



Bachelor of Business Administration (Honours)

(Three Years Full Time Programme)

2020-23 BATCH

PROGRAMME STRUCTURE & SYLLABUS

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1. About the Programme

Bachelor of Business Administration- Honours (BBA- H)

The programme and course curriculum are designed semester-wise as per CBCS pattern, well aligned with the vision & missions of the university.

During three years of BBA-H programme students will study:

- 14 Core Courses
- 3 Ability Enhancement Compulsory Course Courses
- 4 Skill Enhancement Elective Courses
- 4 Generic Elective Courses
- 4 Discipline Specific Elective Courses

1.1. Duration of the Programme

BBA (H) is a three-year full time programme in Management. An academic year is from June to May. The programme is divided into six semesters. During the first four semesters, the students are provided extensive teaching in a number of core courses. The students are required to study core as well as specialization courses from the fifth semester onwards till the sixth trimester. Students pursue their special interests in-depth through specialization offered in five areas i.e. Finance, Marketing, HR and Operations Management. The students are required to undertake a Summer Project after the completion of fourth semester.

1.2. Programme Goals

The programme aims at enabling the participants to understand the business in the contemporary world.

- 1.2.1. To understand the business concepts and principles.
- 1.2.2. To identify and define problems and opportunities in business scenario.
- 1.2.3. To effectively communicate management concepts, plans and decisions in written reports and oral presentations.
- 1.2.4. To demonstrate professional conduct within any team activities.
- 1.2.5. To develop the culture of business and entrepreneurial aptitude.

1.3. Programme Outcome On successful completion of the program the student will be able to:

- 1.3.1. Apply knowledge of management theories and practices to solve business problems;
- 1.3.2. Foster Analytical and critical thinking abilities for data-based decision making.
- 1.3.3. Develop Value based Leadership ability;
- 1.3.4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business; and
- 1.3.5. Analyse organizational goals to contribute effectively in a team environment.

The courses are reviewed and revised at a regular interval by the experts from industry and academia to keep the programme updated with contemporary management practices.

1.4 The Programme Highlights

- 1.4.1 Immersion Course:** An immersion course is offered in the beginning of the programme which covers the basics of Management Principles, Communication, Mathematics, Accounting, and Corporate awareness. The course includes morning yoga, meditation, various kinds of sports and cultural activities to build up the concept of teamwork. The special attraction of this programme is theatre workshop ending with stage performance (through drama) by different groups of students based on some important themes.
- 1.4.2 Core Courses:** There are 14 Core Courses, 3 Ability Enhancement Compulsory Course Courses, 4 Skill Enhancement Elective Courses and 4 Generic Elective Courses offered in the areas of Marketing, Finance, Operation Management & Decision Science, OB & HR, Business Communication and General Management. General management courses include the courses such as Strategic Management, Economics, Business Environment, Business Law, Ethics, CSR and Corporate Governance. Soft Skill Development is also a part of the programme.
- 1.4.3 Elective Courses:** The programme offers elective courses in following specialization areas:
- Finance
 - Marketing
 - HR & OB
 - Operation Management and Decision Sciences

A student has to select 4 elective courses from one area of the above specializations. Elective courses are spread over two semesters i. e. from Semester - V to Semester VI. A specialization course is offered only when ten (10) or more students opt for it.

1.5 Pedagogy: The pedagogy adopted by the BBA (H) Programme is scrupulously designed to involve academic seriousness and practical application which includes the following:

1.5.1 Lectures:

Faculty members use audio-visual teaching aids while delivering lectures to enhance the learning effectiveness among the students. The classroom teaching includes sessions by the qualified and experienced faculty who are known for their dedication to teaching and research.

1.5.2 Virtual (On-line) Classes:

Faculty at BGU are well equipped with the technology and expertise to conduct classes on-line using various virtual platforms like Microsoft-team, Google meet, Zoom etc. In the COVID-19 pandemic situation, The courses will be offered in both synchronous and asynchronous modes of learning.

1.5.3 Project Work:

The students are also given opportunities to learn practical application of management concepts and methods through projects. This forms a part of the internal evaluation in most of the courses.

1.5.4 Simulations:

The students are to be involved in simulation games, quizzes, role plays, etc. in order to develop analytical and decision-making capabilities. The students face in these

simulation exercises, replicate the kind of situations they would face in the corporate environment.

1.5.5 Case Studies:

The faculty members encourage students to go for case analysis in order to learn about different solution scenarios, risk-taking behaviors and to develop pro-active responses while facing innovative managerial issues. The decision-making process is made a part of the student's mindset through cases.

1.5.6 Role Play :

Role play is a method for exploring the issues involved in complex business situations. A spirit of innovation, achievement and commitment of a group of students for real business solutions are demonstrated in a dramatised form in the class.

1.5.7 Interaction with Industry Experts:

As a part of the academic activity, workshops, guest lectures, panel discussions, seminars, conferences etc are organized in regular intervals for the students inviting experts from industry.

1.5.8 Experiential learning:

At BGU, much emphasis is on experience and learn. Through Summer Projects and Business seminars the students are usually exposed to the industry practices.

1.5.9 Summer Project:

Each student after completion of the Semester-IV has to undergo six (6) weeks summer project in the industry from 15 April-15 June. At the end of the summer project, each student is required to make a presentation and appear in viva-voce for evaluation. The students are expected to undertake field projects with utmost seriousness in order to gain practical exposure. The report developed during the period should highlight cross-sectional problems, challenges, and suggest solutions.

1.5.10 Participation in Business Seminars:

Eminent guest speakers from different domains, both from industry and academia are invited to share their experience with the students and encourage them to inculcate entrepreneurship. All students are required to participate in the business seminars. The student can also attend the seminars, conferences and workshops organized outside the university. They can write research papers either individually or with any faculty and present the same in the seminars and conferences. In an academic year, at least 2 National or International Seminars should be organized in which BBA (H) students can participate.

1.5.11 Co-curricular Activities:

The students will be involved in various co-curricular activities to be organized by the Marketing, Finance, HR, Operations and Communication clubs. There should be at least two events to be organized by each club in a month.

2. Programme Structure of BBA (H) (2020-23)

Curriculum of Bachelors in Business Administration (H) under CBCS Semester system

Course code	Course title	Full marks	Type of course	Credit
SEMESTER I				
BBAH-1.1	Effective Communication Skills	50	AEC-I	3
BBAH -1.2	Quantitative Methods	100	GEC –I	6
BBAH-1.3	Financial Accounting	100	CC-I	6
BBAH-1.4	Principles of Management	100	CC-II	6
BBAH-1.5	Management Information System	100	GEC -II	6
BBAH-1.6	Personality Development for Corporate Readiness –I	0	SEC-I	0
		450		27
SEMESTER II				
BBAH-2.1	Communication for Business	50	SEC-II	3
BBAH-2.2	Organizational Behaviour	100	CC-III	6
BBAH-2.3	Managerial Economics	100	CC-IV	6
BBAH-2.4	Principles of Management	100	CC-V	6
BBAH-2.5	Environmental Studies	50	AEC-II	3
BBAH-2.6	Personality Development for Corporate Readiness – II	50	SEC-III	3 (Including BBAH-1.6)
		450		27
SEMESTER III				
BBAH-3.1	Consumer Behaviour	100	CC-VI	6
BBAH-3.2	Human Resource Management	100	CC-VII	6
BBAH-3.3	Research Methodology	100	CC-VIII	6

BBAH-3.4	Legal Aspects of Business	100	CC-IX	6
BBAH-3.5	Cost & Management Accounting	100	GEC -III	6
		500		30
SEMESTER IV				
Course code	Course title	Full marks	Type of course	Credit
BBAH-4.1	Financial Management	100	CC-X	6
BBAH-4.2	Macro Economics	100	GEC -IV	6
BBAH-4.3	Introduction to Business Analytics	100	CC-XI	6
BBAH-4.4	Production Operation Management	100	CC-XII	6
BBAH-4.5	Entrepreneurship	50	SEC-IV	3
		450		27
SEMESTER V				
BBAH-5.1	Strategic Management	100	CC-XIII	6
BBAH-5.2	ELECTIVE-I	100	DSE-I	6
BBAH-5.3	ELECTIVE-II	100	DSE-II	6
BBAH-5.4	Summer Project	100	CC-IV	6
		400		24
SEMESTER VI				
BBAH-6.1	Responsible Business	50	AEC-III	3
BBAH-6.2	Elective 3	100	DSE-III	6
BBAH-6.3	Elective 4	100	DSE-IV	6
		250		15
TOTAL		2500		150

Discipline Specific Elective Courses:

The DSE courses for 5th & 6th semesters are mentioned below on the basis of area of specialization. The students are to choose any two papers of their choice in each semester.

SEMESTER V			
DSE – Finance	DSE – Marketing	DSE – Human Resource	DSE – Operations
F01- Financial Statement Analysis	M01- Digital Marketing	H01- Human Resource Planning and Employee Engagement	O01- Production Planning and Control
F02- Corporate Taxation	M02- Sales & Distribution management	H02- Human Resource Development	O02- Service Operations Management
F03- Financial Market & Service	M03- Product & Brand Management	H03- Performance and Compensation Management	O03- Material Management
F04- Banking Theory & Practice	M04- Retail Management	H04- Leadership Skill and Team Management	O04- Supply Chain Management
SEMESTER VI			
DSE – Finance	DSE – Marketing	DSE – Human Resource	DSE – Operations
F05- Corporate Finance	M05- Rural Marketing	H05- Industrial Relations and Employee Welfare	O05- Total Quality Management
F06- Corporate Accounting	M06- Services Marketing	H06- Organizational Development and Change	O06- Project Management
F07- International Financial Management	M07- Advertising	H07- Talent and Knowledge Management	O07- Technology Management
F08- Capital Markets	M08- Customer Relationship Management	H08- Organizational Culture and Diversity	O08- Business Process Re-Engineering

Marks and Credit Distribution

Particulars	Number of papers	Marks	Credit Hours
Ability Enhancement Compulsory Course	Three papers	150	3X3
Skill Enhancement	Four papers	150	3X3
Generic Elective Course	Four papers	400	4X6
Core Course	Fourteen papers	1400	14X6
Discipline Specific Elective Course	Four papers	400	4X6
Total		2500	150

3. List of Courses

Semester	Course code	Course Title
Semester I	BBAH-1.1	Effective Communication Skills
	BBAH -1.2	Quantitative Methods
	BBAH-1.3	Financial Accounting
	BBAH-1.4	Principles of Management
	BBAH-1.5	Management Information System
	BBAH-1.6	Personality Development for Corporate Readiness –I
Semester II	BBAH-2.1	Communication for Business
	BBAH-2.2	Organizational Behaviour
	BBAH-2.3	Managerial Economics
	BBAH-2.4	Principles of Marketing
	BBAH-2.5	Environmental Studies
	BBAH-2.6	Personality Development for Corporate Readiness –II
Semester III	BBAH-3.1	Consumer Behaviour
	BBAH-3.2	Human Resource Management
	BBAH-3.3	Research Methodology
	BBAH-3.4	Legal Aspects of Business
	BBAH-3.5	Cost & Management Accounting
Semester IV	BBAH-4.1	Financial Management
	BBAH-4.2	Macro Economics
	BBAH-4.3	Introduction to Business Analytics
	BBAH-4.4	Production Operation Management
	BBAH-4.5	Entrepreneurship (Foundation)
Semester V	BBAH-5.1	Strategic Management
	BBAH-5.4	Summer Project
	Discipline specific course	Marketing
	M01	Digital Marketing
	M02	Sales & Distribution management
	M03	Product & Brand Management
	M04	Retail Management
	Discipline specific course	Finance
	F01	Financial Statement Analysis
	F02	Corporate Taxation
	F03	Financial Market & Service
	F04	Banking Theory & Practice
	Discipline specific course	Human resource
	H01	Human Resource Planning and Employee Engagement
	H02	Human Resource Development
	H03	Performance and Compensation Management
H04	Leadership Skill and Team Management	

	Discipline specific course	Operations
	O01	Production Planning and Control
	O02	Service Operations Management
	O03	Material Management
	O04	Supply Chain Management
Semester VI	BBAH-6.1	Responsible Business
	Discipline specific course	Marketing
	M05	Rural Marketing
	M06	Services Marketing
	M07	Advertising
	M08	Customer Relationship Management
	Discipline specific course	Finance
	F05	Corporate Finance
	F06	Corporate Accounting
	F07	International Financial Management
	F08	Capital Markets
	Discipline specific course	Human resource
	H05	Industrial Relations and Employee Welfare
	H06	Organizational Development and Change
	H07	Talent and Knowledge Management
	H08	Organizational Culture and Diversity
	Discipline specific course	Operations
	O05	Total Quality Management
	O06	Project Management
	O07	Technology Management
O08	Business Process Re-Engineering	

4. DETAILS OF SYLLABUS

4.1.Semester I

SEMESTER 1			
COURSE CODE	COURSE TITLE	FULLMARKS	CREDIT
BBAH-1.1	Effective Communication Skills	50	3
BBAH -1.2	Quantitative Methods	100	6
BBAH-1.3	Financial Accounting	100	6
BBAH-1.4	Principles of Management	100	6
BBAH-1.5	Management Information System	100	6
BBAH-1.6	Personality Development for Corporate Readiness –I	25	1

Course Name	Effective Communication Skills
Course Code	BBAH-1.1
Course Credit	3
Semester	I
Aims and Objectives	<p>The objective of the course is to help the students improve English Language Proficiency in the four skills of Listening, Speaking, Reading & Writing (LSRW), so that they can use the language for communication in various contexts & also understand the use the language for creative expressions in speaking & writing.</p> <p>The learning material prescribed is interactive, task-based and skill-oriented. The pedagogy is participative & interactive. The tasks designed are not prescriptive and may be modified depending on the requirements of the target group. The desired skills will be practiced in the Language Lab. Every student will get a lab exposure of minimum 6-8 hours. The pedagogies will involve: Lecture Mode, Class Interaction, Case Study/News/Debate/ Interview Discussion & Analysis, Writing Workshops, Audio-Visual Method, Peer & Self Review & Blended Learning.</p>
Course Intended Learning Outcome	<p>At the end of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the Use of Language Functions, Explain, Describe 2. Summarize, Paraphrase & Collate Information 3. Apply the principles of Speaking & Respond to Situations/News/Case Studies 4. Articulate Coherently & Creatively in Speaking & Writing 5. Develop Language Skills, Critical & Creative Thinking
Pre-Requisite	The student should have requisite knowledge & practice to express

	himself/herself in English language in real world situations & should have a good foundation on the mechanics of grammar & vocabulary
Course Outline	<p>UNIT-I Effective Listening Skills Listening & Interpreting, Active Listening, Listening Critically, Overcoming Barriers, Strategies of Effective Listening, Bottom-Up & Top-down Approach, Listening & Note-taking, Listening & Responding (Conversation/Interview/Discussion/Story)</p> <p>UNIT-II Improving Oral Proficiency in English Use of Language Functions(Introducing self & others, expressing opinion, giving suggestions, agreeing, disagreeing etc), Elements of Effective Speaking Skills, Observing & Interpreting, Narrating & Describing, Explaining Process, Responding to News, Speaking Impromptu, Present Ideas and Summarise Information, Creative Use of Language, Learning International Phonetic Alphabets for Better Pronunciation, Correcting Mispronounced Words</p> <p>UNIT-III Developing Reading Skills Reading & Comprehending, Strategies for Reading Skills, Critical Reading, Reading a Piece of Literature/News/Case-study, Reading & Summarizing, Building Word Power</p> <p>UNIT-IV Writing Skills & Analysis Elements of Effective Writing, Sentence Types, Stages of Writing, Planning, Analysing, Selecting, & Organising, Paragraph Writing & Types, Linkage and Cohesion, Letter Writing (formal), Writing an Essay, Correctness & Conciseness in Writing</p> <p>UNIT-V Using Error-Free Language Fostering Word Consciousness, Use of Dictionary, Contextual Analysis, Grammar of words, Words Often Confused, Review of English Grammar and Usage, Error Analysis (Correction of Errors in a Given Sentence, Errors in the Use of Words, Errors in Punctuation)</p> <p>LAB OUTLINE Lab-1 & 2- Active Listening, Listening to IELTS Lab 3 & 4- Practising Phonetics- Learning IPA, Stress & Intonation Lab 5 & 6- Reading for Comprehension & Critical Reading Skills Lab 7 & 8- Brain Storming, Writing & Editing</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment (Lab) 30 Marks ▪ End Semester Assessment 70 Marks
References	<p>Text Book</p> <ul style="list-style-type: none"> • Kumar, S., & Lata, P. (2018). <i>Communication Skills</i> (2nd ed.). Oxford University Press, New Delhi. <p>Other Readings</p> <ul style="list-style-type: none"> • Raman, M., & Singh, P. (2018). <i>Business Communication</i> (2nd

		<p>ed.). Oxford University Press, New Delhi</p> <ul style="list-style-type: none"> • Kumar, S.P. (2018). <i>Foundation Course: Language, Literature & Creativity</i>. Orient Black Swan, University of Delhi. • Seely, J. (2018). <i>Oxford Guide to Effective Writing & Speaking</i> (3rd ed.). Oxford University Press, New Delhi. <p>E-resources</p> <ul style="list-style-type: none"> • Kumar, E.S. (2011, January 18). <i>Three Blind Men describe an Elephant</i>, Indian Review. https://indianreview.in/fiction/malayalam-short-stories-three-blind-men-describe-an-elephant-by-e-santhosh-kumar/ Accessed 1 June, 2018. • Twinkle, K. (2018, September 16). <i>Lesson from Frida: Backbone can win over broken spine</i> in 'Mrs. Funnybones, The Times of India. https://timesofindia.indiatimes.com/blogs/mrsfunnybones/lesson-from-frida-backbone-can-win-over-broken-spine/ Accessed 13 June, 2018. • Edwards, A. (2016). <i>Forced displacement worldwide at its highest in decades</i>, UNHCR. https://www.unhcr.org/news/stories/2017/6/5941561f4/forced-displacement-worldwide-its-highest-decades.html Accessed 1 June, 2018. • <i>13 letters every parent every child should read on Children's Day</i>, The Indian Express, 10 November 2014. https://indianexpress.com/article/lifestyle/feelings/12-letters-every-parent-every-child-should-read-on-childrens-day/ Accessed 1 June, 2018 • Knapton, S. (2017, December 15). <i>Selfitis' -- the obsessive need to post selfies-- is a genuine mental disorder say psychologists</i>, The Telegraph. https://www.telegraph.co.uk/science/2017/12/15/selfitis-obsessive-need-post-selfies-genuine-mental-disorder/ Accessed 1 June 2018.
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Course Name		Quantitative Methods
Course Code		BBAH-1.2
Course Credit		6
Semester		I

