



# **PROGRAMME PROJECT REPORT (PPR)**

**Bachelors of Business Administration  
(BBA- Distance and Online Learning)**

**University of Lucknow**

## **About the programme:**

The Bachelor of Business Administration (BBA) Distance and Online Learning programme is a three year programme offered by University of Lucknow in online and distance mode. The programme is divided into 06 semesters. The university has experienced faculty members, excellent Library, and other modern facilities to provide a proper learning environment to the students. This programme is very well received by the industry. The University is accredited by NAAC with an 'A++' grade. The Bachelor of Business Administration (BBA) is designed to provide a strong practical understanding of the principles, theories, and tools necessary to succeed in businesses. The BBA programme focuses on imparting to students the ability to demonstrate leadership, understand human relationships, and problem-solving abilities essential for success in any business endeavour.

## **1.Mission and Objectives:**

### **Mission Statement:**

To provide a comprehensive and innovative BBA program that equips students with the necessary skills and knowledge to succeed in the dynamic business world. Our aim is to produce well-rounded professionals who can adapt to changing circumstances, think critically, communicate effectively, and demonstrate ethical leadership.

### **Program Objectives:**

1. To impart practical and theoretical knowledge of business administration that prepares students to face real-world challenges.
2. To develop critical thinking and problem-solving skills in students.
3. To enhance students' communication and leadership skills.
4. To encourage the integration of technology and research in business decision-making.
5. To foster ethical values and social responsibility in students.
6. To prepare students for successful careers in business and entrepreneurship.

## **2.University's Mission:**

“To be a university driven by values enriched with diverse cultures and promote economic, social and spiritual advancement for an egalitarian society.”

### **Linkage with Program Mission:**

The proposed BBA program aligns perfectly with the mission of the University. The focus on equipping students with the necessary skills and knowledge to succeed in the dynamic business world, as well as producing well-rounded professionals who can demonstrate ethical leadership, is in line with the institute's goal of promoting economic, social, and spiritual advancement for an egalitarian society. By offering a comprehensive and innovative BBA program, the institute is taking a

step towards fulfilling its mission of being a university driven by values enriched with diverse cultures. The program will provide students with the tools and skills needed to navigate the business world, while also promoting the values of the institute and contributing to the creation of a more equitable society.

### **3.Nature of prospective target group of learners:**

The prospective target group of learners for the BBA in Distance-Online mode consists of working professionals, students with family responsibilities, people with mobility issues and students who are unable to attend regular classes due to geographical limitations. The programme is designed to meet the needs of these students by offering a flexible and convenient mode of learning that allows them to balance their education with their other responsibilities.

### **4.Appropriateness of program to be conducted in Open and Distance Learning mode to acquire specific skills and competence :**

The BBA program in distance and online mode is an innovative approach to higher education that offers students the opportunity to acquire specific skills and competencies while balancing the demands of full-time employment. This program is well suited to meet the demands of the rapidly changing job market, particularly in small and medium enterprises, where the need for flexible and continuous training, learning, and development opportunities is increasing.

The traditional and formal educational delivery system may not be able to keep pace with the rapidly changing demands of the job market. As a result, there is a growing need for a paradigm shift in the training approaches in both the formal and informal sectors to develop the necessary skills and competencies required by society. Distance and online education is a cost-effective solution that can take place while students continue to work full-time.

The program objectives and curriculum are determined by a team of faculty and professionals from both regular and distance learning institutes, as well as industry experts. This collaboration ensures that the program objectives are aligned with the requirements of the industry and the needs of the students. The program is reviewed and updated regularly to incorporate the changing demands of the job market, and to ensure its effectiveness and alignment with the needs of the students and the industry.

University of Lucknow, as a distance and online learning institution, plays an important role in providing flexible and cost-effective education to enhance the productivity skills of its students. The institution offers outcome-based education, which focuses on the measurement of outcomes achieved through various assessment methods. This approach promises a high level of learning for all students, as it facilitates the achievement of outcomes that are appropriate for each learner's development level.

The program has well-defined Program Education Objectives (PEOs) and Program Learning Outcomes (PLOs) that are closely aligned with the established objectives. The relationship between PEOs and PLOs is clearly indicated through the mapping of learning outcomes with the established objectives.

Each outcome addresses a specific objective, and the assessment of each learning outcome is done annually to ensure that the established learning objectives are being met. The results of the annual assessments and other data are used to determine the effectiveness of the program and to identify areas for improvement.

Each course in the program has a specific objective that serves as the foundation for the entire curriculum. The learning outcomes of each course must align with the assigned objectives, and the department uses a range of assessment methods to evaluate the output of each course. The program is regularly reviewed to ensure that the objectives and outcomes are in complete synchronisation with the course outline, and to maintain the quality of the program.

In conclusion, the BBA program in distance and online mode is an appropriate solution for students seeking to acquire specific skills and competencies in the rapidly changing job market. The program is designed in a flexible and cost-effective manner, and its curriculum is industry-centric and outcome-based. The program is regularly reviewed and updated in collaboration with industry professionals to ensure its effectiveness and alignment with the needs of the students and the job market.

## 5. Instructional Design

### a-Curriculum Design

The curriculum for a Bachelor of Business Administration (BBA) program, designed with the help of industry expertise, Bloom's Taxonomy, and the faculty's knowledge, provides students with a comprehensive and up-to-date education in business. By incorporating the latest industry insights and trends, the curriculum ensures that students are prepared for the demands of the modern business world. Bloom's Taxonomy is utilized to structure learning objectives that focus on developing higher-order thinking skills, such as critical analysis, problem solving, and evaluation, helping students to gain a deeper understanding of business concepts. The faculty's expertise and knowledge of the subject matter adds depth and breadth to the curriculum, providing students with the tools they need to succeed in their future careers. With a strong emphasis on hands-on learning and real-world applications, this BBA curriculum equips students with the skills and knowledge necessary to succeed in today's competitive business environment.

### Semester 1

S.No.	Course Code	Course Name	Evaluation Scheme			Total
			Credits	Assignments	Term End Theory	
1	P1	Principles of Management	4	25	75	100
2	P2	Business Organisations	4	25	75	100
3	P1'	Financial & Management Accounting - I	4	25	75	100

4	P2'	Business Communication	4	25	75	100
5	P1''	Computer & IT Applications - I	4	25	75	100
6	CC/VC	CC1	4	25	75	100
<b>Total</b>			<b>24</b>	<b>150</b>	<b>450</b>	<b>600</b>

#### Semester 2

S.No.	Course Code	Course Name	Evaluation Scheme			Total
			Credits	Assignments	Term End Theory	
1	P3	Organizational Behaviour	4	25	75	100
2	P4	Managerial Economics	4	25	75	100
3	P3'	Financial & Management Accounting - II	4	25	75	100
4	P4'	Business Environment	4	25	75	100
5	P2''	Quantitative Techniques - I	4	25	75	100
6	CC/VC	VC1	4	25	75	100
<b>Total</b>			<b>24</b>	<b>150</b>	<b>450</b>	<b>600</b>

#### Semester 3

S.No.	Course Code	Course Name	Evaluation Scheme			Total
			Credits	Assignments	Term End Theory	
1	P5	Financial Management	4	25	75	100
2	P6	Operations Management	4	25	75	100
3	P5'	Marketing Management	4	25	75	100
4	P6'	Human Resource Management	4	25	75	100
5	P3''	Computer & IT Applications - II	4	25	75	100
6	CC/VC	CC2	4	25	75	100
<b>Total</b>			<b>24</b>	<b>150</b>	<b>450</b>	<b>600</b>

