

Department Name: Bachelor of Business Administration

Semester - III

COURSE TITLE: CORPORATE ACCOUNTING AND REPORTING	Course Code: 24MJBBA3L1
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

Course Outcomes (CO's):

At the end of the course, students will be able to:

- a) Understand the treatment of underwriting of shares.
- b) Comprehend the computation of profit prior to incorporation.
- c) Know the valuation of intangible assets.
- d) Know the valuation of shares.
- e) Prepare the financial statements of companies as per companies act, 2013.

Unit	Description	Hours
1	Underwriting of Shares Company – Definition, Features and Types; Meaning of Shares, Types of Shares, Issue of Shares at Par, at Premium, at Discount [no problems]; Meaning of Underwriting, Underwriting commission, Types of underwriting, Advantages of Underwriting, SEBI regulations regarding underwriting; Underwriter – Meaning, Functions. Concept of Marked and Unmarked Applications; Simple problems on determination of Underwriters' Liability.	08
2	Valuation of Shares Concept of Valuation of Shares, Need for Valuation, Factors Affecting Valuation, Methods of Valuation [Problems]: Intrinsic Value Method, Yield Method, Earning Capacity Method, Fair Value of shares.	14
3	Valuation of Intangible Assets Meaning of Intangible Asset and Types of Intangible Asset. Valuation of Goodwill: factors influencing, circumstances of valuation of goodwill, Methods of Valuation of Goodwill [Problems] - Average Profit Method, Capitalization of	12

	average Profit Method, Super Profit Method, Capitalization of Super Profit Method, and Annuity Method.	
4	<p>Outlook of Pre-Incorporation Profits</p> <p>Introduction, Meaning of pre-incorporation profit or loss and post-incorporation profit or loss. Basis of Allocation [apportion of expenses and incomes] and Calculation of sales ratio & time ratio.</p> <p>Ascertainment of pre-incorporation and post-incorporation profits or loss by preparing statement of Profit and Loss as per schedule III of companies Act, 2013.</p>	10
5	<p>Annual Reporting</p> <p>Meaning Annual Report, Components of Annual Report – Board of Directors’ Report, Auditors’ Report and Financial Statements of Companies: Meaning of Financial Statement, Statement of profit and loss, Balance Sheet; Format of financial statements of companies as per schedule III of companies act, 2013.</p> <p>Simple problems on Preparation of Statement of profit and loss and Balance Sheet.</p>	12

References:

1. J.R. Monga, Fundamentals of Corporate Accounting. Mayur Paper Backs, New Delhi.
2. M.C. Shukla, T.S. Grewal, and S.C. Gupta. Advanced Accounts. Vol.-II. S. Chand & Co., New Delhi.
3. S.N. Maheshwari, and S. K. Maheshwari. Corporate Accounting. Vikas Publishing House, New Delhi.
4. Ashok Sehgal, Fundamentals of Corporate Accounting. Taxman Publication, New Delhi.
5. V.K. Goyal and Ruchi Goyal, Corporate Accounting. PHI Learning.
6. Jain, S.P. and K.L. Narang. Corporate Accounting. Kalyani Publishers, New Delhi.
7. Bhushan Kumar Goyal, Fundamentals of Corporate Accounting, International Book House
8. P. C. Tulsian and Bharat Tulsian, Corporate Accounting, S.Chand
9. Amitabha Mukherjee, Mohammed Hanif, Corporate Accounting, McGraw Hill Education
10. Arulanandam & Raman ; Corporate Accounting –II
11. Madegowda J – Advanced corporate accounting, HPH
12. Soundarajan. A & K. Venkataramana, Corporate Accounting, VBH.
13. S. P. Jain and K. L. Narang – Corporate Accounting; 14. S. Bhat- Corporate Accounting.

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Semester - III

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR	Course Code: 24MJBBA3L2
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Demonstrate an understanding of the role of OB in business organization.
- Demonstrate an ability to understand individual and group behavior in an organization.
- Be able to explain the effectiveness of organizational change and development of organization.
- Demonstrate an understanding of the process of organizational development and OD Interventions.

Unit	Description	Hours
1	OVERVIEW OF ORGANIZATIONAL BEHAVIOUR Organization Behaviour- Meaning, Definition of OB, Importance of OB, Foundations of OB. Individual behaviour - Personal Factors, Environmental Factors, organization systems and resources. Personality-Meaning, Determinants and Traits of Personality. Perception- Meaning, Factors influencing perception, Perceptual Process, Perceptual Errors.	12
2	GROUP AND TEAM DYNAMICS Group Dynamics-Meaning, Types of Group, Development of Groups- Stages of Group Development, Determinants of Group Behaviour. Team Dynamics- Meaning, Types of Teams: Conflict-sources of conflict and ways of resolving conflict.	10
3	CHANGE MANAGEMENT Introduction to Change Management: Meaning of Change, Importance and Nature of Planned Change, Factors Influencing Change - Resistance to Change, Overcoming	10

	Resistance to Change.	
4	ORGANIZATIONAL DEVELOPMENT Organizational Development: Meaning and Nature of Organizational Development (OD), Process of Organizational Development: Overview of Entering and Contracting; Diagnosing: Meaning of Diagnosing, Comprehensive Model for Diagnosing Organizational Systems (Organizational Level, Group Level and Individual Level).	12
5	ORGANIZATIONAL DEVELOPMENT INTERVENTIONS Designing Effective OD Interventions: How to Design Effective Interventions, Overview of OD interventions - Human Process Interventions, Techno Structural Interventions, HRM Interventions	12

References:

1. Fred Luthans, Organizational Behaviour. McGraw Hill
2. Robbins, Organizational Behaviour, International Book House.
3. John W. Newstrom and Kieth Davis, Organizational Behaviour, McGraw Hill.
4. K. Aswathappa, Organizational Behaviour, HPH.
5. Appanniah and, Management and Behavioural Process, HPH
6. Sharma R.K and Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
7. Rekha and Vibha - Organizational Behavioural, VBH.
8. P.G. Aquinas Organizational Behaviour, Excel Books.
9. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational

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Semester - III

COURSE TITLE: STATISTICS FOR BUSINESS DECISIONS	Course Code: 24MJBBA3L3
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Students would be able to explain the basic concepts of business statistics.
- Students would demonstrate the abilities of classification, tabulation and diagrammatic presentation of given data.
- Students would be able to use the measures of central tendency and dispersion for interpreting the given data.
- Students would be able to establish the relationship between various data using correlation and regression analysis.

Unit	Description	Hours
1	OVERVIEW OF BUSINESS STATISTICS Introduction – Meaning, Functions and Uses of Statistics; Collection of Data - Techniques of Data Collection – Census Technique and Sampling Technique (Concepts). Classification: Meaning, and Methods of Classification of Data, Tabulation: Meaning, Parts of a Table – Simple problems on Tabulation; Diagrammatic Presentation: Bar Diagrams – Simple Bars, Multiple Bars, Percentage Sub-divided Bar Diagram; Pie Diagram.	(12 Hrs)
2	MEASURES OF CENTRAL TENDENCY AND DISPERSION Measures of Central Tendency: Calculation of Arithmetic Mean, Median and Mode for Individual, Discrete and Continuous Series – Problems; Measures of Dispersion: absolute and relative measures of dispersion, Standard Deviation in Individual, Discrete and Continuous Series, Measures of Skewness: Calculation of Karl	(12 Hrs)

	Pearson's Co-efficient of Skewness – Problems.	
3	CORRELATION AND REGRESSION ANALYSIS Correlation Analysis - Meaning, Types of Correlation, Calculation of Karl Pearson's Coefficient of Correlation, Regression Analysis – Concept of Regression, Regression equations- Problems.	(10 Hrs)
4	TIME SERIES ANALYSIS Meaning, Components, fitting a straight-line trend using Least Square Method (Problems where $\Sigma X=0$ only), calculation and estimation of trend values.	(12 Hrs)
5	INDEX NUMBERS Index number, Construction of Index number, Methods of Index number – simple aggregate method, Weighted method - Fishers Ideal Index Number-Problems. Consumer Price Index Number-Problems.	(10 Hrs)

References:

1. S P Gupta: Statistical Methods- Sultan Chand
2. Dr. B N Gupta: Statistics, Sahithya Bhavan
3. S.C Gupta: Business Statistics, HPH
4. N.V.R Naidu: Operation Research I.K. International Publishers
5. Elhance: Statistical Methods, Kitab Mahal
6. Sanchethi and Kapoor: Business Mathematics, Sultan Chand
7. Veerachamy: Operation Research I.K. International Publishers
8. S. Jayashankar: Quantitative Techniques for Management
9. D.P Apte; Statistical Tools for Managers
10. Chikoddi & Satya Prasad: Quantitative Analysis for Business Decision, HPH
11. Dr. Alice Mani: Quantitative Analysis for Business Decisions - I, SBH.

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Semester - III

COURSE TITLE: FINANCIAL SERVICES & MARKETS	Course Code: 24MJBBBA3E1 [FM1]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

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

1. Summarise the basic functions and structures of the major financial markets and financial institutions
2. Interpret the key role of a central bank, banking and non-banking companies in the financial systems.
3. Demonstrate an understanding of the range of financial services by studying the working of the various types of financial institutions in India.
4. Distinguish among various financial intermediaries and markets.
5. Assess the role of merchant banking in the evolving financial markets.

Unit	Description	Hours
1	Introduction to financial services: meaning, characteristics and types of financial services - Factoring and Forfaiting, Housing finance, Merchant Banking and Issue Management, Stock Broking, Credit Rating, Custodial and Depository Service, Leasing and Hire Purchase.	12
2	Mutual Fund: Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP.; Crowdfunding: Concept of crowdfunding, types of crowdfunding platforms, crowdfunding in India. Basics of Crypto currency.	12
3	Specialized Financial Services - Microfinance, Venture Capital, Private Placement, Private Equity, Securitization & Asset Reconstruction Company. Overview of Credit Information	10

	Reporting.	
4	Introduction to Indian Financial System , Formal and Informal Sectors, Components of Indian Financial System, money market, capital market; regulation of financial system in India, role of RBI, SEBI and IRDA.	12
5	NBFC's meaning, types and regulation of NBFCs in India; Industrial Securities market - International Dimensions of Financial Markets, Foreign Exchange Market and Foreign Capital market.	10

References:

- a. Thummuluri Siddaiah: Financial services, Pearson, 2011
- b. Bharthi Pathak, Indian Financial system, Pearson, 2018, 5th edition
- c. K Sasidharan, Alex K Mathews, Financial Services & System, McGraw Hill, 2008
- d. MY Khan, Financial services, McGraw Hill, 2015, 8th edition
- e. E. Gordon & K. Natarajan: Financial Markets & Services, Himalaya publication, 2016, 10th Edition
- f. L M Bhole, JitendraMahakud: Financial Institution and Markets, McGraw Hill, 2017, 6th edition.

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Semester - III

COURSE TITLE: SALES MANAGEMENT	Course Code: 24MJBB3E1 [MM1]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Explain the basic principles of sales management;
- Demonstrate an understanding of the role of the sales force as a part of the marketing mix;
- Apply in a competent manner sales management tools such as sales forecasting, sales compensation methods, sales budgeting, sales reports, routings, quotas, sales analysis, and evaluation of performance by means of a team project that creates a sales force plan.
- Understand the role of the function of sales management in the corporate structure.

Unit	Description	Hours
1	Introduction to sales management: Meaning, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.	12
2	Selling skills & selling strategies: Selling and buying Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-u action.	10
3	Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.	12
4	Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-	12

	Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process	
5	Sales Manager and Sales Person: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person.	10

References:

- Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
- Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, OxfordUniversity Press.
- Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.
- Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books,2007.
- Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas PublishingHouse3.
- Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co.

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Semester - III

COURSE TITLE: TRAINING & DEVELOPMENT	Course Code: 24MJBBA3E1 [HRM1]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand the need and process of training need analysis in organizations.
- Understand the process of designing a training programme and its evaluation.
- Understand various training methods and their applicability in different organizational situations.
- Comprehend the tools and techniques of management development.

Unit	Description	Hours
1	An overview of Training and Development: Introduction, definition of training, Need, Objectives, distinction between education, coaching, training and development.	10
2	Training Process: Methods of Training: On the job and off the job training, merits and demerits of training methods; evaluation of training, reasons for failure of training, guidelines for effective training.	12
3	Technology in training - Instructor led online courses - Self paced courses - Blended learning - Corporate training - Online training platforms - Social and micro learning - Gamification in learning - Training evaluation - Retraining	10
4	Management development - Definition, Purpose and objectives - Stages in management development - Components of management development - Factors inhibiting development.	10
5	Management Development Methods: Coaching, job rotation,	14

	under study, multiple management technique, syndicate, the case study, incident method, role playing, In Basket method, management game, sensitivity training, Simultation, Grid training, conferences, seminars Transactional analysis, outward bound and 9-1-23.	
References: <ul style="list-style-type: none">• IP Subba Rao, VSP Rao – Human Resource Management, Konark Publishers• Subhash and SC Jain – Managing Human Resources, Arihanth Publications• Beardwell and Hold men – Human Resource Management – Macmillan Publishers		

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Semester - III

COURSE TITLE: ESSENTIALS OF SUPPLY CHAIN MANAGEMENT	Course Code: 24MJBBA3E1 [SCM1]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand the framework and scope of supply chain management.
- Build and manage a competitive supply chain using strategies, models, techniques and information technology.
- Plan the demand, inventory and supply and optimize supply chain network.
- Understand the emerging trends and impact of IT on Supply chain.

Unit	Description	Hours
1	Introduction to Supply Chain Management- definition, objectives – importance – decision phases – process view, supply chain drivers – obstacles – supply chain framework.	10
2	Designing the Supply Chain Network- Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact- role of network – factors affecting the network design decisions.	12
3	Planning Demand and Supply- Role of forecasting – demand forecasting – approaches – role of IT. Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.	12
4	Transportation Networks and Sourcing- Role of transportation – modes and their performance – transportation infrastructure and policies – Sourcing – In-house or Outsource –supplier scoring and	10

	assessment.	
5	Coordination in a Supply Chain- Lack of supply chain coordination and the Bullwhip effect - obstacle to coordination - building partnerships and trust -collaborative planning, forecasting and replenishment.	12
References: <ul style="list-style-type: none"> • Sunil Chopra and Peter Meindl, SUPPLY CHAIN MANAGEMENT – STRATEGY, PLANNING AND OPERATION, PHI, 4th Edition, 2010. • Wisner, Keong Leong and Keah-Choon Tan, PRINCIPLES OF SUPPLY CHAIN MANAGEMENT A BALANCED APPROACH, Thomson Press, 2005.. • Coyle, Bardi, Longley, THE MANAGEMENT OF BUSINESS LOGISTICS – A SUPPLY CHAIN PERSPECTIVE, Thomson Press, 2006. • Jeremy F Shapiro, MODELING THE SUPPLY CHAIN, Thomson duxbury 2002. 		