Aims and Objectives	To make the students understand the basic concepts in the areas of Business Mathematics and Operations Research. To equip the students independently to solve business problems using Mathematical and Optimization Techniques.
Course Intended Learning Outcome	<p>Upon successful completion of the course the students will be able to:</p> <ol style="list-style-type: none"> 1. understand and build the concept of functions, matrices, linear equations, differentiation and integration. 2. apply the concept and techniques of matrices and system of linear equations in solving business problems that requires such concepts. 3. apply differentiation and integration techniques in business problems. 4. formulate and solve linear programming problem, transportation problems and assignment problems arising in business decision making process.
Pre-Requisite	Elementary mathematical skills, e.g. basic number system, basic algebra, coordinate system, fractions and decimals
Course Outline	<p>UNIT-I Functions and their Applications Functions, Domain and Range of a function, Types of functions, Linear and Quadratic functions, Some Special Functions.</p> <p>UNIT-II Differential and Integral Calculus Limits and continuity: Limit of a function, continuous functions, limit of a sequence. Differentiation and derivatives: Derivative, Basic laws of derivative, Applications. Maxima and minima of functions: Maxima and Minima, Applications. Integral Calculus: Integral, Integration by parts, Applications.</p> <p>UNIT-III Matrices and System of Linear Equations Matrices: Matrices and Types, Operations on matrices, Determinant of a square matrix, Inverse of a square matrix, Linear Equation: System of linear equations, solution of system of linear equations by Cramer's Rule</p> <p>UNIT-IV Linear Programming Problem Introduction to OR, Applications of OR, Introduction to LPP, Formulation of LPP, Graphical Method and Simplex Method of Solving LPP.</p> <p>UNIT-V Transportation and Assignment Problem Transportation problem (TP): Introduction and formulation, North West Corner Rule (NWCR), Least Cost Method (LCM), Vogel's Approximation Method (VAM), Optimality Test (Stepping Stone, MODI Method). Assignment Problem: Concept, Hungarian Method of Solving Assignment Problem</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	Text Books

	<ul style="list-style-type: none"> ▪ Barnett, R.A., Ziegler, M., & Byleen, K.E. (2015). <i>Finite Mathematics for Business, Economics, Life Sciences, and Social Sciences</i> (13th ed.). Pearson, India. ▪ Raghavachari, M. (2017). <i>Mathematics for Management: An Introduction</i>. Tata McGraw Hill, New Delhi. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Swarup, K., Gupta, P.K., & Mohan, M. (2017). <i>Operation Research</i> (18th ed.). Sultan Chand & Sons, New Delhi. ▪ Vohra, N.D. (2017). <i>Quantitative Techniques in Management</i> (5th ed.). Tata McGraw-Hill. ▪ Sharma, J.K. (2016). <i>OR Theory and Applications</i> (6th ed.). Trinity Press, New Delhi.
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Course Name	Financial Accounting
Course Code	BBAH - 1.3
Course Credit	6
Semester	I
Aims and Objectives	The course intends to make students understand the general objectives of accounting and know the various types of accounting, apply independently the principles and solve accounting related issues, familiarize the students with the enlarged boundary of the accounting profession and the areas where accounting plays an important role in the functioning of an organization.
Course Intended Learning Outcome	After studying this course, the students will be able to: <ol style="list-style-type: none"> 1. explain the meaning of accounting and classify the types of accounting; systems of accounting. 2. apply the rules of debit and credit in the preparation of financial statements of a sole-proprietorship organization. 3. determine the amount of depreciation, profit/loss from sale/disposal of property, plant & equipment. 4. demonstrate the reason for the existence and survival of a company; accounting treatment for under-subscription and over-subscription of shares of a company.
Prerequisite	Basic knowledge of a business enterprise.
Course Outline	UNIT-I An Introduction Objects and functions of accounting, accounting as the language of business, branches of accounting, systems of accounting- single entry and double entry

	<p>systems, accounting concept and conventions, accounting cycle, classifications of accounts, recording business transactions, journalizing, rules of Journalizing, ledger posting.</p> <p>UNIT-II The preparation of trial balance, objects in drawing up a trial balance, defects of trial balance. Capital and revenue expenditures and receipts. Errors & their rectification.</p> <p>UNIT-III Preparation of Final Accounts- Trading, Profit & Loss Account & Balance Sheet - simple & with adjustments, manufacturing account.</p> <p>UNIT-IV Depreciation accounting and policies: The concept of depreciation, depreciation methods, accounting for depreciation, computer based financial accounting.</p> <p>UNIT-V Issue & forfeiture of shares - meaning, types of shares - preference shares & equity shares - issue of shares at par, at premium and at discount, pro-rata allotment, forfeiture of shares. Journal Entries, preparation of bank account & preparation of balance sheet in vertical form.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Jain, S.P., & Narang, K.L.(2018). <i>Financial Accounting</i>. New Delhi, Kalyani Publishers. ▪ Mukherjee, A., & Hanif, M. (2000). <i>Modern accountancy</i> (3rd ed.). Vol. 1. New Delhi: Tata McGraw-Hill. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Grewal, T.S., & Chand, S. (2016). <i>Introduction to Accountancy</i>. New Delhi, S. Chand & Company. ▪ Lal, J. (2017). <i>Accounting for Management</i> (5th ed.). Himalaya Publishing House.

Course Name	Principles of Management
Course Code	BBAH-1.4
Course Credit	6
Semester	I
Aims and Objectives	This course aims to help students to understand the basic concepts and functions of management and managers, and characterize their importance to contemporary organizations, gain in-depth knowledge of managerial roles played by managers and skills they need to be successful and enable them to analyse and understand the environment of the organization.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. understand the meaning of management and the contexts that lead to management evolution 2. conceptually explain the fundamental terminology and frameworks in the four functions of management: planning, organizing, leading and controlling; 3. analyse organizational case situations in different functions of management. 4. identify appropriate management techniques that are used in managing contemporary organizations. 5. evaluate leadership styles to anticipate the consequences of each leadership style. 6. analyse both qualitative and quantitative information to isolate issues and formulate best control methods
Pre-Requisite	Only an open mind
Course Outline	UNIT- I Introduction to Management and Organizations Definition of Management; Science or Art; Manager Vs Entrepreneur; types of managers, Evolution of School of Management, Managerial Roles and Skills UNIT -II Business Organization & Planning Types of Business Organization- Sole Proprietorship, Partnership, Company-public and Private Sector Enterprises; Organization Culture and Environment; Current trends and Issues in Management.

	<p>Nature and Purpose of Planning- Planning Process; Types of Planning, Objectives; Setting Objectives, Policies, Planning premises, Strategic Management. Planning Tools and Techniques- Decision making steps and process.</p> <p>UNIT - III Organizing & Staffing</p> <p>Nature and Purpose of Organizing; Formal and Informal organization; Organization Chart, Organization Structure, types Line and staff authority; Departmentalization; Delegation of Authority; Centralization and Decentralization Job Design- Introduction to Human Resource Management; HR Planning, Recruitment, Selection, Training and Development, Performance Management, Career planning and management.</p> <p>UNIT- IV Directing</p> <p>Foundations of Individual and Group Behaviour; Motivation-Motivation Theories; Maslow’s Theory, Herzberg Two Factor Theory, ERG Theory, McClelland’s Need Theory, X, Y & Z Theory. Job Satisfaction; Job Enrichment; Leadership- Types and Theories of Leadership –Trait Theory, Behavioral Theory (Ohio, Michigan & Managerial Grid).</p> <p>UNIT -V Controlling</p> <p>System and process of Controlling- Budgetary and Non-budgetary Control Techniques- Introduction to MIS, TQM, Six –Sigma. Use of computers and IT in Management control- Productivity problems and management (CPM, PERT); Control and Performance; Direct and Preventive Control – Reporting.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Stephen P.R., DeCenzo, D.A., & Coulter, M. (2017). <i>Fundamentals of Management</i> (7th ed.). Pearson Education. ▪ Kreitner, R., & Mohapatra, M. (2008). <i>Management</i>. Biztantra. ▪ Harold, K., & Heinz, W. (2018). <i>Essentials of management</i>. Tata Mc Graw Hill. ▪ Tripathy, P.C., & Reddy, P.N. (2016). <i>Principles of Management</i>. Tata McGraw Hill.

Course Name	Management Information System
Course Code	BBAH-1.5
Course Credit	6
Semester	I
Aims and Objectives	To understand the basics of Information system in Organizations, IT-enabled Business, Information flow, Decision making, IT Security and Data analysis using Software Tools.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. understand the basics of Information system in Organizations 2. acquire knowledge of IT-enabled Business and Information flow 3. implement data analysis functions using software
Pre-Requisite	Fundamental Knowledge in Computer/IT.
Course Outline	<p>UNIT- I What is MIS? Introduction to MIS , Information Systems in Organisations, Characteristics of MIS , Components of MIS, Benefits of MIS, Example of different Information Systems</p> <p>UNIT- II Managing Information Systems in Organisations, Introduction, Managing Business in the Internet Era, Managing Information Systems in Organisation IT interaction model, Challenges for the managers.</p> <p>UNIT- III Data and Information Data and information, information as a resource information in organizational functions, types of information & types of information systems, transaction processing system, management information system. Decision Support system, Data Analysis (Use of Software tools for data analysis)</p> <p>UNIT- IV Decision making and IT Security Decision making with MIS, Tactical decisions, operational decisions, Strategic decisions, IT Security & Cyber Crime</p> <p>UNIT -V Business Process Integration with IT Business Process Integration, Business processes-example of a complex</p>

	process, Motivation for Enterprise Systems, ERP systems- finance and accounting module, Human resource management module, Manufacturing and operations module, Sales and marketing module.
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> • Loden, D. (2018). <i>Management Information Systems: Managing the Digital Firm</i> (15th ed.). Pearson. • Sinha, P.K. (2016). <i>Computer Fundamentals</i>. BPB Publications. • Davis, G.B., & Olson, M.H. (2016). <i>Management Information System</i>. Tata McGraw-Hill. <p>Other Readings</p> <ul style="list-style-type: none"> • Bidgoli, H. (2018). <i>MIS</i>, Kindle Edition. • MIS Quarterly. • Journal of Management Information Systems.

Course Name	Personality Development and Corporate Readiness -I
Course Code	BBAH-1.6
Course Credit	0 (To be awarded in II sem, with PDCR-II)
Semester	I
Aims and Objectives	The course intends to instill certain skills and abilities in the undergraduate students to shape their personality to be a good management graduate needed for corporate set-up.
Course Intended Learning Outcome	<p>On completion of this course students will be able to :</p> <ol style="list-style-type: none"> 1. understand themselves better and groom themselves to build acquaintance with the business world 2. understand the positive outcomes of being motivated developing and a positive and responsible attitude 3. identify their motivators to perform tasks
Pre-Requisite	Only an open mind
Course Outline	<p>UNIT- I Introducing Self & Others HOWs of introduction, Problem phrases, HOWs and WHATs of formal &</p>

	<p>informal introductions</p> <p>UNIT- II Understanding Self Self-Evaluation: Identifying one’s own strengths and weaknesses, Self-Awareness for thoughtful and sensible response to manage day-to-day responsibility</p> <p>UNIT- III Motivation The Meaning, Types, Importance, Role, Factors influencing Motivation</p> <p>UNIT- IV Attitude Understanding attitude, Factors influencing Attitude, Inculcating and developing positive attitude</p>
Evaluation	<ul style="list-style-type: none"> ▪ Continuous assessment- 50%
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Ramesh G., & Ramesh, M. (2017). <i>The Ace of Soft Skills</i> (10th ed.). Pearson, India. ▪ Dhanavel, S.P. (2017). <i>English and Soft Skills</i>, Orient Black Swan. <p>Other Reading</p> <ul style="list-style-type: none"> ▪ Klaus, P. (2008). <i>The Hard Truth about Soft Skills</i> (1st ed.). Harper Collins.

4.2 Semester 2

SEMESTER 2			
Course code	Course title	Fullmarks	Credit
BBAH-2.1	Communication for Business	50	3
BBAH-2.2	Organizational Behaviour	100	6
BBAH-2.3	Managerial Economics	100	6
BBAH-2.4	Principles of Marketing	100	6
BBAH-2.5	Environmental Studies	50	3
BBAH-2.6	Personality Development for Corporate Readiness –I & II	50	3

Course Name	Communication for Business
Course Code	BBAH -2.1
Course Credit	3
Semester	II
Aims and Objectives	To develop an understanding among the students on the Communication Process, & Barriers to Effective Communication. The course aims to develop communication skills required in the social and professional contexts, primarily focusing on the presentation skills and business writing skills like Presenting in front of an audience with the help of audio-visual aids, writing Business Correspondence, Email, and Reports & Proposals. The paper also will make the students aware about social networking communication for the social networking etc. like LinkedIn & Blogging The pedagogies will involve: Interactive & Participative teaching-learning, Case Study Discussion & Analysis, Writing in Groups & Individually, Audio-Visual Method, and Peer & Self Review & Blended Learning.
Course Intended Learning Outcome	At the end of this course, students should be able to: <ol style="list-style-type: none"> 1. understand the process & principles of Communication 2. apply the principles of Business Communication in speaking & writing 3. analyse the importance of Non-verbal Communication in self & other 4. write effective E-mails, Proposals & Reports 5. communicate effectively during Group Discussions & Team Presentation
Pre-Requisite	The student should have requisite knowledge & practice to express himself/herself in English language in real world situations & should have a good foundation on the mechanics of grammar & vocabulary
Course	UNIT-I

Outline	<p>Nature and Scope of Communication Need and Importance of Communication Skills, Communication Process, Encoding & Decoding, Barriers in the Communication Process, Role of Audience & Feedback, Forms of Communication- Written, Oral & Non-verbal Communication, Ways to overcome Barriers, Formal & Informal Communication</p> <p>UNIT- II Understanding Non-Verbal Communication Characteristics & Classification of Non-verbal Communication, Facial Expressions & Other Body Language, Non-verbal Communication for Intercultural Awareness & Sensibilities, Guidelines for Developing Appropriate Non-verbal Communication in Social & Professional Contexts</p> <p>UNIT- III Business Correspondence Writing Business Correspondence, Basic Principles of Business Message, Writing an E-mail, Types of Business Letter, Direct & Indirect Approach to Business Correspondence, Inquiry Letter, Complaint Letter, Writing Short Format Report & Proposal</p> <p>UNIT-IV Presentation Skills Oral Presentation, Planning & Preparation, Non-verbal Communication Skills in Presentation, Use of Visual Aids in Presentation, Handling Stage Fright & Handling Questions, Use of Business English, Key Expressions & Phrases</p> <p>UNIT-V Technology in Business Communication Technology in Business Communication, Text Messaging, Use of New Apps, Instant Messaging, Video Conferencing & Skype, Strategic importance of E-Communication & Social Networking, Writing a Blog</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment (Lab) 30 Marks ▪ End Semester Assessment 70 Marks
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Meenakshi, R., & Prakash, S. (2018). <i>Business Communication</i> (2nd ed.). Oxford. ▪ Chaturvedi, P.D., & Chaturvedi, M. (2018). <i>Business Communication: Skills, Concepts and Applications</i> (3rd ed.). Pearson Education, New Delhi <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P., & Pande N. (2016). <i>Business Communication</i> (13 ed.). McGraw Hill Education, New Delhi. ▪ Lehman, C.M., & DuFrene, D.D. (2018). <i>BCOM</i> (9th ed.). Cengage Learning, New Delhi.

Course Name	Organisational Behaviour
Course Code	BBAH2.1
Course Credit	6
Semester	II
Aims and Objectives	To provide students with knowledge regarding behaviour in organization, how individuals affect each other's behaviour and how productivity can be enhanced from individual behaviour in organization
Course Intended Learning Outcome	At the end of this course, students will be able to: <ol style="list-style-type: none"> 1. define different concepts and theories in the organisation 2. identify the concept of individual, group and organization interaction in the context of behaviour 3. articulate the concepts of OB as per appropriate situations 4. analyse the concepts of OB under different situations
Pre-Requisite	The student should come prepared with suggested readings
Course Outline	<p>UNIT-I Understanding Organisational Behaviour Definition of Organizational Behaviour, Historical development, Models of Organizational Behaviour, Challenges and opportunities for Organizational Behaviour. Personality – Big Five Model, Job fit theory.</p> <p>UNIT- II Foundations of Individual Behaviour Values and Attitudes: Formation of values and attitudes, values across culture, attitude-behaviour relationship, changing attitudes, job-related attitudes. Motivation: Meaning, contemporary theories of motivation, motivating employees through various measures. Perception and Attribution: Meaning, factors influencing perception, Attribution theory, errors in attribution, decision making, rationality, and individual differences in decision making.</p> <p>UNIT- III Foundations of Group Behaviour Nature of Groups –Types of groups, The five-stage model. Group structure: Formal leadership; Roles; Norms; Status; Size; Composition; Group tasks; Group processes. Understanding Work Teams: Definition; Benefits; Difference between work groups and work teams; Types of work teams; Team effectiveness; Shaping individuals into team players; Teams and Total Quality Management; Teams and workforce diversity. Leadership: Situational</p>

	<p>theories of leadership, Charismatic, Transactional and transformational theories of leadership, contemporary issues in leadership.</p> <p>UNIT-IV Intergroup Behaviour Conflict and Negotiation: Sources of conflict; Classification of conflict; The conflict process; Understanding negotiation; The negotiation process; Types of negotiation in organization; Issues in the Negotiation Process. Power and Politics: Definition and meaning of Power; Distinctions between power, authority and influence; Bases of power; Power in groups: Coalitions; Organizational politics; Definition and nature of politics; Factors relating to political behaviour</p> <p>UNIT-V Foundations of Organisation Structure Definition of Structure; Key elements in designing an organization structure; Types of organizational designs; Organisational structures in new age (after COVID-19), Employee behavior in different organisational structure. Organisational Culture: Definition of organisational culture; Characteristics of organisational culture; Uniformity of culture; Types of culture; Functions of culture; Learning culture: Stories; rituals and ceremonies; Material symbols; Language; Changing organisational culture: The change process.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Book</p> <ul style="list-style-type: none"> ▪ Robbins, S. P., Judge, T. A., & Vohra, N. (2017). Organizational Behavior (16th Eds.). Tamil Nadu: Pearson India Education Services Pvt. Ltd. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Nelson, D.L., Quick, J.C., & Khandelwal, P. (2016). <i>ORGB</i> (2nd ed.). Cengage. ▪ Journal of Organizational Behaviour.