#### Semester 4

S.No.	Course Code	Course Name	Evaluation Scheme			Total
			Credits	Assignments	Term End Theory	
1	P7	Taxation & Laws	4	25	75	100
2	P8	Logistic & Supply Chain Management	4	25	75	100
3	P7'	Customer Relationship Management	4	25	75	100
4	P8'	Industrial Relations Management	4	25	75	100
5	P4''	Quantitative Techniques - II	4	25	75	100
6	CC/VC	VC2	4	25	75	100
<b>Total</b>			<b>24</b>	<b>150</b>	<b>450</b>	<b>600</b>

#### Semester 5

S.No.	Course Code	Course Name	Evaluation Scheme			Total
			Credits	Assignments	Term End Theory	
1	P9	Entrepreneurship and Family Business - I	4	25	75	100
2	P10	Business Policy & Strategic Management - I	4	25	75	100
3	P11X/Y	Financial Institution/Consumer Behaviour	4	25	75	100
4	P9'	Business Ethics	4	25	75	100
5	P10'	Business Laws	4	25	75	100
6	CC/VC	INTERNSHIP	4	25	75	100
<b>Total</b>			<b>24</b>	<b>150</b>	<b>450</b>	<b>600</b>

#### Semester 6

S.No.	Course Code	Course Name	Evaluation Scheme			Total
			Credits	Assignments	Term End Theory	

1	P12	Entrepreneurship and Family Business - II	4	25	75	100
2	P13	Business Policy & Strategic Management - II	4	25	75	100
3	P14X/ Y	E - Commerce/Talent Management & HRIS	4	25	75	100
4	P11'	Corporate Governance and Corporate Social Responsibility	4	25	75	100
5	P12'	Management Information System	4	25	75	100
6	CC/VC	MINOR PROJECT	4	25	75	100
<b>Total</b>			<b>24</b>	<b>150</b>	<b>450</b>	<b>600</b>

#### **B. Detailed Syllabi- Annexure-1**

**C. Duration of the Programme:** 3 years; divided into six semesters.

**D. Faculty and Support Staff requirement:**

#### **Academic Staff**

**1-Programme Coordinator, 1- Course Coordinator ,1-Course Mentor per batch of 50 students**

#### **E. Instructional Delivery mechanisms & Identification of Media**

The methodology of instruction in this course will be different from that of the other conventional (regular / physical) courses run in the University. A student-centric and student-convenient approach is required in the distance / online courses. This is also important because learning/instruction is imparted through print and/or audio-visual media rather than face-to-face communication.

- Self Learning Materials (SLM), in print media, shall be developed.
- SLM would be self-explanatory, self-contained, self-directed, self-motivating and self-evaluating.
- The SLM will contain a complete course description comprising an overview of units along with objectives, activities, assignments and additional resources.
- There shall be a description of the credit value of each module or unit in the course.
- There shall be clear guidelines on academic integrity and netiquette (internet etiquette) expectations regarding activities, discussions and plagiarism.
- The audio-visual material (via SLATE<sup>1</sup> / Google classroom) will supplement and complement the Self Learning Materials and will be based on the curriculum structure.

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<sup>1</sup> SLATE = Strategic Learning Application for Transformative Education - An e-learning portal of the University of Lucknow

- g. Level and style of presentation and language shall be simple and appropriate to aid in e - learning.
- h. The content shall be interactive with appropriate use of graphics, animations simulation etc. to keep the learners engaged.

#### **F. Student support service systems**

The main objective of student support service systems is to promote self study or independent study among distance learners in the absence of regular face-to-face teaching. Round-the-clock learner support for students will be made available. The support will be made available around the following areas:

- a. Information, counselling and advice on the programme.
- b. Pre-admission, during admission and post-admission counselling/advice.
- c. Induction for newly enrolled students.
- d. Supply of Academic Counselling Schedules and Internship Schedules.
- e. Provision of audio-video and tele-conferencing facilities for interaction.
- f. Evaluation of students and feedback sharing
- g. Support around other academic and administrative queries such as registration, examination, assessment, feedback etc.

#### **6. Procedure for admission, curriculum transaction and evaluation**

The purpose of Online education by University of Lucknow, Lucknow is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. The programmes/courses may be termed Online mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

##### **Minimum Eligibility Criteria for admission**

10+2 from recognized board or equivalent qualification as recognized by Association of Indian Universities (AIU) or other competent body in any discipline with at least 50% (45% for Reserved category) marks in aggregate.

Faculty members at University of Lucknow offer expert guidance and support for holistic development of the students. Faculty members are not mere facilitators of knowledge, but they also mentor students to make learning more engaging and maintain a high retention level.

The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains. The features of programme delivery are:

- Online Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators



- Continuous Academic and Technical support
- Guidance from Course Coordinators
- Learning and delivery support from Course Mentors

Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure will be made available on the website.

#### Curriculum Transactions

		No. of Interactive Sessions		Hours of Study material			
Credit Value of the course	No of weeks	Synchronous Online Counselling/ Webinars/ Interactive Live Lectures ( 1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours	Self Study hours including Assessment etc.	Total Hours of Study (based on 15 hours per credit)
<b>4 Credits</b>	<b>6 weeks</b>	<b>6 hours</b>	<b>12 hours</b>	<b>10</b>	<b>10</b>	<b>22</b>	<b>60</b>

#### 7. Library Resources:

Online Study Material and its availability is one most identified concern for the students to have access to online course material and resources. The University of Lucknow online study material free access will be an efficient resource for the same.

<https://www.lkouniv.ac.in/en/page/e-content>

#### 8. Cost estimate of the programme and the provisions:

Suggested Fee for BBA programme (15000/- per Semester + 9000/- Miscellaneous) is INR 99,000/- (Ninety-Nine thousand only).

Total Estimated Cost :- 24,00,000 INR per annum (These cost include Self Learning Material cost, Video production, Learning Management System maintenance cost and Subject Matter Expert cost)

### **9a.Quality assurance mechanism :**

The online BBA program is attuned to the latest pedagogies and prepares you for many contours your professional life might take.

The key points which make our offered programme much better in terms evaluation criteria:

- 1.The programme is being offered by NAAC A++ ranked University of Lucknow.
- 2.Highly qualified faculty who bring professional experience into the classroom.
- 3.Relevant courses that are immediately applicable to the workplace.
- 4.Dedicated student support services.
- 5.Flexible ways to learn.

### **9b.Programme Learning Outcomes:**

#### **1. Knowledge of Business and Management processes:**

Have a broad body of knowledge in business management concepts, current practices in a business environment and emerging technologies to support and sustain business.

#### **2. Research and Business Intelligence skills:**

i) Acquire qualitative and quantitative skills to consolidate, synthesise, and analyse business information.

ii) Apply theoretical and technical knowledge and skills to provide socially responsible business solutions.

#### **3. Problem-Solving and Decision Making training:**

Attain problem-solving, decision making and critical thinking skills to provide viable solutions for business problems.

#### **4. Creativity and Innovation seekers:**

i) Explain the nature of creativity and innovations and translate insights into opportunities and action.

ii) Demonstrate how creativity and innovations are initiated, included and managed in an organisation.

#### **5. Intercultural Communication:**

To communicate effectively in international and cross-cultural contexts, and facilitate collaborative professional partnerships.

