

CENTRAL UNIVERSITY OF ANDHRA PRADESH

Ananthapuramu – 515002, Andhra Pradesh

Learning Outcome-based Curriculum Framework (LOCF) for Undergraduate Programme



Vidya Dadati Vinayam
(Education Gives Humility)

Bachelor of Business Administration (BBA)

Structure and Syllabus
(With effect from 2023-24 Batch)

Important Information to Students

- I. 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.
- II. A student should attend at least 75% of the classes, seminars, practicals in each course of study as may be prescribed and at least 60% in **redo** course.
- III. An on-campus elective course is offered only if a minimum of 10 students or 40% of the registered students in the class, whichever is higher, exercise their option for that course.
- IV. All theory courses in UG programmes carry a Continuous Internal Assessment (CIA) component to a maximum of 40 marks and End Semester Examination (ESE) for a maximum of 60 marks
- V. The students pursuing Undergraduate Programme should pass separately in both the CIA and ESE, i.e., the students need to secure 16 (40% of 40) out of 40 marks in the CIA and 24 (40% of 60) out of 60 marks in the semester-end examinations for theory courses.
- VI. Students failing to secure the minimum pass percentage marks in CIA are not be allowed to take the end semester exam of that particular subject in that semester. S/he has to **Redo** the course by attending the classes for a semester to gain the pass percentage in the internal tests in order to take the end semester examinations.
- VII. Students failing a course due to lack of attendance have to **redo** the course.
- VIII. The semester-end question paper pattern:
 - a. Section - A : should answer 5 out of 8 questions – $5 \times 2 = 10$ Marks
 - b. Section - B : should answer all 5 questions with internal choice covering all units (for example: Q1 – a or b, Q2 - a or b, Q3 – a or b, Q4 – a or b, Q5 – a or b) – $5Q \times 4M = 20$ marks
 - c. Section – C : should answer all 2 questions with internal choice (for example: Q1 – a or b, Q2 - a or b) – $2Q \times 10M = 20$ Marks
 - d. Section - D : Case Study is compulsory – $1Q \times 10M = 10$ Marks
- IX. Re-evaluation is applicable only for theory papers and shall not be entertained for other components such as Practical/ Thesis/ Dissertation etc.



CENTRAL UNIVERSITY OF ANDHRA PRADESH , ANANTHAPURAMU

Bachelor of Business Administration: Semester and Course-wise Credits

Semester	Discipline Core (DSC)	Discipline Elective (DSE) / Generic Elective (GE)	Ability Enhancement Compulsory Courses (AECC)	Skill Enhancement Courses (SEC)		Internship	Project Work	Lab	Total Credits
				STEM courses	Value based/ Add-on courses				
I	DSC 1 (4) DSC 2 (4) DSC 3 (4)	EL by MOOC-1 (2+)	Business Communication – I (4)	Essentials of IT (3)	Value based/Add-on Course			Comp. Lab (1)	22+
II	DSC 4 (4)	Open Elective (4) EL by MOOC-2 (2+)	Business Communication -II (4) Basics of Business Analytics (4)	Basic Accountancy (4) Python Programming (3)	Value based/Add-on Course			Comp. Lab (1)	26+
III	DSC 5 (4) DSC 6 (4)	EL by MOOC-3 (2+)	Research Methodology (4)	Financial Management (4) Web Technologies (3)	Value based/Add-on Course	Internship During Intervening summer between II and III semesters (4)		Comp. Lab (1)	26+

IV	DSC 7 (4) DSC 8 (4) DSC 9 (4)	Open Elective (4) EL by MOOC- 4 (2+)	Business Laws (4)	Database Management Systems (3)	Value based/Add-on Course			Comp. Lab (1)	26+
V	DSC 10 Specialisation (4) DSC 11 Specialisation (4) DSC 12 Specialisation (4) DSC 13 Specialisation (4)	EL by MOOC- 5 (2+)			Value based/Add-on Course	Summer Internship	Summer Internship Report (4)		22+
VI	DSC 14 Specialisation (4) DSC 15 Specialisation (4)						Experiential Learning Project (6)		14
Total	60	18+	20	20		4	10	4	136+
Percent of total credits	44.12	13.23	14.71	14.71		2.94	7.35	2.94	100

Total Credits= 136 +

Alignment with CBCS

The Bachelor of Business Administration (BBA) programme is aligned with Choice Based Credit System (CBCS) adopted by the Central University of Andhra Pradesh.

Types of Courses

The following types of courses are offered under CBCS:

Core Courses (CC). A core course is a compulsory course. A student of Bachelor of business Administration has to take 10 such courses over 4 semesters that broadens the knowledge about basic business functions.

Elective Courses (EC). An elective course is a course that is to be chosen from a specified set of courses. These courses are of two types.

Discipline Specific Electives (DSE): The student of BBA has a choice to take specialisation in the areas of Finance, HRM, Tourism and Travel, Marketing and Supply chain and logistics. These are elective courses that provide advanced undergraduate training in specialised area. Four such courses are offered in fifth semester and two in the sixth semester. The student has to choose a particular specialization and he/she will have courses from the same specialisation in 5th and 6th semesters.

Generic Electives (GE): These courses, in disciplines other than core courses are intended to broaden the training of a student in the BBA programme. A student of BBA will take one such course, offered by another department, in each of Semesters I, II, III, IV & V.

Ability Enhancement Compulsory Course (AECC). Five such courses are to be taken over four semesters.

Skill Enhancement Course (SEC). A student is to take five such courses over first four semesters.

Massive Open Online Courses (MOOC): Online Courses being a norm now, there are a lot of organizations out there that offer these MOOC courses. The University Grants Commission (UGC) along with the HRD (Human Resource Development) Ministry has launched the MOOC program in India for higher secondary, bachelors and masters degrees. This will cover a wide range of subjects that may or may not be taught in regular campus studies. As per the UGC instructions the BVoc Tourism and Travel Management offers MOOC courses in the I, II, III, IV & V semesters.

UGC GUIDELINES FOR UG DEGREE

Preface

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. It is expected that the BBA programme would enable its products making a meaningful participation the Management activities of the country through adequate employment and entrepreneurship.

Eligibility Criteria

To be eligible for admission to a Bachelor of Business Administration programme, a candidate must have secured a minimum of 50% (for General, OBC Categories) and 45% (for SC/ST/PWD Categories) of the aggregate marks in class +2 level of a recognized Board of School Education.

Duration:

The duration of the BBA Courses shall ordinarily be of three years duration which shall be evenly distributed into semesters. There shall be at least 90 teaching-learning days in a semester excluding the evaluation time.

Programme Structure

The BBA programme shall have a mix of general and skill component in which 40.0% of the total content shall be of general nature including language courses in English while the remaining 60.0% of the content shall be on skill development. The syllabi of the various programmes shall be approved and amended as may be needed from time to time by the concerned university authorities.

BBA Syllabus

SYLLABUS (w.e.f. Academic Year 2023-24)

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 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.

The programme as per the UGC scheme is designed with facilities for multiple exits/entry into the programme and, depending on the credits attained may be awarded Certificate/Diploma/Advanced Diploma or a BBA Degree at the end of 6 semester programme as the case may be.