Course Name	Managerial Economics
Course Code	BBA H-2.3
Course Credit	6
Semester	II
Aims and Objectives	To enable an understanding of the Business Concepts and principles of Economics. This will further identify and define problems and opportunities in business scenario effectively on management concepts, plans and decisions in

	written reports and oral presentations. Moreover, demonstrate professional conduct within any team activities; and to develop the entrepreneurial aptitude.
Course Intended Learning Outcome	<p>After completion of the course the student will be able to</p> <ul style="list-style-type: none"> • apply fundamental micro and macroeconomic concepts that would help them during their professional career by using the tools provided during the course. • analyze Indian Economy sectors and business performance indicators. • define production function. • identify different forms of markets along with underlying principles of macroeconomic policies.
Pre-Requisite	Introductory Economics
Course Outline	<p>UNIT I Principles of economics Demand, Supply and Equilibrium Analysis; Measurement of Demand; Demand Forecasting; Elasticity of Demand; Market Equilibrium</p> <p>UNIT II Consumer behaviour Utility; Indifference Curve Theory; Positive and Normative Economics; Marginal Rate of Substitution and Budget Line</p> <p>UNIT III Production function Isoquants; Production Functions; Total, Average and Marginal Revenue Functions; Returns to Scale; Short Run and Long Run Stages of Production</p> <p>UNIT IV Measuring cost functions Economies and Diseconomies of Scale; Profit Function Analysis; Calculus Applications; Short Run and Long Run Cost Functions</p> <p>UNIT V Market structures and equilibrium Pure Competition; Perfect Competition; Monopoly; Oligopoly; Monopolistic Competition; Game Theory Applications; Market Equilibrium Conditions</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
Reference	<p>Text Book</p> <ul style="list-style-type: none"> ▪ McEachern, W.A., & Indira A. (2019). <i>Microeconomics</i>. Cengage. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Manwik G. (2019). <i>Principles of Microeconomics</i> (e-book). ▪ Samuelson, P.A., & Nordhaus, W.D. (2019). <i>Economics</i> (20th ed.). McGraw-Hill India.

Course Name	Principles of Marketing
Course Code	BBAH-2.4
Course Credit	6
Semester	II
Aims and Objectives	Upon completion of the course students will develop an understanding of marketing concepts and principles. Students will learn marketing analysis: marketing environment analysis, customer analysis, competitor analysis, and company analysis. This course will familiarize students with the generic business strategies and strategic marketing decisions for profitable delivery of superior value to the customers. This course will enhance students' problem-solving and decision-making abilities in strategic areas of marketing.
Course Intended Learning Outcome	Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> 1. define different marketing concepts and theories 2. identify the factors that affect marketing environment 3. illustrate the Segmentation, Targeting and Positioning in marketing 4. compare marketing strategy of competitors and different organizations
Pre-Requisite	An open mind to study marketing
Course Outline	<p>UNIT- I Introduction, Definition of Market, Meaning and Definition of Marketing, Scope, Importance and Functions of Marketing, Difference between Marketing and Selling, Core concepts of Marketing, company orientation towards market place</p> <p>UNIT- II Marketing Environment, Internal Environment of the Organization, External Environment, Need and Importance of Environmental Analysis, Methods of Environmental Analysis - SWOT, PESTLE, MIS, Portfolio analysis, BCG Matrix, GE Matrix, Porters Five Force Analysis, Value Chain Analysis</p> <p>UNIT -III Introduction, Marketing Mix, Marketing mix in marketing decisions. Product Related Decisions: Features of a Product and its Classifications, Pricing Decisions: Price and its Determinants, Objectives of Pricing Decisions, Factors Affecting Pricing Decisions, Pricing Policies and Strategies, Pricing Methods, Distribution Strategy: Channel Members, Functions and flows of Channel, Channel Conflict a, Promotion Mix: Promotion mix components, Difference between Advertising and Sales Promotion</p> <p>UNIT- IV Evolution of the study of consumer behaviour, Determinants of consumer behaviour, Types of buying decisions, Consumer decision making process,</p>

	<p>Importance of consumer behaviour in Marketing. Market Segmentation: Introduction, Definition of market segmentation, Need for market segmentation, Criteria for effective segmentation, Bases for market segmentation, Benefits of market segmentation, Targeting and Positioning</p> <p>UNIT -V Competitive strategies for market leaders, Challenges, Followers and Nichers, Product Life Cycle, PLC marketing strategies, creating brand equity, crafting the brand positioning, New Product Development</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Book</p> <ul style="list-style-type: none"> ▪ Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2009). <i>Marketing Management: A South Asian Perspective</i> (13th ed.). Pearson Education. <p>Other Reading</p> <ul style="list-style-type: none"> ▪ Kotler, P., & Keller, K. (2011). <i>Marketing Management</i> (14th ed.). Prentice Hall.

Course Name	Environmental Studies
Course Code	BBAH-2.5
Course Credit	3
Semester	II
Aims and Objectives	The objective of this course is to make the students aware of the importance of protection of environment and conservation of natural resources like land, water, forest and mines etc. and the policies and legislations enacted in the country to protect environment
Course Intended Learning Outcome	<p>Upon successful completion of the course the Learner will be able to:</p> <ol style="list-style-type: none"> 1. apply systems concepts and methodologies to analyse and understand interactions between social and environmental processes. 2. reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world. 3. demonstrate proficiency in quantitative methods, qualitative analysis, critical thinking, and written and oral communication needed to conduct high-level work as interdisciplinary scholars and/or practitioners. 4. understand the utility of environmental sources.

		5. analyse the ecosystem and able to understand the different types of pollutions in country
Pre-Requisite		General awareness of the physical, chemical, and biological components of the environment.
Course Outline		<p>UNIT -I Introduction to environmental studies Multidisciplinary nature of environmental studies; components of environment –atmosphere, hydrosphere, lithosphere and biosphere. Scope and importance of environmental studies; Concept of sustainability and sustainable development</p> <p>UNIT -II Ecosystems What is an ecosystem? Structure and function of ecosystem; energy flow in an ecosystem: food chains, food webs and ecological succession. Case studies of the following ecosystems : Forest ecosystem, Grassland ecosystem , Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)</p> <p>UNIT -III Natural resources : renewable and non-renewable resources Land resources and land use change; land degradation, soil erosion and desertification. Deforestation: causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations. Water: use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state). Energy resources: renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies.</p> <p>UNIT -IV Biodiversity and conservation Levels of biological diversity : genetic, species and ecosystem diversity; biogeographic zones of India; biodiversity patterns and global biodiversity hot spots India as a mega-biodiversity nation; endangered and endemic species of India Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; conservation of biodiversity: in-situ and ex-situ conservation of biodiversity. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and informational value.</p> <p>UNIT - V Environmental pollution Environmental pollution : types, causes, effects and controls; air, water, soil and noise pollution Nuclear hazards and human health risks Solid waste management: control measures of urban and industrial waste. Pollution case studies.</p> <p>UNIT -VI Environmental policies & practices</p>

	<p>Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture.</p> <p>Environment Laws : Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act; International agreements; Montreal and Kyoto protocols and conservation on Biological Diversity (CBD). The Chemical Weapons Convention (CWC).</p> <p>Nature reserves, tribal population and rights, and human, wildlife conflicts in Indian context</p> <p>UNIT -VII</p> <p>Human communities and the environment</p> <p>Human population and growth: Impacts on environment, human health and welfares.</p> <p>Carbon foot-print.</p> <p>Resettlement and rehabilitation of project affected persons; case studies.</p> <p>Disaster management: floods, earthquakes, cyclones and landslides.</p> <p>Environmental movements: Chipko, Silent valley, Bishnios of Rajasthan.</p> <p>Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.</p> <p>Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).</p> <p>UNIT -VIII</p> <p>Field work</p> <p>Visit to an area to document environmental assets; river/forest/flora/fauna, etc.</p> <p>Visit to a local polluted site – Urban/Rural/Industrial/Agricultural.</p> <p>Study of common plants, insects, birds and basic principles of identification.</p> <p>Study of simple ecosystems-pond, river, Delhi Ridge, etc.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Suggested Readings</p> <ul style="list-style-type: none"> ▪ Carson, R. (2002). <i>Silent Spring</i>, Houghton Mifflin Harcourt. ▪ Gadgil, M., & Guha, R. (1993). <i>This Fissured Land: An Ecological History of India</i>. Univ. of California Press. ▪ Gleeson, B. & Low, N. (eds.) (1999). <i>Global Ethics and Environment</i>. London, Routledge. ▪ Gleick, P.H. (1993). <i>Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security</i>. Stockholm Env. Institute, Oxford Univ. Press. ▪ Groom, M.J., Gary K.M., & Carroll C.R. (2006). <i>Principles of Conservation Biology</i>. Sunderland: Sinauer Associates. ▪ Grumbine, R.E, & Pandit, M.K. (2013). <i>Threats from India's Himalaya dams</i>, Science, 339: 36-37. ▪ McCully, P. (1996). <i>Rivers no more: the environmental effects of dams</i> (pp. 29-64). Zed Books. ▪ McNeill, J.R. (2002). <i>Something New Under the Sun: An</i>

		<p><i>Environmental History of the Twentieth Century</i>, Norton.</p> <ul style="list-style-type: none"> ▪ Odum, E.P., Odum, H.T. & Andrews, J. (1971). <i>Fundamentals of Ecology</i>, Philadelphia: Saunders. ▪ Pepper, I.L., Gerba, C.P. & Brusseau, M.L. (2011). <i>Environmental and Pollution Science</i>. Academic Press. ▪ Rao, M.N. & Datta, A.K. (1987). <i>Waste Water Treatment</i>. Oxford and IBH Publishing Co. Pvt. Ltd. ▪ Raven, P.H., Hassenzahl, D.M. & Berg, L.R. (2012). <i>Environment</i> (8th ed.), John Wiley & Sons. ▪ Rosencranz, A., Divan, S., & Noble, M.L. (2001). <i>Environmental law and policy in India</i>. OUP. ▪ Sengupta, R. (2003). <i>Ecology and economics: An approach to sustainable development</i>. OUP. ▪ Singh, J.S., Singh, S.P. & Gupta, S.R. (2014). <i>Ecology, Environmental Science and Conservation</i>. S. Chand Publishing, New Delhi. ▪ Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). (2013). <i>Conservation Biology: Voices from the Tropics</i>. John Wiley & Sons. ▪ Thapar, V. (1998). <i>Land of the Tiger: A Natural History of the Indian Subcontinent</i>. University of California Press. ▪ Warren, C.E. (1971). <i>Biology and Water Pollution Control</i>. WB Saunders. ▪ Wilson, E. O. (2006). <i>The Creation: An appeal to save life on earth</i>. New York: Norton. ▪ Brundtland Commission (1987). <i>Our Common Future</i>. World Commission on Environment and Development, Oxford University Press.
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Course Name		Personality Development for Corporate Readiness II
Course Code		BBAH-2.6
Course Credit		3 (Including PDCR-I)
Semester		II
Aims and Objectives		The course intends to instil certain skills and language abilities in the undergraduate students to shape their personality to be a good management graduate needed for corporate set-up.
Course Intended Learning		Upon successful completion of the course will: 1. enhance students' communication skills and basic conversational skills required in day to day life of a business student

Outcome	<p>2. understand the importance of time management</p> <p>3. understand how important is goal setting in personal and professional life</p> <p>4. apply proper etiquette and netiquette to enhance professionalism</p>
Pre-Requisite	Only an open mind
Course Outline	<p>UNIT -I Small talks HOWs of initiating a conversation, WHATs of Continuing a conversation, HOWs of ending a conversation, Situational Conversations.</p> <p>UNIT- II Time Management Understanding Time Managing time: Planning and distributing time judiciously in a day</p> <p>UNIT- III Goal Setting What is goal setting? Sharing anecdotes to mediate comprehension of the concept</p> <p>UNIT- IV Etiquette & Netiquette What are etiquette and netiquette? Netiquettes used for business communication</p>
Evaluation	<ul style="list-style-type: none"> ▪ Continuous assessment- 50 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Gopalswamy, R. & Mahadevan R. (2017). <i>The Ace of Soft Skills</i> (10th ed.). Pearson, India. ▪ Dhanavel, S.P. (2017). <i>English and Soft Skills</i>, Orient Black Swan. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Peggy Klaus (2009). <i>The Hard Truth about Soft Skills</i>. HarperCollins e-books. ▪ Nickerson P., & MacKenzie, R.A. (2009). <i>The Time Trap : The Classic book on Time Management</i> (4th ed.). AMACOM.

4.3 SEMESTER 3

SEMESTER 3			
COURSE CODE	COURSE TITLE	FULLMARKS	CREDIT
BBAH-3.1	Consumer Behaviour	100	6
BBAH-3.2	Human Resource Management	100	6
BBAH-3.3	Research Methodology	100	6
BBAH-3.4	Legal Aspects of Business	100	6
BBAH-3.5	Cost & Management Accounting	100	6

Course Name	Consumer Behaviour
Course Code	BBAH-3.1
Course Credit	6
Semester	III
Aims and Objectives	The objective of the course is to explain the fundamentals of the consumer behavior and how to conduct consumer oriented marketing research for better marketing decisions.
Course Intended Learning Outcome	After attending the classes student will be able to <ol style="list-style-type: none"> 1. understand the basics of consumer behavior and consumer psychology. 2. understand the influence of personal and psychological factors on consumer buying behavior. 3. analyze consumer's behavior using socio-cultural factors and relevant models of buying behaviour. 4. use different tools of information and communication technology to segment and engage the customer.
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	UNIT-I Introduction to Consumer Behaviour, Importance, Scope, need for studying CB, Consumer research process. UNIT-II Environmental Determinates of Consumer Behaviour and Models Consumer Models: Economic model, Psychoanalytic model, Sociological model, Howard & Seth model, Nicosia model, Engel- Kollat-Blackwell model. Influence of culture, subculture, social class, reference group and

	<p>family on consumer behaviour.</p> <p>UNIT-III Individual determinates: Perceptual process, consumer learning process, consumer attitude formation, attitude measurement, meaning and nature of personality, self-concept.</p> <p>UNIT-IV Influences & Consumer Decision making: Family, reference group, personal, social and cultural influence on CB, Consumer Decision making process, Consumer Communication process, consumer satisfaction.</p> <p>UNIT-V Online consumer behaviour, Behavioural segmentation using social media analytics, E-marketing and consumer segmentation database marketing.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books:</p> <ul style="list-style-type: none"> ▪ Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2015). Consumer Behavior By Pearson. Pearson Education India. ▪ Loudon, D. L., & Della Bitta, A. J. (1984). Consumer behavior: Concepts and applications. McGraw-Hill Companies.

Course Name	Human Resource Management
Course Code	BBAH-3.2
Course Credit	6
Semester	III
Aims and Objectives	To help students understand, appreciate and analyze work force at the managerial and non-managerial levels. The course also facilitates learning of various concepts, new trends, and skills required for planning, managing, and development of human resources for organizational effectiveness.
Course Intended Learning Outcome	<p>This course will equip a student to:</p> <ol style="list-style-type: none"> 1. explain how HRM contributes in organisational management. 2. understand recruitment and selection strategies for an organization. 3. understand the importance of training and development. 4. understand the importance of strategically planning employee
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.

Course Outline	<p>UNIT-I Overview of human resource management Introduction to HRM: Definition and Concept of Human Resource Management - History of Human Resource Management, Functions of Human Resource Management, Role of HR Executives, Challenges to HR Professionals, Introduction to Strategic Human Resource Management. Organizational Structure and HRM: Organizational Structure, Organizational Functions - Line and Staff Functions, the Role of Human Resource Department in an Organization, Organizational Structure and Human Resources. Emergence of new workplace norms in managing people in post-COVID 19; Recognition of transgender as a separate gender – implications for HRM</p> <p>UNIT-II Employment of Human Resources Human Resource Planning: Definition of Human Resource Planning - Objectives of Human Resource Planning: Human Resource Planning at Different Levels - The Process of Human Resource Planning. Recruitment: Concept of Recruitment - Factors Affecting Recruitment, Sources of Recruitment: Internal Search, External Sources, Selection: Concept of Selection - The Selection Process The influence of AI, IoT in Recruitment, Training and employee engagement</p> <p>UNIT-III Evaluation and Development of Human Resources Performance Appraisal: Concept of Performance Appraisal, Objectives of Performance Appraisal - The Appraisal Process, Performance Appraisal Methods, Pitfalls in Performance Appraisal, Uses of Performance Appraisal. Employee Training and Management Development: Definition and Purpose of Training, Assessing Training Needs, Training Methods.</p> <p>UNIT-IV Management of Human Resources Managing Careers: Concept of Career - Career Anchors, Elements of a Career Planning Program, The Benefits of Career Planning to an Organization, Continuous Assessment –Succession Planning. Compensation Management: Definition and Objectives of Job Evaluation: Principles of Job Evaluation - Process of Job Evaluation, Advantages of Job Evaluation, limitations of Job Evaluation - Concepts of - Types of Incentive Plans.</p> <p>UNIT-V Employee Relations Grievance Handling: Concept of Grievance - Causes of Grievance- Need for a Grievance Redressal Procedure, steps in a Grievance redressal Procedure. Definition and Concept of Discipline - Aims and Objectives of Discipline, Principles of Maintaining Discipline: McGregor's Red Hot Stove Rule, Types of Disciplinary Actions, Code of Discipline in Indian Industry: Industrial Employment Standing Orders Act, 1946. Employee Relations Collective Bargaining: Definition and Concept of Industrial Relations –Different Roles in Industrial Relations, Objectives of</p>
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	Industrial Relations , Features of Collective Bargaining, Objectives of Collective Bargaining, The Collective Bargaining Process. Changing HRM practices in the age Industry 4.0 and post-COVID 19 pandemics.
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text book</p> <ul style="list-style-type: none"> ▪ Varkkey, B., & Dessler, G. (2018). Human Resource Management 15th Edition (Revision). <p>Other Readings</p> <ul style="list-style-type: none"> ▪ DeNisi, A., & Griffin, R. (2015). <i>HR3</i>. Cengage Learning. ▪ Ivancevich, J. M., & Hoon, L. S. (2002). Human Resource Management in Asia. McGraw-Hill.