#### **6. Team worker:**

i) Have the ability to work and collaborate as a team member and contribute to achieving team goals.

ii) Demonstrate the ability to responsibly collaborate with others to effectively disseminate learning/project outcomes to a variety of audiences using developed communication skills and work productively within a team of experts in the field.

7. Global Citizen/Ethics:

i) Define, explain and illustrate the foundations of business ethics, and in becoming global citizen,

ii) Recognise, explain and illustrate the importance of ethical conduct and resolve ethical issues in business.

## **Annexure-1**

**BBA**

**Year 1 (Semester 1+2)**

# SEMESTER I

## P1: PRINCIPLES OF MANAGEMENT

**Course Outcome:** The objective for this course to provide an understanding of the task and functions of management and to acquaint the participants with the developments in concept. Theories and practices in the overall field of management.

### UNIT I

Nature and significance of Management, Approaches of management, Contributions of Taylor, Fayol and Barnard, Functions of a Manager, Social responsibility of Managers, Values in management.

### UNIT II

The Nature and significance of Planning, Objectives, Steps of Planning, Decision making as key step in planning. The Process and Techniques of Decision Making. Organisation: Nature and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralisation, Committee system, Department of effective organizing

### UNIT III

Staffing, nature and Significance, Selection, Appraisal and Development of Managers. Directing: Issues in managing human factors, Motivation, nature and Significance's, Theories and Techniques.

### UNIT IV

Communication Definition and Significance, Process, Barriers of Communication, Building effective communication system. Controlling: Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

### References:

1. Koontz H., Weihrich H. (2009); Principles of Management; Tata Mc Graw Hill; 8<sup>th</sup> Edition.
2. Williams C (2009) Principles of Management; South-Western/Cengage Learning; 5<sup>th</sup> Edition.
3. Prasad L.M, principles and Practice of Management, Sultan Chand & Sons, 20<sup>th</sup> Edition.
4. Jaiswal B. & Maheshwari R.K. (2010), Essentials of Management: NRBC.
5. Weihrich Heinz and Koontz Harold (2013); Management: A Global, Innovative, and Entrepreneurial Perspective; Mc Graw Hill; 14<sup>th</sup> Edition.
6. Andrew Leigh (2012); The Essentials of Management: Everything you need to succeed as a new manager; Pearson UK; 2<sup>nd</sup> Edition.

## **P2: BUSINESS ORGANIZATIONS**

**Course outcomes:** The objective of this course is to develop an understanding on several important aspects of an organization, not just from an economic point of view but also considering organizations as part of society. It also includes analysis of the source of wealth creation, with a brief description of the environment and the key internal factors of an organization. The course introduces the students with the most important concepts of the dynamic framework of an organization.

### **UNIT I**

Meaning and definition of business essentials & scope of business, Classification of Business Activities, Meaning, Definition, Characteristics and objectives of Business Organization, Evolution of Business Organization. Modern Business, Business & Profession

### **UNIT II**

Business Unit, Establishing a new business unit. Meaning of Promotion. Features for business, Plant location, Plant Layout & size of business unit

### **UNIT III**

Organization process – Importance, principles, Various aspects of organization, organization structure, Departmentation, Line and Staff Relationships, Span of control, Delegation of authority, Decentralization

### **UNIT IV**

Business Combination Meaning Causes, Objectives, Types and Forms Mergers, Takeovers and Acquisitions.

Business Finance: Financial need of Business methods & sources of finance. Security Market, Money Market, Study of Stock Exchange & SEBI.

### **References:**

1. Stoner, Freeman and Gilbert Jr (2003); Management, Prentice Hall of India, New Delhi,
2. Gupta, C.B. (2003); Management Concepts and Practices, Sultan Chand and Sons, New Delhi,
3. Robbins, S. (2017). Management, Pearson Education, New Delhi; (13th ed.).
4. Wren, D. A., & Bedeian, A. G. 2009. The evolution of management thought. (6th ed.), New York: Wiley

## **P1': Financial & Management Accounting – I**

### **Course outcomes:**

The aim of the course is to build knowledge and understanding of Financial and Management accounting among the student. The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. Along with successfully applying the techniques and methods practically in order to analyze business performance, planning , decisions making and controlling the outcomes

### **UNIT 1**

Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS),Introduction to International Financial Reporting Standards (IFRS) –need and significance. Ethical Issues in Accounting

### **UNIT II**

Recording and Classification of transactions, Preparation of trial balance, capital and revenue expenditure Preparing final accounts for business Adjustment Entries : Inventory , Depreciation , Provision for Bad Debts ,Accrued ,prepaid ,outstanding and unearned income and expenditure

### **UNIT III**

Introduction to Cost accounting: Meaning, Objectives and differences with financial accounting, Classification of cost, Preparation of cost sheet , Difference between Marginal and absorption costing, Cost volume profit analysis

### **UNIT IV**

Methods of costing: Job costing, Process Costing, Activity based costing .Reconciliation of Costing and Financial records

### **References**

1. Khan, M. Y., & Jain, P. K. (2006). Management Accounting, McGraw-Hill Education, 4<sup>th</sup> Edition.
2. Jaiswal B & Venkatraman B. (2018) Financial Market Operations, Sahitya Bhawan.
3. Larson, Kermit D., & Miller, Paul B. W. (1994) Financial Accounting, McGraw-Hill Education
4. Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, Prentice Hall India, 6<sup>th</sup> Edition.
5. Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), Financial Accounting, Vikas Publishing, 6<sup>th</sup> Edition
6. Arora M.N. (2012) A textbook of Cost and Management Accounting , Vikas Publication , 10<sup>th</sup> edition

## **P2': BUSINESS COMMUNICATION**

**Course Outcome:** This course aims to develop communication skills in equip students with a broad based knowledge business communication.

### **UNIT I**

Introduction to business communication, characteristics of effective organizational communication, basic forms of communication, process of communication, Barriers to Communication, Principles of effective business communication.

### **UNIT II**

Oral communication: Purpose, Advantages & Disadvantage, Principles of Oral Communication, Effective Listening, Non-verbal Communication. Written communication: Purpose, Advantages & Disadvantage, Principles of Written Communication, Effective writing techniques. Employment Communication: Application letter and Resume writing,

### **UNIT III**

Conduct of meeting – agenda, notice, notes, minutes, office memorandum, office orders, press release, Business Letter Writing– Need, Functions and kinds, layout and types. Report Writing – problems, organization and techniques. (Practical's/Projects)

### **UNIT IV**

Corporate Communication: Scope, Components, Corporate communication and Public relations, Role of Social Media in Communication. Role of Technology in Communication (ICT's), Business Etiquettes.

### **References:**

1. Pal R. (2012) Business Communication, Sultan Chand & Sons Publication.
2. Bisen V. & Priya (2019), Business Communication, New Age International.
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Chaturvedi P.D. (2006) Business Communication, Pearson Education.
5. Lesikar RV & Pettit Jr. JD (2018), Basic Business Communication: Theory & Application, Tata Mc Grow Hill.
6. Tayler Shinley (2016), Communication for Business, Pearson Education.



## **P1: Computer & IT Applications - I**

**Course outcomes:** The course aims to familiarize the students with computers & its applications in the field of business.

### **UNIT I**

Basics of computers and their evolution- Characteristics of Computer, Application of Computer in business, Various fields of Computer, Classification of Computer, Generation of Computer, Types of Software, Compiler & Interpreter, Generation of Language, Data representation - Different Number Systems, Inter Conversion between Number Systems, Binary Arithmetic.