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Semester - III

COURSE TITLE: FUNDAMENTALS OF RETAIL MANAGEMENT	Course Code: 24MJBBA3E1 [RM1]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

1. Clarify the concept and related terms in retailing.
2. Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
3. Understand various formats of retail in the industry.
4. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

Unit	Description	Hours
1	INTRODUCTION TO RETAILING: Concept of retailing, Functions of retailing, Terms & Definition, Introduction to Retailing and Retail types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing.	10
2	RETAIL CONSUMER: Retail consumer behaviour, Factors influencing the Retail consumer, Retail Customer Buying Behaviour, Customer decision making process, Market research for understanding retail consumer, Responding and Targeting Consumers.	10
3	RETAIL LOCATIONS: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a Retail Site Location, Measurement of success of location, Store Layout and Design, Merchandising and Assortment Planning.	10

4	RETAIL STORE LOCATION AND STORE DESIGN: Theories and criteria. Retail Store Design: Importance of Store Design, Exterior and Interior Store Design; Layout Design: Traffic flow and analysis, Layout, Types of layouts, Layout selection, Planogram; Visual merchandising: Methods of Display.	12
5	OPERATIONS PRICING AND SPACE MANAGEMENT: Store administration, Premises and Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Retail Information System, Operations Management in Retail. Definition of Space Management, Store layout and Design, Visual Merchandising, Retail Communication Mix, POP Displays.	14
<p>References:</p> <ol style="list-style-type: none"> 1. Arifshaik and Kaneez Fatima, Retail Management, Himalaya Publishing House. 2. Barry J. Davies, Philippa Ward, Managing Retail Consumption. 3. Suja R Nair, Retail Marketing, Himalaya Publishing House. 4. Leon G Schiffman, Leslie Lazar Kanuk and S. Ramesh Kumar, Consumer Behaviour, Pearson. 5. Jim Pooler, Why We Shop: Emotional Rewards and Retail Strategies 		

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Semester - III

COURSE TITLE: MARKETING ANALYTICS	Course Code: 24MJBBA3E1 [DA1]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand the importance of marketing analytics for forward looking and systematic allocation of marketing resources
- Apply marketing analytics to develop predictive marketing dashboard for organization
- Analyse data and develop insights to address strategic marketing challenges
- Execute the models on Predictions and Classifications on R Software.
- Know the applications of analytics in marketing.

Unit	Description	Hours
1	Introduction to Marketing Analytics and Data Mining Introduction to Marketing Analytics, Need of Marketing Analytics, Benefits of Marketing Analytics, Data mining –Definition, Classes of Data mining methods – Grouping methods, Predictive modeling methods, Linking methods to marketing applications. Process model for Data mining – CRISP DM	12
2	Introduction to R: About R, Data types and Structures, Data coercion, Data preparation: Merging, Sorting, Splitting, Aggregating, Introduction to R Libraries – How to install and invoke, Introduction to R Graph – Basic R charts – Different types of charts.	10
3	Descriptive Analytics: Exploratory Data Analysis using summary table and various charts to find the insights, slicing and dicing of the Customer data. Inferential Statistics: T-Test, ANOVA, Chi-Square using marketing data and exploring relationship	12

	(Correlation).	
4	Prediction and Classification Modelling using R: Introduction to Prediction and Classification modelling, data splitting for training and testing purpose, Prediction modelling: Predicting the sales using Moving Average Model and Regression Model(Simple and Multiple Regression model), Classification modelling: Customer churn using Binary logistic regression and decision tree.	12
5	Application of Analytics in Marketing Association Rules – Market Basket Analysis for Product Bundling and Promotion, RFM (Recency Frequency Monetary) Analysis, Customer Segmentation using K-Means Cluster Analysis, Key Driver Analysis using Regression Model.	10
References: 1. Marketing Analytics: Data-Driven Techniques with Microsoft® Excel® Published by John Wiley & Sons, Inc 2. Marketing Data Science, Thomas W. Miller Published by Pearson 3. Marketing Metrics, Neil T Bendle, Paul W. Farris, Phillip E. Pfeifer published by Pearson 4. Marketing Analytics, Mike Grigsby published by Kogan Page.		

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Semester - III

COURSE TITLE: IT FOR BUSINESS	Course Code: 24SCBBA3L1
Total Contact Hours: 45 Hours	No. of Credits: 2
L:T:P	2:0:0
Internal Assessment Marks: 10	Duration of SEE:
Semester End Exam Marks: 40	

Course Outcomes (CO's):

At the end of the course, students will be able to:

- a) Understand the fundamentals of information technology
- b) Understand how businesses use information technology
- c) Learn core concepts of computing and modern systems
- d) Understand modern software programs and packages for Business.
- e) Applications of Excel and SQL.

Unit	Description	Hours
1	Information Technology and Information System: Introduction to IT, Introduction to IS, Difference be IS and IT, Need for Information System, Information Systems in the Enterprise, Impact of Information Technology on Business (Business Data Processing, Intra and Inter Organizational communication using network technology, Business process and Knowledge process outsourcing), Managers and Activities in IS, Importance of Information systems in decision making and strategy building, Information systems and subsystems. Recent Trends in IT.	15
2	DBMS: Introduction to Data and Information, Database, Types of Database models, Introduction to DBMS, Difference between file management systems and DBMS, Advantages and Disadvantages of DBMS, Data warehousing, Data mining, Application of DBMS, Introduction to MS Access, Create Database, Create Table, Adding Data, Forms in MS Access, Reports in MS Access.	15

3	<p>Microsoft Excel in Business: Introduction to MS Excel, features of MS Excel, Cell reference, Format cells, Data Validation, Protecting Sheets, Data Analysis in Excel: Sort, Filter, Conditional Formatting, Preparing Charts, Pivot Table, What if Analysis(Goal Seek, Scenario manager), Financial Functions: NPV, PMT, PV,FV, Rate, IRR, DB,SLN,SYD. Logical Functions: IF, AND, OR, Lookup Functions: V Lookup, H Lookup, Mathematical Functions, and Text Functions.</p>	15
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References:

1. Lauaon Kenneth & Landon Jane, "Management Information Systems: Managing the Digital firm", Eighth edition, PHI, 2004.
2. Uma G. Gupta, "Management Information Systems – A Management Prespective", Galgotia publications Pvt., Ltd., 1998.
3. Louis Rosenfel and Peter Morville, "Information Architecture for the World wide Web", O'Reilly Associates, 2002.
4. C.S.V.Murthy: Management Information Systems, HPH
5. Steven Alter, "Information Systems – A Management Perspective", Pearson Education, 2001.
6. Uma Gupta, "Information Systems – Success in 21st Century", Prentice Hall of India, 2000.
7. Robert G. Murdick, Joel E. Ross and James R. Claggett, "Information Systems for Modern Management", PHI, 1994.

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: BUSINESS ETHICS AND CORPORATE GOVERNANCE	Course Code: 24MJBBA4L1
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Comprehend the legal and regulatory structure of business and its bearing on ethical issues in business.
- Assess the ethical basis of corporate organisation and governance,
- Explain the external reporting requirements relating to corporate governance which apply to organisations.
- Function effectively as a member or leader of a team for identifying ethical issues and developing solutions.

Unit	Description	Hours
1	Introduction to Business Ethics: Nature of Ethics, Ethical Concepts and Theories, Morals and Values, Importance and need of ethics in business, Distinction between values and ethics, Kohlberg's six stages of moral development (CMD).	12
2	Managerial Ethics: Categories of management morality, Ethical Problems-Dilemma at Work-Sources and Resolutions, Overview of Creative Accounting-Its role in business scandals, Corporate Ethical Leadership, Whistle Blowing.	10
3	Corporate Governance: Meaning of Corporate Governance: Difference between Governance and Management, Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability - The balancing of conflicting objectives.	12
4	Strengthening Corporate Governance: Key Issues in CG: Role and	12

	composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders, Ownership of independent directors.	
5	Corporate Social Responsibility (CSR): Introduction to CSR, Advantages and Scope, Indian Scenario, CG and CSR, Corporate governance rating.	10

References:

- S K Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hill, 2011.
- Murthy C.S.V, Business Ethics and Corporate Governance, Himalaya Publishing, 2009 or Latest Edition.
- Riya Rupani, Business Ethics and Corporate Governance, Himalaya Publishing, latest edition.
- David J.Fritzsich, Business Ethics; a Global and Managerial Perspective, McGraw-Hill Irwin, Singapore, latest edition.
- Neeru Vasisth Namita Rajput, Corporate Governance Values & Ethics, Taxmann, 2010.
- Ashok K Nadhani, Business Ethics and Business Communications, Taxmann, latest edition.

Murthy C.S.V, Business ethics, Himalaya publishing, latest edition.

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: MANAGEMENT ACCOUNTING & CONTROL SYSTEM	Course Code: 24MJBBA4L2
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

Course Outcomes (CO's):

At the end of the course, students will be able to:

- ✓ Apply various tools of management accounting in business decisions.
- ✓ Make inter – firm and inter- period comparison of financial statements
- ✓ Analyse financial statements using various ratios for business decisions.
- ✓ Prepare cash flow statements
- ✓ Prepare different types of budgets for the business.
- ✓

Unit	Description	Hours
1	<p>Overview of Management Accounting and Control System</p> <p>Management Accounting: Introduction, Meaning, Definition, Objectives, Nature, Scope, advantages and limitations. Comparison between Management Accounting and Financial Accounting as well as Management Accounting and Cost Accounting.</p> <p>Management Control System: Meaning, Nature and Purpose; Responsibility Center – meaning, types, ways to measure the performance of responsibility centers, Responsibility performance reporting.</p>	08
2	<p>Analysis of Financial Statements</p> <p>Meaning, Tools to analyze Financial Statements [problems on] - Trend analysis, Comparative Statement analysis, Common Size Statement analysis and Ratio Analysis.</p> <p>Ratio Analysis: Meaning, Types, advantages and limitations. Problems on conversion of financial statements into ratios and ratios into financial statements.</p>	14

3	<p>Cash Flow Analysis</p> <p>Cash Flow Statement: Meaning, Definition, Concept of Cash and Cash Equivalents, Uses and Limitations.</p> <p>Provisions of Ind. AS-7. Procedure for preparation of Cash Flow Statement –Cash Flow from Operating Activities, Cash Flow from Investing Activities and Cash Flow from Financing Activities; Preparation of Cash Flow Statement according to Ind. AS7.</p>	12
4	<p>Marginal Costing</p> <p>Introduction-Meaning and definition of marginal cost, marginal costing, features of marginal costing; terms used in marginal costing [Simple problems] – P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis-assumptions and uses.</p>	10
5	<p>Budget and Budgetary Control</p> <p>Budget – Meaning, types of Budget, Problems on cash budget and flexible budget.</p> <p>Budgetary Control - Meaning, objectives, advantages and limitations, essentials of effective budgeting.</p>	12

References:

1. Sharma and Gupta, Management Accounting, Kalyani Publishers.
2. Robert Anthony and Vijay Govindarajan, Management Control System, McGraw Hill Education.
3. T.S.Sexana, Advanced Cost and Management Accounting, Sultan Chand
4. Dr. S.N. Maheswari, Management Accounting, Mahavir Publications
5. Jain and Narang, Cost and Management Accounting, Kalyani Publisher.
6. Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications.
7. B.S. Raman, Management Accounting, United Publishers.
8. M N Arora, Accounting for Management, Himalaya Publisher
9. Jawahar Lal, Cost Accounting; McGraw-Hill Education (India)

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: BUSINESS ANALYTICS	Course Code: 24MJBBA4L3
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand types of analytics and data models
- Understand the role of data in decision making, sources and types of Data.
- Ability to analyse data using different data analytic tools and draw inferences.
- Understand applied statistics for business problems.
- Demonstrate visualization of data

Unit	Description	Hours
1	OVERVIEW OF BUSINESS ANALYTICS: Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence, Meaning, Importance, Scope, Uses of Business Analytics, Architecture of Business Analytics, Types of Analytics: Descriptive, Diagnostics, Predictive, Prescriptive, Application of Business analytics, Introduction to Data Science and Big Data.	10
2	ROLE OF DATA IN THE ORGANIZATION: Sources of data, Use of Data in Decision making, Importance of data quality, dealing with missing or incomplete data, Types of Digital Data- Structured, Semi Structured, Unstructured Data. Data warehouse, Data mining, Data Integration – What, need, advantages, approaches of Data integration, Data profiling.	10
3	TOOLS USED FOR DATA ANALYTICS: Introduction to data analytics software – Types of data analytics software – open source and proprietary software; (Introduce to students, commonly available	14

	software MS-Excel, along with latest trending software like – R, Python, JAMOVI, GRETI etc). Introduction to Descriptive statistics using MS – Excel – running descriptive statistics, interpreting results, plotting of charts and its inferences. Lab sessions: using MS-Excel software package Run descriptive Statistics – Interpret result – plotting of charts – inferences of chart.	
4	DATA BASE ORIENTATION: Database definition, types of structures, DBMs, RDBMS, Relational Database, Language , Introduction to SQL, Features of SQL, SQL Languages, DDL commands- Create, Add, Drop, Constraints in SQL, DML Commands – Insert, Delete, Update, Data Query.	12
5	DATA VISUALIZATION USING TABLEAU (PUBLIC VERSION) Introduction to Dimensions and measures, Types of Charts, (Pie Chart, Column Chart, Line Chart, Bar Chart, Area Chart, Scatter Chart, Bubble Chart, Stock Chart), Basic understanding in dashboard and storyboard. (Explain using practical examples and students executes the examples using tableau.)	10
<p>References:</p> <ol style="list-style-type: none"> 1. Business Analytics: Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication 2. Business Analytics, U Dinesh Kumar, Publication: Wiley 3. Business Analytics, R. Evans James, Publisher: Pearson 4. Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley 5. Business Analytics: Data Analysis and Decision Making, Albright and Winston published by Cengage Learning. 6. Swain Scheps, Business Intelligence for Dummies. 7. Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics 8. Cindi Howson. Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data 9. Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wile Note: Latest edition of text books may be used. 		

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: LAW AND PRACTICE OF BANKING	Course Code: 24MJBA4E2 [FM2]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

1. Gain conceptual understanding of banker and customer
2. Develop the ability to open the different types of deposits account.
3. Gaining the knowledge of current banking operations and innovations.
4. To draft the different types of crossing of cheques and endorsement.

