines and Aircrafts, Documentation, Facilities and Services and Special Passengers – Cargo Transportation: Terminal facilities, Booking procedures, Air cargo rates, Cargo with special attention and Documentation.

Unit V: Other Services in Tourism: Health and Medical Services – Cultural Services – Merchandising Services – Environmental & Legal Services – Banking Services etc.

Suggested Reading

1. Negi. J (2008). Professional Hotel Management. Sultan Chand & Company, New Delhi.
2. Raghubalan, G. & Raghubalan S. (2009). Hotel Housekeeping Operations and Management, OUP, New Delhi.
3. Gautam, P. (2015). Online Airline Ticketing System.
4. Jagmohan Negi (2005) Air Travel Ticketing and Fare construction, Kanishka, New Delhi.

References

1. Andrews, S. (2008). Front Office Management and Operation. TATA McGraw-Hill, New Delhi.
2. Andrews, S. (2009). Hotel Front Office Training Manual, Tata McGraw Hill, Mumbai.
3. Foskett, J.C.D. & Gillespie, C. (2002). Food and Beverage Management, Pearson Education, England.
4. Gray and Ligouri (2000), Hotel and Motel Management and Operations, PHI, New Delhi.
5. Air Cargo Tariff Manual.
6. IATA Training Manual.
7. Ratandeeep Singh (2008), Handbook of Global Aviation Industry and Hospitality services, Kanishka Publishers, New Delhi.

Course Code: BBA612T Core/ Elective: Elective No. of Credits: 4	Course Title EVENT MANAGEMENT AND MICE
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Course Objectives

The purpose of this course is

- To familiarize the students with the essentials of Event Management;
- To understand the potential of MICE and Event Tourism.

Course Outcome:

Upon the completion of this course, the student will be able

- Take up project works and start-ups in the area.

Course Outline

Unit I: Introduction to Events: Scope - Nature and Importance – Types of Events - Unique features and similarities – Practices in Event Management - Key steps to a successful event - Event Planning and organizing.

Unit II: The Dynamics of Event Management: Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management – Problem Identification, Solving and Crisis Management – Crowd Management Plan – Legal Compliances

Unit III: Introduction To MICE: Planning MICE, Components of The Conference Market, Characteristics of Conferences and Conventions, MICE as a Supplement to Tourism - The Nature and Demand of Conference Markets- The Economic and Social Significance of Conventions, Process of Convention Management – MICE and Social Responsibility.

Unit-IV: Event Marketing – Customer care – Marketing equipment and tools – Promotion, Media Relations and Publicity - Event Coordination - Visual and Electronic Communication – Event Presentation – Event Evaluation – Ethics in Event Management – Case Studies of Events of National and International Importance.

Unit-V: Travel Industry Fairs – Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart.

Suggested Reading

1. Anton Shone & Bryn Parry (2002), *Successful Event Management*, Cengage Learning.
2. Leonard H. Hoyle (2002), *Event Marketing*, John Wiley and Sons, New York.
3. Vander Wagen, L. (2010). *Event management*. Pearson Higher Education AU.

References

1. Avrich Barry (1994), *Event and Entertainment Marketing*, Vikas, New Delhi.
2. Bhatia A.K. (2001), *Event Management*, Sterling Publishers, New Delhi.
3. David C. Watt (1998), *Event Management in Leisure and Tourism*, Pearson, UK.
4. Joe Gold Blatt (1997), *Special Events- Best Practices in Modern Event Management*, John Wiley and Sons, New York.
5. Panwar J.S. (1998), *Marketing in the New Era*, Sage, New Delhi.

SUPPLY CHAIN MANAGEMENT

Course Code: BBA611S Core/ Elective: Elective No. of Credits: 4	Course Title INDUSTRY 4.0 SUPPLY CHAIN
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Course Objectives

The purpose of this course is

- To develop competencies and knowledge of students to meet the requirements of Industry
- To orient students in the field of design and configuration of the logistics network.
- To understand the IT tools in SCM.