### **UNIT II**

Standard and non-standard Input devices: Keyboard, Point & draw devices, Data Scanning Devices, Digitizer, etc., and output devices: Output Devices: Monitors, Printers, Plotters, Voice Response System, etc., Main Memory / Primary Memory: RAM, ROM, PROM, EPROM: Cache Memory, Secondary Memory/Storage , Concept of Magnetic Tape, Magnetic Disk, Optical Disk, MO Disk, etc. Business Data Processing: File Management System, Database Management System

### **UNIT III**

Operating System Concept: Introduction to Operating System, Functions of Operating System, Types of Operating System. Introduction to GUI-Windows Operating System. Concept of Data Communication & Networking: Network Concepts, Types of Network, Different Topologies Communication Media, Introduction to Internet

### **UNIT IV**

Text Processing: Introduction to Text Processing software, Creating, Saving, Printing and modification in document, Spreadsheet Software: Introduction to spreadsheet, creation and their application, formulas, function, Addressing, Graphics on spreadsheet, modes of data processing, & Report generation, Presentation Software: Creating a presentation. Introduction to MS-Access

### **References:**

1. Sinha P. K., Sinha P. (2018), Computer Fundamentals, BPB Publication
2. Rajaraman V. (2012) Computer Fundamentals, PHI
3. Norton P. (2008), Introduction to computers, 9<sup>th</sup> reprint Edi., Tata Mcgraw Hill.

## **CC1: PERSONALITY DEVELOPMENT AND GROOMING**

**Course outcomes:** The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Personality and teaches the basic techniques of how an organization manages and develops its people.

### **UNIT I**

Introduction to Personality: Meaning, Significance, Functions and Objectives. Theories of Personality. Types of Personality. Personality Disorders- types, causes, symptoms and their treatment.

### **UNIT II**

Communication Skills and Personality Development. Team Building. Leadership Skills. Body Language and interpersonal communication. Strategies to enhance communication.

### **UNIT III**

Personality Development- Building self-esteem, self-confidence. Time Management and Efficient Planning. Stress Management – Meaning, types, coping measures. Self-Acceptance, Self-Growth. Conflict Management. Steps in grooming student personality.

### **UNIT III**

Business Etiquettes and table manners. Public Speaking. Interviews and Group Discussions. Telephone Conversations. Business Meetings. Morality and Ethics.

### **References:**

1. Sharma P. & Agarwal J. (2020), Dynamics of Behaviour, Books River Publication.
2. Sharma, P. (2019). *Soft Skills: Personality Development for Life Success*. BPB publications.
3. Vaughn, G. R., & Roth, C. B. (1947). *Effective personality building*. McGraw-Hill Book Company.

# SEMESTER II

## P3: ORGANIZATIONAL BEHAVIOR

**Course Outcome:** To provide knowledge about Organizational Behaviour, individual and group behavior and give an overview about change in organization and QWL.

### UNIT I

Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.

### UNIT II

Individual Behavior: concept, Personality, Perception and its role in individual decision making, Learning, Motivation: Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom's expectancy theory.

### UNIT III

Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, Leadership: Its Theories and prevailing leadership styles in Indian Organizations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.

### UNIT IV

Management of Change: Change and Organizational development, Resistance to change, Approaches to managing organizational change, Organizational effectiveness, Organizational culture, Power and Politics, Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.

### References:

1. Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.; 15th Edition.
2. Fred, Luthans (2005); Organisational Behavior; UK: McGraw Hill; 10th Edition.
3. G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
4. Newstrom J (2007); OB: Human Behaviour at Work. McGraw Hill Inc.; 12th Edition.
5. Pareek Udai (2016); Understanding Organizational Behaviour; Oxford University Press; 4th Edition.
6. Rao, V.S.P. (2009); Organization Behaviour; Excel Book.

## **P4: MANAGERIAL ECONOMICS**

**Course Objective:** To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

### **UNIT I**

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand and its uses in Business decisions.

### **UNIT II**

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

### **UNIT III**

Market Analysis: Price-output determination in different markets, Perfect competition, Monopoly, Price discrimination under monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Different pricing policies.

### **UNIT IV**

Introduction to Macro Economics. National Income Aggregates. Concept of Inflation- Inter-Sectoral Linkages: Macro Aggregates and Policy Interrelationships – Tools of Fiscal and Monetary Policies. Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies.

### **Recommended book(s)**

1. Agarwal M.K. (2015), Industrial Economics, New Age International.
2. Thomas & Maurice (2015), Managerial Economics, Tata McGraw Hill
3. Koutsoyiannis.A. (2013) Modern Micro Economics. Mc Millan
4. Peterson H.C & Lewis (2003) Managerial economics, Tata McGraw Hill

## **P3': Financial & Management Accounting – II**

**Course Objective** The aim of the course is to extend and enhance the knowledge and understanding of Financial and Management accounting among the student. The basic objective of this course is to enable the students to learn and explain advanced concepts, principles and techniques of accounting. The practical application of the knowledge will help them in developing the skill of using these advanced methods in effective decision making.

### **UNIT I**

Accounting for Assets: Valuation of inventories, Depreciation - meaning and Methods of Depreciation :SLM & WDV , bank reconciliation statement, Introduction to corporate accounting - Preparation of financial Statements of a company

### **UNIT II**

Analysis of Financial Statements- meaning types and techniques Trend analysis ratio Analysis Statement of Cash Flow – Indirect method

### **UNIT III**

Introduction to Management Accounting: Meaning, objectives, difference between cost and management accounting,

Relevant costing: and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions,

### **UNIT IV**

Budgets and Budgetary Control: Preparing flexible budgets , Standard Costing and Variance Analysis for material and labour , Introduction to Responsibility accounting : meaning and types of responsibility centres

### **References**

1. Khan, M. Y., & Jain, P. K. (2006). Management Accounting, McGraw-Hill Education, 4<sup>th</sup> Edition.
2. Ananthanayanan, P.S. (2014). Management Accounting, Oxford Publication.
3. Jaiswal B. & Venkatraman B. (2016), Financial Market Institutions & Financial Services, Sahitya Bhawan Publications
4. Maheshwari, S.N., Maheshwari, S.K. & Maheshwari, S.K. (2018), Financial Accounting, Vikas Publishing, 6<sup>th</sup> Edition
5. Arora M.N. (2012) A textbook of Cost and Management Accounting, Vikas Publication, 10<sup>th</sup> edition

## **P4': Business Environment**

**Course outcomes:** The objective of this paper is to give the basic knowledge about the business environment in industry.

### **UNIT I**

Meaning, Definition and Significance of Business Environment; Environmental Matrix; Factor affecting Business Environment: Micro and Macro environment; Environment scanning techniques: SWOT, ETOP with practical examples, Porter's Five Force Model.

### **UNIT II**

Economic Systems: Capitalism, Socialism, Mixed Economy- Public Sector and Private Sector. Features of Indian Economy: Primary, Secondary and Tertiary Sectors. Relationship between Government and Business; Public, Private and Co-operative sectors: meaning, role and importance.

### **UNIT III**

National Income and its aggregates, Industrial Policy-Overview and Role; New industrial policy of India, Socio-economic implications of Liberalization, Privatization and Globalization. Trade Cycle. Inflation Analysis

### **UNIT IV**

Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; Overview of International Business Environment, Trends in World Trade, EXIM Policy; WTO- Objectives and role in international trade.