Unit	Description	Hours
1	<p>Banker and Customer:</p> <p>Banker and Customer Relationship Introduction – Meaning of Banker& Customer; General and Special relationships between Banker & Customer, (Rights and Obligations of Banker & Customer).</p> <p>Customers and Account Holders Types of Customer and Account Holders – Procedure and Practice in opening and operating the accounts of different types of customers – Minor, Joint Account Holders, Partnership Firms, Joint Stock Companies, Clubs, Non-Resident Account – NRI & NRE Accounts.</p>	14
2	<p>Collecting Banker: Meaning – Duties and Responsibilities of Collecting Banker, Holder for Value, Holder in Due Course; Statutory Protection to Collecting Banker.</p>	10
3	<p>Paying Banker: Meaning – Precautions – Statutory Protection to the Paying Banker; Cheques – Crossing of Cheques – Types of</p>	10

	Crossing; Endorsements - Meaning, Essentials and Kinds of Endorsement; Dishonour of Cheque - Grounds for Dishonour.	
4	Lending Operations: Principles of Bank Lending, Kinds of lending - Loans, Cash Credit, Overdraft, Bills Discounting, Letters of Credit. Types of securities and Methods of creation of charge, Secured and Unsecured Advances; Procedure - Housing, Education and Vehicle loan's; Non-Performing Asset (NPA): Meaning, circumstances & impact; Government Regulations on Priority lending for commercial banks.	12
5	Banking Innovations: New Technology in banking, Core Banking, Universal Banking and Offshore Banking; E-Services - Debit and Credit Cards - Internet Banking - ATM - Electronic Fund Transfer (NEFT, RTGS, IMPS), DEMAT, E-Wallet - Meaning, Types of E-Wallet's & Procedure of making E-Payments: BHIM, PAYTM, GOOGLE PAY (TEZ), PHONE PE (Concepts only).	10
References: <ol style="list-style-type: none"> 1. Gordon & Natarajan: Banking Theory Law and Practice, HPH 2. S. P Srivastava ; Banking Theory & Practice, Anmol Publications 3. M. Prakhas, Bhargabhi R: Banking law & Operation, Vision Book House. 4. Tannan M.L: Banking Law and Practice in India, Indian Law House 5. Sheldon H.P: Practice and Law of Banking. 6. K. Venkataramana, Banking Operations, SHBP. 7. Kothari N. M: Law and Practice of Banking. 8. Neelam C Gulati: Principles of Banking Management. 9. Maheshwari. S.N.: Banking Law and Practice, Vikas Publication 10. Shekar. K.C: Banking Theory Law and Practice, Vikas Publication. 11. S. Vipradas & j. K Syan: Bank Lending 12. Gajendra&Poddar : Law and Practice of Banking 13. Dr. Alice Mani: Banking Law and Operation, SB. 		

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: SERVICES MARKETING	Course Code: 24MJBBA4E2 [MM2]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

Unit	Description	Hours
1	Foundation of Services Marketing: Introduction, The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios, Distinctive Characteristics of Services - Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory.	10
2	Segmentation, Targeting and Positioning: Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, Positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy.	12
3	The Services Marketing Mix: elements of services marketing mix, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability.	10
4	Distribution Strategies for Services: Challenges in Distribution of Services, Customer Satisfaction & Service Quality in Service Marketing – Service Triangle, Service Encounter -Role of HR &	14

	Internal Marketing - Monitoring and Measuring customer satisfaction -SERVQUAL & GAP model - Handling complaints effectively - Service Failure - Recovery	
5	Services in Organized Retailing: Health care industry in India, Marketing E- services, Business process outsourcing (BPO), medical transcription , knowledge process outsourcing (K PO) E - learning (Indian context).	10

References:

- Rampal. M.K & Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi 2000.
- Valarie A Zeithaml , Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill 2003.
- Christopher Lovelock , Services Marketing : People, Technology & Strategy, Seventh Edition, Pearson Education, NewDelhi 2011
- Ravi Shanker , Services Marketing, First Edition, Excel Books, NewDelhi 2008.
- Bryson, J. M., Strategic Planning for Public Service and nonprofit organizations, First Edition, Pergamon Press 1993.
- S M Jha , Services Marketing, Himalaya Publishing House , Mumbai 2000

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: TEAM MANAGEMENT	Course Code: 24MJBBA4E2 [HRM2]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Form a strategy for creating a team;
- Carry out personnel planning of the team;
- Organize the process of recruitment, selection and evaluation of staff;
- Plan training and team development;
- Build systems of motivation and incentives for staff;
- Develop a plan for personnel management and team development.

Unit	Description	Hours
1	Theoretical bases of team management: The concept of team and team management. Features and characteristics of team. Types of the teams and characteristics of effective teamwork. The positive reasons for having teams. Project teams. Functional Teams. Cross-functional team. Matrix team. Contract team. Operational Teams. Virtual Teams. Self-Managed Teams. Problem-Solving Teams.	12
2	Team formation: Differences between working groups and teams. Factors that stimulate the emergence of teams. Team building, features and basic principles of team building. Management, organizational and individual factors of team formation. Advantages and disadvantages of team work.	12
3	Corporate culture and team mission: corporate culture relationship between organizational culture and teams, means to support organizational culture in the team. The influence of organizational culture on the efficiency of the company. Team mission.	10
4	Evaluation of the effectiveness and problems of team	10

	management: Team effectiveness- the nature and basic approaches (target, resource, internal processes). Causes of conflicts in the process of project teams. and ways of resolving conflicts, Stages of negotiations. Negotiation strategy and tactics.	
5	Motivation and facilitation in team: The peculiarities of team motivation. The differences between tangible and intangible motivation. The specifics of motivation of the manager and individual team members. Facilitation in team. Modern project team management methodologies.	12
References: 1. Kenneth Blanchard Ph.D., Spencer Johnson M.D. The One Minute Manager. 2001. 354 p. 2. John Maxwell The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. 2007. 338 p. 3. Daniel Goleman Leadership: The Power of Emotional Intelligence. 2011. 78 p.		

Semester - IV

COURSE TITLE: INVENTORY MANAGEMENT	Course Code: 24MJBBA4E2 [SCM2]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand the basics of inventory management
- Understand the inventory control methods and techniques
- Understand inventory management methods
- Understand basics of warehouse management

Unit	Description	Hours
1	Introduction to Inventory - Definition, principles, role, functions and importance of Inventory, Types of Inventory, Inventory management - objectives / importance, symptoms of poor inventory management, Improving effectiveness of inventory management.	10
2	Inventory Control and models - Importance and scope of Inventory control, Selective Inventory control, Inventory Models - Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL - reorder level, ABC analysis, Just in Time (JIT). Modern methods Kanban, DRP and ERP.	10
3	Inventory Methods - Inventory ranking methods and Quadrant technique, FIFO, LIFO, Weighted average method, Inventory under certainty and uncertainty, Work in progress inventories, Finished Goods Inventories, Spare parts inventories, Use of Computers in Inventory Management - RFID, EDI, Satellite tracking system.	12
4	Warehouse Management - Definition, Principles, Roles, Importance of Warehouses, Need for Warehousing, Warehouse	12

	selection and planning, functions and operations of a warehouse, Warehouse location, Area of Warehouse, Factors affecting warehousing cost, Warehouse layout, Design principles.	
5	Planning – codification and standardisation of the Materials, Incoming Materials Receipts, Retrieval Security and Loss Prevention, production support warehouse – ERP, Role of IT in warehousing.	12
<p>References:</p> <ol style="list-style-type: none"> 1. Tony wild – Best Practice in Inventory Management – John wiley and sons 2. Hadley G and Whitin T. M. : Analysis of Inventory systems, Prentice Hall 3. Naddor E, Inventory system, John Wiley 4. Buchan, J and Konigsberg E : Scientific inventory Management, Prentice Hall 5. Silver E and Peterson. R : Decision System for Inventory Management and Production, Wiley 6. Inventory Management Explained : A focus on Forecasting, lot sizing, safety stock, and ordering systems, OPS publishing 		

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: CUSTOMER RELATIONSHIP MANAGEMENT	Course Code: 24MJBBA4E2 [RM2]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- 1: To be aware of the nuances of customer relationship
- 2: To analyze the CRM link with the other aspects of marketing
- 3: To impart the basic knowledge of the Role of CRM in increasing the sales of the company
- 4: To make the students aware of the different CRM models in service industry
- 5: To make the students aware and analyze the different issues in CRM

Unit	Description	Hours
1	An Introduction to CRM: Definition of CRM, Evolution of CRM, Types of CRM, Emergence of CRM, Principles of CRM, Technological Components of CRM, Software application in CRM, challenges in CRM, factors responsible for integration in CRM.	10
2	CRM Process: Process of CRM, Objectives of CRM process, Cost Benefit Analysis of CRM, 4 C's of CRM process, CRM Cycle, CRM Process in Marketing and Service Organization.	10
3	Technology in CRM: e-CRM concept, e-CRM advantages, e-CRM technologies, Application of e-CRM. Difference between CRM & e-CRM, CRM software, Salesforce Automation & Mobile CRM.	12
4	CRM Strategy: Effective Customer Relation Management through Customer Knowledge Management; CRM Strategy development process, Customer Interaction Management, Call Centre management in CRM. Customer Centricity, Measuring Customer life	14

	time value-. Customer life cycle Management.	
5	Issues and Problems in implementing CRM, CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.	10
<p>References:</p> <ul style="list-style-type: none"> • Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH. • Dilip Soman & Sara N-Marandi," Managing Customer Value" 1st edition, 2014, Cambridge. • Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI. • Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, PearsonEducation. • Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition 		

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: FINANCIAL ANALYTICS	Course Code: 24MJBA4E2 [DA2]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Analyze and model financial data.
- Access the different open-source domains.
- Evaluate and build model on time series data.
- Use the most powerful and sophisticated routines in Python for data analysis.
- Execute the statistical methods using python.

Unit	Description	Hours
1	Introduction to Financial Analytics: Introduction: Meaning-Importance of Financial Analytics uses- Features- Documents used in Financial Analytics: Time value of money – Discounted and Non-discounted (computation using Excel).	10
2	Access to Financial Data Using Latest Technology: Public domain data base (RBI, BSE, NSE, Google finance), Prowess, downloading data from NSE and Yahoo finance. IMF and World Bank data base, Kaggle, Bloomberg, FINTECH companies (ROBO, ALGO trade).	10
3	Introduction to Time Series Modeling: Meaning of Data- types of data- time series, panel, cross sectional components of Time series data. Simple time series concepts – moving average, exponential moving, WMA (Theory and Practices), data - differencing, logarithm, lagging, stationary v/s non stationary	14

	data (detailed explanation with examples) computing return series data (simple returns and logarithm returns) (using Excel).	
4	Introduction to Python: Installation of Python, types of data and structures, basic analysis using NUMPY and PANDAs (financial examples), data preparation for time series data.	12
5	Python for Finance: Descriptive statistics, Time series graphs in Python, understanding between correlation and covariance, basics of regression and its assumptions, Stationary and non-stationary data, basics of Time series using Python. Credit default using binary logistic regression.	10
References: <ol style="list-style-type: none"> 1. Python for finance: Yves hil pisces 2. Hands on Data analysis with Pandas: Stefanie molin. 3. Hands on Python for finance, Krish Naik, Packt 4. Python For Finance, Yuxing Yan, Packt 5. Mastering Python for Finance, James Ma Weiming ,Pack Publishing 6. Financial Reporting and Financial Statement Analysis,M Hanif , A Mukherjee, McGraw Hill 7. Haskell Financial Data Modelling and Predictive Analytics,Pavel Ryzhov,PACKT 		

Department Name: Bachelor of Business Administration

Semester - IV

COURSE TITLE: Aptitude Skills for Managers	Course Code: 24SCBBA4L2
Total Contact Hours: 30 Hours	No. of Credits: 2
L:T:P	2:0:0
Internal Assessment Marks: 10	Duration of SEE:
Semester End Exam Marks: 40	

Course Outcomes (COs):

At the end of the course, students will be able to:

- Understand and apply fundamental mathematical and aptitude abilities to address business challenges and make effective decisions.
- Use logical thinking to solve different types of problems and puzzles.
- Interpret and analyse data from charts and graphs to make informed decisions.
- Enhance vocabulary and reading skills for better communication.
- Prepare for Competitive and PG CET exams

UNIT	DESCRIPTION	HOURS
1	NUMERICAL ABILITY & ARITHMETIC APTITUDE: Concepts and Problems based on: Number system, Number Series, Simplifications & Approximations, HCF & LCM, Ratio and Proportion, Averages, Ages, Percentages, Simple Interest, Compound Interest, Partnerships, Time & Work, Speed and Distance, Profit and Loss, Data Interpretation (Bar, Pie, Line and Mixed)	10
2	VERBAL & NONVERBAL REASONING: Concepts and Problems based on: VERBAL REASONING: Coding & decoding, Blood relations, Puzzle tests, Seating arrangements, Input-Output, Direction sense test, Inequalities, Problems based on Venn Diagram/Syllogisms, Alphabet test, Alpha Numerical Series, Input/Output NONVERBAL REASONING: Analogy, Water images, mirror images, Completion of Pattern, Cubes & dice	10
3	ENGLISH & COMPUTER APTITUDE ENGLISH APTITUDE: Vocabulary, English Grammar, Synonyms, Antonyms, Sentence Structure, Spot the Error, Idioms & Phrases, Phrase replacement, Sentence improvement, Para jumbles, Cloze test, Spelling errors, Fill in the blanks, Sentence connectors, Word replacement, Word usage, Sentence Rearrangement, Sentence completion, Reading comprehension COMPUTER APTITUDE: Internet, Memory, Keyboard shortcuts, computer abbreviations, MS Office (Word, Excel, PowerPoint), Computer hardware, Computer software, Operating System, Networking, Computer Fundamentals/Terminologies,	10

References & Sources

1. Quantitative Aptitude for competitive examinations by Dr. R S Aggarwal
2. A Modern Approach to Verbal and Non-Verbal Reasoning by Dr. R S Aggarwal
3. Arithmetic Subjective and Objective for competitive examinations by Dr. R S Aggarwal
4. Objective General English by Dr. R S Aggarwal
5. Data Analysis and Sufficiency by Arun Sharma
6. Logical Reasoning and Data Interpretation for the CAT by Nishit Sinha
7. Verbal Ability and Reading Comprehension by Gautam Puri

Materials:

1. <https://free.aicte-india.org/Quantitative-Aptitude-Basics.php>
2. https://onlinecourses.nptel.ac.in/noc20_hs19/preview
3. <https://www.udemy.com/course/reasoning-verbal-non-verbal/>
4. <https://www.bankersadda.com>
5. <https://www.indiabix.com/>

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: BUSINESS RESEARCH METHODS	Course Code: 24MJBBA5L1
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Explain about how-to carry-on research
- Explain about framing a research design and collection of data
- Explain about how to analyse the data collected and report writing under different situations.