Course Name	Research Methodology
Course Code	BBAH-3.3
Course Credit	6
Semester	III
Aims and Objectives	This course aims to develop and extend students' knowledge of quantitative and qualitative research methods as well as facilitating their understanding and ability to apply the key methodological principles in the design of different types of research to solve business problems.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. understand the basic framework of the research process 2. develop a comprehensive research methodology for a research question 3. demonstrate statistical tools & techniques in business applications. 4. develop necessary critical thinking skills in order to apply appropriate methodology and data analysis tools
Pre-Requisite	Basic understanding in statistics
Course Outline	<p>UNIT I Introduction to research methodology: Importance of research in decision making, Types of research, Scope of Business Research</p> <p>UNIT II Business research design & implementation: The Research Process, Exploratory Research & Qualitative Analysis, Secondary data</p> <p>UNIT III</p>

	<p>Data collection and measurement: Data Collection Techniques & Methods, Sampling & sampling designs.</p> <p>UNIT IV Measurement concepts: Attitude Measurement & Scales, Questionnaire Designing</p> <p>UNIT V Data analysis & report writing: Statistical Analysis & Interpretation of Data, Parametric and Non-Parametric tests, Multivariate Analysis Techniques, Report writing</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Book</p> <ul style="list-style-type: none"> ▪ Chawla D., & Sondhi N. (2016). <i>Research Methodology</i> (2nd ed.). Vikash publishing. <p>Reference Books</p> <ul style="list-style-type: none"> ▪ Zikmund, W.G., Barry, J., Jon, C.C., & Griffin, M. (2013). <i>Business Research Methods</i> (9th ed.). Cengage. ▪ Cooper D., & Schindler, P. (2013). <i>Business Research Methods</i> (12th ed.). Tata McGraw Hill. ▪ Paneerselvam, R. (2014). <i>Research Methodology</i> (2nd ed.). PHI, New Delhi. ▪ Kothari, C.R., & Garg, G. (2019). <i>Research Methodology</i> (4th ed.). New Age International Publishers.

Course Name	Legal Aspects of Business
Course Code	BBAH-3.4
Course Credit	6
Semester	III
Aims and Objectives	To impart basic knowledge of the important business laws along with relevant case laws.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: 1. understand implications of various business related laws on business operations.
Pre-	Students should have familiarity with contemporary economic environment

Requisite		in India.
Course Outline		<p>UNIT -I Indian Contract Act Essential elements of contract, offer and acceptance, consideration, capacities of parties, free consent legality of objects, contingent contract, discharge of contract. Special Contract Act-Quasi-Contracts, indemnity and guarantee, bailment and pledge, contract of agency.</p> <p>UNIT -II Sales of Goods Act Introduction, conditions and warranties. Transfer ownership of property in goods. Performance of the conduct of sale. Remedial measures.</p> <p>UNIT -III Indian partnership Act Nature of partnership. Formation of partnership. Relation of partners to one another. relation of partners to third parties Reconstitution of a firm, dissolution of a firm.</p> <p>UNIT -IV Negotiable Instruments Act Negotiable instruments-parties. Negotiation presentation. Dishonour, crossing and borrowing of cheques GATT FERA Export Import Exim policy.</p> <p>UNIT -V Information Technology Act Cyber Laws in India Digital Signature Computer Crimes Regulation of certifying Authorities Intellectual property right Act.</p>
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References		<p>Text Books</p> <ul style="list-style-type: none"> ▪ Kapoor, N. D. (2020). <i>Elements of Mercantile Law</i>. Sultan Chand & Sons. ▪ Tulsian, P. (2017). <i>Business Law</i>. TMH..

Course Name		Cost and Management Accounting
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Course Code		BBAH-3.5
Course Credit		6
Semester		III
Aims and Objectives		The objective of this course is to acquaint the students with different methods and technique of cost. It will enable the students to apply the costing principles to evaluate the cost of a particular job/process/contract, compare the actual cost with the standard/specified cost to know the deviation and to take appropriate measures to minimize cost.
Course Intended Learning Outcome		Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. demonstrate the concepts of cost accounting including cost concept, methods and techniques of cost accounting. 2. analyze different types of cost and methods to be used to calculate the cost and variances in relation to the production of products. 3. apply the methods and techniques of cost accounting for cost control. 4. integrate the concept, analysis and application of costing methods and techniques for decision making.
Pre-Requisite		Only an open mind
Course Outline		<p>UNIT-I Overview of Cost Accounting, Concepts and practices. Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Management Accounting: Scope, Objects and Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting</p> <p>UNIT-II Classification of Cost, Cost Center and Cost Unit, Preparation of cost sheet, Allocation and Absorption of Overhead, Preparation of Labour hour rate & Machine hour rate.</p> <p>UNIT – III Marginal Costing and Cost - Volume Profit Analysis.</p> <p>UNIT – IV Job, Contract and Process costing.</p> <p>UNIT – V Budgetary Control, Standard Costing and Variance Analysis.</p>
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %

References		<p>Text Book</p> <ul style="list-style-type: none"> ▪ Kishore Ravi M (2019), <i>Cost & Management Accounting</i> (6th Ed) , Taxmann <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Jain S.P., Narang K.L., Agrawal Simmi, Sehgal monika (2019), <i>Principles and Practice</i>, Kalyani Publishers. ▪ Nigam B.M.L. & Jain, I.C. (2014), <i>Cost Accounting. Principles and Practice</i>, PHI. ▪ M Y Khan and P K Jain (2018), <i>Management Accounting: Text Problem and Cases</i> (7th Ed), Mc Graw Hill Education. ▪ M N Arora, <i>Cost Accounting. Principles and Practice</i> (12th Ed), Vikash Publishing
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4.4 SEMESTER 4

SEMESTER 4			
COURSE CODE	COURSE TITLE	FULLMARKS	CREDIT
BBAH-4.1	Financial Management	100	6
BBAH-4.2	Macro Economics	100	6
BBAH-4.3	Introduction to Business Analytics	100	6
BBAH-4.4	Production Operation Management	100	6
BBAH-4.5	Entrepreneurship	50	3

Course Name	Financial Management
Course Code	BBAH-4.1
Course Credit	6
SEMESTER	IV
Aims and Objectives	To familiarize the students with the principles and practices of financial management. Provides a conceptual and analytical framework for financial decision making.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. develop skills to understand and appreciate the importance of time value of money and its relevance to corporate financial decisions. 2. understand risk-return relation and concepts of CAPM 3. understand concepts of cost of capital, capital structure and long term decision making process like capital budgeting.
Pre-Requisite	Come prepared with the study materials.
Course Outline	<p>UNIT-I Concepts, objectives and scope of financial management, functions of a finance manager in contemporary business environment.</p> <p>UNIT-II Financial Analysis: Tools of analysis, Common Size Statements, Trend Percentage, Ratio analysis, Preparation and interpretation.</p> <p>UNIT-III Time value of money, concept of risk and returns: Risk and return calculations for individual security and portfolio concept.</p> <p>UNIT-IV Cost of Capital, Cost of Debt (Redeemable & Irredeemable), Cost of Preference Share Capital, Cost of Equity Share, Cost of Capital, Cost of Retained Earnings</p>

	UNIT-V Capital Budgeting, Process, Techniques of capital budgeting, Limitations of Capital Budgeting
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> • Chandra, P. (2017). <i>Financial Management</i> (9th ed.). TMH. • Van Horne, J.C., & Dhamija S. (2015). <i>Financial Management & Policy</i> (12th ed.). Pearson Education India. • Weston, J.F. & Brigham, E.F. (1972). <i>Managerial Finance</i> (4th ed.). Rinehart Winston Holt. <p>Other Readings</p> <ul style="list-style-type: none"> • Brigham, E.F., & Houston, J.F. (2016). <i>Fundamentals of Financial Management</i> (15th ed.). C.B.S. International. • Sahoo, P.K. (2016). <i>Financial Management</i>, Pen Point Communication. • Khan, M.Y., & Jain, P.K. (2018). <i>Financial Management</i>. Tata McGraw-Hill.

Course Name	Macroeconomics
Course Code	BBAH-4.2
Course Credit	6
Semester	IV
Aims and Objectives	Upon completion of the course students will develop understanding of the macroeconomics concepts, models, and tools. It is also seeks to equip students with understanding and necessary skills for economic analysis and application of policy alternatives to solve particular macroeconomic problems in an open economy.
Course Intended Learning Outcome	Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> 1. explain macroeconomic measurement and its basic concepts and purpose. 2. apply macroeconomic models, Relate international sector (exports and imports) with exchange rates and balance of payments. 3. analyse macroeconomic models based on fiscal policy, money, banking and monetary policy.
Pre-	Independent paper. Only an open mind required

Requisite		
Course Outline		<p>UNIT -I Principles of Macroeconomics, Market forces of Demand and Supply (Elasticity Application), Markets and Economic Welfare, Overview of Macroeconomics and Circular Flow of Income Model</p> <p>UNIT- II Consumption and Investment and Business Fluctuations; Theory of, Aggregate Demand and Aggregate Supply, Keynesian Theory and Modern Macroeconomists The , Multiplier Model, IS-LM Theory and Application (Open Economy through Mundell-Fleming).</p> <p>UNIT -III Money, Banking, and Financial Markets. Central Banking and Monetary Policy, RBI Mid-Term Review Analysis, Financial Crisis in Global Economy, Fundamentals of Finance and Financial Instruments (Secondary Market Trading).</p> <p>UNIT- IV Economy's Income and Expenditure, Measuring National Output (Macroeconomic Data), Methods of GDP Accounting and GVA Approach, Inflation and Unemployment Control , Measures (CPI, WPI, Philips Curve, Okun's Law)</p> <p>UNIT -V Measuring Economic Activity and Welfare Green GDP, HDI, EoDB, Make in India impact (MII) and Index of Industrial Production (IIPs)</p>
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References		<p>Text Book</p> <ul style="list-style-type: none"> ▪ Mankiw, N. Gregory (2018). Principles of Macroeconomics (8th Ed.). Cengage. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Samuelson, Paul A., & Nordhaus W. (2009). Economics (19th ed.). McGraw-Hill. ▪ Hubbard, R.G. & O'Brien A.P. (2015). Economics (5th Ed.). Pearson. ▪ UNDP reports and RBI policy reports (To be circulated time to time)

Course Name		Introduction to Business Analytics
Course Code		BBAH-4.2
Course		6

Credit	
Semester	IV
Aims and Objectives	This course will present basic concepts of data analytics techniques as applied to business. It also focuses on learning practical business analysis skills that can be used in the workplace. This course attempts to add value in terms of specific use of statistical analysis packages in business analysis. This course develops fundamental knowledge and skills for applying statistics to business decision making.
Course Intended Learning Outcome	Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> 1. develop skills for framing the business problems. 2. develop skills for analysis of business problems. 3. develop an analytical mind-set.
Pre-Requisite	Basic knowledge in Statistical tools and techniques
Course Outline	<p>UNIT I Introduction Introduction to Business Analytics, Why Analytics, Business Analytics : The Science of Data Driven Decision making ,Concept of Descriptive, Predictive and Prescriptive Analytics, Big Data Analytics, Web and Social Media Analytics, Framework, Challenges and Future of Data Driven Decision Making.</p> <p>UNIT II Descriptive analytics Introduction to Descriptive Analytics, Data Types and Scales, Types of Data Measurement Scales, Population and Samples, Measure of Central Tendency, Percentile , Decile and Quartile, Measures of Variation: Range, IQD, Variance and SD, Measures of Shapes, Data Visualization: Histogram, Bar Chart, Pie Chart, Scatter Plot, Coxcomb Chart, Box Plot.</p> <p>UNIT III Introduction to probability, sampling and estimation Probability: Probability Theory, Terminology, Fundamental Concepts of Probability, Random Variable, Probability Distributions: Binomial, Poisson, Normal. Introduction to Sampling, Types of Sampling: Probabilistic and Non-Probability Sampling, Central Limit Theorem, Estimations of Population Parameters, Types of Estimations: Point and Interval, .</p> <p>UNIT IV Regression analysis Simple Regression Analysis (SLR) : Introduction, SLR Model Building, Estimation of parameters using Ordinary Least Squares. Multiples Linear Regression (MLR) : Introduction, Ordinary Least Squares Estimation of MLR, MLR Model Building, Part Correlation and Regression Model Building, Interpretation of MLR Coefficients, Standardised Regression</p>

	<p>Co-efficients.</p> <p>Logistics Regression (LR) : Introduction- Classification Problems, Introduction to Binary LR, Estimation and Interpretation of Parameters of LR, LR Model Diagnostics: Omnibus Test, Wald's Test, Hosmer-Lemeshow Test , Pseudo R Square.</p> <p>UNIT V</p> <p>Prescriptive analytics</p> <p>Introduction to Prescriptive Analytics, Linear Programming (LP), LP Model Building, LPP Terminologies, Assumptions of LP, Sensitivity Analysis in LPP, Solving LPP by Graphical Method, Range of Optimality , Range of Shadow Price, Linear Integer Programming.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Prasad, R.N., & Acharya, S. (2011), <i>Fundamentals Of Business Analytics</i>. John Wiley & Sons. ▪ Kumar, U.D. (2017). <i>Business Analytics: The Science of Data-driven Decision Making</i>. Wiley India. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ PPTs and Handouts will be shared.

Course Name	Production and Operation Management
Course Code	BBAH 4.4
Course Credit	6
Semester	IV
Aims and Objectives	<p>During the progress of the course, the students will understand what is production and the critical role of production in plant operation and company business process.</p> <p>They will acquaint themselves with scientific and management techniques to effectively and efficiently transform the basic production process to operation management of any business to deliver organisational objective and mission.</p>
Course Intended Learning Outcome	<p>Upon successful completion of the course the Learner will be able to:</p> <ol style="list-style-type: none"> 1. understand how production management has evolved to operation management. 2. learn and apply tools to efficiently manage resources. 3. learn techniques and tools of quality management and quality control to manage and deliver world products and services. 4. understand Manufacturing 4 using latest technology.

Pre-Requisite		Statistics, Operation Research, Costing and MIS.
Course Outline		<p>UNIT I Introduction To Operation Management Evolution of Production/Operation management, Scope and elements of operations management, Relationship with other functional areas. Service Operation & Manufacturing Operation.</p> <p>UNIT II Facility Location And Layout Product, Process and Job Design, Work Measurement, Capacity and Forecasting. Location. Layout: Types and there advantages and Disadvantages.</p> <p>UNIT III Resource Management Methods of Forecasting, Capacity Planning, Production Planning and Scheduling. MPS and MRP. ERP & IoT.</p> <p>UNIT IV Quality Management Quality evolution. Definition, Quality Management System: ISO, JIT, TQM, Lean, SixSigma. Quality Control: Process Control: Quality Tools. Quality Awards. Innovation and Improvement</p> <p>UNIT V SCM & Inventory Management Purchasing. Material Management. Inventory Management: EOQ, Inventory Models. Supply Chain Management: Supply and Distribution System, Logistic and Warehousing, E-Commerce.</p>
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References		<p>Text Books</p> <ul style="list-style-type: none"> ▪ Chary, S. N. (2015). <i>Theory and problems in production and operations management</i>. Tata McGraw-Hill Education. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Articles & Cases to be distributed by the faculty ▪ Buffa, E. S., & Sarin, R. K. (1987). <i>Modern Production/Operations Management</i>, John Willey & Sons. <i>Inc., ABD.</i> ▪ Krajewski, L. J., & Ritzman, L. P. (2004). <i>Operations management– Strategy and analysis</i>. 6. painos.

Course Name		Entrepreneurship
Course Code		BBAH-4.5
Course		3

Credit	
Semester	IV
Aims and Objectives	The objective of the course is to make business management students understand the nature of Entrepreneurship, and its importance. This will allow them to get the required intuition and interest in starting their own start-up.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. acquire basic knowledge on Skills of Entrepreneurship. 2. understand the techniques of selecting the customers through the process of customer segmentation. 3. understand Business Models and their validity. 4. understand the basic cost structure and the pricing policies. 5. acquire knowledge about the project management and its techniques. 6. exposure on marketing strategies for the Start up.
Pre-Requisite	Learners must have successfully completed the core marketing, finance, operations and OB/HR courses.
Course Outline	<p>UNIT I Introduction to entrepreneurship & opportunity analysis Define Entrepreneurship, Entrepreneurship as a Career option. Benefits and Myths of Entrepreneurship. Success Rate of Entrepreneurs related to Experience and Family Backup. Characteristics, Qualities and Skills of Entrepreneurship, Entrepreneurial Propensity. Life as an Entrepreneur, Impact of Entrepreneurship on Economy and Society.</p> <p>UNIT II Opportunity & Customer Analysis Identify your Entrepreneurial Style. Identify Business Opportunities, and Methods of finding and understanding Customer Problems. Process of Design Thinking, Identify Potential Problems, Craft your Values Proportions, Customer-driven Innovation.</p> <p>UNIT III Business Model & Validation Types of Business Models, Lean approach, the Problem-Solution Test, Solution Interview Method, and Identify Minimum Viable Product (MVP). Build-Measure-Learn Feedback loop. Product-market fit test.</p> <p>UNIT IV Economics & Financial Analysis Revenue sources of Companies, Income Analysis, and Costs Analysis - Product Cost and Operations Cost, basics of Unit Costing. Advantages and disadvantage of various Sources of Finance, Investors Expectations, Return on Investment. Practice pitching to Investors and Corporate.</p>

	<p>UNIT V Marketing & Business Regulations Building Digital presence and leveraging Social Media. Measuring effectiveness of Channels, Customer Decision-making Process. Sales Plans and Targets. Business regulations of starting and operating a Business. Start-up Ecosystem, Government schemes.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Roy, R. (2012). <i>Entrepreneurship</i> (2nd ed.). Oxford Higher Education. ▪ Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2017). <i>Entrepreneurship</i> (10th ed.). Prentice Hall. ▪ Zimmerer, T.W., & Scarborough, N.M. (2016). <i>Essentials of Entrepreneurship and Small Business Management</i>. Prentice Hall. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Nagarajan, K. (2015). <i>Project Management</i> (7th ed.). New Age International (P) Limited. ▪ Desai, V. (2012). <i>Dynamics of Entrepreneurship Development</i> (6th ed.) Himalaya Publishing House.