## **References:**

1. Cherunilam, Francis (2019), Business Environment Text & Cases, Himalaya Publishing House, 27<sup>th</sup> Revised Edition
2. Agarwal, A. N. and Agarwal M. K. (2019), Indian Economy Developmental Problems & Policies, New Age International (P) Ltd, 43<sup>rd</sup> Edition
3. Saleem, Shaikh (2020), Business Environment, Pearson Education, 4<sup>th</sup> Edition
4. Jaiswal B. & R. Banerjee, (2019), Introduction to International Business, Himalaya Publishing House, 1<sup>st</sup> Edition
5. Aswathapa, K. (2014), Essentials of Business Environment: Text, Cases and Exercise, Himalaya Publishing House Pvt. Ltd, 12<sup>th</sup> Revised Edition

## **P2" Quantitative Techniques – I**

**Course outcome:** The Course aims at providing students insight about the mathematical terms and their appropriate usage in business problems.

### **UNIT I**

**Series and Permutation Combination:** Arithmetical Progression- Sum of a series in A. P. Arithmetic Mean, Geometric Progression, Sum of a series in G.P, Geometrical Mean, Sum of an infinite geometric series. Permutation and combination, Fundamental rules of counting, Permutation of  $n$  different things, Permutation of thing not all different., Circular permutation, Combination of  $n$  different things  $r$  at a time, Simple problems.

### **UNIT II**

**Matrix Algebra:** Definition, Matrix Operations- Addition, Subtraction, and Multiplication of matrices, Types of matrices- Square, Diagonal, null, Transpose of a matrix, Determinant of a Square matrix. Singular and non-singular matrix, Co- factor matrix, ad-joint of a matrix, Inverse of a matrix. Solution of simultaneous equation by using matrices.

### **UNIT III**

**Statistics:** Types of Data, Classification & Tabulation of Data, Frequency Distribution, Census and Sample Investigation, Diagrammatical and Graphical Presentation of Data. Measures of central Tendency (Mean, Median & Mode), Measures of Dispersion (Range, Mean Deviation & Standard Deviation).

### **UNIT IV**

**Correlation:** Significance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson Coefficient of correlation, Spearman's coefficient of Rank correlation. Regression: Introduction, Regression Lines and Regression Equations & Regression Coefficients.

### **References:**

1. Sancheti & Kapoor, (2008) Business Mathematics, Sultan Chand & Sons, Reprint Edi.
2. Raghavachari M. (1980) Mathematics for Management: A Introduction, Tata McGraw-Hill Education.
3. Levin &Rubins, (2017) Statistics for Business, Prentice Hall of India, 8<sup>th</sup> Edition, N.Delhi.
4. Bhardwaj, R.S. (2009) Business Statistics, Excel Books, 2<sup>nd</sup> edition.
5. Gupta, S.C. & Kapoor VK, (2002) Fundamentals of Mathematical Statistics, Sultan Chand & Sons Reprint Edition.

## **VC1: RESUME WRITING AND CORPORATE COMMUNICATION**

**Course outcomes:** The course is designed to empower students to carry out day to day communication at work place by adequate understanding of various types of communication and use of technology to facilitate efficient interpersonal communication. The course will also equip with effective writing skills necessary for resume building and other forms of written corporate communication.

### **UNIT I**

Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis- 7 C's of Communication-Barriers to effective communication- Forms of Communication: one-to-one- informal and formal

### **UNIT II**

Non Verbal Communication: Relevance and effective usage, Para language, Chronemics, Haptics Proxemics, Body language, Object language

Listening Skills: The process, importance and types of listening Effective

Listening: Principles and Barriers

Enhancing Listening Skills: Paraphrasing, Summarizing Guidelines to increase listening, Activities to enhance listening

### **UNIT III**

Resume Writing, Cover Letters, Interview Follow Up Letters

Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of reports- writing reports

Group discussions – interview skills, Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing

### **UNIT IV**

Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation- types of visual aid

Negotiations skills: What is negotiations – nature and need for negotiation – factors affecting negotiation –stages of negotiation process – negotiation strategies

## **References:**

1. Fred Luthans (1998), Organizational Behaviour, Boston, McGraw-Hill.
2. Rajendra P. & Korlahalli J.S. (2001), Essentials of Business Communication Sultan Chand and Sons.
3. Herta A. Murphy & Charles E. Peck (2000) Effective Business Communication, Tata McGraw Hill Publishing Company Limited.
4. Pettett & Lesikar (2011), Essentials of Business Communication, Tata McGraw Hill Publishing Company Limited.



**BBA**

**Year 2 (Semester 3+4)**

# SEMESTER III

## P5: Financial Management

**Course outcomes:** The aim of the course is to build knowledge and understanding of Financial Management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Financial Management. The outcome of the course will be as follows – To provide knowledge about business finance and investment decisions. To provide knowledge about financing and dividend decision. To give an overview about working capital.

### UNIT I

Introduction to Financial Management: Concept of Financial Management, Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization. Time Value of Money - Compounding Discounting.

Investment Decisions: Capital Budgeting-Payback, NPV, IRR and ARR methods and their practical applications.

### UNIT II

Financing Decision: Capitalization Concept, Basis of Capitalization, consequences and remedies of over and under capitalization, Cost of Capital, WACC, Determinants of Capital structure, Capital structure theories.

### UNIT III

Dividend Decision: Concept and relevance of dividend decision, Dividend Models-Walter's, Gordon's and MM Hypothesis, Dividend policy-determinants of dividend policy.

### UNIT IV

Management of Working Capital: Concepts of working capital, Approaches to the financing of current Assets, Management of different components of working capital: Cash, receivables and inventory.

## References:

1. Pandey I. M. (2017). Financial Management, Vikas Publishing, 11th Edition
2. Rustagi, R.P. (2019). Fundamentals of Financial Management, Taxman , 14th Edition
3. Kishore, Ravi M (2016). Financial Management, Taxman's, 8th Edition.
4. Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases, Mc Graw Hill Publication, 8th Edition
5. Jaiswal B. & Shimpee L. (2019), Concept in Valuation Financial Management, Sahitya Bhawan.
6. Maheshwari S.N. (2019). Financial Management: Principles and Practice, Sultan Chand and Sons, 5th Edition

## **P6: Operations Management**

**Course outcome:** The purpose of this course is to develop an understanding of issues and challenges involved in the area of Operation Management among under graduate students. The course aims to equip the students with basic management decisions regarding production & operation, designing decisions and designing of a production system.

### **UNIT I:**

Nature and scope of production & Operation management, the transformation process, production analysis and planning, production functions, objective and functions of production management. responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, routing, scheduling, plant location and plant layout, assembly line balancing. Production Planning and Control (PPC).

### **UNIT II:**

Facility Location Planning, layout planning, Materials management - its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, ABC analysis, Economic Order Quantity (EOQ) Model, Buffer stock.

### **UNIT III:**

Productivity definition and concept, factors affecting productivity, productivity measurement, productivity improvements, New Product development and design, stages of product development, Conjoint Analysis, techniques of product development (standardization. simplification and specialization. Automation.

### **UNIT IV:**

Development of efficient work methods, material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection , Cost of quality, TQM, Quality Standards – ISO 9000, sampling inspection, control charts for attributes and variables charts.