Unit	Description	Hours
1	Introduction: Meaning-objectives - Research Categories(Basic Research and Applied Research)-Types of research(Descriptive, Analytical, Applied, Fundamental, Quantitative, Qualitative, Conceptual and Empirical research) - research approaches(Quantitative and Qualitative Approaches) - research methods Vs research methodology- Research Process.	10
2	Defining the Research Problem: Meaning - selecting the problem -techniques involved in defining the problem- formulating of the problem-formulation of hypothesis (concept only)- Developing the research plan.	10
3	Research Design: Meaning - need - features important concepts relating to research design -types of research design (Exploratory and Conclusive Research Design) - basic principles of experimental designs.	12
4	Sampling : Meaning - need - census and sample survey - sampling designs -probability sampling (simple random, systematic, stratified, cluster, area multistage, sequential sampling methods)- non probability sampling (convenience, snowball, judgmental, case study. Quota sampling	10

	methods).	
5	Data collection, Interpretation and Report writing: Collection of primary data - collection of data through questionnaire- construction of a questionnaire- and schedules - secondary data - qualitative techniques of data collection - interview, Case study Method, observation - tabulation of data- Difference between primary and secondary data. Data interpretation, report writing steps, types of reports	14
References: <ol style="list-style-type: none"> 1. C.R. Kothari, Research Methodology. 2. O.R. Krishna Swamy, Research Methodology 3. Wilkinson and Bhandarkar, Methodology and techniques of social research 4. Sadhu Sing, research methodology in social sciences 5. V.P. Michael, Research Methodology in Management 6. Willium M.K. Trochim, Research Methods, Bzantra 		

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: INTERNATIONAL BUSINESS MANAGEMENT	Course Code: 24MJBBA5L2
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand the concept of International Business.
- Differentiate the Internal and External International Business Environment.
- Understand the difference MNC and TNC
- Understand the role of International Organisations in International Business.
- Understand International Operations Management.

Unit	Description	Hours
1	Introduction to International Business: Introduction, meaning and definition of international business, need and importance of international business, stages of internationalization, tariffs and non-tariff barriers to international business. Mode of entry into international business.	12
2	International Business Environment: Overview, Internal and External environment - Economic environment, Political environment, Demographic environment, Social and Cultural environment, Technological and Natural environment.	10
3	Globalization: Meaning, features, essential conditions favoring globalization, challenges to globalization, MNCs, TNCs - Meaning, features, merits and demerits; Technology transfer - meaning and issues in technology transfer.	10
4	Organisations Supporting International Business: Meaning, Objectives and functions of - IMF, WTO, GATT, GATS, TRIM, TRIP;	14

	and Regional Integration- EU, NAFTA, SAARC, BRICS	
5	International Operations Management: Global Supply Chain Management- Global sourcing, Global manufacturing strategies, International Logistics, International HRM - Staffing policy and its determinants; Expatriation and Repatriation (Meaning only).	10
<p>References:</p> <ol style="list-style-type: none"> 1. Rakesh Mohan Joshi. (2011). International Business, Oxford University Press, New Delhi. 2. Francis Cherunilam; International Business, Prentice Hall of India 3. P. SubbaRao – International Business – HPH 4. Sumati Varma. (2013). International Business (1st edi), Pearson. 5. Charles Hill. (2011). International Business: Text & Cases, Tata McGraw Hill, New Delhi. 6. International Business by Daniel and Radebaugh –Pearson Education 		

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: COST MANAGEMENT	Course Code: 24MJBBA5L3
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

Course Outcomes (CO's):

- At the end of the course, students will be able to:
- Acquire the basic knowledge on cost accounting concepts, elements and classification of cost and overheads.
- Develop the application skill in drafting a cost sheet, estimation of stock levels, EOQ and preparation of stores ledger account.
- Analyse the various methods of wage payment.
- Prepare overhead distribution summaries.
- Evaluate the cost control and cost reduction methods for the effective cost management.

Unit	Description	Hours
1	Introduction to Cost Management Meaning and definitions of cost, Elements of cost, Classification of costs, Cost Objects, Cost centers and Cost Units; Cost Accounting – Definition, Scope, objectives and significance, Preparation of cost sheet (Numerical problems on cost sheet). Meaning of Cost Management, Role of Cost Management Accountant in organizations.	10
2	Material Cost Materials: Meaning, Types of Materials, Material Control – Techniques of Inventory control, problems on inventory levels and EOQ. Material Storage: meaning, Duties of Store keeper, pricing of material issues - preparation of Stores Ledger Account [problems on] -FIFO, LIFO, Weighted Average Price Method.	14
3	Employee Cost Employee Cost– Meaning, types of labour cost, methods of remuneration and numerical problems on time rates system and Taylor's Differential piece rates,	12

	Halsey and Rowan's bonus scheme. Labour Cost Control.	
4	<p>Overhead Cost</p> <p>Meaning of overhead, Classification of Overheads, Allocation and Apportionment of Factory Overheads, Preparation of Overheads Distribution Summary – Problems on Primary Distribution Summary and Secondary Distribution summary.</p> <p>Absorption of Overheads: Meaning and Methods of Absorption of Overheads Problems on Machine Hour Rate.</p>	12
5	<p>Managing Costs</p> <p>Cost Control – Meaning, Definitions, Steps in cost control, cost control techniques. Cost Reduction – meaning, definition, Essentials of cost reduction, techniques of cost reduction; Differences between cost control and cost reduction. Cost Audit – Meaning, definitions, objectives, Cost audit in India; Differences between cost audit and financial audit. [Theory only]</p>	08

References:

- JawaharLal, CostAccounting., McGraw Hill Education
- Madegowda J, CostAccounting, HPH.
- Rajiv Goel, Cost Accounting, International Book House
- Jain,S.P.and K.L.Narang.Cost Accounting: Principles and Methods. Kalyani Publishers
- Arora,M.N. Cost Accounting–Principles and Practice, Vikas Publishing House, NewDelhi.
- Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahavir Book Depot, NewDelhi.
- Iyengar,S.P.Cost Accounting, Sultan Chand
- CharlesT.Horngren, Srikant M.Datar, Madhav V.Rajan, Cost Accounting: A Managerial Emphasis, PearsonEducation.

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	Course Code: 24MJBBA5E3 [FM3]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

Course Outcomes (CO's):

At the end of the course, students will be able to:

- ✓ Demonstrate the knowledge of investment environment.
- ✓ Understand and obtain Analytical Skills regarding Fundamental and technical analysis.
- ✓ Measure risk and return of equity investment.
- ✓ Determine Value financial assets such as stocks.
- ✓ Apply the concept of portfolio management for the better investment decisions.

Unit	Description	Hours
1	Investment Environment Concepts – Savings, Investment, Speculation, Gambling, Hedging, Securities, Security Analysis, Portfolio, Portfolio Management. Asset Classes and Financial Instruments. Financial Market – Meaning, classification. Stock Exchanges in India – BSE, OTCEI, NSE, ISE, and Trading system in stock exchanges. Concepts of Small cap, Large cap, Midcap and Penny stocks. SEBI – Introduction, Objectives. Investor Awareness Program.	10
2	Investment Analysis – I Concept of Fundamental Analysis. Top-Down and Bottom-Up Investment Analysis. Economic Analysis: Concept, Measures of Economic Activity – Gross Domestic Product, Monetary Policy and Liquidity, Inflation, Interest Rates, International Influences, Consumer Sentiment. Industry Analysis: Concept of Industry and Industry Analysis, Classification of industries-based on Standard industrial classification and based on business cycles, Sensitivity of Industry to Business cycles, Profit Potential of Industry [Porter's Five Force Model], Industry life cycle.	10
3	Investment Analysis – II	12

	Company Analysis: Meaning, company management, methods of financial statement analysis, Problems on Interpretations of Financial Ratios and measuring performance of the company. Comparison with Industry average and Intra-firm, inter-firm comparison. Technical Analysis: meaning, assumptions, Types of charts, Dow Theory, Eliot wave theory, moving average analysis, Efficient Market Hypothesis. Differences between Fundamental Analysis and Technical Analysis.	
4	Asset Valuation Risk and Return analysis: Concept of risk and return, Types of Risk- Systematic and Unsystematic risk, Computation of expected Return, Risk Measurement. Simple Problems on Calculation Standard Deviation, Variance, Coefficient of Variation and Beta. Share valuation: meaning, methods of equity valuation, Simple problems on-Dividend discount models [no growth and constant growth] and Price Earning method using P/E ratio.	14
5	Portfolio Management Portfolio Management: Objectives and Process, Meaning of Optimum Portfolio, concept of Portfolio return and Portfolio risk; Role of portfolio manager. Portfolio Analysis - Measurement of Expected Return of Portfolio and Portfolio Risk (including simple Problems). Portfolio Theory-Markowitz, Sharpe Index model	10

References:

- Prasanna Chandra. (2021). Investment Analysis and Portfolio Management (Edition 6). Mc Graw Hill Education (India) Private Limited. ISBN: 9789354600074.
- Punithavathy pandian, “Security analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd.
- Preethi Singh, “Investment Management”, Himalaya Publishing House Pvt. Ltd. NewDelhi.
- Avadhani, V.A. Security Analysis and Portfolio Management, New Delhi: Himalaya Publications.
- Bhalla, V.K. Investment Management. New Delhi: S. Chand.
- Fischer D.E. Security Analysis and Portfolio Management. Pearson Education.
- Madhumati, R.M. Investment Analysis and Portfolio Management. New Delhi: Pearson Education.
- S. Kevin , Securities Analysis and Portfolio Management, PHI Learning

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: ADVERTISEMENT & SALES PROMOTION	Course Code: 24MJBB5E3 [MM3]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Analyze the expanding environment of media and communication techniques.
- development of an advertising and promotion program.
- Develop creative strategies for advertising.
- Plan media strategy, scheduling, and vehicle selection.
- Assess strategic uses of sales promotions

Unit	Description	Hours
1	Introduction: Meaning, Importance, characteristics, Principles of Advertising, objectives of advertising, Process of Advertising, AIDA and DAGMAR models, Role of Advertising in the National Economy, Advertising in the 21st Century.	10
2	Advertising message: Types of Advertising, advertising appeals, advertising message - preparing effective ad copy, elements of print copy and broadcast copy, Advertising Media; industry structure, functions, advantages, disadvantages; advertising budget.	12
3	Advertising Effectiveness: Measuring Advertising Effectiveness, types of testing-Pre and Post testing. Advertising agencies: meaning, importance, organizational structure, functions; Selection of agency, client agency relationship, compensation strategies.	12
4	Sales Promotion: Nature and importance of sales promotion, its role in marketing, Developing sales promotion programme, pre-testing implementing, evaluation of results.	10

5	Forms of sales promotions- Consumer oriented sales promotion; trade oriented sales promotion & Sales force-oriented sales promotion. Ethical issues in advertising and sales promotions. Use of computer applications in sales promotions.	12
<p>References:</p> <ul style="list-style-type: none"> • Kotler, Philip. Marketing Management. NewDelhi. Mcmillan India Ltd., 1999. • Kotler, Armstrong, Agnihotri, Haque- Principles of Marketing- South Asian Perspective (Pearson) Kazmi, S H H, Batra, Satish K. Advertising & Sales Promotion. New Delhi. Excel Books, 2016. • Sales Management: Decisions, Strategies and Cases, Still, Cundiff&Govoni, Pearson Education. • Dr. RL Patni (Author) Vigyapan Avam Vikray Prabandh (Advertisement and Sales Management-Hindi Study Guide) Paperback – 1 January 2018 • Dr Sumit Agarwal & Dr Sandeep Agrawal, Principles and Practices of Advertising and Sales Promotion :An Indian Perspective, Redvick Book, 2021 • Dr. R.L. Nalokha, विज्ञापन ऐविक्रय प्रबन्ध, RBD Publications 		

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: COMPENSATION MANAGEMENT	Course Code: 24MJBBA5E3 [HRM3]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

1. Develop remuneration and reward strategies.
2. Have an insight to compensation methods at different levels.
3. Get theoretical and practical input about salary structure of employees.

Unit	Description	Hours
1	Introduction: Concept, historical development of payment systems and importance. Components and Dimensions of compensation program, Factors influencing compensation, The 3-p compensation concept. Emerging trends in compensation management.	10
2	Economic and Behavioural Dimensions of Compensation Management: Economic theory of wages and its limitations. Motivational issues in compensation management, impact of Compensation on employee behaviours, consequences of dissatisfaction with compensation. Job evaluation and compensation.	10
3	Managing Compensation: Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy.	10
4	Performance Based Compensation: Significance of performance appraisal system, effect of compensation on performance and motivation, pay for performance system, meeting the challenges of	14

	pay for performance system, types of pay for performance plan, compensation and performance, competency-based compensation.	
5	Wages and Salary Administration: Concept of wages, the wage determination process, methods of wage fixation, types of wages, wage differentials, wage policy and its importance, legal framework and compensation, objective of national wage policy.	12

References:

1. Milkovich G. T, Newman J .M, & Venkata Ratnam C. S- Compensation -McGraw Hill Irwin.
2. Deb Tapomoy-Compensation Management, 1stedn-Excel Books, New Delhi.
3. Armstrong, M and H Murlis Reward Management: A Hand Book of Remuneration Strategy and Practice - Kogan Page, London.
4. Martocchio J. J.-Strategic Compensation - Pearson Education.
5. Gerhart B & Rynes S L-Compensation Theory, Evidence and Strategic ImplicationsSage Publishers, New Delhi.
6. Sarma A.M- Understanding Wages and Compensation Management -Himalaya Publishing House, Mumbai.
7. Dr. Kanchan Batia- Compensation Management, 1stedn - Himalaya Publishing House, Mumbai. 8. B.D.Singh- Compensation and Reward Management, 1stedn - Excel Books, New Delhi.
9. Wallace M.J. and Fay C.H- Compensation Theory and Practice - Tata Mc Graw Hill.
10. Henderson, Richard I- Compensation Management in a knowledge Based World - Printice Hall. 11. Director Soms, MS- 27, Wage and Salary Administration IGNOU, New Delhi.
12. Decenzo A, David and Robbins P Stephen- Personnel/HRM, Prentice Hall of India, New Delhi.

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: OPERATIONS MANAGEMENT	Course Code: 24MJBBA5E3[SCM3]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Describe concepts related to the operations management.
- Assess the role of operations vis-à-vis other functions in an organisation.
- Build the competencies in identifying optimum locations, choose layouts, manage material and inventory.
- Expound the importance of quality in organisations.
- Evaluate the current trends in business and its impact on operations management.

Unit	Description	Hours
1	OVERVIEW OF OPERATIONS MANAGEMENT: Meaning and definition of operations management; role of operations in an organization; what is Process management? Scope of operations management; Operations management and decision making. Historical evolution. Operations today.	10
2	FACILITIES, LOCATION AND LAYOUTS: Site Selection; Location Analysis Techniques; Type of Facilities; Process structure in services; Process structure in manufacturing; Process selection; Technology; Facilities layout; Designing product layouts; Designing Process Layouts.	10
3	INVENTORY MANAGEMENT: Meaning/definition, Nature and importance of inventory management; Requirements for effective inventory management. Inventory Cost Structures. Independent	12

	versus Dependent Demand. ABC Inventory Management, Economic Order Quantity (EOQ).	
4	MATERIALS REQUIREMENT PLANNING: Materials Requirement Planning (MRP): An overview of MRP. MRP inputs. MRP processing. MRP outputs; JIT – Just in time: meaning/definition; advantages and disadvantages of JIT; The Toyota Approach; introduction to scheduling operations.	12
5	MANAGING QUALITY, QUALITY CONTROL AND IMPROVEMENT Managing Quality: Evolution of Quality Management, the Quality Gurus, Quality Definitions, Service Quality, Quality Awards, Quality Certifications and Standards. Quality Control and Improvement: Design of Quality Control Systems, Process Quality Control, Attribute Control, Variables Control, Using Control Charts, TQM, Six Sigma.	12

References:

1. William J Stevenson, Operations Management, McGraw Hill Education (India), 11th Edition, 2015.
2. Lee J Krajewski, et. al., Operations Management, Process and Supply Chains, Pearson, 12th Edition, 2019.
3. Jay Heizer, Barry Render, Chuck Munson and Amit Sachan, Operations Management Sustainability and Supply Chain Management, Pearson, 12th Edition, 2017.
4. S.N. Chary, Operations Management, Tata Mc Graw Hill Publishing Company, 6th Edition, 2019.
5. Roger G Schroeder et al, Operations Management in the Supply Chain, Mc Graw Hill, 6th Edition, 2013.
6. B. Mahadevan, Operations Management – Theory and Practice, Pearson, 3rd Edition, 2015.