Programme Objectives - BBA

At the end of the programme, the student should be able to:

- have an overview of all the relevant areas of Business
- understand the concepts thoroughly on Business administration and selected specialisations.
- complete internships/projects in organizations and gain practical knowledge in the business sector
- develop the skill and knowledge in selected specialisation sectors
- be industry ready and enhance employability skills to slide into business world.
- be confident to start a small entrepreneurial activity in their specialized areas.
- gain confidence to be self-reliant and create employment opportunities

Programme includes

- Internship in organisations during the intervening summer between II and III Semesters of the programme.
- Corporate Internships in organisations during the intervening summer between IV and V Semesters of the programme.
- The course also includes On-Job training and presentation along with a mini project report on Start-up companies.



CENTRAL UNIVERSITY OF ANDHRA PRADESH, ANANTHAPURAMU
Bachelor of Business Administration: Programme Structure

Total Number of Credits for BBA Programme: 128+

S.No	Course Code	Course Title	Number of Credits	Contact Hours			
				L	T	S/P	Lab
Semester – I							
1	BBA 101	Principles and Practices of Management	4	45	10	5	--
2	BBA 102	Introduction to Marketing	4	45	10	5	--
3	BBA 103	Business Environment	4	45	10	5	--
4	BBA 104	Essentials of IT	4	40	0	0	20
5	BBA 105	Business Communication - I	4	40	10	10	--
6	BBA 108	MOOCs	2+				--
7		Add-on Course					
		Total	22+				
Total							
S.No	Course Code	Course Title	Number of Credits	Contact Hours			
				L	T	S/P	Lab
Semester – II							
1	BBA 201	Organisational Behaviour	4	45	10	5	--
2	BBA 202	Basic Accountancy	4	45	10	5	--
3	BBA 203	Basics of Business Analytics	4	45	10	5	--
4	BBA 204	Python Programming	4	40	0	0	20
5	BBA 205	Business Communication -II	4	40	10	10	--
6	BBA 206	Open Elective	4	45	10	5	--
7	BBA 208	MOOCs	2+				--
8		Add-on Course					
		Total	26+				
S.No	Course Code	Course Title	Number of Credits	Contact Hours			
				L	T	S/P	Lab
Semester – III							
1	BBA 301	Research Methodology	4	45	10	5	--
2	BBA 302	Customer Relationship Management	4	45	10	5	--
3	BBA 303	Financial Management	4	45	10	5	--
4	BBA 304	Production and Operations Management	4	45	10	5	--
5	BBA 305	Web Technologies	4	40	0	0	20
6	BBA 306	Internship Report (3) and Presentation (1)	4	45	10	5	--
7	BBA 308	MOOCs	2+				--
8		Add-on Course					
		Total	26+				

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S. No	Course Code	Course Title	Number of Credits	Contact Hours			
				L	T	S/P	Lab
Semester – IV							
1	BBA 401	Business Laws	4	45	10	5	--
2	BBA 402	Business Strategy and Entrepreneurship	4	45	10	5	--
3	BBA 403	Managerial Economics	4	45	10	5	--
4	BBA 404	International Business	4	45	10	5	--
5	BBA 405	Data Base Management Systems	4	40	0	0	20
6	BBA 406	Open Elective	4	45	10	5	--
7	BBA 408	MOOCs	2+				--
8		Add-on Course					
		Total	26+				
Semester –V							
S.No.	Course Code	Course Title	Number of Credits	L	T	S/P	Lab
Semester –V							
1	BTT 501	Elective – 1.1	4	45	10	5	--
2	BTT 502	Elective – 1.2	4	45	10	5	--
3	BTT 503	Elective – 1.3	4	45	10	5	--
4	BTT 504	Elective – 1.4	4	45	10	5	--
5	BBA 505	Summer Internship Report (2), Presentation (1) and Viva (1)	4	25	20	15	--
6	BBA 508	MOOCs	2+				--
7		Add-on Course					
		Total	22+				
Semester –VI							
S.No.	Course Code	Course Title	Number of Credits	L	T	S/P	Lab
Semester –VI							
1	BTT 601	Elective – 2.1	4	45	10	5	--
2	BTT 602	Elective – 2.2	4	45	10	5	--
3	BTT 603	Experiential Learning Project	6	--	--	--	--
		Total	14				
Overall Total Credits			136+				

Specialisation Electives

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

SEMESTER - V			
Finance Management			
S. No	Course Code	Course Title	Credits
1	BBA 501F BBA 502F BBA 503F BBA 504F BBA 601F BBA 602F	Security Analytics and Portfolio Management Financial Markets and Services Introduction to Derivatives and Risks Management of Banks International Financial Management Business Valuation and Project Appraisal	4
Marketing Management			
2	BBA 501M BBA 502M BBA 503M BBA 504M BBA 601M BBA 602M	Advertisement and Sales Management Consumer Behaviour Digital Marketing Product and Brand Management International Marketing Services Marketing	4
Human Resource Management			
3	BBA 501H BBA 502H BBA 503H BBA 504H BBA 601H BBA 602H	Human Resource Management Talent Management Training and Development Industrial Relations International Human Resource Management Organisational Change and Development	4
Tourism and Travel Management			
4	BBA 501T BBA 502T BBA 503T BBA 504T BBA 601T BBA 602T	Tourism Management Travel Agency and Tour Operations Management International Tourism and Travel Management Airfares and Computer Reservation Systems Management of Tourism and Travel Services Event Management and MICE	4
Supply Chain Management			
5	BBA 501S BBA 502S BBA 503S BBA 504S BBA 601S BBA 602S	Supply Chain Management Managing Retail Operations Project Management Managing Global Operations Industry 4.0 Supply Chain Digital Transformation in Logistics	4

Minimum credit requirement for the award of a BBA Degree -**120 credits**

Total credits offered in CUAP-**136+ credits**

Credit Distribution

Semester	Total Credits	Cumulative Credit at the end of the Semester
Semester I	22	22
Semester II	26	48
Semester III	26	74
Semester IV	26	100
Semester V	22	122
Semester VI	14	136+

SEMESTER – I

Course Code : BBA 101	Core/ Elective : Core
Course Title : Principles and Practices of Management	No. of Credits : 4

Course Objectives

- To provide conceptual understanding of principles and practice of management.
- To familiarize with the contemporary issues in management.

Learning Outcome

- Will be able to analyze the various aspects of management in Retail and IT sector.

Unit I

Introduction to Management: Functions of Management - Principles of Management - Definitions of Management - Nature of Management - Evolution of Management Thought: Classical Approach and Modern Approaches- Organisation Chart

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

Organisation: Benefits of Organising - Span of Management - Process of Organising - Authority Delegation and Decentralization: Difference between Authority - 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 and Controlling: Control Techniques - Steps in Control Process - Types of Control - Importance of controlling and levels of controlling - Motivation: Definitions and Meaning of Motivation - Motivation Theories - Motivational Techniques - organisational Communication

Text Books

Koontz, H. (2010). Essentials of management. Tata McGraw-Hill Education.

Robbins, S. P., & Coulter, M. (2007). Principles of Management.

References

Prasad, L. M. (2000). Principles and Practice of Management. Chand.

Tripathi, P. C. (2008). Principles of Management. Tata McGraw-Hill Education.