4.5 SEMESTER 5

SEMESTER 5			
Course code	Course title	Full marks	Credit
BBAH-5.1	Strategic Management	100	6
BBAH-5.2	ELECTIVE-I	100	6
BBAH-5.3	ELECTIVE-II	100	6
BBAH-5.4	Summer Project	100	6

Course Name	Strategic Management
Course Code	BBAH-5.1
Course Credit	6
Semester	V
Aims and Objectives	The objective of this course is provide students with an understanding of Strategic Management as a long term process of creating sustained competitive advantage and to develop their skills to analyse and synthesize information and derive insights about Strategic management concepts and frameworks, so that they can apply these to a new or existing business and pursue a career in management.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. recognise strategic management as a long term process of creating sustained completeive advantage 2. summarize the flow of strategy from organizational vision and core values through key focus areas, setting and achievement of targets to ensure attainment of long-term strategic goals. 3. utilize environmental analysis tools to study both the internal and external environment of the organisation. 4. relate functional strategies including operations, marketing, financial and hr to the corporate and competitive strategy. 5. formulate business plans to solve business problems by identifying the sources and propose solutions to the identified problem
Pre-Requisite	Learners must have successfully completed the core marketing, finance, operations and OB/HR courses.
Course Outline	UNIT I Introduction to strategic management Course Introduction, What is Strategy, Strategic Management. An Overview of Strategy.

	<p>Hierarchical levels of strategy Nature and Importance of Business Policy/Strategy and Strategy Formulation.</p> <p>UNIT II Model of the strategic management process A Theoretical Model of the Strategic Management Process. Mission, Vision & Values, Goals & Objective. Social Responsibilities & Managerial & Organizational Styles.</p> <p>UNIT III Environmental and industry analysis External Analysis Industry Analysis & Trends, PEST Analysis, 5 Forces Analysis. Blue Ocean Strategy. Internal Analysis: Competitive Advantage, Core Competence, Organizational Structure, Process, Culture.</p> <p>UNIT IV Strategy formulation Designing Business Level Strategies: Cost Leadership, Differentiation. Designing Corporate Level Strategies: Diversification, Vertical Integration, Portfolio vs Synergy, BCG Matrix. Network Level Strategies Alliances, Joint Ventures, Competition vs Cooperation, Organizational Dependencies. Global Strategies: Internationalization: Motivations & Patterns.</p> <p>UNIT V Strategy implementation & change management Strategy Implementation & Strategic Change. Strategy Implementation. Re-Positioning the Organization & Strategy Execution.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Book</p> <ul style="list-style-type: none"> ▪ Hill, C.W., Jones, G.R., & Schilling, M.A. (2014). <i>Strategic management: Theory & cases: An integrated approach</i>. Cengage Learning. <p>Reference Book</p> <ul style="list-style-type: none"> ▪ Gordon, W. (2015). <i>Modern Competitive Strategy</i> (4th ed.). Tata McGraw Hill publications. <p>Journal papers</p> <ul style="list-style-type: none"> ▪ Prahalad, C.K., & Hamel G. (1990). <i>The core competence of the corporation</i>, Harvard Business Review, 68 (3), 79-93. ▪ Collis, D.J. & Montgomery, C.A. (2008). <i>Competing on Resources</i>. Harvard Business Review, 86(7/8), 140-150. ▪ Porter, M.E. (2008). <i>The five competitive forces that shape strategy</i>. Harvard Business Review, 86(1), 78-93. ▪ Kim, W.C. & Mauborgne, R. (2004). <i>Blue ocean strategy</i>. Harvard Business Review, 82(10), 76-84. ▪ G., Martins, K. & Powers, E. (2008). <i>The Secrets to Successful Strategy</i>

BBAH-5.4 SUMMER PROJECT

At the end of 4th semester, a student has to undergo summer project during May-June in an organization for 6 week to gain practical insight into real life business environment. During the summer training, he/she will work under supervision of a company executive. After the completion of the training the students is required to work under the guidance of a faculty member of the department for another 8 weeks to prepare a report , which should be the output of the joint guidance. The report shall be evaluated out of 100 marks i.e. total six (6) credits, by both the examiners, i.e. the mark shall be awarded by averaging the marks given by the internal and external examiners under whom the student has worked.

4.5.1 Marketing Specialization

MARKETING SPECIALIZATION	
M01- Digital Marketing	
M02- Sales & Distribution management	
M03- Product & Brand Management	
M04- Retail Management	

Course Name	Digital Marketing
Course Code	M01
Course Credit	6
Semester	V
Aims and Objectives	The objective of the course is to explain the fundamentals of digital marketing and to provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
Course Intended Learning Outcome	After attending the classes student will be able to <ol style="list-style-type: none"> 1. understand the importance of digital marketing in the current era. 2. analyze issues and opportunities of digital marketing and its management for marketing success. 3. apply various digital marketing tools to execute their marketing activity.

Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	<p>UNIT-I Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.</p> <p>UNIT II E-Commerce and Internet Marketing: Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing. Consumer buying behaviour in the digital-age, and factors affecting consumer behaviour.</p> <p>UNIT III Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).</p> <p>UNIT IV Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.</p> <p>UNIT V Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation, future of marketing gamification and apps.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books:</p> <ul style="list-style-type: none"> ▪ Ahuja, V. (2015). Digital Marketing. Oxford University Press. ▪ Greenberg, E., & Kates, A. (2013). Strategic digital marketing: top digital experts share the formula for tangible returns on your marketing investment. McGraw Hill Professional. ▪ Ryan, D., & Jones, C. (2012). Understanding digital marketing– Marketing strategies for engaging the digital generation. Kogan Page. (3rd Edition, 2014)

Course Name	Sales and Distribution Management
Course	M02

Code	
Course Credit	6
Semester	V
Aims and Objectives	Upon completion of the course students will understand the fundamentals of the sales management emphasizing selection, motivation, performance and appraisal of sales force in a sales organization. Along with the fundamentals of the marketing channel and channel related activities undertaken by managers.
Course Intended Learning Outcome	Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> 1. define different sale concepts and theories 2. identify the factors that affect sales and distribution functions 3. illustrate the sales and distribution linkage 4. compare sales strategy of competitors and different organizations 5. design a channel strategy of an organization keeping global, ethical, social and sustainable issues in mind
Pre-Requisite	An open mind to study marketing
Course Outline	<p>UNIT I Selling vs marketing, Selling and customer retention, The selling process, necessary selling skills, Sales Organizational Structure, Sales Forecasting Methods</p> <p>UNIT II Recruitment and selection of the sales force, Sales force training, Developing the training program, Evaluating sales training, Motivation of sales force, Motivational theories, Motivation in Practice, Sales force compensation, Evaluation of sales force performance</p> <p>UNIT III Importance of Marketing channels, Channel role and functions, channel flows and efficiency analysis, Channel design,</p> <p>UNIT IV Retailing, Wholesaling, franchising, logistic and supply chain management</p> <p>UNIT V Introduction to supply chain, Evolution of supply chain, growing demand of supply chain in India, drivers of supply chain.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Book</p> <ul style="list-style-type: none"> ▪ Cron, W. L., DeCarlo, T. E., & Dalrymple, D. J. (2015). <i>Sales management: concepts and cases</i>. Wiley. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Coughlan, A. T., Anderson, E., Stern, L. W., & Adel, I. El-

		<p>Ansary (2001), Marketing Channels. P. Kotler, & K. Lane Keller, Marketing Channels. NJ, México: Prentice Hall.</p> <ul style="list-style-type: none"> ▪ Panda, T. K., & Sahadev, S. (2013). Sales and distribution management. New Delhi: Oxford University Press.
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Course Name	Product and Brand Management
Course Code	M03
Course Credit	6
Semester	V
Aims and Objectives	The objective of the course is to understand the concepts of product and brand management, to learn about branding process for different types of products and services and to understand the tools used by marketing managers in branding decision.
Course Intended Learning Outcome	<p>On completion of this course, the students will be able to:</p> <ul style="list-style-type: none"> ▪ demonstrate strong conceptual knowledge in the functional area of product and brand management. ▪ develop effective understanding of brand elements. ▪ demonstrate analytical skills in identification and resolution of problems pertaining to product and brand management.
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	<p>UNIT-I Product strategy Levels of products, Classification of products, Product hierarchy, Product system and mixes, Product line analysis, Packaging, labelling, warranties and guarantees</p> <p>UNIT-II Product portfolio Product life cycle marketing strategies and types of PLC, Marketing in economic downturn, New product options, Success and failure of new products, Stages of new product development Consumer adoption process.</p> <p>UNIT-III Building brands Brand equity, Scope and role of a brand, difference between product and brands, Choosing Brand elements, Designing holistic marketing, Leveraging secondary association, Internal branding</p> <p>UNIT-IV Models</p>

		CBBE , BAV, BRANDZ, PYRAMID, RESONANCE UNIT-V Managing brands Brand architecture, Brand hierarchy, Brand extension, Reinforcing brands, Revitalization of brands
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References		Text Book <ul style="list-style-type: none"> ▪ Keller, K. L. (2013). Strategic brand management: Building, measuring, and managing brand equity, 4th Edition, Pearson Education.

Course Name		Retail Management
Course Code		M04
Course Credit		6
Trimester		V
Aims and Objectives		Upon completion of the course students will be able to exhibit decision making and problem solving skills in all areas of retailing management through the attainment of concepts and theories. They will be able to identify retailing opportunities and challenges in global and domestic business environments also.
Course Intended Learning Outcome		Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> 1. define different retail concepts and theories 2. identify the factors that affect retailing environment 3. illustrate the retail formats, visual merchandising and retail store operations 4. compare retail strategy of competitors and different retailers 5. design a retail mix strategy of an organization keeping ethical, social and sustainable issues in mind
Pre-Requisite		An open mind to study retailing
Course Outline		UNIT I Definition of Retail Management, Growing importance of retail Industry, Dynamic nature of retail change Definition of Retail Management, Retail Theories, UNIT II Retail location decisions, Location techniques, Retail store Classification, Retail store layout, Visual Merchandize, Merchandise Management, Category

		<p>Management.</p> <p>UNIT III Retail communication and promotion, Retail communication mix, Retail Branding, Private Labels</p> <p>UNIT IV Channel Relationship and Partnership, Distribution logistics and stock control, Computerized replenishment system, Internet and direct distribution system, Application of IT to Retail,</p> <p>UNIT V Database Marketing, Data mining and Business Intelligence, E-tailing, Ethics in Retail, Product misuse and safety issues, Imitation and Counterfeits.</p>
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References		<p>Text Book</p> <ul style="list-style-type: none"> ▪ David, G. (second edition, reprint 2017). Retail Marketing Management. Pearson Education limited. <p>Other Reading</p> <ul style="list-style-type: none"> ▪ Zentes, J., Morschett, D., & Schramm-Klein, H. (2007). Strategic Retail Management. Gabler GWV

4.5.2 Finance Specialization

FINANCE SPECIALIZATION	
F01-	Financial Statement Analysis
F02-	Corporate Taxation
F03-	Financial Market & Service
F04-	Banking Theory & Practice

Course Name		Financial Statement Analysis
Course Code		F01
Course Credit		6
Semester		V
Aims and Objectives		The objective of this course is to evaluate the analytical abilities of students to use financial statement analysis, Ratio analysis for judging the Profitability, Liquidity, Solvency, and Market Strength of the company. It will enable the student to evaluate reporting and preparation of annual reports

		of the company.
Course Intended Learning Outcome		Upon successful completion of the course the Learner will be able to: 1. demonstrate the concepts of financial statement analysis. 2. analyze different ratios to judge performance and financial position of a business. 3. apply the tools such as ratio and cash flow statement for decision making. 4. integrate the concept, analysis and application of techniques of financial analysis for understanding Contents of Corporate Annual Reports and Corporate Financial Reporting.
Pre-Requisite		Basics of Accounting
Course Outline		UNIT I Introduction to Financial Statements, Meaning, types and Limitations. Meaning of Financial Statements Analysis, Meaning of various tools of Financial Analysis – Horizontal Analysis, Vertical Analysis Trend Analysis, and Common Size Statement. UNIT II Ratio Analysis Meaning and Functional Classification of ratios. (Profitability, Liquidity, Leverage, Turnover, Market Strength Analysis and Coverage), Calculation and Interpretation of Ratios from Balance Sheet and Income Statement. UNIT III Meaning, Preparation of Cash Flow Statements (As per AS. 3) Meaning of Fund flow statement. Difference between Fund flow statement and Cash flow statement. UNIT IV Understanding the Contents of Corporate Annual Reports: (Case Based) 1. Balance Sheet 2.Income Statement 3.Cash flow Statement 4.Significant Accounting Policies. 5. Auditors Report. 6. Directors Report. 7. Management Discussion and Analysis. 8. Notes to Accounts. UNIT V Corporate Financial Reporting– Meaning, Objectives of corporate financial reporting, Qualitative characteristics of financial reporting information. Window Dressing in corporate financial reporting, Creative Accounting/ Creative Financial Practices adopted in window dressing.
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References		Text Book <ul style="list-style-type: none"> ▪ Rao P M (2011), <i>Financial Statement Analysis and Reporting</i>, Prentice Hall India Other Readings <ul style="list-style-type: none"> ▪ Gupta Ambrish (2016), <i>Financial Accounting for Management: An Analytical Perspective</i> (5th Ed), Pearson Education ▪ Narayanaswamy R (2014), <i>Financial Accounting: A Managerial Perspective</i> (5th Ed) , PHI ▪ Ramachandran N & Kakani R K (2017), <i>Financial Accounting for</i>

		<p><i>Management</i> (4th Ed), McGraw Hill Education</p> <ul style="list-style-type: none"> ▪ Annual report(s) of the company
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Course Name	Corporate Taxation
Course Code	F02
Course Credit	6
Semester	V
Aims and Objectives	To enable students to understand the general objectives of taxation and know the difference between tax planning and tax avoidance. To help the students to prepare tax computations (direct and indirect) and provide tax advice to individuals and companies in different scenarios. To familiarize the students with how individuals and businesses comply with various provisions of tax.
Course Intended Learning Outcome	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. explain the meaning of tax and classify the types of taxes; recognize the previous year and assessment year for the purpose of computing income chargeable to tax under the Income Tax Act, 1961. 2. determine the taxable income, perquisites and allowances under the five heads of income: salary, house property, business and profession, capital gains and other sources. 3. apply the rates of tax applicable on different components of total income of a person for the purpose of determining the tax liability of such person. 4. demonstrate how indirect tax can integrate in understanding the various benefits to be accrued from implementation of GST.
Prerequisite	Basic knowledge of accounting and finance.
Course Outline	<p>UNIT I Income tax law - An overview, definition of important terms like agricultural Income, the concept of income, assessee, previous year, assessment year, company, resident & tax liability, charge of Income, head of income, Exemptions.</p> <p>UNIT II Heads of income, income from head salary, house property, income from head business and profession, income from head capital gains and income from other sources.</p> <p>UNIT III</p>

	<p>Deduction under chapter VI-A, tax deduction at source (TDS), computation of Gross Total Income and tax liability of individuals.</p> <p>UNIT IV Corporate Tax Liability (Normal vs MAT).</p> <p>UNIT V Introduction to Indirect taxes; value added tax; goods and service tax; excise duty</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Singhanian, V.K., & Singhanian, M., (2020), Students' Guide to Income Tax including GST (60 th edition), Taxmann Publications. ▪ Ahuja, Gupta Girish, et al. (2020)., Practical Approach to Direct & Indirect taxes: Containing Income Tax and GST, Bharat Law House Publications. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Gaur, V.P et al., (2020), Income Tax Law & Practice, Kalyani Publishers. ▪ Mehrotra, H. C & Goyal, S. P (2020), Income Tax Law & Practice, Sahitya Bhawan Publications.

Course Name	Financial Market & Services
Course Code	F03
Course Credit	6
Semester	V
Aims and Objectives	The objective of this course is to provide the student with an overview of financial markets and institutions in India, to familiarize them with the fee-based and fund-based financial services. The course will enable the students to appraise the modern financial markets, their pricing function, the interaction between financial markets and macro-economic conditions, and the process of innovation and regulation in these markets.
Course Intended Learning Outcome	Upon successful completion of the course, the Learner will be able to: 1. understand various concepts related to the financial system, financial market, financial institutions, financial instruments and financial services. 2. compare the different sources of finance and financial services best suited to the business needs.