### **References:**

1. Bedi, Kanishka (2015), Production and Operation management, OUP.
2. Jaiswal B. & Manoj S. (2020) Business Operations, New Royal Book.
3. Heizer and Render, (2010) Operations Management, 10th edition, Prentice Hall,.
4. Ashwathappa K &Bhat K. Shridhara (2019) - Production & operation Management, 2<sup>nd</sup> Edition, Himalaya Publication.
5. S N Chary (2019) Production and Operations Management, 6<sup>th</sup> Edition, Tata McGraw Hill,.

## **P5': Marketing Management**

**Course outcome:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services.

### **UNIT I**

Introductory Concept of marketing, difference between marketing and selling, modern marketing concept, marketing mix, market segmentation, marketing planning, strategy and approaches.

### **UNIT II**

Consumer Behaviour: Concept of consumer behaviour, buying motives, study of consumer behaviour and motivational research – its types, nature, scope and role. Method of conducting marketing research, sales promotion and advertising, factors influencing consumer behavior.

### **UNIT III**

Product Management: Nature and scope of product policy decisions, product-mix, product-line and product-life cycle, product planning and development, product diversification, product improvement. Branding and Trade Marks, packaging. Product Pricing-Concept, nature and scope of product pricing decisions; price policy considerations, objectives and strategies of pricing.

### **UNIT IV**

Distribution Management & Marketing communication, Decisions relating to channels of distribution management of physical distribution, sales promotion, sales planning and forecasting, management of sales force, analysis of sales performance and marketing of services, functions of distribution channel, factors influencing distribution channel, integrated marketing communication.

### **References:**

1. Kamal Y. (2020), Marketing Management, Sahitya Bhawan Publication.
2. Kotler, Keller, Koshi & Jha (2015) Marketing Management South Asian Perspective. Pearson Publication.
3. Ramaswamy & Namakumari (2009) Marketing Management- Concepts and Cases. Macmillan
4. Arun Kumar & Meenakshi N.(2006) Marketing Management. Vikas Publication
5. Saxena R. (2003) Marketing Management. Mc.Graw Hill. 6<sup>th</sup> Edition

## **P6': Human Resource Management**

**Course outcomes:** The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Human Resource Management and teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

### **UNIT I**

Introduction to Human Resource Management: Personnel vs. Human Resource Management, Significance, Functions and Objectives of HRM. Evolution and Development of HRM. Human Resource

Planning: Process, Significance and Integration with Strategic Planning. Job Analysis: Concept and Components.

### **UNIT2**

Recruitment: Concept, Sources and Assessment of Recruitment Techniques. Selection: Concept and Procedure. Placement and Induction, Training and Development: Concept, Need, Objectives and Methods, Stages in Training Process. Job Design: Approaches and Techniques of Job Design.

### **UNIT 3**

Job Evaluation: Concept, Objectives and Methods/ Techniques. Employee Remuneration: Concept of Wage and Salary, Reward Management. Fringe Benefits and Incentive Payments. Performance Appraisal: Concept, Objectives, Process and Techniques.

### **UNIT 4**

Industrial Relations: Concept, Objectives, Approaches and Actors of Industrial Relations. Discipline: Disciplinary Procedure, Objectives and Aspects of Discipline. Grievance Procedure: Characteristics, Need and Model Grievance Procedure. Trade Unionism: Concept, Functions, Objectives and Problems of Trade Unions. Collective Bargaining and Industrial Disputes

### **References:**

1. Dessler, G. & Varkkey, B. (2015); Human Resource Management; New Delhi: Pearson; 14th Edition.
2. Armstrong, M. & S. Taylor. (2017); Armstrong's Handbook of Human Resource Management Practice; London: Kogan Page; 14th Edition.
3. Aswathappa, K. (2010); Human Resource and Personnel Management; Tata McGraw-Hill Education; 6th v
4. Rao, P. S., & Rao, V. S. P. (2009); Personnel and Human Resource Management; Himalaya Publishing House; 5th Edition.
5. Bernardin, John H. (2012); Human Resource Management; McGraw Hill; 6th Edition.

## **P3'' : Computer & IT Applications - II**

**Course outcomes:** Students acquire skills of using end-user software for communication, data transformation and presentation.

### **UNIT I:**

**Text processing software:** creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Creating form letters, e-mail messages and labels. Collaborating using tracking of changes, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats, mail merge.

### **UNIT II:**

**Presentation software:** Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customising and sharing presentations.

### **UNIT III:**

**Spreadsheet Software:** Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarising data, combining data from multiple sources, creating charts and graphs, protection of worksheet

**Performing calculations using Formulas and Functions:** Analysing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, performing business intelligence analysis: What-if Analysis, Goal seek, Data Table, Lookup, Match, Index etc.

### **UNIT IV:**

**Database:** Introduction to Database and Database Management System, Database Models, Type of Databases, Introduction to MS-Access, Creation of database tables, Data types, Basic query and report generation.

### **References:**

1. Sinha PK, Sinha P. (2004), Computer Fundamentals: Concepts, Systems & Applications, BPB Publications.
2. Saxena S.& Chopra P. (2006) Computer Application in Management, Vikas Publication.
3. Norton P. (2008) Introduction to computers, 9<sup>th</sup> reprint Edi., Tata Mcgraw Hill.

## **CC2: Interview Preparation & Planning**

**Course outcome:** The purpose of this course is to inculcate sense of preparedness, confidence building, create general knowledge and awareness regarding **Interview Preparation & Planning** among under graduate students.

### **UNIT I**

Communication skill, body language, verbal and nonverbal, diction and accent, business writing skills.

### **UNIT II**

Time management, Stress management, General knowledge and general awareness, goal setting, non-ethnocentrism.

### **UNIT III:**

Dressing up, grooming, CV writing skill and session on how to avoid typos, howlers, boast and bravado, making it to the point and no nonsense working document to highlight true strength and competence.

### **UNIT IV:**

Corporate etiquettes, cross cultural communications, netiquettes, Mock Interview, Group Discussion sessions.

### **References:**

1. Chakravarti K.T. & Chakravarthi T L. (2011) , Biztantra.
2. Verma S. (2009), Soft Skill for the BPO sector, Pearson.
3. Winter S. (2020), Job Interview Preparation and Conversations, Native Publishers

# SEMESTER IV

## **P7: Taxation and Laws**

**Course outcomes:** The aim of the course is to build knowledge, understanding about taxation among the student. The course seeks to give detailed knowledge about the subject matter by imparting them basic ideas about Income Tax.

### **UNIT I**

Indian Income Tax Act, 1961: Basic Concepts - Income, Agriculture Income, Casual Income, Assessment Year, Previous Year, Gross Total Income, Total Income, Person, Tax Evasion, Tax Avoidance.

### **UNIT II**

Basis of Charge: Scope of Total Income, Residence and Tax Liability, Income which does not form part of Total Income.

### **UNIT III**

Heads of Income: Income from Salaries, Income from House Property. Profit and Gains of Business or Profession, Capital Gains, Income from other sources.

### **UNIT IV**

Aggregation of Income, Set off and Carry forward of losses, deductions from gross total Income, Computation of total Income and Tax liability.