Course Code : BBA 102	Core/ Elective : Core
Course Title : Introduction to Marketing	No. of Credits : 4

Course Objectives

- Analyze, evaluate and respond to environmental & competitive changes, their impact on marketing planning, strategies and practices.
- Apply the conceptual frameworks, theory and techniques to various marketing contexts.
- Design marketing and sales plan appropriate to the needs of customers and contexts.

Learning Outcome

- Will be able to acquire conceptual frameworks, theory and techniques in organisational marketing contexts.

Unit I

Understanding Marketing Management: Defining marketing for the new realities - Developing marketing strategies and plans - Creating long-term loyalty relationships - Marketing Mix Product Marketing Mix - Service Marketing Mix - 4P's, 7P's of Marketing.

Unit II

Capturing Marketing Insights: Collecting information and forecasting demand - Conducting marketing research - Connecting with Customers - Analyzing consumer markets - Analyzing business markets - Tapping into global markets- Value chain in Marketing

Unit III

Building Strong Brands: Identifying market segments and targets - Crafting the brand positioning - Creating brand equity - Addressing competition and driving growth- Creating Value Setting product strategy - Designing and managing services - Introducing new market offerings - Developing pricing strategies and programs- Impact of Covid on Marketing strategies

Unit IV

Communicating Value: Designing and managing integrated marketing communications - Managing mass communications: advertising, sales promotions, events, experiences and public relations - Managing digital communications: online, social media and mobile - Managing personal communications: direct marketing, database marketing and personal selling.

Unit V

Delivering Value: Designing and managing integrated marketing channels - Managing retailing, wholesaling and logistics - Marketing Responsibility for Long Term Success - Managing a holistic marketing organization for the long run.

Text Books

Kotler, Philip. "Marketing Management-The Millennium Edition Prentice Hall of India Private Limited." New Delhi (2007): 35-8.

References

Ramaswamy, V. S., & Namakumari, S. (2002). Marketing management: Planning, implementation & control: Global perspective Indian context. MacMillan.

Saxena, R. (2005). Marketing Management. Tata McGraw-Hill Education.

Course Code : BBA 103	Core/ Elective : Core
Course Title : Business Environment	No. of Credits : 4

Course Objective:

- To provide the student with a background of various environment factors that impact business
- Sharpen their mind to watch and update the changes that occur constantly in this sphere.

Learning Outcomes:

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

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 blocks – 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.

Textbooks

Essentials of Business Environment, K.Aswathappa, Himalaya.

Business Environment – Text and Cases, Justin Paul, TMH.

References:

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

Course Code : BBA 104	Core/ Elective : Core
Course Title : Essentials of IT	No. of Credits : 4

Course Objectives

- 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. Completion of the assignments will result in MS Office applications knowledge and skills.

Learning Outcome

- Will 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.

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.

a. MSWord: The following features are explored for MSWord

- 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.

Textbooks

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

References

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

Course Code : BBA 105	Core/ Elective : Core
Course Title : Business Communication - I	No. of Credits : 4

Course Objectives

- to make the student communicate using the basics of grammar
- to help the student apply various basic grammatical concepts for language proficiency
- to enable the student to enhance their vocabulary

Learning Outcome

- Will be able to communicate in a business professional setup

Unit I

Introduction to English pronunciation: spoken English, its need and importance-pronunciation-pronunciation and listening – pronunciation and spelling – intelligibility and a model of pronunciation-important features of pronunciation- sounds - production of speech sounds - word accent - intonation

Unit II

Greeting and introduction - expressing opinions - asking questions/ asking information and giving information - giving instructions/ following instructions

Unit III

Sentence and its types – parts of speech - tense and aspect - modals: positive and negative statements –conditionals - direct and indirect speech– active voice and passive voice

Unit IV

Vocabulary – content and structural words – active and receptive/ passive use of vocabulary – learning vocabulary - understanding vocabulary in context - phrasal verbs - management vocabulary - making short presentation - presentation

Unit V

Report writing: features of writing a good report – purpose of report writing – characteristics of a good report – importance of communication in report writing – guidelines for report writing –

steps in report writing – structure of a report – types of reports and different formats - academic English

Text Books

Coe, N. (2006). Oxford Practice Grammar Intermediate: With Answers. Oxford University Press.

Eastwood, J. (2005). Oxford Learner Grammar: Grammar Finder.

References

Karal, R. (2016). English Grammar Just for You: English-Kannada. Oxford University Press.

Pal, R., & Korlahalli, J. S. (1979). Essentials of Business Communications. Chand.

SEMESTER – II

Course Code : BBA 201	Core/ Elective : Core
Course Title : Organisational Behaviour	No. of Credits : 4

Course Objectives

- 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

- Will be able to understand the behaviour in organisations.

Unit I

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

Unit II

Foundations of Behavior: 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.

Text Books

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

References

K Aswathappa (2005) Organizational Behaviour Text cases games. New Delhi: Himalaya Publishing Company.

Udai Pareek (2004) Understanding Organizational Behaviour. New Delhi: Oxford University Press.

Course Code : BBA 202	Core/ Elective : Core
Course Title : Basic Accountancy	No. of Credits : 4

Course Objectives

- 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

- Students will be acquired with the accounting basics knowledge

UNIT-I:

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger 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 Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – 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, 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

Textbooks

R.N. Anthony: Management Accounting – Text And Cases (Irwin)

References

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

Course Code : BBA 203	Core/ Elective : Core
Course Title : Basics of Business Analytics	No. of Credits : 4

Course Objectives

- 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 and tests of hypothesis, statistical inference through regression.

Learning Outcome

- Will be able to understand the statistical tools for data analysis and apply them at the right place in a right way

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:- the average, the 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, Uniform 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 - Measuring the Power of a Hypothesis Test - Hypothesis Testing of Means and Proportions - Hypothesis Testing for Differences between Means and Proportions.

Unit V

Regression analysis - Meaning and definition - Types of Regression - Regression lines - Properties of correlation and regression co-efficients - Comparison of regression and correlation.

Text Books

Hooda R.P., "Statistics for Business and Economics", 2nd edition, Macmillan India Ltd., 2010.

J.K. Sharma - Business Statistics - Pearson Publications.

References

David S. Moore - The basic practice of statistics-W.H. Freeman & Company

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.

Morse L.B., "Statistics for Business and Economics", HarperCollins college Publishers, New York, 1994.

S.P. Gupta. Statistical methods. Sulthan Chand and sons. Latest Edition.

Course Code : BBA 204	Core/ Elective : Core
Course Title : Python Programming	No. of Credits : 4

Course Objectives

- 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

- Will be able to use Python tools and techniques to tackle the world of data

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.

Textbooks

Beginning Python from Novice to Professional, Second Edition [Authors: Hetland, Magnus Lie]
ISBN-13: 978-9380501604

Python Data Analytics, Second Edition 2018, Author: FabeoNelli, Apress

References

Barry, P. (2016). *Head first Python: A brain-friendly guide*. " O'Reilly Media, Inc."

Lutz, M. (2013). *Learning python: Powerful object-oriented programming*. " O'Reilly Media, Inc."

Course Code : BBA 205	Core/ Elective : Core
Course Title : Business Communication - II	No. of Credits : 4

Course Objectives

- To argue how it is easy for one to speak, read and write a language if one is exposed to listening
- To create a positive social behaviour which you may have to inculcate among students
- To make the student effective in both reading and writing skills;

Learning Outcome

- Will be able to communicate in a retail business setup in reading and writing.