Pre-Requisite	Basics of Financial Management
Course Outline	<p>UNIT I An Introduction to Financial System, its Components Financial markets and institutions, financial intermediation, flow of funds matrix, financial system and economic development and an overview of Indian financial system.</p> <p>UNIT II Overview Financial Markets An Overview of Indian and International Capital Markets- Stock Markets, Derivative Markets and Money Market. Role of Stock Exchanges in India and SEBI</p> <p>UNIT III Financial Institutions Commercial banks – introduction, its role in project finance and working capital finance. Development Financial institutions (DFIs) – overview and role in Indian economy. Life and non-life insurance organizations in India. Mutual Funds – introduction, and their role in capital market development. Nonbanking financial companies (NBFCs).</p> <p>UNIT IV Financial Instruments Meaning, classification - short-term, medium-term and long-term instruments; primary and secondary securities. New financial instruments - floating rate bonds, zero-interest bonds, differential shares, municipal bonds; reasons for innovations in financial instruments, masala Bonds.</p> <p>UNIT IV Financial Services Leasing and Hire Purchase, Consumer and housing finance, Venture capital finance. Factoring services, bank guarantees and letter of credit. Credit rating. Financial counselling.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Book</p> <ul style="list-style-type: none"> ▪ Avadhani V A (2019), <i>Financial services in India</i> (3rd Ed), Himalya Publishing House <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Khan M Y (2015), <i>Indian Financial System</i> (9th Ed), McGraw Hill Education. ▪ Khan M Y (2019), <i>Financial Services</i> (10th Ed), McGraw Hill Education. ▪ Bhole L M & Mukund (2017), <i>Financial institutions and Markets</i>, (6th Ed), McGraw Hill Education. ▪ Pathak Bharti V. (2018), <i>Indian Financial system</i>, 5th Ed, Pearson

	Education
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Course Name	Banking Theory & Practices
Course Code	F04
Course Credit	6
Semester	VI
Aims and Objectives	The objective of this course is to provide the student with an overview of theoretical, legal and practical aspects of modern banking. By the end of the course, the students will be able to analyse the operational parameters of banking law, negotiable instruments and bankers customer relationship and to evaluate the role of banking institutions in the growth of trade, commerce and industry.
Course Intended Learning Outcome	After studying this course, the students will be able to: 1. understand the concept of banking and related laws 2. analyse various products and services offered by the 3. appraise bankers and customer relationship
Pre-Requisite	Basics of financial management
Course Outline	<p>UNIT I Introduction to banking Bank-significance of banks-brief history of banking in India- Laws affecting banking- Banking defined-Different types of Banks and functions. Distinction between NBFC and Banks. Brief discussion on commercial banks, Development Banks and Cooperative Banks; Commercial banks-nationalized banks and private banks-types of commercial banking-unit branch-universal-virtual etc. information technology in banking- modern banking services- standing instructions, remittances, core banking, debit credit and branded cards- ATM- Portfolio, investment, insurance, lockers etc.- including international practices.</p> <p>UNIT II Bank deposits and lending Demand and Time Liabilities, Different types of deposits accepted by banks – current-savings-recurring-reinvestment etc. usefulness and usage – Bank Lending-types-Loans, Overdraft and Cash credits- Concept of ‘Loan creates deposits’ – limitation of lending- non funded advances- guarantees and letter of credits –general lending aspects-securities for loans-working capital facilities –margin money and drawing power-export credits (brief)</p> <p>UNIT III</p>

	<p>Bank management (statutory regulations) RBI role in the control of banking operations-credit control, Reserve Ratios-Tier system of Capital- Basel Committee norms- Non- performing Assets.</p> <p>UNIT IV Banker & Customer Banker and Customer- meaning and definitions-relevant provisions of Banking Regulations Act – Case Laws applicable- Relationships between-general and special (all specifics)-rights and duties of banker and customer-cessation of relationship-types of account holders-and account opening-special considerations in opening and operating of accounts of individuals-firms-HUF- trusts-clubs-receivers-companies; minors, mentally and physically challenged-operating procedures in the event of death, insanity and insolvency of the customer-Non Resident accounts-Bank Pass books and statements- effect of entries there on – Bankers book of evidence. Simple case related problems on any of the topics.</p> <p>UNIT V Negotiable instruments Meaning of paying banker – duty of a paying banker- payment in due course – grounds for dishonour of Cheques- stop payment and garnishee order-protection to a paying banker under the negotiable instruments Act for open and crossed Cheques- conditions to be satisfied- marking of Cheques- case Laws- simple case related problems on any of the topics.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Book Shekhar K C & Shekhar Lekshmy (2018), <i>Banking Theory and Practice</i> (21st Ed), Vikash Publishing</p> <p>Other Readings Maheshwari S.K. & Maheshwari S.N. (2014), <i>Banking Law and Practice</i>, Kalyani Publishers</p> <p>Indian Institute of finance, (2015), <i>Principles and Practices of Banking</i> (3rd Ed), Macmillan</p> <p>Circulars of RBI, IBA</p>

4.5.3 Human Resource Specialization

Human resource specialization
H01- Human Resource Planning and Employee Engagement
H02- Human Resource Development
H03- Performance and Compensation Management
H04- Leadership Skill and Team Management

Course Name	Human Resource Planning and Employee Engagement
Course Code	H01
Course Credit	6
Semester	V
Aims and Objectives	The course aims at equipping the students of business management with concepts, processes and practical techniques of human resource planning, recruitment, selection, orientation, retention, development and engagement of human capital from the perspective of organizational excellence in a global business environment.
Course Intended Learning Outcome	This course will equip students to : 1. understand the basic concepts, tools and techniques of qualitative measurement of human resources requirements. 2. analyse the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions. 3. apply the human resource planning techniques
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	UNIT I Basics of hr planning Methods and Techniques: Demand forecasting, Managerial estimates, Trend analysis, Markov Analysis, Utilization analysis, Work Study, Supply forecasting, Inventory analysis, Wastage analysis, Balancing supply and demand, Issues of shortage and surplus. UNIT II Recruitment & selection Process and Methods of Recruitment Process-Types of Recruitment & Selection Methods - Competency Based Selection (CBS), Principles and Techniques of Interviewing. Psychometric tests for selection process. UNIT III Job analysis and evaluation Concepts of job analysis: advantages and limitations. Methods of job evaluation, Competency management & Skill Analysis management. UNIT IV Retention management Redeployment, Redundancy, Retention, Productivity plan, training plan, Career plan, Succession plan, strategic reward management. Basics of Absenteeism, Employee Turnover/Attrition and Retention of HR UNIT V

	Employee engagement Key Drivers of Employee Engagement, 3Cs of employee engagement: Career, competence and care, Measuring Employee Engagement, Building a culture of high employee engagement, Dealing with redundancies/VRS and non-performing exits.
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text books</p> <ul style="list-style-type: none"> ▪ Friga,Paul N.(2009), <i>The McKinsey Engagement</i>, Tata McGraw-Hill, India ▪ Dessler, G. (1997), <i>Human Resource Management</i>, Prentice Hall, India <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Alessandro, David F.D(2008), <i>Executive Warfare</i>, Tata McGraw-Hill, India ▪ Sanghi, Seema (2011), <i>Human Resource Management</i>, Macmillan, India

Course Name	Human Resource Development
Course Code	H02
Course Credit	6
Semester	V
Aims and Objectives	The course aims at equipping the students of business management with concepts, processes and practical techniques of training in the organizations. This will help in understanding the design and implementations of training too.
Course Intended Learning Outcome	This course will equip a student : <ol style="list-style-type: none"> 1. understand various concepts, objectives, importance, processes and functions of employee training. 2. analyse and apply the processes of training & development and developmental activities 3. understand how to use appropriate tools and techniques of measuring the impacts of training
Pre-Requisite	Human Resource Management
Course Outline	UNIT I Evolution & concept of hrd concept Definition, importance, objectives and evolution of HRD, Relationship between HRM and HRD/Training. HRD functions, Role of an HRD Professional, HRD climate & its elements, HRD Matrix.

	<p>UNIT II HRD process HRD Process models, Role of line Managers in HRD. Assessing HRD needs: Concept and purpose of Needs Assessment, Training HRD Need, techniques of training Need Assessment (TNA), Level of Need Analysis: Task analysis, Persons Analysis, Organizational analysis.</p> <p>UNIT III Implementing HRD programs Learning and Instruction, Maximizing Learning, Individual Differences in the Learning Process, Learning Strategies and Styles. Training Delivery Methods, On the job (OJT) Training Methods – JIT, Simulation, Job Rotations, Coaching and Mentoring Classroom Training Approaches – Lecture approach, Discussion Method, Experiential Methods, Computer based Training Methods.</p> <p>UNIT IV HRD Evaluation Purpose of HRD Evaluation, Models and Framework of Evaluation – Kirkpatrick’s framework and other Models. Research Design, Data collection methods, Ethical Issues and Assessment of the Impact of HRD Program.</p> <p>UNIT V Organizational Development Concepts and Theories. Organizational Culture-Work force diversity & HRD, Managing Workforce Diversity, labour Market changes, adapting to demographic changes. HRD practices in manufacturing and services sector. Issues and Challenges HRD In cross-cultural environment.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text book</p> <ul style="list-style-type: none"> ▪ Werner, J. M., & DeSimone, R. L. (2011). Human resource development. Cengage Learning. <p>Other Reading</p> <ul style="list-style-type: none"> ▪ Bhattacharyya, D.K. (2015), Human Resource Development, Himalaya Publishing House Pvt. Ltd.

Course Name	Performance and Compensation Management
Course Code	H03
Course Credit	6
Semester	V

Aims and Objectives	By the end of the course, the students will be able to develop an understanding of evaluation of performance in organization, gather knowledge of the compensation process in business organizations.
Course Intended Learning Outcome	By the end of the course, the students will be able to: 1. understand the basic management processes in the evaluation of employees' performance; 2. understand types and issues of evaluation of employees' performance 3. apply different issues of employees' compensation 4. analyze, discuss and present issues related employees' performance and compensation
Prerequisite	Human Resource Management
Course Outline	<p>UNIT I Introduction to performance management Meaning of Performance, Performance Appraisal and Performance Management; Purposes and Contribution of Performance Management System in Organizational Development;</p> <p>UNIT II Performance management system (PMS) Characteristics of an Ideal PMS; Dangers of Poorly Implemented Performance Management System. Performance Management Process-Prerequisites, Execution and Assessment, Performance Review and Performance Standards;</p> <p>UNIT III Methods & techniques of evaluation Traditional & Modern Methods of Performance Appraisal - Behaviorally Anchored Rating Scale, MBO, 360 Degree Feedback & Balanced Scorecard. Issues in evaluation: Normalization of Bell Curve; Forced distribution Vs Forced Ranking; Role of Key Result Area(KRA), Key Performance Area (KPA) and Key Performance Indicators(KPIs) in appraisal;</p> <p>UNIT IV Compensation management Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment, Broad- banding, Executive compensation, Emerging trends of compensation management in IT industries;</p> <p>UNIT V Wage determination Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 %

	<ul style="list-style-type: none"> ▪ End Semester Assessment- 70 %
References	<p>Text Book Aguinis, H. (2014). <i>Performance Management</i> (3rd ed.). Pearson India Newman, J., & Gerhart, B. (2019). <i>Compensation</i> (13th ed.). McGraw Hill.</p> <p>Other Readings Rao, T. V. (2004). <i>Performance Management and Appraisal Systems: HR tools for global competitiveness</i>. Sage India. Varkkey, B., & Dessler, G. (2018). <i>Human Resource Management</i> (15th ed.). Pearson India.</p>

Course Name	Leadership and Team Management
Course Code	H04
Course Credit	6
Semester	V
Aims and Objectives	By the end of the course, the students will be able to Understand leadership skills and team management, concepts and practical aspect of managing team, developing peoples' team performance for achieving business excellence in global business organizations.
Course Intended Learning Outcome	<p>After studying this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. understand the meaning and importance of leadership and team concepts in organizations; 2. apply the theories of leadership and its application in modern organization; 3. understand the process of managing team especially the modern techniques; 4. analyse the role of HR Department in succession planning;
Pre-Requisite	Human Resource Management
Course Outline	<p>UNIT I Nature and Importance of Leadership The meaning of leadership, leadership as a partnership, leadership vs. management, the impact of leadership on organizational performance, leadership roles, the satisfaction and frustration of being a leader, Traits, motives and characteristics of leaders: personality traits of effective leaders, leadership motives- cognitive factors of leadership.</p> <p>UNIT II Effective Leadership Behaviour and Attitudes</p>

	<p>Task-related attitudes and behaviour, relationship oriented attitudes and behaviours, super leadership; leading others to lead themselves, 360-degree feedback for fine-tuning leadership approaches.</p> <p>UNIT III Leadership Styles The leadership continuum, classical leadership style, the boss-centered vs. employee-centered leadership continuum, the autocratic participative free rein continuum, the leadership grid style, the entrepreneurial leadership style, gender difference in leadership style, selecting the best leadership style.</p> <p>UNIT IV Developing Team Work Organizational context of teams: structure, culture, support, human resource policies – team topography – purpose of teams, types of teams, size and diversity. Intra-team processes (task-related) : mission, goals, objectives, action planning – intra-team processes (relationship-related) : communication, conflict, trust, decision-making – inter-team processes: conflict, coordination – team effectiveness – measures of productivity, satisfaction.</p> <p>UNIT V Team Leadership Advantage and disadvantage of group work and team work; the leader’s role in the team based organization, leader behavior and attitude that foster teamwork. Leadership development, succession and future: development through self-awareness and self-discipline, leadership development programs.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Daft, R. L. (2014). <i>The Leadership Experience</i> (6th ed.). Cengage Learning, Delhi. ▪ Forsyth, D. R. (2018). <i>Group Dynamics</i>. (6th ed.). Cengage Learning, Delhi. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Robbins, S. P., & Sanghi, S. (2015). <i>Organizational Behaviour</i>, (6th ed.). Pearson Education, Delhi.

4.5.4 Operations Specialization

Operations specialization
O01 Production Planning and Control
O02 Service Operations Management
O03 Material Management
O04 Supply Chain Management

Course Name	Production Planning and Control
Course Code	001
Course Credit	6
Semester	V
Aims and Objectives	<p>The aims and objectives of this course are :</p> <p>To understand the problems and opportunities faced by the operations manager in manufacturing and service organizations.</p> <p>To develop an ability to apply PPC concepts in a various areas like marketing, accounting, finance, engineering, personnel management, logistics, etc.</p> <p>To integrate operations concepts with other functional areas of business</p> <p>To understand the PPC function in both manufacturing and service organizations.</p> <p>To examine several classic Operations Management planning topics including production planning and inventory control.</p> <p>To learn several important contemporary topics relevant to business managers of all functional disciplines, including quality management, lean concepts, and sustainability.</p>
Course Intended Learning Outcome	<p>Upon completion of this course the student will be able to:</p> <ol style="list-style-type: none"> 1. recognize the objectives, functions, applications of PPC and forecasting techniques. 2. explain different Inventory control techniques. 3. solve routing and scheduling problems 4. summarize various aggregate production planning techniques. 5. describe way of integrating different departments to execute PPC functions
Pre-Requisite	Basic knowledge in Operations Management
Course Outline	<p>UNIT I Introduction Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect.</p> <p>UNIT II Work Study Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study - production study - Work sampling - Synthesis from standard data -</p>

	<p>Predetermined motion time standards.</p> <p>UNIT III Product Planning And Process Planning Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing.</p> <p>UNIT IV Production Scheduling Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Production Control systems-Periodic batch control-Material requirement planning kanban – Dispatching-Progress reporting .</p> <p>UNIT V Inventory Control And Recent Trends In PPC Inventory control-Purpose of holding stock-Effect of demand on inventories-Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis-Recorder procedure-Introduction to computer integrated production planning systems.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books:</p> <ul style="list-style-type: none"> ▪ Telsang, M. (2000). <i>Industrial Engineering and Production Management</i> (1st ed.). S. Chand and Company. ▪ Dilworth, J.B. (1992). <i>Operations management – Design, Planning and Control for manufacturing and services</i>. McGraw Hill International edition 1992. <p>Other readings:</p> <ul style="list-style-type: none"> ▪ Bedi, K. (2007). <i>Production and Operations management</i> (2nd ed.). Oxford university press. ▪ Chary, S.N. (1995). <i>Theory and Problems in Production & Operations Management</i>. Tata McGraw Hill. ▪ Kacharu, U. (2007). <i>Production and operations management – Text and cases</i> (1st ed.). Excel books.

Course Name	Service Operation Management
Course Code	O02

Course Credit		6
Semester		V
Aims and Objectives		By the end of the course, the students will be able to develop an understanding of intangible management processes of Service Operation Management, to understand difference between Manufacturing and Service Operation, to understand the different service business and how operation process is managed and to conceptualise design to strategy and implementation. Focus will be to develop the innovative, agile and flexible thinking process of the students.
Course Intended Learning Outcome		At the end of the course, the students will be able to: <ol style="list-style-type: none"> 1. appreciate uniqueness of each service business and connected process and concept. 2. learn tools and techniques to analyse current operation and improve upon it. 3. develop innovative, flexible and agile thinking for service operation. 4. understand information technology, e-service and virtual operation so essential for service function.
Pre-Requisite		Operation Management, People Management, Excel and MIS.
Course Outline		<p>UNIT I Introduction To Service Operation Management, Growth of service sector. Classification and characteristics. Service Strategy in competitive environment. Use of digital technology in service, Data base management.</p> <p>UNIT II Service Design New Service Design. Develop blueprints and the process structure. Design process for specific business; Health care, Retail, Insurance. Managing service experience. Design digital and internet strategies.</p> <p>UNIT III Service Quality Service Quality – Dimensions, Gap Model. Measuring Service Quality – SERVQUAL. Design for service quality and recovery. Service encounter and customer interface.</p> <p>UNIT IV Service Facility Service scope and nature. Location. Process and Layout design. People and training.</p> <p>UNIT V Managing Capacity and Demand Demand forecasting and type of service. Basic Strategy and Operation Planning and Control. Supply Chain and Inventory Management. Waiting Line and Queuing System.</p>

Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Fitzsimmons, J., Fitzsimmons, M., & Bordoloi, S. (2018). <i>Loose Leaf for Service Management: Operations, Strategy, Information Technology</i>, McGraw-Hill Education. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Haksever, C., Render, B., Russel, S.R. and Murdick, R.G. (2007). <i>Service Management and Operations</i>, Prentice Hall. ▪ Articles & Cases to be distributed by the faculty.