Learning Outcome

Upon the completion this course, the students will be able to

- Apply the Basic knowledge of design and configuration of the logistics network in a real-life situation.
- Enhance ability and professional skills in the design and configuration of the logistics network and the role of IT.

Course Outline

Unit I: Introduction: Components of Logistics network: Facilities - Plants/Vendors - Ports - Warehouse Retailers/Distribution Centres- Customers - Raw materials and finished products that flow between the facilities.

The three models of Network Design: 1. Logistics network design with differentiated delivery lead time 2. Logistics network design with price discount 3. Consolidated logistics network design using consolidation hubs

Unit II: Data required for Network Design: A listing of all products - Location of customers, stocking points and sources - Demand for each product by customer location - Transportation rates -Warehousing costs - Shipment sizes by product - Order patterns by frequency, size, and season, content - Order processing costs - Customer service goals

Unit III: IT for SCM: Concept of IT (need for IT, IT tools for business) IT Application in SCM, Evolution, benefits, role of internet, Issues with SCM system typical Data warehouse concepts, Data Mining, use of Data mining tools in SCM.

Unit IV: Distribution Networks of Supply Chain: Role of Distribution, influencing factors, design, application to e-business, Distribution networks in Practice.

Unit V: Role of Network Design: influencing factors and Framework, models of facility location and capacity allocation, role of IT in network Design decisions.

Suggested Reading

1. Supply Chain Management (Concepts & cases) – Rahul V. Altekar – [Prentice Hall of India, 4th Edition].
2. Supply Chain Management (Strategy, planning and operation) – Sunil Chopra, Peter Meindl, D.V. Kalra – [Pearson, 3rd edition]

References

1. Principles of Supply Chain Management: A Balanced Approach, Eisner, Cengage India.
2. Logistics & Supply Chain Management (Strategies for Reducing cost & improving service) – Martin Christopher [FT financial Times/Pitman publishing, 2nd edition].
3. Logistics & Supply Chain Management (Cases & Concepts) – Raghuram & N. Rangaraj [McMillan India Ltd, 1st edition].

Course Code: BBA612S Core/ Elective: Elective No. of Credits: 4	Course Title DIGITAL TRANSFORMATION IN LOGISTICS
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Course Objectives

The purpose of this course is

- To develop experience in creating a digital supply chain strategy.
- To identify and learn how to implement the key digital supply chain capabilities.

Learning Outcome

Upon the completion of this course, the students will be able to

- Understand the balance between technology, processes and organizations.
- Familiarise with End-to-End data governance and supply chain performance.
- Stay updated with new technologies in Supply Chain Management.

Course Outline

Unit I: Digital Supply Chain and Logistics Transformation – Introduction, Need and Benefits – Capabilities of Digital Transformation: E-Commerce Transformation and Omnichannel Revolution, Visualisation and Data Governance – Digitising Vs Digitalising in Supply Chains.

Unit II: Digital Supply Chains: Role of Technology and its Applications – Block Chain and IoT applications to Supply Chains – Industry 4.0 and Digital Supply Chains – Cloud Manufacturing – Cloud based ERP and MES Solutions.

Unit III: Advanced Applications in Supply Chain – AI driven Supply Chains: Challenges and Opportunities – Machine Learning Process in Supply Chains – Big Data in Production Process.

Unit IV: Digital Platforms and Performance: Multidimensional Collaboration and Performance – Crowdsourcing – Digital Transformation Roadmap.

Unit V: Logistics and Supply Chain Information Systems – Benefit and Beneficiary Matrix in Digitalisation – Digital Service Supply Chain – Ethical Dilemmas of Digital Transformation – Case Studies on Digital Supply Chain and Logistics.