Unit I

Listening Skills: Listening as a Basic Skills Communication Introduction - The emergence of listening as a skill and its meaning - Kinds of Listening - Listening skills in question - Need for listening skills - Acquisition of listening skills - Activities

Unit II

Speaking Skills: Speaking/listening-oral communication - Dos and Don'ts while speaking and listening - Importance of oral communication in real-life situations - Revise the phonetics and pronunciation - Activities

Unit III

Reading Skills: Reading Tactics and strategies - Reading for direct meanings - Reading purposes: kinds of purposes and associated comprehension - Reading for understanding concepts - details, coherence, logical progression and meanings of phrases/ expressions - Activities

Unit IV

Writing Skills: Guidelines for effective writing - writing styles for application, resume, personal letter, official/business letter, memo, notices etc. - outline and revision.

Unit V

Activities: a) Formatting personal and business letters - b) Organizing the details in a sequential order - c) Converting a biographical note into a sequenced resume or vice-versa - d) Ordering and sub-dividing the contents while making notes- e) Writing notices for circulation/boards.

References

English Grammar in Use (Fourth Edition) by Raymond Murphy, CUP
The Lost Art of Listening by Michael P. Nichols, PhD Guilford press, Third Edition
Oxford Guide to Effective Writing and Speaking by John Seely.

Course Code : BBA 207	Core/ Elective : Open Elective
Course Title :	No. of Credits : 4

Courses will be chosen from either B.A Political Science or B. Sc Economics for giving the student Multidisciplinary approach.

SEMESTER – III

Course Code : BBA 301	Core/ Elective : Core
Course Title : Research Methodology	No. of Credits : 4

Course Objectives

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

Learning Outcome

- Will be able to take up research projects with statistical methods and project report writing

Unit I

Introduction: Meaning of Research - Types of Research - Research Process - Criteria of Good Research and Ethics –Research Methods versus 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.

Text Books

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

References

Ranjit Kumar. 2014. Research Methodology: A Step-by- Step Guide for Beginners, 4th Edition, SAGE Publications. ISBN 978-1-84920-300-5

Uwe Flick. 2012. Introducing Research Methodology: A Beginner’s Guide to Doing a Research Project, Sage Publications. *ISBN*: 8601406063730

Course Code : BBA 302	Core/ Elective :Core
Course Title : Customer Relationship Management	No. of Credits : 4

Course Objectives

- To make students aware the importance of customer relationships.
- To learn how to improve the efficiency of the business through CRM.
- To make students learn how to use technology for business effectiveness.

Learning Outcome

- Will be able to analyse and work on operational Customer relationship management.

Unit I

Background and study, Marketing: Evolution and new Paradigms - CRM – Definition and the Basic Concepts.

Unit II

CRM and Services Marketing - Tools for CRM - Campaign Management – Public Relations

Unit III

Significance of Customer Retention, Key Account Management - CRM and Knowledge Management – Life time value of the customer, Customer loyalty and involvement. CRM implementation and effectiveness –Management of Relationships

Unit IV

Strategies for profitable dialog with customers, Sales Force automation, marketing automation, Internal Relationships, External Relationships and Supplier relationships and Electronic Relationships.

Unit V

Customer database management and data Warehousing - Real-world applications. Customer relationship management analytics-data mining techniques.

Text books

Jagdish N. Sheth and others – Customer Relationship Management – McGraw Hill

William G. Zikmund – Customer Relationship Management – Wiley – 2005

References

Mark Godson – Relationship Marketing – Oxford University Press, 2009

Green – CRM at the speed of light – Tata McGraw Hill

Course Code : BBA 303	Core/ Elective : Core
Course Title : Financial Management	No. of Credits : 4

Course Objectives:

- To explain the importance of finance function and goals of financial managers.
- 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:

- Learn the roles and goals of finance manager in a corporate structure business.
- 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.

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.

Textbooks

Financial management –V.K.Bhalla ,S.Chand

Fundamentals of Financial Management, Chandra Bose D, PHI

References

- Financial Management, I.M. Pandey, Vikas Publishers.
- Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill,
- Financial Management , Dr.V.R.Palanivelu , S.Chand
- Principles of Corporate Finance, Richard A Brealey etal., Tata McGraw Hill.

Course Code : BBA 304	Core/ Elective : Core
Course Title : Production and Operations Management	No. of Credits : 4

Course Objectives

- 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: Students will be able to

- Plan and production process and control the quality
- Understand the process of developing new products
- Understand the productivity techniques and improve the productivity

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)

Textbooks

Adam Jr Everetl E. R J, Production and Operations Management , Prentice-Hall, 1992, 2000 5th ed.

Chary, Production and Operations Management, Tata McGraw-Hill, 1997 9th ed.

REFERENCES

Hill T, Operations Management , Palgrave, 2000

Haleem A, Production and Operations Management ,Galgotia Publication, 2004

Shanker Ravi, Industrial Engineering, Galgotia Publication.

Kanishka Bedi, Production & Operations Management, Oxford University Press

Course Code : BBA 305	Core/ Elective : Core
Course Title : Web Technologies	No. of Credits : 4

Course Objectives

- Design and development of web-pages and web-applications
- To provide skills to design interactive and dynamic web sites

Learning Outcome

- Students will acquire the knowledge regarding web technologies of development tools

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

Textbooks

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

References

Web Technologies Black Book - Dreamtech Press

Uttam Kumar Roy, Web Technologies from Oxford University Press

Course Code : BBA 306	Core/ Elective : Core
Course Title : Internship Report & Presentation	No. of Credits : 4

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 4 Credit course and is evaluated for 100 marks which is divided into two parts i.e., Report and presentation. Report carries 50 Marks presentation carries 50 marks.

SEMESTER – IV

Course Code : BBA 401	Core/ Elective : Core
Course Title : Business Laws	No. of Credits : 4

Course Objectives

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

Learning Outcome

- Will be able to observe the laws and regulations governing the business world

Unit II

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 labor - 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 MRTTP 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.

Textbook

Gulshan, S.S. (2014). *Business & Corporate Law*, Excel Books, New Delhi

Tulsian, P. C. (2011). *Business and Corporate Laws*. S. Chand Publishing.

References

Anson, W. R. (2009). *Law of contract (29th edition)*, Oxford University Press, Oxford, New Delhi.

Avtar, S. (2011). *Principles of Mercantile Law (9th Edition)*, Eastern Book Company, New Delhi.

Kapoor, N.D (2012.). *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.

Course Code : BBA 402	Core/ Elective : Core
Course Title : Business Strategy and Entrepreneurship	No. of Credits : 4

Course Objectives

- To appreciate the scope for entrepreneurship
- To enable the students to initiate start-ups

Learning Outcome

- Students can understand the dynamics of strategy formulation and implementation

Unit I

Strategic Management Process – Environmental Scanning and Analysis – Strategy Formulation – Michael Porter on Strategy - BCG Matrix – Generic strategies – Integration Strategies - Outsourcing strategies – Offensive and Defensive strategies – Strategic Alliances.

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.

Text Books

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

References

John A. Pearce II & Richard B. Robinson Jr. (1991) Strategic Management, 3rd Ed, AITBS, New Delhi.