Course Name	Material Management
Course Code	O03
Course Credit	6
Semester	V
Aims and Objectives	By the end of the course, the students will be able to understand the importance of material management, to learn how to manage materials to improve organisations bottom line and to appreciate the importance, planning and managing purchase and materials, storing, managing inventory and material availability as per production scheduling.
Course Intended Learning Outcome	After studying this course, the students will be able to: <ol style="list-style-type: none"> 1. understand material cost as a percentage of production cost. 2. know the Interface of materials with other critical functions of company. 3. prepare material plans as per production plan. 4. release and monitor purchase orders 5. manage inventory and stores.
Pre-Requisite	Operation Management, Excel, Costing and MIS.
Course Outline	<p>UNIT I Objectives and Introduction. Concepts and Importance. Integration with functional areas. Profit Centre Concept.</p> <p>UNIT II Purchasing Importance, Purchase Policies and Procedures, 5Rs of Purchasing and Related issues, Negotiations in Purchasing Objectives, Scope and Criticality. Purchasing Organisation: Types Elements of Purchasing Cycle. Policies and Procedure. Purchase Techniques. Negotiation.</p> <p>UNIT III</p>

	Capacity Planning Make or Buy. Outsourcing. Contract Management. UNIT IV Import: Policies and Procedure. Raw material and parts import. Capital Goods and Equipment for Projects. Spares. Consumables and Components. UNIT V Project Buying and Related Aspects, Vendor Development and Rating. Stores: Stores Importance, Procedures and Organization. Stores Item Identification System and Codification. Material Inspection and Handling. Storage Procedures. Issues and Receipts Procedures
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Arnold, T.K., Chapman, S., & Clive, L. (2011). <i>Introduction to Material Management</i> (7th ed.). Pearson. ▪ Gopalkrishnan, P. (2017). <i>Purchasing and Material Management</i>, TMH. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Levitt, J. (2009). <i>The handbook of Maintenance Management</i> (2nd ed.). Industrial Press Inc.

Course Name	Supply Chain Management
Course Code	O04
Course Credit	6
Semester	V
Aims and Objectives	This course will present basic concepts of Supply Chain Management. It will make the students understand the importance of and major decisions in supply chain management for gaining competitive advantage.
Course Intended Learning Outcome	Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> 1. familiarise with supply chain and logistics functions of any business organization 2. analyze interconnectedness of the decision areas in a supply chain 3. develop and use a variety of models most commonly used for decision making in logistics and supply chain.
Pre-Requisite	Basic knowledge in Operations Management
Course Outline	UNIT- I Introduction

	<p>Supply Chain – Fundamentals –Evolution- Role in Economy -Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.</p> <p>UNIT -II Strategic Sourcing Outsourcing – Make Vs buy - Identifying core processes -Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base - Supplier Development-World Wide Sourcing.</p> <p>UNIT -III Supply Chain Network Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.</p> <p>UNIT -IV Planning Demand, Inventory and Supply Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management.</p> <p>UNIT -V Current Trends Supply Chain Integration - Building partnership and trust in SC , Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment - 30 % ▪ End Semester Assessment- 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Shah J. (2016). <i>Supply Chain Management – Text and Cases</i>. Pearson Education. ▪ Chopra, S., & Meindl, P. (2018). <i>Supply Chain Management-Strategy Planning and Operation</i> (5th ed.). PHI Learning / Pearson Education. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ PPTs and Handouts will be shared

Semester 6

SEMESTER 6			
COURSE CODE	COURSE TITLE	FULLMARKS	CREDIT
BBAH-6.1	Responsible Business	50	3
BBAH-6.2	Elective 3	100	6
BBAH-6.3	Elective 4	100	6

Course Name	Responsible Business
Course Code	BBAH-6.1
Course Credit	3
Semester	VI
Aims and Objectives	The Course shall impart an understanding to the students by which they shall be able to discern the role businesses play in the society. The students shall acquire the right perspective to view business conduct in terms of business ethics, its practices whether they are responsible and sustainable or not and their own choices pertaining to their careers.
Course Intended Learning Outcome	<p>Upon successful completion of the course the Learner will be able to:</p> <ol style="list-style-type: none"> 1. articulate national and international regulations, standards , principles, guidelines and codes of conduct frameworks in the domain 2. recognise right perspective on Business Ethics 3. interpret responsible, ethical and sustainable underpinnings to business conduct, practices and decisions 4. integrate understanding of the concepts, theories and models relating to Social Responsibility of Business viz. Ethics, Sustainability, Corporate Governance and Corporate Social Responsibility 5. apprise the issues of Responsible Business along the entire value chain of Business
Pre-Requisite	Learners must have successfully completed the core marketing, finance, operations and OB/HR courses.
Course Outline	<p>UNIT I Understanding business in the context of society Underscoring Issues of Responsible Business and Corporate Social Responsibility. Indian Ethos and Business Ethics</p>

	<p>UNIT II Responsible business with a human rights perspective Frame work for ethical decisions Business ethics in the context of human rights, governance and sustainable development.</p> <p>UNIT III Corporate governance Corporate Governance, Business and Governance. Evolution of Corporate Governance. Introduction to the different models of Corporate Governance followed over the world,</p> <p>UNIT IV Corporate social responsibility Corporate Social Responsibility, Definitions and Concept of CSR. History and Evolution of CSR (International, Generic)</p> <p>UNIT V Principles, standards, guidelines and codes of conduct in the domain The Corporate Governance norms and practices prevalent in India. Companies Act, Sustainable Development Goals. ISO 26000 (CSR Guidance) National Guidelines on Responsible Business Conduct.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D. (Eds.). 2008. <i>The Oxford handbook of CSR</i>. Oxford: Oxford University Press ▪ William B. Werther, Jr., David Brian Chandler 2011 <i>Strategic corporate social responsibility: stakeholders in a global environment</i>, Sage Publication. ▪ Michael Blowfield, Alan Murray 2008 <i>Corporate Responsibility: A Critical Introduction</i>, Oxford University Press. ▪ Chakraborty, S.K. 1998 <i>Foundation of Managerial Work-Contribution from Indian Thought</i>, Himalaya Publishing House Delhi

4.6.1 Marketing Specialization

MARKETING SPECIALIZATION	
M05-	Rural Marketing
M06-	Services Marketing
M07-	Advertising
M08-	Customer Relationship Management

Course Name	Rural Marketing
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Course Code	M05
Course Credit	6
Semester	VI
Aims and Objectives	The main objective of this course is to develop a strong foundation of concepts, approaches, applied knowledge, and analytical skills in the students for successful marketing of products and services to rural consumers and users. It will help the students to learn Rural consumer behaviour and the power of the rural market in a country's economy.
Course Intended Learning Outcome	After completion of the course students should be able to: <ol style="list-style-type: none"> 1. understand different concepts and basic practices of rural marketing. 2. understand challenges and opportunities in the field of rural marketing. 3. apply the knowledge to develop ecosystem for wealth creation.
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	<p>UNIT I Introduction Understanding rural market, Indian Rural Market environment, Opportunities and scope of rural market, Challenges in the BOP</p> <p>UNIT II Rural Consumer Classification of rural consumer, Economic, occupation and expenditure patterns, Rural consumer Behaviour, factors affecting rural consumer behaviour.</p> <p>UNIT III Rural Marketing Mix Rural Marketing Mix Decisions, Marketing of Agriculture Inputs, Consumable inputs and durable inputs, Marketing of Consumables and Durables, Composition of Products, Price, distribution, promotion, product redesign or modification.</p> <p>UNIT IV Strategies Critical Marketing strategies in rural market, Rural sales management, Strategic innovation in rural market.</p> <p>UNIT V Rural Models Improvement of rural cottage industry, Formation of Cooperative marketing and processing, societies, Rural Marketing Strategies, Digitalization of rural India.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 %

	<ul style="list-style-type: none"> ▪ End Semester Assessment 70 %
References	Text Book <ul style="list-style-type: none"> ▪ Prahalad, C.K., (2014), Fortune at the Bottom of the Pyramid, Fifth Edition, Pearson. ▪ Kashyap, P. (2016), Rural Marketing, Third edition, Pearson.

Course Name	Services Marketing
Course Code	M06
Course Credit	6
Trimester	VI
Aims and Objectives	The objective of the course is to understand the fundamentals of services marketing, identify the differences in strategies of services marketing in comparison to goods marketing, to understand the challenges of services marketing and to develop students mind-set to work for service industry
Course Intended Learning Outcome	<p>Upon successful completion of this course, students will be able to :</p> <ol style="list-style-type: none"> 1. understand the key concepts of services marketing. 2. describe the problems faced by service marketing professionals as well as solutions managers might use to increase customer satisfaction. 3. foster critical thinking and problem solving skills. 4. plan and execute a project as a part of a team to solve a real life problem.
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	<p>UNIT I Introduction to services Service industry a review, tangibility spectrum, trends in service sector, Search, experience and credence qualities, Challenges for service marketer, Service marketing mix, difference between goods and services on the basis of characteristics, service marketing mix and triangle</p> <p>UNIT II Focus on customer Customer expectation and perception, GAPS model of service quality, Customer satisfaction and service quality determinants.</p> <p>UNIT III Understanding customer requirement Listening to customer through research, service recovery, service design, service standards, Service Scape , Building CRM</p>

	<p>UNIT IV Delivering services Employee role, service culture, service profit chain, Boundary spanning roles of employees, customer role in service delivery.</p> <p>UNIT V Balancing demand Managing demand and supply- capacity constraints, demand patterns, strategies for matching, capacity and demand, Yield management, Waiting line strategies.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Book:</p> <ul style="list-style-type: none"> ▪ Zeithaml et al. (2019), Services Marketing, (Seventh edition), Tata McGraw Hill Education Private Limited. <p>Other Readings:</p> <ul style="list-style-type: none"> ▪ Lovelock, C., et al.(2015), Services Marketing-An Asia pacific and Australian perspective (6th edition), Pearson Education Australia, Sydney.

Course Name	Advertising
Course Code	M07
Course Credit	6
Semester	VI
Aims and Objectives	The course would aim, broadly, to develop a managerial perspective and an informed decision making ability to enable marketing executives tackle marketing communication situations successfully
Course Intended Learning Outcome	<p>After attending the classes student will be able to:</p> <ol style="list-style-type: none"> 1. understand the concept of advertising and its role in marketing communication. 2. analyse issues and opportunities in media and its management for marketing success. 3. apply concepts of advertising in technology driven marketing activities.
Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	UNIT I Basics of Advertising, Definition, Nature and evolution of advertising, its

	<p>functions and role, criticism, social, economic and legal aspects of advertising.</p> <p>UNIT 2 Place of advertising in Marketing Mix, Indian advertising industry, copy writing: different elements of a copy and layout.</p> <p>UNIT 3 Advertising budget: Objectives, preparation and methods of advertising budget; advertising agency: function, selection and compensation.</p> <p>UNIT-4 Different types of media, function, merits and demerits of media, selection of media and its vehicles.</p> <p>UNIT-5 Advertising in social media, Social Media Marketing, Social Networks, Facebook advertising, LinkedIn Advertising, E-Mail marketing.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books:</p> <ul style="list-style-type: none"> ▪ Belch, G. E., & Belch, M. A. (2003). Advertising and promotion: An integrated marketing communications perspective. The McGraw–Hill. ▪ Shah, K., & D'Souza, A. (2009). Advertising & Promotions an IMC Perspective. Tata McGraw Hill.

Course Name	Customer Relationship Management
Course Code	M08
Course Credit	6
Semester	VI
Aims and Objectives	The course aims at broadly to make the students understand the organizational need, benefits and process of creating long-term value for individual customers, to disseminate knowledge regarding the concept of CRM and CRM technologies, to enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations.
Course Intended Learning Outcome	<p>After attending the classes student will be able to:</p> <ol style="list-style-type: none"> 1. understand the basic concepts of customer relationship management. 2. understand marketing aspects of customer relationship management. 3. analyse the role of customer relationship management in an organisation. 4. apply the basics of operational Customer relationship management.

Pre-Requisite	Students must come prepared to the class by going through the assigned cases and relevant chapter/s of the prescribed text book.
Course Outline	<p>UNIT I Introduction to CRM, Types of CRM, CRM Building Blocks, CRM Strategies, CRM Challenges,</p> <p>UNIT II CRM Planning, CRM Objectives, CRM Readiness checklist</p> <p>UNIT III Calls Centre: Concept and Evolution, Calls centre functionality, Team building</p> <p>UNIT IV Role of CRM technology, Web based customer support, Use of CRM in banks and telecom.</p> <p>UNIT V HRM in CRM, IT for CRM, CRM and Data-ware Housing</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books:</p> <ul style="list-style-type: none"> ▪ Chaturvedi, M., & Chaturvedi, A. (2008). Customer relationship management: an Indian perspective. Excel Books. ▪ Peppers, D., & Rogers, M. (2004). Managing customer relationships: A strategic framework. John Wiley & Sons.

4.6.2 Finance Specialization

FINANCE SPECIALIZATION
F05 Corporate Finance
F06 Corporate Accounting
F07 International Financial management
F08 Capital market

Course Name	Corporate Finance
Course Code	F05
Course Credit	6
Semester	VI

Aims and Objectives	<p>To provide an in –depth understanding of management tools and techniques used in Corporate Finance.</p> <p>To familiarize learner on how to interface with accounting and finance departments, and to help them to understand how firms meet their financial objectives utilizing financial decision-making</p>
Course Intended Learning Outcome	<p>Upon successful completion of the course the Learner will be able to:</p> <ol style="list-style-type: none"> 1. understand the concepts of time value of money and risk-return relationship. 2. understand the concept of cost of capital and different capital structure theories including the M-M hypothesis and concepts of arbitrage. 3. understand the concepts of leverages and trading on equity.
Pre-Requisite	<p>Come prepared with the study materials.</p>
Course Outline	<p>UNIT-I Introduction to corporate finance Concept of Profit Maximization and Wealth Maximization, Risk-Return Trade-off, Present Value of Money, Finance Manager-Role and Responsibilities, Scope of Financial Management in an Organization</p> <p>UNIT-II Risk &return concept and management Introduction to Risk, types of risk, systematic and unsystematic risk. Minimizing risk .Risk exposure, Risk measurement problems, Investment decision making, return, elements of return, Calculating expected return and risk. Using Beta to estimate return</p> <p>UNIT-III Cost of capital Concept and Measurement of Cost of capital: Cost of Debt, Equity Capital, Retained Earnings, Preference Share Capital, weighted Average Cost of Capital, Capital Structure:</p> <p>UNIT-IV Capital structures: Introduction, Net Income Approach, Net operating income Approach, Modigliani-Miller Approach ,Traditional Approach, Problems: Basic problems in Cost of Capital and Capital Structure Theories</p> <p>UNIT-V Leverages: Concept of Business and Financial Risk, Operating Leverage, Financial Leverage Combined Leverage-suitability of Leverages for different business situations, Concept of Trading on Equity.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Pandey, I.M.,(2015), Financial Management, Vikas Publishing House. ▪ Khan & Jain., (2013), Financial Management, 4th edition, McGraw Hill education.

	<ul style="list-style-type: none"> ▪ ICAI study materials
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Course Name	Corporate Accounting
Course Code	F06
Course Credit	6
SEMESTER	VI
Aims and Objectives	To help the students to acquire the conceptual knowledge of the corporate accounting To give them a practical insight of preparation of financial statements of corporates.
Course Intended Learning Outcome	Upon successful completion of the course the Learner will be able to: <ol style="list-style-type: none"> 1. understand the concepts of Corporate accounting 2. understand the preparation of corporate financial statements. 3. understand the concepts of valuation
Pre-Requisite	Come prepared with the study materials.
Course Outline	<p>UNIT I Issue, forfeiture and reissue of forfeited shares- Issues of rights and bonus shares-SEBI Guidelines-Concepts of book building, Demat shares and Employee Share option Scheme (ESOS), Redemption of preference shares and buy back of shares</p> <p>UNIT II Issues and redemption of debentures</p> <p>UNIT III Preparation of profit and loss account, balance sheet and Cash Flow statements of corporate entities as per revised Schedule.</p> <p>UNIT IV Valuation of Goodwill and Valuation of Shares</p> <p>UNIT V Accounting for Amalgamation of Companies</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text and References:</p> <ul style="list-style-type: none"> ▪ Corporate Accounting by Mukherjee & Hanif TMH,2005 ▪ Corporate Accounting by B.K.Goyal TAXMAN,5th edition,2018 ▪ ICAI final study materials

Course Name	International Financial Management
Course Code	F07
Course Credit	6
Semester	VI
Aims and Objectives	To make student understand financial management from the global perspective To familiarize the students with the enlarged boundary of international transactions; the risks involved and how to manages the risks.
Course Intended Learning Outcome	On completion of this course, the students will be able to: <ol style="list-style-type: none"> 1. explain the meaning of international transactions and classify the risks associated with it. 2. apply the risk management techniques to international financial transaction. 3. determine the amount of risks in home currency for a transaction in foreign currency.
Pre-Requisite	Basic idea of foreign exchange.
Course Outline	UNIT I Introduction to International Financial Management UNIT II Foreign Exchange Market and International Financial Markets UNIT III Exchange Rate and Currency Trading mechanism: Law of One Price and Arbitrage UNITIV International Financial Instruments UNIT V Foreign Exchange Risk Exposures
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	Text Books <ul style="list-style-type: none"> ▪ Vij., M, (2002) <i>International Financial Management</i>, Excel Books, New Delhi. ▪ Bhalla, V. K, (2014) <i>International Financial Management</i>, S Chand & Co. Pvt Ltd Other Readings <ul style="list-style-type: none"> ▪ Kevin, S. (2009) <i>Fundamentals of International Financial Management</i>, PHI Learning Private Ltd.