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: RETAIL OPERATIONS MANAGEMENT	Course Code: 24MJBBA5E3 [RM3]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Compare various retail formats and technological advancements for setting up appropriate retail business.
- Identify the competitive strategies for retail business decisions.
- Examine the site location and operational efficiency for marketing decisions.
- Analyse the effectiveness of merchandising and pricing strategies.
- Assess store layout and planogram for retail business.

Unit	Description	Hours
1	Retail and Logistics Management: Introduction Retailing and economic significance- Functions of a retailer – Types of retailers – Trends in retailing – International Retailing – Retailing as a career – Retail Management Decision Process - Service Retailing.	10
2	Retailing Environment Theories: Theory of Retail Change: Theory of Natural Selection in retailing, Theory of Wheel of retailing, General-Specific-General Cycle or Accordion Theory, Retail Life Cycle Theory- - Multi channel retailing – Retail Aggregators Business Model – Phases of growth of retail markets – Retail Mix.	12
3	Store Loyalty Management and Retail Location: Types of customers – Variables influencing store loyalty – Store loyalty models – Influencing customers through visual merchandising – Value added through private labels – Retail location strategy- Importance of location decision – Retail location strategies and	10

	techniques – Types of retail locations.	
4	Merchandise Management: Meaning - Roles and responsibilities of the merchandiser and the buyer – Function of Buying for different types of Organizations – Process of Merchandise Planning – Merchandise Sourcing – Methods of procuring merchandise – Concept of private label - Retail Pricing policies.	12
5	Category Management Meaning - Definition of Category Management - Components of Category Management - Category Management Business process - Category Definition - Defining the Category Role-Destination Category, Routine Category, Seasonal Category, Convenience Category - Category Assessment – Category Performance Measures - Category Strategies - Category Tactics - Category Plan implementation - Category Review.	12
References: <ol style="list-style-type: none"> 1. Coughlem: Marketing Channels, Gilbert Pearson: Retail Marketing Education Asia 2001. 2. Micheal Levy & Barton AWeitz: Retailing Management, McGraw 3. Patrick M Dunne: Robert F Lusch: Retail Management Hill Publications. 4. Suja Nair: Retail Management, Himalaya Publishing House. 5. W. Stern, E L. Ansary, T. Ooughlan: Marketing Channels, 6thEdition PHI New Delhi, 2001 		

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: HR ANALYTICS	Course Code: 24MJBBA5E3 [DA3]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Gain an understanding of the relevance of HR Analytics in the current business scenario.
- Understand the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.
- Use MS Excel for conduction of HR Analytics for key HR Processes
- Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- Appreciate the significance of Predictive and Prescriptive Analytics.

Unit	Description	Hours
1	Introduction to HR Analytics: HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics - Linkage to Business Outcomes.	10
2	Understanding HR Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.	12
3	Analytics for Key HR Processes: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management	12

	and Expatriate Management.	
4	Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.	12
5	Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.	10
References: <ul style="list-style-type: none"> • Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021. • Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HRAnalytics, Sage, 2019. • Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017. • Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017. • Nishant Uppal, Human Resource Analytics, Pearson, 2021. • Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021 		

Department Name: Bachelor of Business Administration**Semester - V**

Course Title: Tax Management-I (Direct Taxes)	Course Code: 24MJBBA5E4 (FM4)
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

Course Outcomes (COs):

At the end of the course, students will be able to:

- ✓ Demonstrate knowledge of the technical terms related to Tax Management
- ✓ Determine the residential status of an individual and scope of total income.
- ✓ Compute income from salaries, house property and capital gains.
- ✓ Understand the provisions of Income Tax Act.

Unit	Description	Hours
1	Introduction Concept of Tax, classification of Tax, canons of taxation, evolution of tax laws in India, Meaning of terms used in Income Tax Act, 1961 - Person, Assessee, Previous year, Assessment year, Income, casual income, Gross Total Income, Total Income, Agricultural Income[theory], Exempted Incomes (Concerned only with salary), Old Tax Regime and New Tax Regime Slabs, Residential status of an individual and Simple problems on Determination of residential status of an individual. Scope of Tax and Simple Problems on computation of Gross Total Income of an individual.	12
2	Income from Salary Concept of Salary, Basis of charge, Allowances and their taxability – Dearness Allowance, City Compensatory Allowance, Medical Allowance, House Rent Allowance, Children Education Allowance, Conveyance allowance; Perquisites, Profits in lieu of salary, Provident Fund, Retirement Benefits, Gratuity, Pension and Leave salary, Standard deduction, Professional tax, Deductions Under Chapter VI(A)-Section 80C, 80CCC, 80CCD, 80CCG, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80TTA and 80U as applicable to individuals under old regime	14

	(Theory only). Simple problems on determination of taxable HRA, Rent free or Concessional accommodation and gratuity, Simple Problems on Computation of income from Salary under old and new regime.	
3	Income from House Property Concept of House Property, Income chargeable to tax under the head house property, Basic Terms, Determination of Annual Value [Theory and Problems], Deductions allowed, Problems on Computation of Income from House Property - Self Occupied, Let out and Deemed to be Let Out Properties.	10
4	Income from Capital Gain Concept of Capital Gain / Loss, Basis for charge, Capital Assets – meaning and Types, transfer of capital asset; Computation of capital gains or loss[Theory and Problems]– Short term capital gain or loss and Long term capital gain or loss, Exemption under section 54, 54B, 54EC, 54D, 54F, and 54G.	12
5	Tax Administration in India Income Tax Act 1961: Introduction, Objectives, Features and Provisions; The Central Board of Direct Taxes–Introduction, composition, Powers and duties; Appeals [brief introduction only]; Summary of Penalties Under the Income Tax Act.	08

Note-When setting question papers, consider the marks assigned to each question and include number of transactions or adjustments in numerical questions, instead of drawing complete question as it is from the text books.

Books for References:

1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra.
2. Vinod K. Singhanian, Direct Taxes, Taxman Publication Private Ltd, New Delhi.
3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publications, Ludhiana.
4. Bhagawathi Prasad, Direct Taxes.
5. B.Mariyappa, Income tax Law and Practice-I, Himalaya Publishing House. NewDelhi.
6. Dr. Saha, Law and Practice of Income Tax, Himalaya Publishing House.
7. Students' Guide to Income Tax by Dr. Vinod Singhanian
8. Students' handbook on Income Tax by CA T Manoharan
9. <https://www.incometaxindia.gov.in> for relevant provisions of Act and Rules applicable to concerned assessment year.

10. Note: Latest edition of text books may be used

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: RURAL MARKETING	Course Code: 24MJBBA5E4 [MM4]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Comprehend the applicability of rural marketing concepts,
- Comprehend Techniques and processes of marketing in rural context
- Understand the special problems related to sales in rural markets, and
- Understand the working of rural marketing institutions

Unit	Description	Hours
1	Rural Economy - Rural - Urban disparities, Policy interventions required, Rural face to Reforms, The Development exercises in the last few decades.	10
2	Rural Marketing - Concept and Scope, Nature of rural markets, attractiveness of rural markets, Rural Vs Urban Marketing, Characteristics of Rural consumers, Buying decision process, Rural Marketing Information System, Potential and size of the Rural Markets.	12
3	Selection of Markets - Product Strategy, Product mix Decisions, Competitive product strategies for rural markets.	10
4	Pricing strategy - pricing policies, innovative pricing methods for rural markets, promotion strategy, appropriate media, Designing right promotion mix, promotional campaigns.	12
5	Distribution - Logistics Management, Problems encountered,	12

	selection of appropriate channels, New approaches to reach out rural markets, Electronic choupal applications.	
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References:

1. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007
3. CSG Krishnamacharylu & Laitha Ramakrishna, - RURAL MARKETING, Pearson Education Asia. 2009
4. Philip Kotler, MARKETING MANAGEMENT, Prentice - Hall India Ltd. New Delhi
5. Agarwal A.N, INDIAN ECONOMY, Vikas Publication, New Delhi.
6. Ruddar Dutt Sundaram, INDIAN ECONOMY, Tata McGraw Hill. Publishers, New Delhi

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: PERFORMANCE MANAGEMENT	Course Code: 24MJBBA5E4 [HRM4]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Discuss the importance of performance management, organizational strategic planning and succession planning using KRAs.
- Design specific Performance appraisal system tailor made for the organisation.
- Analyse the problems and difficulties encountered in appraisal methods followed in MNC and in Indian contexts.
- Evaluate the performance of employees and validation of scores ethically
- Explain how to best implement a performance management system.
- Explain the benefits of reward systems for team performance management.

Unit	Description	Hours
1	Performance Management: Aims, Characteristics, Developments in Performance Management, Concerns, Understanding PM, Performance Appraisal and Performance Management: PM and MBO, 7 rules of excellence, 7 sins of HR professionals.	12
2	Process of Performance Management: Performance Management cycle, PM Sequence, Working of PM, Performance Management Activities, PM in action - feedback management in PM, Performance Counselling: Objectives, Process; Conditions for Effective Performance Counselling and Planning, Performance Managing,	12
3	Performance Monitoring: Assessment Centre, Designing and Measuring performance (KPI & KRA), Criteria for performance measurement, Setting Organizational, Team & Individual	12

	performance Standards, Methods for evaluating Performance: 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.	
4	Role of Training and Development in PMS: Need Identification for Training and Development for Performance Management, Rewards and Recognition, Team Performance, Performance Management linked Reward System.	10
5	Role of HR Professionals in Performance Management, Potential Appraisal & its linkage to Performance Management, Performance Agreements, Performance Reviews; feedbacks – e-PM, Strategic role of HR professionals, Ethics in Performance Management	10
References: <ul style="list-style-type: none"> • S. Kohli, T. Deb, Performance Management, Oxford Higher Education, 2008/ Latest edition. • Soumendra N. Bagchi, Performance Management, Cengage, 2013 / 2nd. • R. K. Balyan, Vikramender Singh Balyan, Suman Balyan, Performance Management (Text & cases), Himalaya Publishing House, 2017 / 1st. • Prem Chadha, Performance Management It's about performing not just appraising, Laxmi Publishers, Latest edition. • T.V. Rao, Performance Management and Appraisal Systems, Sage, 2004 / 1st. • Herman Aguinis, 'Performance Management, Pearson, 2012 / 3rd. 		

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: LOGISTICS and DISTRIBUTION MANAGEMENT	Course Code: 24MJBBA5E4 [SCM4]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- To identify problems in the field of LSCM and evaluate their complexity.
- Demonstrate ability to address LSCM problems holistically by considering all resources available.
- Develop a sound understanding of the important role of supply chain management in today's business environment.
- Plan and coordinate projects to implement solutions.

Unit	Description	Hours
1	Logistics Management - An Overview: Logistics, SCM and the difference between logistics and SCM, Supply chain and value chain, Mission of logistics management, Value addition by logistics, Drivers of supply chain performance.	10
2	Logistics Management: Role of Logistics in Supply Chain Management, Logistics Service Providers 3PL's & 4PL's, Logistics Activities, Marketing and logistics interface, Logistics cost analysis and total cost analysis, Reducing logistics lead time, Packaging and materials handling. Reverse Logistics: Definition, reasons, benefits.	12
3	Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, evolution & possible channel formats.	12
4	Designing Transportation Network: Drivers of transportation	12

	decisions, Modes of transportation, Routing, scheduling and sequencing in transportation, Vehicle Routing Problems, Route sequencing procedure: Farthest insert, nearest insert, nearest neighbour, Sweep; Route improvement procedure: 2-OPT and 3-OPT.	
5	Designing channel systems: Channel Intensity, Selecting Channel Partners, Channel Management Channel Policies, Power Bases in managing channel partners, conflict management Channel Institutions: retailing & wholesaling	10
References: <ul style="list-style-type: none"> • Krishna K. Havaladar, Vasant M. Cavale, Sales & Distribution Management, Tata McGraw Hill, 2014 / 2nd. • Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sandeep Puri, Sales and Distribution Management : Decisions, Strategies & Cases, Pearson, 2017 / 6th. • Ramendra Singh, Sales and Distribution Management – A PracticBased Approach, Vikas Publishing House Pvt. Ltd, 2018. • Dr. S. L. Gupta, Sales & Distribution Management, Excel Books, Latest Edition • Tapan K. Panda, Sahadev Sunil, Sales & Distribution Management, Oxford, 2011 / 2nd. 		

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: MERCHANDISE MANAGEMENT	Course Code: 24MJBBA5E4 [RM4]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Bifurcate Product into appropriate categories
- Explain each category
- Explain labeling systems
- Analyze labeling information for fashion or any other product.
- Outline consumer trends and purchase patterns of apparels

Unit	Description	Hours
1	Merchandise Management: Meaning, evolution, factors affecting merchandising, functions of merchandising, roles and responsibilities of merchandiser, roles and responsibilities of buyer, concept of lifestyle merchandising.	10
2	Merchandise Planning: devising merchandise plans, developing sales forecast, Collaborative planning forecasting and replenishment [CPFR], determining merchandise requirements, merchandise control, assortment planning, the model stock plan, tools used for merchandise planning.	12
3	Merchandise Sourcing: identifying the source of supply, contracting and evaluating the sources of supply; Negotiating: meaning, advantages; Private label - meaning, process of private label creation.	10
4	Financial merchandise management: merchandise budget plan, components evaluation, open-to-buy systems, allocating merchandise to stores, evaluating the merchandise performance.	12

5	Pricing in retailing: External influences on retail pricing strategy, retail pricing objectives, retail pricing strategies, consumer response to pricing. Emerging trends in retail merchandising.	12
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References:

- Martin M. Pegler “Visual Merchandising and Display”, Fifth Edition; Fairchild Publications, 2006.
- Lincoln, Keith and Lars Thomassen, How to Succeed at Retail, Kogan Page, India, Latest edition.
- Fashion from Concept to Consumer, Frings Gini Stephens, PHI Learning, New Delhi latest edition.
- Fashion and Retail Merchandising, Stone Elaine Samples J.A., McGraw-Hill, New Delhi, latest edition.
- Fashion Merchandising, Stone Elaine, McGraw-Hill, New Delhi, latest edition.