Michael E. Porter (1985), Competitive Advantage, Free Press, New York.

Miller. A & Dess. G.G (1996), Strategic Management, 2nd Ed., McGraw Hill, New York.

Peter F. Drucker (1985), Innovation & Entrepreneurship, Harper & Row, New York.

Thomson. A. A., Stick land. A.J. &Cambel. J. E.,(2005), Crafting and Executing Strategy- the Quest for Competitive Advantage, Tata McGraw Hill, New Delhi.

Course Code : BBA 403	Core/ Elective : Core
Course Title : Managerial Economics	No. of Credits : 4

Course Objectives

- This course is designed to help undergraduate students to introduce the economic concepts; and
- It also familiarize with the students the importance of economic approaches in managerial decision making to understand the applications of economic theories in business decisions.

Learning Outcome

- Students will able to understand the economic aspects in Retail industry

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.

Text Books

Thomas, C.R., Charles, S.M and Sarkar, S. Managerial Economics. Ninth Edition,

Varshney, R and Maheshwari, K.L. Managerial Economics. Sultan Chand and Sons Publications. ISBN 978-81-8054-914-4

References

Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). *Managerial economics*. John Wiley & Sons.

William, F. S., & Stephen, G. M. (2021). *MANAGERIAL ECONOMICS*. John Wiley.

Course Code : BBA 404	Core/ Elective : Core
Course Title : International Business	No. of Credits : 4

Course Objectives

- 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

- 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

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.

Text Books

Rao, P. S. (2008). *International business*. Himalaya Publishing House.

Rao, S. (2021). *International Business Environment*. Himalaya Publishing House.

Cherunilam, F. (2020). *International business*. PHI Learning Pvt. Ltd.

References

Shenkar, O., & Luo, Y. (2008). *International business*. Sage.

Cavusgil, S. T., Knight, G., Riesenberger, J. R., Rammal, H. G., & Rose, E. L. (2014). *International business*. Pearson Australia.

Course Code : BBA 405	Core/ Elective : Core
Course Title : Database Management Systems	No. of Credits : 4

Course Objectives

- 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

- Students can able to solve several DBMS related organisational issues

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 designand 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.

Textbooks

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

References

C.J. Date, A. Kannan, S. Swamynatham: An Introduction to Database Systems, 8th Edition, Pearson Education, 2006, ISBN 10: 8177585568 / ISBN 13: 9788177585568

Raghu Ramakrishnan and Johannes Gehrke: Database Management Systems, 3rd Edition, McGraw-Hill, 2014, ISBN-10: 9339213114, ISBN-13: 978-9339213114

Silberschatz, Korth and Sudharshan: Data base System Concepts, 7th Edition, Mc-Graw Hill, 2019, ISBN 9780078022159

Course Code : BBA 407	Core/ Elective : Open Elective
Course Title :	No. of Credits : 4

Courses will be chosen from either B.A Political Science or B. Sc Economics for giving the student Multidisciplinary approach.

SEMESTER – V**Finance Specialisation Courses**

Course Code : BBA 501 F	Core/ Elective 1.1: Core/Specialization No. of Credits : 4
Course Title : Security Analysis and Portfolio Management	

Course Objectives:

- To explain concept of investment, process of investment.
- To discuss framework of fundamental and technical analysis under security analysis
- To describe the process of portfolio management process, theories, models to measure the performance of portfolio.

Learning Outcomes:

- Acquire knowledge on process of investment,
- Analyse the security under different types before investing in stocks.
- Ascertain risk and return value of different securities and portfolio
- Learn various portfolio theories, models to manage portfolio and maximize the

Unit I

Investment: Introduction to stock markets - objectives, Process of Investment, Investment and speculation

Unit II

Fundamental Analysis & Technical Analysis: Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.

Unit III

Measurement of Risk and Return: Revenue Return and Capital appreciation, holding period –Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk –standard deviation – variance– Beta.

Unit IV

Valuation of Securities: Types of Securities - Approaches of valuation – Bond valuation
– Preference share Valuation – Common stock Valuation.

Unit V

Portfolio Management: Process of Portfolio Management, Modern Portfolio – Portfolio models
–Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

Textbooks

Investment Management, V.K.Balla, S.Chand Company Ltd

Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas

References

Investment Analysis and portfolio management, Chandra, Tata McGraw Hill.

Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education.

Security Analysis and Portfolio Management, Sudhindra Bhat, excel.

Security analysis and portfolio management, Avadani, Himalaya publishers

Investment analysis portfolio management, Frank Reilly & Brown, Cengage.

Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..

Investment, Bodie, McGraw Hill Book Company.

Investment Management, Hiriyappa, New Age Publications

Course Code : BBA 502 F	Core/ Elective 1.2 : Core/Specialization
Course Title : Financial Markets and Services	No. of Credits : 4

Course Objectives:

- To provide an overview of financial system and components of financial system in detail.
- To explain classification of institutions, markets and services in the financial system.
- To impart knowledge on interrelationship and functioning of each component of financial system.

Learning Outcomes

- To compare and contrast the pros and cons of each type of services available in the financialmarket.
- To distinguish the various financial markets and institutions and their functioning mechanism.
- Acquire knowledge on entire banking system and types of banks and functioning of banks in thefinancial system.

Unit I

Introduction: The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI.

Unit II

The Banking and Non-banking Institutions: The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks.

The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.

Unit III

Financial and securities Markets: Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets: - Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.

Unit IV

Fund based services - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.

Unit V

Fee-based services - Stock broking, credit rating Merchant Banking, portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

Textbooks

Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.
Financial services, Gorden & Natarajan, Himalaya publishers

References

Financial Services and markets, Dr.Punithavathy Pandian, Vikas
Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
Indian Financial System, Ramachandra and others, HPH
Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition.
Financial services, Thirpati, PHI.
Financial Markets & Services, Vasanth desai, Himalaya.

Course Code : BBA 503 F	Core/ Elective 1.3: Core/Specialization No. of Credits : 4
Course Title : Introduction to Derivatives and Risks	

Course Objectives:

- To give an overview of Financial Derivatives, growth, types of derivatives.
- To explain fundamental linkages between spot & derivative markets.
- To infuse knowledge on functioning and types of future and forward markets.
- To explain the concepts of Options, strategies, and its pricing models.

Learning Outcomes: Student will be able to

- Understand concepts of Derivative, and types of derivatives
- Recognize the inter relationship of Spot & derivative markets.
- Learn the functioning of utue and forward markets.
- Know the concepts of Options, strategies, and its pricing models.
- Aware of types of swaps in reducing risk.

Unit I

Introduction to Derivatives: Development and Growth of Derivative Markets, Functions of Derivative markets - Types of Derivatives – Participants in Derivatives Markets - Financial Vs Derivative markets - Fundamental linkages between spot & Derivative Markets, Role of DerivativesMarket in India, uses and misuses of derivatives.

Unit II

Future and Forward Market: Meaning of Forwards and Futures, Mechanics of Buying & Selling Future: Order flows – setting a futures position – Initial Margins – types of orders; Hedging Strategies Using futures: Short – Long – Basis Risk – Hedge Ratio

Unit III

Options: Introduction to Options - Distinguish between Options and Futures – Participants in Options Market - Structure of Options Market, Types of Options, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model - Factors affecting Option prices – Maximum & Minimum Option Price.