## **References:**

1. Mehrotra, H.C. and Goyal, S.P (2021), Fundamentals of Income Tax A.Y. 2021-22, Sahitya Bhawan Publications, 62<sup>nd</sup> Edition
2. Mehrotra, H.C. and Goyal, S.P (2020), Income Tax Law & Accounts A.Y 2020-21, Sahitya Bhawan Publications, 61<sup>st</sup> Edition
3. Ahuja, Girish and Gupta Ravi (2021), Simplified Approach To Income Tax, Flair Publications Pvt. Ltd. 2021 Edition.
4. Chandra, Mahesh and Shukla, D.C. (2004), Income Tax Law and Practice, Pragati Publications, 2004 Edition
5. Jain, R. K. (2020), Income Tax Law & Practice with GST , SBPD Publications, 25<sup>th</sup> Revised Edition.



## **P8: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Course outcomes: The objective of this paper is to give the basic knowledge about the Supply Chain Management for goods and services.

### **UNIT-I**

Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Logistics Vs Supply Chain Management; Supply Chain Management: Significance and Challenges; Key Drivers of Supply Chain Management.

### **UNIT- II**

Introduction, Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM.

### **UNIT- III**

Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

### **UNIT-IV**

Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, The Role of E- Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning.

### **References:**

1. Michel H Hungo (2003) Supply Chain Management: PHI
2. Chopra S. (2007) Supply Chain Management: McGraw Hill
3. Samir S. & Ballao (2003) Logistics Management: Pearson

## **P7': Customer Relationship Management**

**Course outcomes:** Customer Relationship Management, also known as CRM, helps businesses successfully implement strategies, practices and technologies aimed at winning and retaining customers profitably. The objective of this course is to equip the students with a sound foundation of CRM concepts and best practices in Industry.

### **UNIT I**

Fundamentals of Customer Relationship Management: Meaning and definition of CRM, benefits of CRM, reasons for adopting CRM, Conceptual Foundations of Customer Relationship Management. Types, stages and issues in CRM.

### **UNIT II**

Dimensions of Customer Relationship Management Customer Satisfaction: meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty: Concept, Principles, significance and dimensions of Customer Loyalty.

### **UNIT III**

Information Technology in Customer Relationship Management Technological Developments in CRM. Information Technology Implementation in CRM. Features, advantages and functional components of eCRM. Important CRM Software. Customer Relationship Management through Information Technology Tools.

### **UNIT IV**

Emerging Dimensions and Dynamics in Customer Relationship Management Customer Recall, Retention and Experience Management. Service Failure and Service Recovery Management. Application of Customer Relationship Management in Different Sectors. Role of Social Media.

### **References:**

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh; (2013), Customer Relationship Management: Emerging Concepts, Tools and Applications Paperback ; McGraw Hill Education
2. Mukerjee; (2007), Customer Relationship Management: A Strategic Approach to Marketing Paperback ; Prentice Hall India
3. Rai A K; (2012), Customer Relationship Management: Concepts and Cases by Prentice Hall India
4. N Mullick; (2016), Customer Relationship Management Paperback; Oxford University Press
5. William G. Zikmund, Raymond Mcleod, Faye W. Gilbert: (2003), Customer Relationship Management; Wiley Publication
6. Jill Dyche, (2001), Customer Relationship Management; Pearson Publication

## **P8': INDUSTRIAL RELATION MANAGEMENT**

**Course Outcome:** The objective of the course is to make the students aware and understand about the dynamics of the industrial relations in the rapidly changing environment and also, they will have knowledge about the disciplinary procedure and grievance management process along with their implementation aspect.

### **UNIT- I**

Industrial Relations: Concept Objectives, Nature and Scope; Approaches to Industrial Relations. Trade Unions – Industrial disputes and their Resolutions. International Labor Organization: Role & Functions

### **UNIT - II**

Workers participation in Management – Works Committee, Joint Management Councils, Pre-Requisite for successful participation, Collective Bargaining – Form, process and Role of Government in Collective Bargaining.

### **UNIT - III**

Industrial unrest: Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts. Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.

### **UNIT IV**

Factories Act: Meaning, Definition – Welfare – Safety – Health Measures. General provisions of Workmen's Compensation Act , Bonus Act and Gratuity Act.

### **REFERENCE**

1. Mamoria, C.B. (2020); Dynamics of Industrial Relations; Himalaya Publishing House; 16<sup>th</sup> Edition.
2. Mustafa, M. and Dharma, Onkar (2002); Workers' Participation in Management, Concept and Practice; Deep and Deep Publications; 2<sup>nd</sup> Edition.
3. Pylee, M.V (1997); Worker's Participation in Management; Vikas Publications; 2<sup>nd</sup> Edition.
4. Ramanujam, G.(1990) Indian Labour Movement, Sterling Publications; 2<sup>nd</sup> Edition.
5. Sharma R.C. (2016); Industrial Relation and Labour Legislation; PHI Learning Pvt. Ltd; 1<sup>st</sup> Edition.
6. Sinha (2004); )Industrial Relations, Trade Unions, and Labour Legislation; Pearson Education India; 4<sup>th</sup> Edition.
7. Monappa Arun (2012); Industrial Relations and Labour Laws; Tata McGraw-Hill Education; 2<sup>nd</sup> Edition..
8. Sivarethinamohan R (2010); Industrial Relations and Labour Welfare: Text and Cases; PHI Learning Pvt. Ltd.; Revised Edition 2016.

## **P4" Quantitative Techniques – II**

**Course outcomes:** The course aims to build skills for statistical and mathematical inferences of business data and acquaint the students with various quantitative tools and techniques used in business decision making.

### **UNIT I**

**Differential Calculus:** Differentiation, Differentiation of a product of two function, Differentiation of a quotient of two functions, Differentiation of a function of a function, Differentiation of a logarithmic and exponential function, Differentiation of implicit function, Maxima and Minima, Simple problems. (Trigonometrical function are excluded),

### **UNIT II**

**Integral Calculus:** Fundamental rules of integration, Integration by substitution, integration by parts. Integration by decomposition into a sum using partial fractions (Simple Problems), Simple business applications (Trigonometrical functions are excluded)

### **UNIT III**

**Probability** – Definition - objective and subjective, addition and multiplication theorem of probability, conditional probability, Baye's theorem, probability distribution, binominal, poisson and normal.

### **UNIT IV**

Sampling Distribution- Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: Z-Test & T-Test. Simple Problems.

### **References:**

1. Taha, Hamdy A.(2007) Operations Research, An Introduction, Pearson Education, 8<sup>th</sup> edition
2. Gupta,S.C. & Kapoor VK, (2002) Fundamentals of Mathematical Statistics, Sultan Chand & Sons Reprint Edition.
3. Arulmozhi ,G. and Muthulakshmi ,S(2009),Statistics for Management, The McGraw-Hill Education, ISBN: 9780070153684.
4. Sancheti & Kapoor, (2008) Business Mathematics ,Sultan Chand & Sons, Reprint Edi.
5. Bajpai N., (2011) Business Research Methods:, Pearson publisher.

## **VC2: Role Play and Simulation**

**Course Outcome:** To learn about industry working and daily facing situations in various departments. The subject provide command and knowledge to deal the situation in various hierarchy of management. Student will learn situation handling at various levels through simulation.

### **UNIT I**

Role play and simulation: Introduction of role play and simulation, difference between role play and simulation, Introduction of hierarchy in organization and their roles

### **UNIT II**

Role play and simulation: Maslow Theory, Herzberg Two Factor Theory, Johari Window Model: accommodating with real life examples, cases and videos.