Department Name: Bachelor of Business Administration

Semester - V

COURSE TITLE: SUPPLY CHAIN ANALYTICS	Course Code: 24MJBBBA5E4 [DA4]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Gain a strong understanding of technically enhanced knowledge in the field of supply chain management
- Get familiar with current supply chain management trends, understand supply chain theories and practices
- Develop critical management skills that help with diverse business environments, ethical decision-making skills and user of information technology.

Unit	Description	Hours
1	Introduction to supply chain analytics: The triple A framework of supply chain, link between business strategy and supply chain strategy, efficient v/s responsive supply chains. Supply chain process, new business models emerging from value created by the supply chain.	10
2	Novel data sources for supply chain analytics: Organization data from internal systems, data available outside organization boundaries: unstructured data from reviews, social media, blogs etc. Data sources from technologies: IOT, blockchain.	10
3	Descriptive analytics: process of problem discovery through analytics, pre-processing of raw data from supply chain systems; Descriptive supply chain metrics: <ul style="list-style-type: none"> • sourcing analytics, • inventory analytics – ABC XYZ analysis, 	14

	<ul style="list-style-type: none"> • Logistics analytics – Delivery costs and service level metrics • Production analytics – process, capacity analytics metrics • Customer analytics – customer acquisition and retention metrics. 	
4	Predictive analytics: What is predictive analytics? Demand forecasting – meaning – techniques; Process modelling – meaning, building and evaluating model fit, supervised and unsupervised models.	12
5	Technology for supply chain analytics: data warehousing and data centre, end to end supply chain solutions, internet of things [IoT], blockchain.	10
References: <ul style="list-style-type: none"> • Supply chain management by Sunil Chopra, and Peter Meindl, Pearson • Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning • D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008. • Rahul Saxena, Anand Srinivasan, Business Analytics 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: STRATEGIC MANAGEMENT	Course Code: 24MJBBA6L1
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
- Explain how firms successfully institutionalize a strategy and create an organizational structure for gaining competitive advantage
- understand the strategic drive in multinational firms and their decisions in different markets.
- Exhibit the knowledge of strategy implementation and the control measures for effective decision-making.

Unit	Description	Hours
1	Meaning and Nature of Strategic Management: Meaning and Nature of Strategic Management, its Importance and relevance and Characteristics of Strategic Management, The Strategic Management Process. Relationship between a Company's Strategy and its Business Model.	10
2	Strategy Formulation- Understand strategic management process, mission statement. Describe strategic vision, mission, goals, long term objectives, short term objectives and discuss their value to the strategic management process.	12
3	Analyzing a Company' s External Environment - The Strategically relevant components of a Company's External Environment - Industry Analysis - what factors are driving industry change and its impact - Competitive Environment Analysis - Porter's Five Forces	10

	model – Key Success Factors concept and implementation.	
4	Analyzing a company's resources and competitive position - Analysis of a Company's present strategies - SWOT Analysis - Value Chain Analysis. Generic Competitive Strategic: Low cost provider Strategy - Differentiation Strategy - Best cost provider Strategy - Focused Strategy; Strategic Alliance and Collaborative Partnerships - Mergers and Acquisition Strategic.	12
5	Strategy Implementation: Organizational design, structures and controls. Organizational structures used to implement different business level strategies. Organizational structures used to implement different corporate level strategy. How corporate culture promotes implementation of strategy, types of control systems.	12
References: <ul style="list-style-type: none"> • Crafting and executing Strategy. A Thompson Jr, Margaret A. and John E Gamble. Mc Graw Hill Publication, New Delhi. • Strategic Management – Hitt & Manikutti, Cengage learning,2018. • Strategic Management – Fred R David, PHI Learning Private Ltd, New Delhi. • Strategy and the Business Landscape – Pankaj Ghemawat. • Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson, : South Western, Thomson Learning. • Crafting and Executing Strategy, Arthur Thompson, A.J.Strickland, Arun Jain, Mc Grawhill. 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: BUSINESS LAWS	Course Code: 24MJBBA6L2
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Comprehend the laws relating to Contracts and its application in business activities.
- Comprehend the rules for Sale of Goods and rights and duties of a buyer and a Seller.
- Understand the importance of Negotiable Instrument Act and its provisions relating to Cheque and other Negotiable Instruments.
- Understand the significance of Consumer Protection Act and its features
- Understand the need for Environment Protection.

Unit	Description	Hours
1	Indian Contract Act, 1872: Introduction – Definition of Contract, Essentials of Valid Contract, Offer and acceptance, consideration, contractual capacity, free consent. Classification of Contract, Discharge of a contract, Breach of Contract and Remedies to Breach of Contract.	12
2	The Sale of Goods Act, 1930: Introduction - Definition of Contract of Sale, Essentials of Contract of Sale, Conditions and Warranties, Transfer of ownership in goods including sale by a non- owner and exceptions Performance of contract of sale - Unpaid seller, rights of an unpaid seller against the goods and against the buyer.	12
3	Negotiable Instruments Act 1881: Introduction – Meaning and Definition of Negotiable Instruments – Characteristics of Negotiable Instruments – Kinds of Negotiable Instruments – Promissory Note, Bills of Exchange and Cheques (Meaning, Characteristics and types) – Parties to Negotiable Instruments – Dishonour of Negotiable	12

	Instruments – Notice of dishonour – Noting and Protesting.	
4	Consumer Protection Act 1986: Definitions of the terms – Consumer, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices, and Services, Rights of Consumer under the Act, Consumer Redressal Agencies – District Forum, State Commission and National Commission.	10
5	Environment Protection Act 1986: Introduction - Objectives of the Act, Definitions of Important Terms – Environment, Environment Pollutant, Environment Pollution, Hazardous Substance and Occupier, Types of Pollution, Powers of Central Government to protect Environment in India.	10

References:

1. M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi.
2. Avtar Singh, Business Law, Eastern Book Company, Lucknow.
3. Ravinder Kumar, Legal Aspects of Business, Cengage Learning
4. SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi.
5. Aggarwal S K, Business Law, Galgotia Publishers Company, New Delhi
6. Bhushan Kumar Goyal and Jain Kinneri, Business Laws, International Book House
7. Sushma Arora, Business Laws, Taxmann Publications.
8. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education, 6th Ed.
9. P C Tulsian and Bharat Tulsian, Business Law, McGraw Hill Education
10. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi.

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: ENTREPRENEURSHIP AND START-UP MANAGEMENT	Course Code: 24MJBBA6L3
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- 1: Develop a start-up Enterprise with Big Idea Generation.
- 2: Analyze start-up capital requirement by analyzing legal factors.
- 3: Interpret feasibility Analysis towards funding issues.
- 4: Access growth stages in new venture and reasons for scaling ventures.
- 5: Evaluate financial stability and decide on expansion possibilities

Unit	Description	Hours
1	Introduction: meaning of entrepreneur, entrepreneurship, factors influencing entrepreneurship, characteristics of an entrepreneur, building the entrepreneurial quotient; identifying and meeting the gaps in resources, capital structuring and resource mobilization, trends in entrepreneurship.	10
2	Idea to Action: monetizing ideas, bootstrapping, preparation of project report, funding options for Startups including crowd funding, building sustainable revenue model and periodical business plan, using data analytics to advantage, different start-up models.	12
3	Start-up scalability: Business scalability, funding strategies, start-up valuation: Pre-money, milestone and investor's exit point; scaling up and stabilization of business, exit strategies of fund houses.	12

4	Risk management strategies: predicting, calculating and mitigating enterprise risks; predicting, calculating and overcoming financial risks, project monitoring and controlling, coping mechanisms for risk mitigation, start-up audit, bouncing back from failures.	12
5	Types of new age businesses: FinTech, EdTech, AgriTech, Healthcare, Defence, IT, Space, Robotics, Digital transformation and VBA etc. Agropreneurship, social entrepreneurship, women entrepreneurship, generation transfer transaction, green businesses.	10
<p>References:</p> <ul style="list-style-type: none"> • Dereck Lidow (2014), Start-up leadership: how savvy entrepreneurs turn their ideas into successful enterprises, Wiley. • Pandya Kashyap (2016), From Idea to Action: the art of writing a business plan, white falcon publishing, 1st edition. • Taxation of Startups and investors, Taxmann, 2022. • David York, The business of venture capital, Wiley, 2nd edition. • Virk Rizwan, Start-up myths and models, Harper business, 2020. • Poland Stephen R (2014), Founder's pocket guide: Start-up valuation, Zaccheus entertainment, 2nd edition. • Nicoletti Bernardo, 2017, The future of fintech integrating finance and technology in financial services, Springer international publishing. 		

Department Name: Bachelor of Business Administration

Semester - VI

Course Title: Financial Derivatives	Course Code: 24MJBBA6E5 (FM5)
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

Course Outcomes (CO's):

At the end of the course, students will be able to:

- ✓ Outline various types of derivatives such as forwards, options, futures, and swaps.
- ✓ Demonstrate knowledge of the trading mechanism of derivatives.
- ✓ Devise risk management strategies.
- ✓ Demonstrate the use of swaps in risk management.

Unit	Description	Hours
1	Introduction Derivative: Meaning, Types, Nature, Uses of Derivatives, Critiques of Derivatives, Commodity Derivatives and Financial Derivatives. Derivative Market in India: Evolution of Derivatives in India, Types- Cash market and Derivative market, Structure–Over the counter (OTC) market and Exchanges traded market, Participants, Financial Derivatives Trading at NSE and BSE, Recent Trends & Growth, Future Prospects.	12
2	Forwards Concept of Forward Contract with examples, Features of Forward Contract, merits and demerits, Forward Trading Mechanism, payoffs from forward contracts with numerical examples, Hedging with forwards, applications of forward contract.	10
3	Futures Meaning and definition of futures contract, Features, types of futures, Advantages and Disadvantages of Futures Contracts, Forward Contract Vs. Futures Contracts, Pay off for futures, Futures trading strategies, Hedging,	12

	<p>Speculation, Arbitrage, Spread trading.</p> <p>Futures Market in India: Specification of the Future Contract, Trading Mechanism, types of traders, types of orders, Margin money-meaning, initial margin and maintenance margin; marking-to-market, clearing and settlement.</p> <p>Equity futures in India –Index futures and Stock futures. Applications of Futures.</p>	
4	<p>Options</p> <p>Concept of Options, Types of options, options terminologies, Options pay off, Moneyness in options -ITM, ATM, OTM (Theory and numerical); Option trading strategies, Hedging, Speculation, Arbitrage. Determinants of Option Prices, Exchange traded options, Equity options contracts in India – Index options and Stock options. Applications of Options.</p>	14
5	<p>Swaps</p> <p>Concept of Swap, Features of Swap, Types of Financial Swaps, terminologies, Applications of Swaps</p>	08

References:

1. Sundaram and Janakiramanan, 'Derivatives and Risk Management', Pearson Education
2. A. Maheshwari, D. Chugh 'Financial Derivatives' Pearson
3. R. Madhumathi, M. Ranganatham, 'Derivatives & Risk Management, Pearson
4. John Hull, Options, Futures and other Derivatives, Pearson Education
5. S.L.Gupta, Financial Derivatives, Prentice Hall.
6. Parameshwaran, Financial Derivatives, Mcgraw Hill.
7. D. C. Patwari, Options and Futures- An Indian Perspective, Jaico Publishing
8. Bhalla, V.K, "Financial Derivatives", Sultan Chand, New Delhi.
9. Bishnu Priya Mishra, "Financial Derivatives", Excel Books, New Delhi.
10. Gupta S L., "Financial Derivatives: Theory, Concepts and Problems", Prentice Hall of India, New Delhi.

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: CONSUMER BEHAVIOUR	Course Code: 24MJBBA6E5 [MM5]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

1. Identify the major influences in consumer behaviour.
2. Distinguish between different consumer behaviour influences and their relationships.
3. Establish the relevance of consumer behaviour theories and concepts to marketing decisions.
4. Implement appropriate combinations of theories and concepts.
5. Recognise social and ethical implications of marketing actions on consumer behaviour.
6. Use most appropriate techniques to apply market solutions.

Unit	Description	Hours
1	Introduction: Introduction to Consumer Behaviour - The Indian Consumer - Characteristic Features, Need to study Consumer Behaviour; Applications of Consumer Behaviour Knowledge; Current Trends in Consumer Behaviour; Market Segmentation & Consumer Behaviour.	10
2	Individual Determinants of Consumer Behaviour: Consumer Needs & Motivation; Personality and Self-Concept; Consumer Perception; Learning & Memory; Nature of Consumer Attitudes - Psychological: Motivation, Perceptions, Learning, Belief and Attitudes. Consumer Attitude Formation and Change.	12
3	Environmental Determinants of Consumer Behaviour: Family Influences; Influence of Culture; Subculture & Cross-Cultural	12

	Influences; Group Dynamics and Consumer Reference Groups; Social Class: Reference group, Family role. Personal : Age, Life cycle stage, Occupational and economic circumstances.	
4	Consumer's Decision-Making Process: Problem Recognition; Search & Evaluation; Purchase Processes; Post-Purchase Behaviour; Personal Influence & Opinion Leadership Process; Diffusion of Innovations; Models of Consumer Behaviour; Researching Consumer Behaviour (Nicosia Model, Howard sheth Model, Angle Blackwell Model; Consumer Research Process.	12
5	Consumer Satisfaction & Consumerism: Concept of Consumer Satisfaction; Working towards enhancing Consumer Satisfaction; Sources of Consumer Dissatisfaction; Dealing with Consumer Complaint. Concept of Consumerism; Consumerism in India; Reasons for Growth of Consumerism in India.	10
References: <ol style="list-style-type: none"> 1. Leon. G. Schiffman & Leslve Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000. 2. Suja.R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2003. 3. Batra/Kazmi; Consumer Behaviour. 4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delhi,1993. 5. K. Venkatramana, Consumer Behaviour, SHBP. 6. Assael Henry; Consumer behaviour and marketing action; Asian Books(P) Ltd, Thomson learning, 6th Edition; 2001. 7. Jay D. Lindquist & M. Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, 2003. 8. Blackwell; Consumer Behaviour, 2nd Edition. 9. S.A.Chunawalla : Commentary on Consumer Behaviour, HPH. 10. Sontakki; Consumer Behaviour, HPH. 11. Schiffman; Consumer Behaviour, Pearson Education. 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: TALENT ACQUISITION & MANAGEMENT	Course Code: 24MJBBBA6E5 [HRM5]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- This course focuses on the attraction, acquisition, and retention of talent in organizations.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
- Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
- In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Unit	Description	Hours
1	Introduction to Talent Management: Basic foundations of Talent Management, leveraging talent, talent value chain, talent management process, Talent Management System - Components and benefits of Talent Management System and challenges in developing TMS. Consequences	10
2	Talent Planning - Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Current Industry Practices for Strategic Talent Planning, talent development budget, contingency plan for talent; building a reservoir of talent.	10
3	Talent acquisition management: Preparing recruitment plan,	12

	selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy, Use of assessment centres, selection errors & minimising selection errors.	
3	Developing and Retaining Talent - Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model	14
4	Approaches to Talent Management: Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management.	10

References:

- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, Mc.Graw Hill, 13th edition.
- Hasan, M., Singh, A. K., Dhamija, Talent management in India: Challenges and opportunities, Atlantic Publication, latest edition.
- Armstrong, Michael, A Handbook of Human Resource Management Practice, Kogan Page Publication, latest edition.
- Dessler Gary, A Framework for Human Resource Management, Pearson, 7th edition.
- Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management,, Pearson, 14th edition.