Unit IV

Options Hedging Strategies: Types of Option hedging strategies: Protective Puts & Calls, Converted Calls, Spreads, Combinations – Delta Hedging. - Advanced Option strategies: Stock Index options –Currency Options – Interest Rate Options (Theory only).

Unit V

Swaps: Introduction - Types of Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps –Credit Risk in Swaps (Theory only).

Textbooks:

Risk Management Insurance and Derivatives, Dr. G. Kotreshwaar, HPH.

Financial Derivatives, Gupta, 1st Edition, PHI.

Fundamentals of futures and options market, John C Hull: Pearson Education.

References:

- Financial Derivatives and Risk Management, OP Agarwal, HPH
- Commodities and Financial Derivatives, Kevin, PHI

Course Code : BBA 504 F	Core/ Elective 1.4: Core/Specialization
Course Title : Management of Banks	No. of Credits : 4

Course Objectives:

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

Learning Outcomes:

By the completion of the course, students will be able to,

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

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 chequw – 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 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.

Textbooks:

Dr Neelam C Gulati (2011).*Principles of Risk Management and Insurance*. New Delhi Excel Publishing

Panda G.S., (2012). *Principle and practice of insurance*. Bengaluru, Kalyani publishers.

References:

Bank financial management (2018) Indian Institute of Banking and Finance-Macmillan education.

Gupta, S.N, Banking Law in Theory & Practice (5th ed.). Universal Law publishers

Marketing Specialisation Courses

Course Code : BBA 501 M	Core/ Elective 1.1: Core/ Specialisation
Course Title : Advertising and Sales Management	No. of Credits : 5

Course Objectives

- 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.

Learning Outcome

- Students can framework the concepts of area of advertising and sales management

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- Visualisation 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,

Text Books

Advertising and Sales Promotion , 1 January 2012 by Ken Kaser South Western Educational Publishing

Advertising & Sales Promotion by S. K. Sarangi DU BOULEVARD PRIVATE LIMITED; 1st edition (1 January 2018)

Advertising and Sales Promotion, Dr. P.N. Harikumar, Prof. M.N. Mishra Himalaya Publishing House ISBN: 9789352026197, 9352026195

Foundations of Advertising, S.A. Chunawalla, KC Sethia, Himalayan Publishing House
Sales Management, Rovert Calvin; McGraw Hill

References

Advertising Management, Dr. Varma & Aggarwal, King Books

Advertising Principles and Practice, Qells Burnett Moriarty, PHI

Course Code : BBA 502 M	Core/ Elective 1.2 : Core/Specialization
Course Title : Consumer Behaviour	No. of Credits : 4

Course Objectives

- To provide good insight on consumer behaviour through individual determinants of consumers
- To analyze consumerism and benefits of consumerism
- To evaluate strategies and practices related to consumers behaviour adopted by different companies

Learning Outcome

- Understand the basics of consumer behaviour and understand the relevance of the subject in the realm of contemporary business and marketing.
- Identify and analyse the reasons for the success or/and failure of business strategies with respect to Consumer Behaviour
- Formulate appropriate marketing strategies

Unit I

Introduction to Consumer Behaviour - 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 behaviour, 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 behaviour -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 behaviour

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

Textbooks

Schiffman, L.G., Kanuk.L.L, &Kumar.S.R (2010).Consumer Behaviour (10th ed). Prentice Hall.

Blyth, J. (2008).Consumer Behavior. London:Thomson Learning.

References

Lantos, G.P. (2010). Consumer Behaviour in Action- Real Life Applications for Marketing Managers. New York: M.E Sharpe.

Nair.S.R (2010). Consumer Behaviour in Indian Perceptive. Mumbai: Himalaya Publishing House

Engel.J.F,Kollat.D.T,&Minar.P.W (2008).Consumer Behaviour Hinsdale IL Dryden Press.

Course Code : BBA 503 M	Core/ Elective 1.3 : Core/Specialization
Course Title : Digital Marketing	No. of Credits : 4

Course Objectives

- To expose the students to the strategic framework that keeps organizations relevant and effective in the technologically competitive markets.

Learning Outcome

- students will gain knowledge of several updated technologies involved in this digital marketing era

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 behaviour and characteristics – navigation behaviour (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – acquiring customers on the web.

Textbooks

The Beginner's Guide to Digital Marketing (2015). Digital Marketer. Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.

Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited

References

Frost, R. D., & Strauss, J. (2016). *E-marketing*. Routledge.

Mohammed, Fisher, Jaworski and Cahill : Internet marketing – building advantage in a networked economy (Tat McGraw-Hill)

Course Code : BBA 504 M	Core/ Elective 1.4 : Core/Specialization
Course Title : Product and Brand Management	No. of Credits : 4

Course Objectives

- 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

- Will be able to with skills of management of brand and private label.

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 Describes The Brand Equity Model (D. Aaker) Perceived Quality - 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.

Text books

Bajaj, Tuli & Srivastava, Retail Management, Oxford University Press, New Delhi

Kelley & Jugenheimer, Advertising Media Planning A Brand Management Approach, Prentice Hall, India. 2008

References

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

Human Resource Management Specialisation courses

Course Code : BBA 501 H	Core/ Elective 1.1 : Core/Specialization
Course Title : Human Resources Management	No. of Credits : 4

Course Objectives

- To facilitate the students with the knowledge of HR practices of the organizations.
- To develop and maintain healthy working relationships among all the employees and to adopt sound, desirable organization structure.

Learning Outcome

- Students can achieve the organizational goals by proper utilization and management of human resources.

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.

Textbooks

Human Resource and Personnel Management by K Aswathappa.

Human Resource in Indian Organizations by R.S Dwivedi.

References

Retailing Management, Michael Levy and Barton Weitz, Mc Graw Hill, Irwin

Retail Management: A strategic Approach by Berman, Bary and Joel

Retail Management by S. L Gupta

Course Code : BBA 502 H	Core/ Elective 1.2 : Core/Specialization
Course Title : Talent Management	No. of Credits : 4

Course Objectives:

- Understand performance excellence through Talent Management.
- Apply Talent Management concepts in Human Resource Management
- and ➤ Formulate the Talent Management strategies for any Organization

Learning Outcomes:

- 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

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.

Text Books

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

References

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

Course Code : BBA 503 H	Core/ Elective 1.3 : Core/Specialization
Course Title : Training and Development	No. of Credits : 4

Course Objectives:

- To provide an overview of Training and Development in the organization. The prerequisite for the course is knowledge of HRM.

Learning Outcomes: Students will be able to

- Understand the importance of training in organisations
- Design and evaluate the training programmes

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.

References:

- Employee Training and Development, Raymond A.Noë, TMH .
- Effective Human Resource Training and development Strategy, B.Rathan Reddy, Himalaya. Donald L. Kirkpatrick and James D.Kirkpatrick, Evaluating Training programs, Tata McGraw Hill.