	<ul style="list-style-type: none"> Apte, P. G, (2006), <i>International Financial Management</i>, McGraw Hill Education (India) Private Limited.
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Course Name	Capital Market
Course Code	F08
Course Credit	6
Semester	VI
Aims and Objectives	The objective of this course is to develop an understanding of Capital Markets, its segments and operations. The course will further enable the students to compare the risk and return and to evaluate the investment proposals based on fundamental and technical analysis.
Course Intended Learning Outcome	Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> understand various concept related to Capital Markets analyses various investment proposal based on fundamental and technical analysis
Pre-Requisite	Basics of financial management
Course Outline	<p>UNIT I Overview of Capital Market Introduction to Capital Market- Primary and Secondary Market, Importance of Capital Market in an Economy, Major constituents and instruments of the capital market, differences between primary and secondary market, Investments in capital market.</p> <p>UNIT II Primary and Secondary Market Primary Market- Initial Public Offer, Entry norms, Book building, Green-shoe option, Anchor Investors, Secondary Market/Stock Market – Important Functions, Stock Market in India, Stock Indices, Share Trading- retail investors, Risk Management.</p> <p>UNIT III Security Analysis Risk and Returns, Fundamental Analysis, Technical Analysis, Portfolio Management.</p> <p>UNIT IV Financial Derivatives Financial Derivative Market, Forward, Futures, Options and Swaps.</p> <p>UNIT V Money Market Money Market, Money Market Instruments.</p>

Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Gurusamy S. (2015), <i>Financial Market and institutions</i> (4^h Ed), Vijay Nicole Imprints <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Pathak Bharti V. (2018), <i>Indian Financial system</i> (5th Ed), Pearson Education ▪ Pandian P. (2012), <i>Security Analysis and Portfolio Management</i> (2nd Ed), Vikash Publishing. ▪ Circulars of SEBI

4.6.3 Human Resource Specialization

Human Resource specialization
H05 Industrial Relations and Employee Welfare
H06 Organizational Development and Change
H07 Talent and knowledge Management
H08 Organizational Culture and Diversity

Course Name	Industrial Relations and Employee Welfare
Course Code	H05
Course Credit	6
Semester	VI
Aims and Objectives	By the end of the course, the students will be able to develop an understanding of the interaction pattern among Labour, Management and the State to build basic knowledge of certain important and critical issues in Industrial Relations to promote understanding of the concept and theories of collective bargaining and grievances and to examine the traditional concept of labour welfare in the industry and social security needs in the country
Course Intended Learning Outcome	<p>After studying this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. understand best practices for handling Industrial relations effectively and maintain industrial harmony and peace 2. analyse legal provisions expediently for achieving overall industrial growth and development. 3. understand to handle day –to-day service related issues ethically and effectively 4. apply disciplinary process with utmost care and due diligence.

Pre-Requisite	Human Resource Management
Course Outline	<p>UNIT I Introduction to industrial relations (IR) Concept & evolution, Meaning & Definition, Objectives & Scope; The various approaches to IR. The role of the state in IR: Regulative and Participative bodies, Various participants in IR - Employers' Associations and Trade Unions: Trade Unionism in India – History, Growth and Contemporary issues in India; Trade Union as an Organization - Recognition and registration, White collar unionism, Trade Unionism in the unorganized sector;</p> <p>UNIT II Concept of Grievance Meaning and Definition, Causes of Grievances, Legislative Aspect, Managerial Practices to Prevent Grievances and Grievance Resolution; Conflict Management - Participative Management</p> <p>UNIT III Collective Bargaining Definitions, Characteristics, Critical Issues in Collective Bargaining Collective Bargaining in India - Negotiation and Collective Bargaining: The Negotiation Process - A Behavioral Theory of Labour Negotiation.</p> <p>UNIT IV Labour Welfare Origin and evolution, objectives, need and importance Scope, Concepts, philosophy and principles of labour welfare; Labour policy in India, Legislation and Labour Welfare in India. Working condition and benefits - factory-safety and accident prevention, Recreational and educational activities-workers' education in India; Functions of Labour welfare officers India. Problems of Indian labour- Issues of child labour, Women Labour and Unorganized labour. Recommendations of major commissions on Labour and employment; Work place regulations in the “new normal” times.</p> <p>UNIT V Social Security Evolution, definition and objectives of Social security. Occupational Health; Overview of social security in India - Social Security Social Security System in the Organized Sector; Contemporary Issues in Industrial Relations: The Future Trends;</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Venkata Ratnam, C., & Dhal, M. (2017). <i>Industrial Relations</i> (2nd ed.). New Delhi: Oxford University Press. ▪ Monappa, A., Nambudiri, R., & Selvaraj, P. (1993). <i>Industrial Relations</i>. New Delhi: Tata McGraw Hill Publishing. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Kapoor, N. D.(2020). <i>Elements of Industrial Laws</i>. Sultan Chand & Sons.

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Course Name		Organizational Development and Change
Course Code		H06
Course Credit		6
Semester		VI
Aims and Objectives		The objective of this course is to develop understanding of change in organizations. This will give insights into understanding the change process and taking organizations to higher limits in time of requirements.
Course Intended Learning Outcome		After studying this course, the students should be able to: 1. understand and appreciate the process of change in organizations. 2. understand different types of development interventions. 3. analyse the issues of organisational change and development
Pre-Requisite		Human Resource Management
Course Outline		<p>UNIT I Introduction to Organization Development : The field of organizational development, history, values and assumptions of organizational development Theory and management of OD, foundation of OD and managing the organization development process</p> <p>UNIT II Organization Development Interventions : Overview of organization development intervention, team intervention, Intergroup and third party peace-making intervention, comprehensive interventions, structural interventions</p> <p>UNIT III Emerging Issues of Organization Development: Consultant client relationship, issues and problems of OD, action research and organization development, future of organization development and new trends in organization development.</p> <p>UNIT IV Power, Politics and Ethics in OD Power and Control issues in Organizations, Power, the concept of Organizational politics, Ethics in OD.</p> <p>UNIT V Organizational Change: Drivers of change in business, alternative strategies of change, process of change, change models, phases of planned change, resistance to change overcoming resistance to change Principles of change, role of change agent, Competencies of change agents: cognitive</p>

		competencies, functional, inter-personal competencies, problem solving decision skills.
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References		<p>Text Books</p> <ul style="list-style-type: none"> ▪ Cummings, T. G., & Worley, C. G. (2014). Organization Development and Change. Cengage learning. ▪ Jones, G. R. (2013). Organizational Theory, Design, and Change, 7th Global Edition. Harlow: Pearson Education Limited. ▪ Wendell L. French, & Cecil Bell. (1999). Organization Development: Behavioral Science Interventions for Organization Improvement (6th Ed) Pearson College Division. ▪ Pathak, H. (2010). Organizational change. Pearson Education India.

Course Name		Talent and Knowledge Management
Course Code		H07
Course Credit		6
Semester		VI
Aims and Objectives		The aims and objectives of this paper is to prepare students to understand different talent and knowledge management efforts in organisations, to understand concepts and application of talent and knowledge management in organizations to analyse basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.
Course Intended Learning Outcome		After studying this course, the students should be able to: <ol style="list-style-type: none"> 1. understand and differentiate talents in organisation 2. understand the value of knowledge management 3. analyse and compare better knowledge management platforms
Pre-		Human Resource Management

Requisite	
Course Outline	<p>UNIT I Concepts: Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.</p> <p>UNIT II Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.</p> <p>UNIT III Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.</p> <p>UNIT IV Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka’s model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.</p> <p>UNIT V Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Berger, L. A., & Berger, D. R., (2018). The Talent Management Handbook. McGraw-Hill Education. ▪ Cappelli, P. (2008). Talent on demand: Managing talent in an uncertain age. Harvard Business School Press, Boston, MA. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Awad, E. M., & Ghaziri, H. M. (2004). Knowledge Management (1st ed.). India: Pearson Education. ▪ Hislop, D., Bosua, R., & Helms, R. (2018). Knowledge Management in Organizations: A Critical Introduction. Oxford university press. ▪ Barnes, S. (Ed.). (2002). Knowledge Management Systems: Theory and Practice. Cengage Learning EMEA.

Course Name	Organizational Culture and Diversity
Course	H08

Code	
Course Credit	6
Semester	VI
Aims and Objectives	The aims and objectives of this paper is to prepare students to understand the importance of culture in organizations, to analyse the concepts related to international organization behaviour and to understand the strategies to manage cultural diversity in organizations.
Course Intended Learning Outcome	After studying this course, the students should be able to: <ol style="list-style-type: none"> 1. understand diversity in organisation 2. understand the value of organizational culture 3. analyse to create a better culture in organisation 4. analyse various ways to create organisational culture
Pre-Requisite	Organisational Behaviour and Human Resource Management
Course Outline	<p>UNIT I Introduction to cultural diversity Globalizing economy: changing environment for business, Nature of the multinational company, Multinational management. Organizational cultures: Definition, Types, Elements, levels, Foundations of organizational culture: manifestations, model for interpreting, Functions, Defining diversity.</p> <p>UNIT II Organizational behaviour and culture Organizational values and ethics, Organizational culture and performance, Organizational socialization, Socialization through mentoring Developing, maintaining, changing and strengthening organizational culture, Developing high performance cultures.</p> <p>UNIT III Processes in international organization behaviour Merging organizational culture, Processes in preparing employees for successful foreign assignments. Language and cross cultural communication, Multicultural workforce: multicultural teams, leadership, Motivation, Decision making, Negotiating globally.</p> <p>UNIT IV Managing diversity Managing across cultures, Barriers and challenges to managing diversity, Towards greater cross-cultural awareness and competence. Managing diverse workforce- women, ethnic minorities. Creating cultural synergy: Cultural invisibility, Strategies for organizing culture, Managing culturally diverse teams, Organizational practices.</p> <p>UNIT V Cross-cultural HRM Introduction to concepts of culture and nationality, Impact of culture on</p>

		international business environment ,Hofstede’s approach ,advantages and disadvantages PCN,TCN,HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References		<p>Text Book</p> <ul style="list-style-type: none"> ▪ Harzing, A. W., & Pinnington, A. (Eds.). (2018). International human resource management. (4th Ed) Sage India ▪ Sinha, J. B. (2009). Culture and Organizational Behaviour. Sage India. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Robbins, S. P., Judge, T. A., & Vohra, N. (2017). Organizational Behavior (16th Eds.). Tamil Nadu: Pearson India Education Services Pvt. Ltd. ▪ Kreitner,R., & Kinicki, A. (1998).Organizational behavior (4th edition). Boston: Irwin McGraw-Hill. ▪ Shane, S.L., & W Glinow, M.A.V. (2007). Organizational behavior. New Delhi: Tata Mc-Graw Hill.

4.6.4 Operations Specialization

OPERATIONS SPECIALIZATION
O05 Total Quality Management
O06 Project Management
O07 Technology Management
O08 Business Process Re-Engineering

Course Name	Total Quality Management
Course Code	O05
Course Credit	6
Semester	V
Aims and Objectives	The course focuses on understanding and analyzing the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.
Course	Upon successful completion of the course the learner will be able to:

Intended Learning Outcome	<ol style="list-style-type: none"> 1. understand the principles of quality management and to explain how these principles can be applied within quality management systems. 2. understand and apply appropriate tools and techniques for controlling, measuring & improving quality 3. demonstrate the organizational, communication and teamwork requirements for effective quality management 4. analyze the strategic issues in quality management, including current issues and developments
Pre-Requisite	Exposure of Supply Chain and Operations
Course Outline	<p>UNIT I Introduction: Quality & evolution of TQM, Understanding the basic concepts of TQM, Brief overview of TQM framework, Contribution of quality gurus in the TQM journey, Benefits of TQM, Quality Cost, Leadership</p> <p>UNIT II TQM Principles: Policy deployment, leadership, Customer Satisfaction, Employee Involvement, Continuous Process Improvement, Supplier Partnership, Performance Measures, Policy deployment, leadership</p> <p>UNIT III Statistical Process Control (SPC): Seven tools of Quality, Statistical Fundamentals, Six Sigma</p> <p>UNIT IV TQM Tools: Benchmarking, Quality Function Deployment (QFD), Taguchi's Quality Engineering, Total Productive Maintenance (TPM).</p> <p>UNIT V Quality System- ISO 9000, ISO 14000, Malcom Baldrige quality award, Deming award, Quality check points.</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Suganthi, L., & Samuel, Anand A. (2004). <i>Total quality management</i>, PHI Learning. ▪ Dale, B. (2015). <i>Total quality management</i>. John Wiley & Sons, Ltd. <p>Other readings</p> <ul style="list-style-type: none"> ▪ Bhatt, Sridhar K. (2002). <i>Total Quality Management, Text & Cases</i>, Himalaya Publishing. ▪ Mukherjee, P.N. (2006). <i>Total Quality Management</i>, PHI Learning. ▪ Mitra A. (2016). <i>Fundamentals of quality control and improvement</i>. John Wiley & Sons.

Course Name	Project Management
Course Code	O06

Course Credit	6
Semester	VI
Aims and Objectives	By the end of the course, the students will be able to understand one-off unique characteristic of managing project, to understand different types of project: Roads to software and to understand the planning, organizing, implementing, executing and closing of a project.
Course Intended Learning Outcome	<p>After studying this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. understand the planning process including the tools, evaluation methods and key elements. 2. learn to plan a project through team building. 3. prepare schedule to efficiently and effectively use resources. 4. create project flow charts, 5. develop work breakdown structure for resource planning and budgeting. 6. develop critical path planning and monitoring. 7. coordinate with stakeholders to effectively ensure project progress. 8. understand quality techniques for execution of project. 9. complete and close the project.
Pre-Requisite	Operation Management, People Management, PERT/CPM, Excel and MIS.
Course Outline	<p>UNIT I Introduction To Project Management Definition –Goal – Lifecycles, Project Selection, And Project Portfolio. Project Formulation. Project Manager – Roles- Responsibilities, and Project Team – Selection.</p> <p>UNIT II Planning and Budgeting Planning Process: Work Breakdown Structure, Job description and responsibility, Activity timing, Budgeting and Cost Estimation, Risk analysis and risk management and Project Uncertainty.</p> <p>UNIT III Scheduling and Work Allocation GANTT Chart, PERT/CPM, Crashing and Expediting, and Resource leveling & Allocation.</p> <p>UNIT IV Control and Completion. Monitor Control and Report, Design of control system, Stakeholder Alignment, Project Evaluation, Quality and Audit, Develop records, data and closing report and Close.</p> <p>UNIT V Project Organisation and Conflict Management.</p>

		Organisational structure: Types and Design. Roles and responsibilities. Conflicts: Origin and Consequences and Resolving Conflicts: Methods.
Evaluation		<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References		<p>Text Books</p> <ul style="list-style-type: none"> ▪ Gopalan, M.R. (2018). <i>Project Management</i> (2nd ed.). Wiley. ▪ Nicholas, J.M. (2017). <i>Project Management for Business and Technology - Principles and Practice</i> (4th ed.). Pearson. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Gray, C.F., Larson E.W., & Desai, G.V. (2017). <i>Project Management</i> (6th ed.). McGraw Hill Education. ▪ Gido, J., & Clements, J.P. (2011). <i>Successful Project Management</i>, Thomson Learning. ▪ Maylor, H. (2017). <i>Project Management</i> (4th ed.). Pearson Education. ▪ Articles & Cases to be distributed by the faculty

Course Name		Technology Management
Course Code		O07
Course Credit		6
Semester		VI
Aims and Objectives		The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion. It also analyses the Technology Management scenario in India.
Course Intended Learning Outcome		Upon successful completion of the course the learner will be able to: <ol style="list-style-type: none"> 1. familiarise with importance of technology for any business. 2. understand the strategic implication of technology 3. understand the social and human aspects of technology
Pre-Requisite		Basic knowledge in Operations Management
Course Outline		<p>UNIT I Introduction Evolution of Technology; Effects of New Technology, Technology Innovation; Invention-Innovation-Diffusion, Revolutionary and Evolutionary Innovation, Product and Process Innovation, Technology Indicators</p> <p>UNIT II Strategic implications of technology & technology assessment & forecasting Technology - Strategy Alliance, Convergent and Divergent Cycle, Balanced</p>

	<p>Approach, Technology Choice, Technological Leadership and Followership, Technology Acquisition, Technological Forecasting</p> <p>UNIT III Organizational implications of technology Relationship between Technical Structure and Organizational Infrastructure, Flexible Manufacturing Management System (FMMS)</p> <p>UNIT IV Financial aspects in technology management Improving Traditional Cost Management System, Barriers to the Evaluation of New Technology</p> <p>UNIT V Social & human aspects in technology management Technological Change and Industrial Relations, Technology Assessment and Environmental Impact Analysis, Integration of People and Technology, Organizational and Psychological Factors, Organizational Outcome</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Betz, F. (2016). <i>Strategic Technology Management</i>, McGraw Hill. ▪ Terek, K. (2016). <i>Management of Technology</i>, McGraw Hill. • Rastogi, P.N. (2016). <i>Management of Technology and Innovation</i>. PHI. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ PPTs and Handouts will be shared

Course Name	Business Process Re-engineering
Course Code	O08
Course Credit	6
Semester	VI
Aims and Objectives	This course will provide students with the basic principles for analysing and improving business methods, procedures and systems in the business organizations, the know-how of the business re-engineering tools and methodologies, the essentials of selecting the critical variables and practices for developing and implementing the business re-engineering projects, and a working knowledge for the analysis and evaluation of the business re-engineering projects.
Course Intended	Upon successful completion of the course the learner will be able to: <ul style="list-style-type: none"> 1. familiarise with importance of Re-Engineering process for any

Learning Outcome	<p>business.</p> <ol style="list-style-type: none"> 2. understand the challenges of business change 3. understand some of the best practices in BPR
Pre-Requisite	Basic knowledge in Operations Management
Course Outline	<p>UNIT I Introduction Conceptual Foundation of Business Process Re-engineering; Process Improvement and Process Redesign; the benefits of business re-engineering.</p> <p>UNIT II Identification, mapping, benchmarking and improvement Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking: Business Process Improvement.</p> <p>UNIT III BPR design Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.</p> <p>UNIT IV Technology in BPR Role of Technology in BPR; Challenges of business change; Success factors in re-engineering; The assessment of business re-engineering.</p> <p>UNIT V Best practices Best Practices in BPR, BPR Experiences in Industry (Cases of Nissan, Xerox, HP)</p>
Evaluation	<ul style="list-style-type: none"> ▪ Internal Assessment 30 % ▪ End Semester Assessment 70 %
References	<p>Text Books</p> <ul style="list-style-type: none"> ▪ Radhakrishnan, R. (2012). <i>Business Process Reengineering: Text and Cases</i>, Prentice-Hall. ▪ Jayaraman, M.S. (2016). <i>Business Process Re-engineering</i> (1st ed.). Tata McGraw Hill. <p>Other Readings</p> <ul style="list-style-type: none"> ▪ Carr, D.K. (1995). <i>Best Practices in Reengineering</i>. McGraw-Hill New York, NY. ▪ Dey, B.R. (2005). <i>Business Process Re-Engineering and Change Management</i>. Biztantra Publication. ▪ PPTs and Handouts will be shared