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: WAREHOUSE MANAGEMENT	Course Code: 24MJBBBA6E5 [SCM5]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Understand the concept of warehouse and its functions
- Understand the details of receiving and despatching goods in warehouse
- Explain various warehouse activities like, sorting, loading, unloading, picking, packing, despatching etc.
- Understand the warehouse management strategies
- Explain the procedure to handle hazardous goods in warehouse

Unit	Description	Hours
1	Introduction to Warehouse: Need for Warehouse – Importance of warehouse -Types of Warehouses -Broad functions in a warehouse - Associate warehouse -Its functions -equipment available in associate ware house, Warehouse Organization Structure -Benefits of Warehousing; Study on emerging trends in warehousing sector.	10
2	Receiving and Dispatch of Goods in warehouse: Various stages involved in receiving goods, Advanced shipment notice (ASN), Procedure for Arranging of goods on dock for counting and Visual inspection, Formats for recording of goods from carriers, Put away of Goods: meaning, need; storage location codes and its application; Procedure to Prepare Warehouse dispatches.	12
3	Warehouse Activities: receiving, sorting, loading, unloading, Picking Packing and dispatch, activities and their importance in a warehouse; Quality parameters: Quality check-need or importance	12

	for quality check; Procedure to develop Packing list / Dispatch note, Cross docking method -Situations suited for application of cross docking; Importance of proper packing-Packing materials -Packing machines -Reading labels.	
4	Warehouse Management: use of Material Handling Equipment's in a warehouse; Inventory Management of a warehouse: Inbound & Outbound operations of a warehouse; Distribution: Definition, Need, Functions, factors affecting distribution; designing distribution channel – choice of distribution channels.	12
5	Warehouse Safety Rules and Procedures: The safety rules and 'Procedures to be observed in a Warehouse; Hazardous cargo: Procedure for Identification of Hazardous Cargo, safety data sheet, Instructions to handle hazardous cargo; Health, Safety & Environment: safety Equipment's and their uses; 5S Concept on shop floor. Personal protective Equipment's (PPE) and their uses.	10
References: <ul style="list-style-type: none"> • JP Saxena, Warehouse Management and Inventory Control-Vikas Publication House Pvt Ltd, First Edition, 2003. • Michael Ten Hompel, Thorsten Schmidt, Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems [With CDROM], Springer-verlag, First Edition, 2006. • Kapoor Satish, Basics of distribution management: Alogistical approach, Printice hall of India, 2006. • Gopalakrishnan P.- Purchasing and Materials management – Tata McGraw Hill – 23rd Edition – 2008. • Warehouse management- Student Study Guide – by Gwynne Richard • Essentials of inventory management by Max muller—publishers-HarperCollins • Warehouse distribution & operations handbook by DAVID E MULCAHY • Inventory strategy by Edward H Frazell 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: BRAND MANAGEMENT	Course Code: 24MJBBBA6E5 [RM5]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Evaluate strategies for brand management at the global level and adapt them to suit the requirement of managing the brand in different cultural contexts.
- Critically examine the importance of the ethical dimension in new product innovations and brand building.
- Discuss the process and methods of brand management, including how to establish brand identity and build brand equity.
- Compose, assess, and incorporate individual input to produce effective team project output for the purpose of branding and product management.

Unit	Description	Hours
1	Introduction to the concept of Brand Management: Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand; brand management – meaning, steps in brand management process.	10
2	Customer Based Brand Equity: Customer Based Brand Equity- Meaning, Model of CBBE; Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference.	12
3	Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements: Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols &	12

	their benefits, Characters & Benefits, Slogans & Benefits, Packaging.	
4	Brand Extension: Meaning, Type of brand extensions, Needs, Advantages & Disadvantages; Understanding how consumers evaluate brand extensions, Strategic alliances, brand portfolios, global branding: Geographic extension, sources of opportunities for global brand, single name to global brand, brand repositioning/revitalization.	12
5	Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.	10
References: <ul style="list-style-type: none"> • Keller, K.L., Parameswaran, Ambi M.G., & Jacob, I. (2016). Strategic Brand Management, Building, Measuring & Managing Brand Equity. 4th edition. Pearson. • Verma, H. V. (2007). Brand Management: Text and Cases. 2nd edition. Excel Books India. • Sengupta, S. (2004). Brand Positioning: Strategies for Competitive Advantage. 2nd edition. McGrawHill Higher Education. • Kapferer, J. (2012). The New Strategic Brand Management: Advanced Insights and Strategic Thinking. 5th edition. Kogan Page Publishers • Brand Management -The Indian Context - Y L R Moorthi - Vikas Publication. • Strategic Brand Management - Jean, Noel, Kapferer - Kogan Page India. 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: DATA VISUALIZATION USING TABLEAU	Course Code: 24MJBBA6E5 [DA5]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Analyse how Data Visualization transforms data into intelligent business insight.
- Analyse how Data Visualization helps in trend analysis, business forecasting and decision making.
- Analyse how data can be presented in a visually understandable form according to the business domain and problem, so that decision making is enhanced.
- Appraise the latest global trends and technologies in business reporting.

Unit	Description	Hours
1	Introduction to Data Visualization: Acquiring Data, Visualizing Data, Simultaneous Acquisition and Visualization, Applications of Data Visualization (Uses in the Public Sector, Business-to-Business and inter-Business Uses, Business-to-Consumer Uses).	8
2	Introduction to Tableau: Home, Overview, Environment Setup, Getting Started, Navigation, Design Flow, File Types, Data Types, Show Me, Terminology. Tableau data sources: Data Sources, Custom Data View, Extracting Data, Fields Operations, Editing Metadata, Data Joining, Data Blending.	10
3	Tableau Worksheets: Add Worksheets, Rename Worksheet, Save & Delete Worksheet, Reorder Worksheet, Paged Workbook. Tableau Calculations: Operators, Functions, Numeric Calculations, String Calculations, Date Calculations, Table Calculations, LOD Expressions.	12
4	Tableau Sort & Filters: Basic Sorting, Basic Filters, Quick Filters,	10

	Context Filters, Condition Filters, Top Filters, Filter Operations.	
5	Data Visualization in Tableau: Charts - Bar Chart, Line Chart, Pie Chart, Crosstab, Scatter Plot, Bubble Chart, Bullet Graph, Box Plot, Tree Map, Bump Chart, Gantt Chart, Histogram, Motion Charts, Waterfall Charts Advanced - Tableau Dashboard, Formatting, Forecasting, Trend Lines.	16
References: <ul style="list-style-type: none"> • R N Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley, Latest edition. • Daniel G. Murray, Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software, Wiley, Latest Edition. • Ryan Sleeper, Practical Tableau, O'Reilly, Latest edition. 		

Department Name: Bachelor of Business Administration

Semester - VI

Course Title: Tax Management-II (Indirect Taxes)	Course Code: 24MJBBBA6E6 (FM6)
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

Course Outcomes (COs):

At the end of the course, students will be able to:

- ✓ Compute Profits and Gains of Business or Profession as well as income from other sources.
- ✓ Determine Tax Liability of Individuals
- ✓ Demonstrate knowledge of the different Modes of Tax payment.
- ✓ Understand the provisions and procedure of filing of Income Tax Return.

Unit	Description	Hours
1	Profits and Gains of Business or Profession Introduction-Meaning and definition of Business, Profession, Vocation, Profit and gain; Expenses Expressly allowed, Expenses Expressly Disallowed, Allowable Losses, disallowed losses, Expenses allowed on payment basis. Problems on computation of income from business of a sole trading concern, Problems on computation of income from profession: Medical Practitioner, Advocate and Chartered Accountants.	15
2	Income from Other Sources Introduction, Incomes taxable under Head income from other sources, Deductions Allowed, Dividends– Types of Dividends, Rules for Taxation of Dividends, Taxability of Dividend Income; Interest on Securities-Types of Securities, Ex-interest and cum-interest securities, Rules for Grossing up, Bond Washing Transactions, Interest on Securities Exempt from Tax; Casual Income-Winnings from Lotteries, Crossword, Puzzles, Horse Races, Card Games, etc. -Grossing up of Income; Problems on Computation of Income from other Sources.	12
3	Computation of Tax Liability Gross Total Income, Deductions under Chapter VIA[simple problems], Tax slabs for Individuals under old and new regime, Set Off and Carry Forward of Losses: meaning, and provisions; problems on Computation of total income and tax	12

	liability of an individual.	
4	<p>Modes of Tax Payment</p> <p>Tax Deducted at Source-meaning, provisions, TDS Rates Problems on computation of TDS amount, Filing of Quarterly statement; Advance Tax-Meaning, Problems on computation of advance tax-Instalment of advance tax and due dates; Self Assessment Tax-meaning, procedure for online payment; Tax on Regular Assessment.</p>	10
5	<p>Filing of ITR</p> <p>Tax Evasion, Tax Avoidance and Tax Planning meaning and objectives. Return of Income-Meaning, Submission of Return of Income [Section 139(1)], Belated Return [Section 139(4)], Revised Return of Income [Section 139(5)], types of assessee, Due Dates for Filing the Return, Permanent Account Number [Section 139 (a)]-meaning and procedure for obtaining PAN, Selection of Correct Form of Return, Documents required for filing ITR, Form 26AS, . E-filing of return on Income Tax Portal, Verification of ITR.</p>	07

Note-When setting question papers, consider the marks assigned to each question and include number of transactions or adjustments in numerical questions, instead of drawing complete question as it is from the text books.

Books for References:

1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra.
2. Vinod K. Singhanian, Direct Taxes, Taxman Publication Private Ltd, New Delhi.
3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publications, Ludhiana.
4. Bhagawathi Prasad, Direct Taxes.
5. B.Mariyappa, Income tax Law and Practice-I, Himalaya Publishing House. NewDelhi.
6. Dr. Saha, Law and Practice of Income Tax, Himalaya Publishing House.
7. <https://www.incometaxindia.gov.in> for relevant provisions of Act and Rules applicable to concerned assessment year.

Important Note: Latest edition of text books may be used and Provisions as amended and made applicable to relevant Assessment Year will be considered to be part of the syllabus. Accordingly, academic year is the Assessment Year.

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: DIGITAL MARKETING	Course Code: 24MJBBA6E6 [MM6]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

1. Recognize appropriate e-marketing objectives.
2. Appreciate the e-commerce framework and technology.
3. Illustrate the use of search engine marketing, online advertising and marketing strategies.
4. Develop social media strategy's to solve business problems.

Unit	Description	Hours
1	Introduction to Digital Marketing: Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The PO-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan.	08
2	Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.	10
3	Search Engine Optimization [SEO]: Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only.	12
4	Social Media Marketing: Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy,	14

	LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations.	
5	Mobile Marketing: Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics.	12

References:

- Digital marketing, Seema Gupta, cGraw Hill Publication, 2017.
- Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Wiley, 2017.
- Fundamentals of Digital Marketing, Puneet Bhatia, Pearson, 2/e, 2014.
- Social Media Marketing, Tracy L Tuten, Michael R Solomon, Sage publications, 3/e, 2020.
- Digital Marketing, Wsaminathan T N, Karthik Kumar, Cengage Learning India Pvt. Ltd 2019.
- Digital marketing, Hanlon, Sage publications, 2/e, 2017.
- Digital marketing, Ian Dadson, Wiley, 2016.

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE:	Course Code:
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LABOUR LAWS	24MJBBA6E6 [HRM6]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Students should able to elaborate the concept of Industrial Relations
- The students should able to illustrate the role of trade union in the industrial setup.
- Students should able to outline the important causes & impact of industrial disputes.
- Students should able to elaborate Industrial Dispute settlement procedures.
- Student should able to summarize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972

Unit	Description	Hours
1	Factories Act 1948: Salient features, objectives of the act, applicability of the act, Statutory Agencies and their powers for enforcement of the act, Agencies of the State Government to carry out administration of the Act; Measures to be taken by factories for health, safety and welfare of workers.	10
2	Industrial disputes act 1947: salient features, objectives and significance of the act, types of strikes and their legality, lock-out, lay-off, retrenchment, authorities under the act and their duties, reference of disputes, procedure and powers of authorities.	10
3	Payment of wages act 1936: objectives, scope and significance of the act, applicability of the act, responsibility for payment of wages, fixation of wages, wage period, time of wage payment, deductions and fines. Payment of Bonus Act 1965: objectives, scope and applicability of the act, eligibility for bonus time limit for payment of bonus, bonus linked with production/productivity, offenses by companies, compliance under the act.	14

4	Employees state insurance act 1948: objectives, significance and applicability of the act, important definitions, ESI corporation, powers and duties of corporation, wings of the corporation, method of payment of contributions, matters to be decided by ESI court.	10
5	EPFO act 1952: three schemes under the act, application of the act, determination of money due from employers, transfer of accounts. Payment of Gratuity act 1972: meaning of gratuity, objectives, significance and applicability of the act, when and to whom the gratuity is payable? Rights and obligations of employee and employer.	12
References: <ul style="list-style-type: none"> • Trade Unions and Industrial relations; Punekar, Shankaran and Shridhar, Himalaya Publishing House, Mumbai. • G.M. Kothari, A Study of Industrial Law • S.N.Mishra, Industrial and Labour Law • V.G. Goswami, Industrial and Labour Laws • S.K. Puri, Industrial and Labour Laws • Chopra, Minimum Wages Act • Chopra, Payment of Wages Act • P.L. Malik, Employee State Insurance Act 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: FREIGHT TRANSPORT MANAGEMENT	Course Code: 24MJBBA6E6 [SCM6]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to

1. Understand the different types of transport.
2. Understand the Transport Economics.
3. Understand the transport administration.
4. Understand the terms consolidation, and documentations for Export and Import.
5. Understand the concept of pricing.