Course Code : BBA 504 H	Core/ Elective 1.4 : Core/Specialization
Course Title : Industrial Relations	No. of Credits : 4

Course Objectives:

- To sensitize the students with the Industrial Relations scenario in India
- To introduce students to Basic Concepts in Industrial Relations
- To enable students, understand the dynamic nature of Indian Industrial Relations

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 Labour Laws on Indian Industrial Relations

Textbooks

Bose, Subhas Chandra, The Trade Union Movement, Selected Speeches of Subhas Chandra Bose, Publication Division, Government of India, New Delhi, 1992

Giri V V: Labour Problems in Indian Industry, Asia Publishing House, Mumbai, 1972

Yoder, Dale: Personnel Management and Industrial Relations, Oxford University Press, 1972

Davar R S: Personnel Management and Industrial Relations in India, Himalaya Publishing House, Mumbai, 1998

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 Specialisation Courses

Course Code : BBA 501 T	Core/ Elective 1.1 : Core/Specialization
Course Title : Tourism Management	No. of Credits : 4

Course Objectives

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

Learning Outcome

- Will be able to understand tourism trends in the national and international context

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

Text Books

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

References

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

Course Code : BBA 502 T	Core/ Elective 1.2 : Core/Specialization
Course Title : Travel Agency and Tour Operations Management	No. of Credits : 4

Course Objectives

- 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.
- To develop adequate knowledge and skills applicable to travel industry.

Learning Outcome

- Will be able to choose career in the area

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 Itinerary - 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

Role and Responsibility of Travel Trade Associations: Objectives - Roles and Functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOL, ADTOI, IAAI, FIYTO, TAFI.

Itinerary Design and Field Visit – 1 Credit

Text Books

Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.

Negi. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.

References

Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London.

Holloway, J.C. (2002), The Business of Tourism, Prentice Hall, London, pp.220-279.

Roday. S, Biwal.A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi, pp-164-296.

Course Code : BBA 503 T	Core/ Elective 1.3 : Core/Specialization
Course Title : International Tourism and Travel Management	No. of Credits : 4

Course Objective

- This paper aims at providing an overview of global tourism trends along with major places of tourist importance in different continents.

Learning Outcomes

- Learners would form comprehensive understanding of international tourism business
- They will 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

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.

Textbooks

Bhatia A.K. (2011), International Tourism Management, Sterling Publishers, New Delhi.

Swain, S.K. & Mishra, J.M. (2012). Tourism: Principles & Practices, Oxford University Press, New Delhi.

Vellas François (1995). International Tourism: An Economic Perspectives. St. Martin's Press.

References

Cochrane, J. (2008) Asian Tourism Growth and Change, Elsevier, London.

Reisinger Y, (2009), International Tourism – Cultures and Behavior, Butterworth-Heinemann, Oxford, UK.

UN World Tourism Organization (2002). Performance Indicators for Tourism Destinations in Asia and the Pacific Region, Business & Economics.

William F. Theobald, W.F. (2013) Global Tourism, Elsevier Science, London.

Course Code : BBA 504 T	Core/ Elective 1.4 : Core/Specialization
Course Title : Airfares and Computer Reservation Systems	No. of Credits : 4

Course Objectives

- 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

- Will be able to understand the nuances of airline routing, airfare construction, documentation and handling ticketing
- Will be able to book flight tickets through software

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

Text Books

Amadeus/Galileo/Sabre—Global Distribution System

Davidoff, D.S. and Davidoff, P.G. (1995). Air Fares and Ticketing. New York: Prentice Hall.

Gupta, S.K. (2007). International Airfare and Ticketing – Methods and Techniques, New Delhi: UDH Publishers and Distributers (P) Ltd.

References

ABC World Airways Guide

IATA Air Ticketing Handbook

Passenger Air Tariff.

Travel Information Manual

Supply Chain Management Specialisation Courses

Course Code : BBA 501 S	Core/ Elective 1.1 : Core/Specialization
Course Title : Logistics and Supply Chain Management	No. of Credits : 4

Course Objectives

- 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 Outcome

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

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.

Text Books

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

References

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

Course Code : BBA 502 S	Core/ Elective 1.2 : Core/Specialization
Course Title : Retail Logistics	No. of Credits : 4

Course Objective

- 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

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

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.

Textbooks

Ballau, Renald H. Business Logistics Management. Englewood Cliffs, New York, Prentice Hall Inc.

Beal K. A management Guide to Logistics Engineering. U.S.A. Institute of Production Engineering.

Benjamin S.B. Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall.

References

Bowersox, D.J. and Closs, D.J. Logistics Management: A System Integration of Physical Distribution. New York Macmillan.

Christopher, M. Logistics and Supply Chain management: Strategies for Reducing Costs and Improving Services. London, Pitsman.

Course Code : BBA 503 S	Core/ Elective 1.3: Core/Specialization
Course Title : Project Management	No. of Credits : 4

Course Objectives

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

Learning Outcome

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

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

Textbooks

Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.

John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

References

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

Course Code : BBA 504 S	Core/ Elective 1.4 : Core/Specialization
Course Title : Managing Global Operations	No. of Credits : 4

Course Objectives

- To understand the global market force in supply chain
- To analyse risks and advantages in supply chain
- To appreciate green supply chain indicators

Learning Outcomes

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

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.

Textbook

Donald J. Bowersox David J. Closs, Logistical Management , Tata Mc Grawhill

References

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

Course Code : BBA 505	Core/ Elective : Core
Course Title : 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 fulfillment 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 analyze 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. Analyze 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, analyse 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**Finance Specialisation Courses**

Course Code : BBA 601 F	Core/ Elective 2.1 : Core/Specialization
Course Title : International Financial Management	No. of Credits : 4

Course Objectives:

- To impart knowledge on Foreign Exchange Market, functions and structure, transaction and settlement mechanism.
- To discuss cross-border investment decisions, project evaluation techniques and risk involved in cross-border investment decisions.
- To explicate financing decisions of MNCs and working capital management.

Learning Outcomes

- Acquire knowledge on Foreign Exchange Market, functions and structure, transaction and settlement mechanism.
- Identify different types of foreign exchange exposure and risk involved.
- Evaluate cross-border investment decisions using various project evaluation techniques and risk involved in cross-border investment decisions.

Unit I

Introduction to International Financial management: IFM meaning, Difference between FM & IFM, Nature, Scope, Importance.

Unit II

Foreign Exchange Market: Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, .

Unit III

Management of foreign exchange exposure and risk: Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.

Unit IV

Cross-border Investment Decisions: Capital budgeting Approaches to Project Evaluation, Risk in Cross-border Investment Decisions.

Unit V

Financing Decisions of MNC`s & Working Capital Management: Introduction, the cost of capital, capital structure, Cash management, management of receivables, Inventory management

Textbooks:

International Financial Management, V.K.Bhalla ,S.Chand
International Financial Managemen, Ephriam Clark, Cengage.

References:

International Finance , Prakash .G.Apte, TMH
International Financial Management, T. Siddaiah: Pearson.
International Financial Management ,M.K.Rastogi
International Financial Management, S. Eun Choel and Risnick Bruce: TMH.

Course Code : BBA 602 F	Core/ Elective 2.2: Core/Specialization No. of Credits : 4
Course Title : Business Valuation and Project Appraisal	

Course objectives:

- To provide theoretical overview of key methods applied to value different types of business and assets;
- To improve students' skills to analyze 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:

- Understand key features of the key approaches to valuation and can define the most commonly applied standards of value
- Can choose correct methods and instruments for specific valuation cases.