Suggested Reading

1. Bart L. MacCarthy, Dmitry Ivanov, *The digital Supply Chain*, Elsevier Publications, 1st Edition, 2022.
2. Sameer Shukla & Albrt Wee Kwan Tan, *Digital Transformation of The Supply Chain: A Practical Guide for Executives*, World Scientific Publishers, 2021

References

1. Casey M.J. and Wong P. *Global Supply Chains Are About to Get Better, Thanks to Blockchain*. Harvard Business Review, 2017.
2. Markoff R. and Seifert R.W. *TetraPak Case study. A digitally enabled supply chain as a competitive advantage*, IMD960, 2018.
3. Saenz, M.J. *The Physical Internet: Logistics Reimagined?* Supply Chain Management Review. 23 March 2016.

Course Code: BBA 611 Core/ Elective: Project No. of Credits: 12	Course Title SUMMER INTERNSHIP REPORT
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Project Objectives

The purpose of this course is

- To make the student understand and realize the general problem that occurs around him/her.
- To enable the student to identify the solutions for the problems identified.

Learning Outcome:

- Students will be able to identify the day-to-day problems that occur in society.
- They will be able to use their knowledge to find solutions for the problems.
- They will become better managers by solving real time problems.

Students have to choose an area of interest either a government organization, corporate company, SMEs, cooperatives or even a small locality and identify a real time problem and find solution to that problem.

A report and presentation have to be made by the student which will be guided by the faculty supervisor.

Evaluation Pattern

Experiential Learning Projects is a 12 Credit course and is evaluated for 100 marks which is divided into three parts i.e., Project Report, presentation and Viva-Voce. Project report carries 50 Marks, Presentation carries 25 marks and Viva-Voce carries 25 Marks.

SUMMER INTERNSHIP REPORT STRUCTURE

CHAPTER 1

A) Introduction to the topic:

The Introduction chapter should broadly cover the following topics

- i. Introduction to the functional area and the relationship between of one functional area to other functional areas of management.
- b) Importance of the topic from macro and micro perspective and title chosen for study.
- c) Study of the organization with reference to the topic. (if Necessary)

B) Literature review

The literature review is a body of text that aims to review the critical points of current knowledge on a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Literature review seeks to describe, summarize, evaluate, clarify and/or integrate the content of primary reports". **Students are required to review at least 10 latest articles from refereed journals on their topics for the research work and write the gist of these articles in 100 words about each article in their own words.**

C) Industry Profile:

The Industry and Company Profile chapter should broadly cover the following topics

- a. Introduction to Industry/area of business
- b. Total size/annual turn-over of the industry

Key players in the industry & their market share. [Amount of turn over]. Annual Industry Growth Rate, Government policies/regulations influencing the industry (with reference to foreign competition or FDI limit).

D) Company profile:

- a. A brief history of the company/business group.
- b. Year of establishment. initial investment, founders' profile, place(s) of business, nature of initial business(es) of the group, & past business performance
- c. Present position of the company/business group in terms of total investment, type/nature of businesses, total turnover, total number of employees, product profile, competitor profile, rate of growth of investment, sales, profits, clients or customers, present product/segment wise market share of the company, subsidiary companies [if any] under the same management, collaboration/joint ventures [if any], performance of its stocks for the past few years, export earnings [if exporting], and certifications/achievements/awards won [if any] and SWOT analysis.

CHAPTER 2

Research Design:

The research design chapter must contain the information under the following headings;

1. Title/Statement of the problem
2. Objectives of the study
3. Scope of the study
4. Hypothesis (If there is)
5. Population and sampling techniques
6. Data collection methods
7. Statistical tools for analysis
8. Limitations of the study

CHAPTER 3

Analysis and Interpretation

The data collected is to be analyzed using relevant statistical tools followed by suitable interpretation.

CHAPTER 4

Summary of Findings

The salient findings of the research study along with suitable suggestions need to be given

CHAPTER 5

Recommendations and Conclusion

ANNEXURE [NO CHAPTERIZATION]

Questionnaire

Any relevant documents / brochures could be attached

BIBLIOGRAPHY [NO CHAPTERIZATION]

All sources of reference such as journal articles, books, websites etc. to be given in compliance with APA format only.

Text Books and Reference Books

Reports

Websites