Unit	Description	Hours
1	Transport functionality - Transport structure and classification - Principles and participants - Transport service-Traditional carriers, package service, ground package service, Air package service- Intermodal Transportation - Piggyback/TOFC/COFC, Containerships, Non-operating intermediaries; Modes of Transport – Rail, Water, Pipeline, Air, Motor Carriers	12
2	Transport Economics: The structure of Transport Costs and Location of Economic Activities. Demand for transport. Models of Freight and Passenger Demand. Model Choice; Cost Functions in the Transport Sector. Special Problems of Individuals Modes of Transport; Inter-modal condition in the Indian Situation.	10
3	Transport Administration: Operations management, Consolidation, Negotiation, Control, Auditing and Claim administration, Logistical Integration.	10
4	Transport documents: Delivery order, Dock receipt, Bill of Lading,	12

	<p>Freight Bill, Sea way Bill (SWB/e-SWB), Airway Bill (AWB/e-AWB), shipping guarantee, packing note or list, consignment note – Shipping Manifest.</p> <p>Export documents: BOL, certificate of origin, commercial invoice, consular documents, destination control statement, Dock receipt, EEI, Export license, Export packing list, Free trade documents, inspection certificate, insurance certificate, shipper’s letter of instruction.</p>	
5	<p>Pricing:</p> <p>Pricing fundamentals – Fundamentals of Pricing, Principle of Pricing, F.O.B Pricing, Delivered pricing - Pricing issues- potential discrimination, quantity discounts, pick up allowances, promotional pricing, menu pricing- platform service pricing, value added service cost, efficiency incentives.</p>	12
<p>References:</p> <ol style="list-style-type: none"> 1. Donald. J. Bowersox & Donald. J. Closs , Logistical Management-The integrated Supply Chain Process , TATA Mc-Graw Hill 2. Sunil Chopra & Peter Meindl, Supply Chain Management, PHI 3. Donald J Bowersox, David J Closs, M Bixby Cooper, Supply Chain Logistics Management- McGraw Hill Education, 3rd Indian Edition. 4. Rahul V Altekar, “Supply Chain Management- Concepts and Cases”, Prentice Hall of India Pvt. Ltd. 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: STRATEGIC RETAIL MANAGEMENT	Course Code: 24MJBBA6E6 [RM6]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

1. Understand the strategic perspectives of retail operations
2. Explain various growth strategies available for disposal of managers to manage retail effectively
3. Understand strategic alternatives available for entering into new markets and formats
4. Understand various retail branding and retail pricing strategies

Unit	Description	Hours
1	What is retail strategy? definition, importance, steps in strategic retail planning process, strategic diagnostic model and its relevance in retail management. the Framework of Retailing; the Importance of Developing and Applying a Retail Strategy; Theories of Retail Change.	10
2	Strategy of Combining retail channels: Cross channel retailing: meaning, need; channel integration - 4 degrees of channel integration namely (multiple channel retailing, multi-channel retailing, cross channel retailing, omni channel retailing); types of channel integration - front-end integration, back-end integration; channel formats in cross channel retailing, types of multi format retail strategies.	12
3	Retail growth strategies - market penetration strategy, product development strategy, market development strategy,	12

	diversification strategy; Organic growth through outlet multiplication; advantages and disadvantages of outlet multiplication; Cooperative arrangement strategy – joint venture, franchising, mergers and acquisitions, minority investments in retail companies, disinvestment or reduction of store networks.	
4	Internationalization of Retailing: Basic strategic options for retail internationalization namely - global orientation, glocal orientation, domestic market orientation, multinational orientation; Market selection and timing; Retail Entry strategy – exporting, franchising, joint venture.	12
5	Strategic retail marketing: Retailers as brands – advantages and disadvantages; Retail Brand Architecture – brand hierarchy, umbrella brand strategy, family brand strategy, mixed strategy; principles of successful retail branding. Strategic retail pricing: High-Low (HiLo) pricing strategy v/s EDLP strategy; Price reduction strategy – meaning, types; Psychological pricing, Price bundles;	10
References: <ul style="list-style-type: none"> • Joachim Zentes Dirk Morschett Hanna Schramm-Klein, Strategic retail management – Text and Cases, Springer Gabler – 3rd edition. • Morschett, D., Schramm-Klein, H., & Zentes, J. (2015). Strategic international management: Text and cases (3rd edn.). Wiesbaden: Springer Gabler • Berman, B., & Evans, J. (2013). Retail management: A strategic approach (12th edn.). Upper Saddle River/NJ: Pearson Education. • McGoldrick, P. (2002). Retail marketing (2nd edn.). London et al.: McGraw-Hill 		

Department Name: Bachelor of Business Administration

Semester - VI

COURSE TITLE: SOCIAL MEDIA AND WEB ANALYTICS	Course Code: 24MJBBBA6E6 [DA6]
Total Contact Hours: 56 Hours	No. of Credits: 4
L:T:P	4:0:0
Internal Assessment Marks: 20	Duration of SEE: 3 Hours
Semester End Exam Marks: 80	

COURSE OUTCOMES (CO'S):

At the end of the course, students will be able to:

- Familiarize the learners with the concept of social media analytics and understand its significance.
- Familiarize the learners with the tools of social media analytics.
- Enable the learners to develop skills required for analyzing the effectiveness of social media for business purposes

Unit	Description	Hours
1	Introduction to Social Media Analytics (SMA): Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas	10
2	Network fundamentals and models: The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization	10
3	Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Web analytics tools and techniques: Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-text Analysis	12

4	<p>Social media Analytics:</p> <p>Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post- performance on social media like FB, Instagram, Twitter, Pinterest etc. Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc.)</p>	12
5	<p>Processing and Visualizing Data, Influence Maximization, Link Prediction, Collective Classification, Applications in Advertising and Game Analytics Introduction to Python Programming, Collecting and analyzing social media data; visualization and exploration.</p>	12
<p>References:</p> <ul style="list-style-type: none"> • Matthew Ganis, Avinash Kohirkar, Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media, Pearson, 2016. • Jim Sterne, Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Wiley, latest edition. • Oliver Blanchard, Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization (Que Biz-Tech), Que publishing, latest edition. • Marshall Sponder, Social Media Analytics, McGraw Hill, Latest edition. • Tracy L. Tuten, Michael R. Solomon, Social Media Marketing, Sage, latest edition. 		

Concept Note, Abbreviation Explanation and Coding:

Concept Note:

1. CBCS is a mode of learning in higher education which facilitates a student to have some freedom in selecting his/her own choices, across various disciplines for completing a UG/PG program.
2. A credit is a unit of study of a fixed duration. For the purpose of computation of workload as per UGC norms the following is mechanism be adopted in the university:
One credit (01) = One Theory Lecture (L) period of one (1) hour;
One credit (01) = One Tutorial (T) period of one (1) hour;
One credit (01) = One practical (P) period of two (2) hours.
One Credit (01) = One Field Study (F) period of one (1) hour
3. Students shall select any two languages during 1-IV semesters.
4. Student shall select only one Skill course from any one of the major courses opted in 3rd and 4th semesters.
5. Student shall select Elective course from any one of the major courses opted one in each in 5th and 6th semesters.
6. Elementary Research Methodology Course is common for all B.Sc. students.
7. Student shall perform Elementary Research Project in any one of the major courses opted in 6th semester.

Abbreviation Explanations:

1. SEC: Skill Enhancement Course;
2. L1: Language One
3. L2: Language One
4. L= Lecture; T= Tutorial; P=Practical; S= Skill; E = Elective; R = Research Project, F – Field Work
5. MJ – Major
6. LG – Language
7. RM – Research Methodology
8. CM – Common Course

NOTE:

1. FOR A THEORY COURSE WITH 5 CREDITS (4 Hours of Teaching and 1 Hour of Tutorial) SYLLABUS HAS TO SET FOR TOTAL OF 52-56 HOURS.
2. FOR A THEORY COURSE WITH 4 CREDITS, SYLLABUS HAS TO SET FOR TOTAL OF 52-56 HOURS.
3. FOR A THEORY COURSE WITH 3 CREDITS, SYLLABUS HAS TO SET FOR TOTAL OF 40-42 HOURS.
4. FOR A THEORY COURSE WITH 2 CREDITS, SYLLABUS HAS TO SET FOR TOTAL OF 26-28 HOURS.
5. FOR A LAB COURSE/RESEARCH PROJECT WITH 2 CREDITS, SYLLABUS HAS TO SET FOR TOTAL OF 52-56 HOURS.
6. FOR A SKILL COURSE WITH 1 HOUR THEORY AND 1 TUTORIAL WITH 2 CREDITS, SYLLABUS HAS TO BE SET FOR 26-28 HOURS.

VIJAYANGARA SRI KRISHNADEVARAYA UNIVERSITY, BALLARI

Guidelines to conduct Internship/Project Work for BBA

Introduction

Internships /Project form a vital bridge between academic learning and professional practice. For BBA students of Vijayanagar Srikrishnadevaraya University, Ballari, from the academic year 2026-27 as per SEP, the internship undertaken during the 5th semester and Project during 6th semester offers a structured opportunity to apply classroom theories in real-world business settings, develop practical skills, and explore career pathways. These guidelines outline the objectives, eligibility criteria, duration, evaluation methods, and code of conduct for the internship programme. They are designed to ensure meaningful learning outcomes, maintain academic standards, and protect the interests of students and host organisations.

Objectives of the Internship / Project

1. To provide hands-on exposure to business operations in areas such as Marketing, Finance, Human Resources, Supply Chain Management, Retail Management and Data Analytics.
2. To enhance managerial competencies, communication, problem-solving, and ethical decision-making.
3. To enable application of theoretical concepts through project work, internships, or industry attachments.
4. To build professional networks and improve employability through real-world experience and feedback.

INTERNSHIP

Subject and Code: Internship 24INBBA5L/P	Internal Marks: 20
Teaching Hours Per Week (L:T:P): 2:0:4	SEE Marks: 80
No. of Credits: 3	Exam Hours: NA

General Instructions

1. Time frame: During the 5th Semester and Internship Can be done either Offline/Online
2. Credit Hours: Counts for 3 academic credits. Internship shall have 02 hours of Lecture and 4 hours of practical (equal to 2 hours of theory) per week workload for teacher having 5 to 10 students
3. Approved Firms/ Companies: Companies (including entities established by the act of parliament or assembly) / cooperative firms/ Partnership firms/ Sole Proprietary firms, chosen generally require a formalized organizational structure, an active website, and a minimum operational history (often 2+ years).
4. College/Institute Approval: Students must secure an official Internship Request Letter from their college before joining an organization and after successful completion a letter from the organization.
5. Every intern is co-supervised by an internal Faculty Guide and an external Industry Mentor.
6. No two students of a college shall work on the same functional area (HR, Marketing, Finance etc.) of chosen organization.
7. Upon completion, Students shall prepare three hard copies of the report, *typically 40 to 50 pages* (College copy/student copy/Organisation Copy-you have to submit directly), with hard bound color of royal blue and a soft copy in PDF file (un-editable Format).
8. Format of the Internship report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing.

Evaluation:

- ✓ Continuous Internal Evaluation (CIE) will be done by the internal guide for 20 marks based on his/her work.

- ✓ Viva-Voce / Presentation: A viva-voce examination shall be conducted before commencement of 5th semester theory examination at the respective college where a student is studying. Chairman –BOE shall decide the schedule and External Examiner for Viva-Voce.
- ✓ SEE 80 marks: Joint Evaluation of the report by the Internal guide and External Examiner for 40 marks and remaining 40 marks for Viva-Voce performance of the student. Minimum marks for passing is 40% in each case.
- ✓ If the student fails to do internship / attend viva-voce examination shall be considered as absent. He /she shall complete Internship work and attend viva voce examination during the next academic year along with regular students.

Contents of the Internship Report

- Cover page
- Certificate from the Organization
- Certificate from the guide, HOD and Pincipal of the College.
- Declaration by the student
- Acknowledgement
- Table of contents
- Executive summary

Chapter 1: Industry Profile

Chapter 2: Organization Profile

Chapter 3: Porter's Five Force Model and SWOT Analysis (with special reference to Organization under study)

Chapter 4: Analysis of the Functional Area (detailed analysis of the functional area chosen for study such as HR, Marketing, Finance etc based on the specilisation studied during 3rd and 4th semester for example , in case of banking company- detailed study about lending operations/ Budgeting/ recovery and one time settlement)

Chapter 5: Learning experience

- References
- Annexure (relevant to the Internship such as figures, graphs, photographs, Financial statements etc)

PROJECT

Subject and Code: Project 24PBBA8L/P	Internal Marks: 20
Teaching Hours Per Week (L:T:P): 2:0:4	SEE Marks: 80
No. of Credits: 3	Exam Hours: NA

General Instructions

1. Time frame: During the BBA 6th semester and Project Can be done either Offline/Online
2. Credit Hours: Counts for 3 academic credits. Project shall have 02 hours of Lecture and 4 hours of practical (equal to 2 hours of theory) per week workload for teacher having 5 to 10 students
3. Approved Firms/ Companies: Companies (including entities established by the act of parliament or assembly) / cooperative firms/ Partnership firms/ Sole Proprietary firms, chosen generally require a formalized organizational structure, an active website, and a minimum operational history (often 2+ years).
4. College/Institute Approval: Students must secure an official Project Request Letter from their college before joining an organization and after successful completion a letter from the organization.
5. Every project is co-supervised by an internal Faculty Guide and an external Industry Mentor.
6. ***No two students of a college shall work on the same problem in the same organization.***
7. Upon completion, Students shall prepare three hard copies of the report, *typically 60 to 80 pages* (College copy/student copy/Organisation Copy-you have to submit directly), with hard bound color of royal blue and a soft copy in PDF file (un-editable Format).
8. Format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing..

Evaluation:

- ✓ Continuous Internal Evaluation (CIE) will be done by the internal guide for 20 marks based on his/her work.
- ✓ Viva-Voce / Presentation: A viva-voce examination shall be conducted before commencement of 6th semester theory examination at the respective college where a

student is studying. Chairman –BOE shall decide the schedule and External Examiner for Viva-Voce.

- ✓ SEE 80 marks: Joint Evaluation of the report by the Internal guide and External Examiner for 40 marks and remaining 40 marks for Viva-Voce performance of the student. Minimum marks for passing is 40% in each case.

A. Evaluation Criteria for Report

SL No	Aspects	Marks Allotted
1	Introduction & Relevance of the project	5
2	Conceptual background	5
3	Research design	10
4	Analysis and interpretation	10
5	Summary of findings, suggestions and conclusion	10
	Total	40

B. Evaluation Criteria for Viva-Voce

SL No	Aspects	Marks Allotted
1	Presentation skills	10
2	Communication skills	10
3	Subject knowledge	10
4	Answering the examiner's Questions	10
	Total	40

- ✓ If the student fails to do Project / attend viva-voce examination shall be considered as absent. He /she shall complete Project work and attend viva voce examination during the next academic year along with regular students.

Contents of the Project Report

- Cover page
- Certificate from the Organization

- Certificate from the guide, HOD and Pincipal of the College.
- Declaration by the student
- Acknowledgement
- Table of contents
- List of Tables and Charts / graphs
- Executive summary

Chapter 1: Introduction (about Industry, company Profile)

Chapter 2: Theoretical Background of the Study

Chapter 3: Research Design (statement of the problem/study, need for the study, Objectives, Research Methodology, scope of the study, Limitations)

Chapter 4: Data Analysis and Interpretation (Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using Simple statistical tools may be included)

Chapter 5: Findings, Conclusion and Suggestions

- References
- Annexure (relevant to the Internship such as figures, graphs, photographs, Financial statements etc)