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.

Textbooks

Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd

Damodaran, A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.

K. G., CA, & Sehrawat, N. K. Handbook on Valuation- Concept & Cases. New Delhi, Bharat Law House Pvt. Ltd.

Marketing Specialisation Courses

Course Code : BBA 601 M	Core/ Elective 2.1 : Core/Specialization
Course Title : International Marketing	No. of Credits : 4

Objectives:

- To gain the knowledge of marketing management in the international perspective
- To develop marketing strategies for the dynamic international markets.
- To make learner use the variables of marketing management for successfully doing the business in the international arena.

Unit-I

The Concept of marketing - Evolution of marketing: From transactionbased to relationship marketing- 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. 10

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 10

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.

Text Books:

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

References:

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

Course Code : BBA 602 M	Core/ Elective 2.2 : Core/Specialization
Course Title : Services Marketing	No. of Credits : 4

Learning Outcomes:

- Understand service Marketing, features, classification of services.
- Acquire knowledge on service promotion, strategies, implications and marketing communication mix in modern economy.
- Formulate marketing plans, and understands planning process, allocation of resources and monitoring marketing planning.

Unit I

Understanding services marketing: Introduction - Characteristics of services marketing mix - services in the modern economy - Classification of services - marketing services Vs. Physical services

Unit II

Customer Expectations of service: Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer defined service standards

Unit III

Pricing & Promotion strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.

Unit IV

Service promotion: The role of marketing communication. Implication for communication strategies, marketing communication mix.

Unit V

Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

Textbooks:

Services Marketing – Text and Cases, Rajendra Nargundkar, TMH.

Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml & Mary Jo Bitner: TMH.

References:

Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson.

Services Marketing – Concepts planning and implementation, Bhattacharjee, excel, 2009

Human Resource Management Specialisation Courses

Course Code : BBA 601 H	Core/ Elective 2.1 : Core/Specialization No. of Credits : 4
Course Title : International Human Resources Management	

Course Objectives:

- To discuss comparison of HRM Vs IHRM and the global environmental factors of IHRM and cross-cultural research methodologies.
- To impart knowledge on global staffing and compensation practices and differences in HCNs, PCNs and TCNs.

Learning Outcomes

- Know appraisal, training & development methods at Global level.
- Gain knowledge on global industrial relations and people management

Unit I

International Human Resource Management concept, expanding role – Global issues and challenges, Differences between Domestic HRM and IHRM.

Unit II

Social and Cultural Variables in Global Organizations – Cross Cultural Differences – Cross Cultural Research Methodologies – Hofstede’s Study, Cultural Issues.

Unit III

Global staffing and Compensation Practices – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for global Assignment, Selection process- Expatriate and Repatriate. – Compensation- International Compensation structure, Differentiating HCNs, PCNs and TCNs.

Unit IV

Appraisal and Training and development in the Global Perspective- Programs and Agencies– Performance management, Appraisal system – Training and development need, cross cultural training, Areas of international training and development.

Unit V

Global Industrial Relations and People Management – Trade Unions, Collective bargaining, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.

Textbooks

International Human Resource Management, Aswathappa, TMH.

International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage

References

International Human Resource Management, Tony Edwards & Chris Rees, Pearson.

Internal Human Resource Management, Rao P.L, Excel.

International Human Resource Management, Subba Rao P, Himalaya.

International Dimensions of Organizational Behaviour, Adler N.J, Kent.

Course Code : BBA 602 H	Core/ Elective 2.2 : Core/Specialization
Course Title : Organisational Change and Development	No. of Credits : 4

Course Objectives:

- To introduce concept of Organization Change and Development (OD),
- To explain importance of change in organisations
- To make them clear on Action Research - OD.
- To impart knowledge on interventions, classification of interventions.

Learning Outcomes: Students will be able to

- Understand the concept of change and development in organisations
- Classify interventions at intergroup, third party level, and also structural interventions
- Develop mechanisms to adopt to the organizational changes

Unit I

Organisational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

Unit II

Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: KnowledgeChanges; Attitudinal Changes; Individual Behavior Changes and Organizational Performance Changes.

Unit III

Implementing change: Steps- Assembling a Change, Management in establishing a new direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

Unit IV

HR and Technological Change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional

Intelligence and employee productivity; Managing work stress.

Unit V

Organisational Development: Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

Textbooks:

Organization Development and Transformation, French, Bell & Zawacki, TMH.
Organization Development, French & Bell, Pearson

Reference Books:

- Organization Change and Development, Kavita Singh: Excel.
- Organization Development, Daniel Robey & Steven Actman, Macmillan.
- Organization Development Change, Cummins & Worley, Thomson/Cengage.
- Organization Development Interventions & Strategies, S. Ramnarayan, T.v Rao & kuldeepsingh, Response.

Tourism and Travel Specialisation Courses

Course Code : BBA 601 T	Core/ Elective 2.1 : Core/Specialization
Course Title : Management and Tourism and Travel Services	No. of Credits : 4

Course Objectives

- To establish the importance of various departments and their 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.

Learning Outcome

- Students tend 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.

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.

Text Books

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

References

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

Course Code : BBA 602 T	Core/ Elective 2.2 : Core/Specialization
Course Title : Event Management and MICE	No. of Credits : 4

Course Objectives

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

Learning Outcome

- To enable the students to take up project works and start-ups in the area

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.

Text Books

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

References

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

Supply Chain Management Specialisation Courses

Course Code : BBA 601 S	Core/ Elective 2.1 : Core/Specialization
Course Title : Industry 4.0 Supply Chain	No. of Credits : 4

Course Objectives

- 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

- Students will be able to apply the Basic knowledge of design and configuration of the logistics network in a real-life situation.
- This enhances students' ability and professional skills in the design and configuration of the logistics network and the role of IT.

UNIT-1

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-2

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-3

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-4

Distribution Networks of Supply Chain: Role of Distribution, influencing factors, design, application to ebusiness, Distribution networks in Practice.

UNIT-5

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

Textbooks:

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:

Principles of Supply Chain Management: A Balanced Approach, Eisner, Cengage India

Logistics & Supply Chain Management (Strategies for Reducing cost & improving service) – Martin Christopher [FT financial Times/Pitman publishing, 2nd edition]

Logistics & Supply Chain Management (Cases & Concepts) – Raghuram & N. Rangaraj [McMillan India Ltd, 1st edition]

Course Code : BBA 602 S	Core/ Elective 2.2 : Core/Specialization
Course Title : Digital Transformation in Logistics	No. of Credits : 4

Course Objectives

- Develop experience in creating a digital supply chain strategy
- Identify and learn how to implement the key digital supply chain capabilities

Learning Outcome: 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

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

Textbooks

Bart L. MacCarthy, Dmitry Ivanov, The digital Supply Chain, Elsevier Publications, 1st Edition, 2022

Sameer Shukla & Albrt Wee Kwan Tan, Digital Transformation Of The Supply Chain: A Practical Guide For Executives, World Scientific Publishers, 2021

References

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

Course Code : BBA 603	Core/ Elective 2.2 : Core
Course Title : Experiential Learning Project	No. of Credits : 6

Project Objectives

- To make the student understand and realize the general problem that occurs around him/her.
- 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 6 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/ EXPERIENTIAL LEARNING 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