### **UNIT III**

Instructional strategies: Role paly, simulations and live events at operational level, middle level and higher level, facilitating and debriefing simulation games: facilitator role

### **UNIT IV**

Role play and simulation: The future of simulation games: issues and challenges, coping change management, Coping with emerging and instant situations,

### **Reference:**

1. Riis, J. O. and Smeds, R. (1998), The Future of Simulation Games and Challenges, Chapman & Hall
2. Robins, S. P., Judge, T. A. and Vohra, N. (2018 )Organizational Behaviour, Pearson Educaion, 18<sup>th</sup> Edition
3. Law, Averill M. (2014), Simulation Modeling and Analysis (IRWIN INDUSTRIAL ENGINEERING), McGraw-Hill Education, 5<sup>th</sup> Edition
4. Gibson, David (2006), Games And Simulations in Online Learning: Research and Development Frameworks, IGI Global, 1<sup>st</sup> Edition

**BBA**

**Year 3 (Semester 5+6)**

## **SEMESTER V**

### **P9: ENTREPRENEURSHIP & FAMILY BUSINESS-I**

Course outcomes: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, managefamily-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

#### **UNIT-I**

The evolution of the concept of entrepreneurship. John Kao's Model on Entrepreneurship. Entrepreneurship: Meaning and objective. Idea Generation, identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business.

#### **UNIT-II**

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation Business; Managing Organizations for Innovation And Positive Creativity.

#### **UNIT-III**

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture. Business Strategies and Scaling up.

#### **UNIT-IV**

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm. Financing The Entrepreneurial Business: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks

#### **References:**

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P.F. (2006). Innovation And Entrepreneurship: Practice And Principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., and Lansberg, I. (2000), Generation to generation: Life cycle of the family business. Boston: Harvard Business School Press. Kumar
4. .S.C. Poornima, M.K. Abraham, K. Jayashree (2011); Entrepreneurship Development; New Age International Publishers, 1<sup>st</sup> Edition.
5. A.Sahay, M. S. Chhikara (2007); New Vistas of Entrepreneurship: Challenges & Opportunities; Excel Books, 1<sup>st</sup> Edition.

## **P10: Business Policy & Strategic Management - I**

**Course outcomes:** The purpose of this course is to develop an understanding of underlying concepts, tools, frameworks, issues and challenges involved in the area of Business Policy & Strategic Management - I for Under-graduates. The course aims to achieve development of an understanding of the increasing competition as well as not for profit business policies, strategies and the practice in organizations to be aware of the different circumstances and situations arising from ever changing strategic situation.

### **UNIT-I**

Introduction & Concept of Strategy, Corporate Policy as a field of study, Nature. Importance, purpose and objective of business policy, Chief Executive job, roles and responsibilities of board of Directors, An overview of strategic management, its nature and process, Formulation of strategy, Environment, environment scanning, environment appraisal, Identifying corporate competence & resource.

### **UNIT-II**

Corporate Strategy, Persona<sup>1</sup> and Ethical Values, Business ethics, Industry structure, Reconciling divergent values, Modification of values, moral components of corporate strategy, community considerations and corporate social responsibility (CSR) .

### **UNIT-III**

Corporate portfolio analysis, competitor & SWOT analysis, strategic audit & choice, strategic plan, routes to sustainable competitive advantage (SCA).

### **UNIT-IV**

Strategy Implementation, Structural implementation, organisational design and change, behavioural implementation, leadership, corporate culture. corporate politics and use of power, functional implementation - financial, marketing. Operation personnel (HR) policies and their integration, strategic evaluation and control.

### **References:**

1. Wheelen, Thomas L , Hunger, J David & Rangarajan, Krish (2001) Concepts in Strategic Management & Business Policy, Pearson Education.
2. David, Fred R (2005), Strategic Management Concepts & Cases, PHI.
3. Kazmi, A. (2000); Business Policy, McGraw Hill.
4. Pearce, John A , Robinson, Richard B , Mital, Amita (2005) , 10th Edition., Strategic Management – Formulation, Implementation & Control, McGraw Hill.



## **P 11 X: FINANCIAL INSTITUTIONS**

**Objective:** To provide in- depth understanding of nature and functions of various financial markets, institutions and instruments.

### **Course Outline**

#### **Unit I: Introduction to Financial Institutions**

Introduction to Financial Institutions, Financial System, Classification of Financial Institutions, Nature and role of Financial institutions, Functions of Financial Institutions

#### **Unit II: Regulatory Structure of Financial Institutions**

Regulatory structure of financial institutions: SEBI and RBI: Powers, Role and Functions. Role of IRDAI

#### **Unit III: Management of Commercial Banks**

Objectives, Functions &Organizational setup, Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves, Management of loan, advance & other investments Management of income, Prudential norms. Asset-Liability management in Commercial Banks.

#### **Unit IV: Management of Non-Banking Financial Institutions**

Concept, Objectives, Nature, Function & Promotional role of NBFI, Management of funds, Changing role of NBFI in present environment, Policies & practices regarding mobilisation& management of funds in NBFCs, their performance. Types & functions of Mutual funds, their legal & accounting aspects, Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India

### **Suggested Books**

1. Pathak, Bharti V. (2018), *Indian Financial System*, Pearson Education, New Delhi, 5<sup>th</sup> Edition
2. Jaiswal B. & Shimpee L. (2019) *Business Finance*, New Royal Book Company.
3. Bhole, M.K (2017), *Financial Institutions and Markets*, McGrawHill Education, 6<sup>th</sup> Edition.
4. Jaiswal B. & Banerjee R. (2019), *Financial Services*, New Royal Book.
5. Srivastava, R.M. & Nigam, Divya (2010), *Management of Indian Financial Institutions*, Himalaya Publishing.

## **P11 Y: CONSUMER BEHAVIOUR**

**Course outcomes:** The course of Consumer Behaviour aims at enabling students to understand the process of consumer behaviour, issues and dimensions, various internal and external factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

### **UNIT I**

Consumer Behaviour: Definition, Nature, characteristics, Scope, Relevance & Application; Importance of consumer behaviour in marketing decisions; Consumer Vs Industrial Buying Behaviour and Market Segmentation and Bases for Market Segmentation.

### **UNIT II**

Determinants of Consumer Behaviour: Role of Motivation; Personality and Self Concept; Attention and Perception; Consumer Learning; Consumer Attitudes- Formation and Change; Consumer Values and Lifestyles External Determinants of Consumer Behaviour: Influence of Culture and Sub Culture; Social Class; Reference Groups and Family Influences.

### **UNIT III**

Consumer Decision Making Process: Problem Recognition- methods of problem solving; prepurchase search influences- information search; alternative evaluation and selection; outlet selection and purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule).

### **UNIT IV**

Post Purchase Behaviour; Situational Influences; Cognitive Dissonance Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Involvement: Role of Consumer Involvement; Customer Satisfaction; Consumer behaviour in Marketing Strategy, Technology's impact on Consumers.

### **References:**

1. Leon G. Schiffman & Leslie Lazar Kanuk, (2019), Consumer Behavior; pearson publication
2. Michael R. Solomon, (2017), Consumer Behavior , Tata McGrawhill
3. David L. Loudon & Albert J. Della Bitta, (1988), Consumer Behavior
4. Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta, (2010), Consumer Behavior
5. Seth Jagdish, Jain Varsha, Don E. Schultz; (2019), Consumer Behavior A Digital Native, Pearson Publication

## **P9': BUSINESS ETHICS**

**Course outcomes:** The aim of the course is to develop basic understanding about Business Ethics among the students. It also seeks to establish the importance of adopting ethical practices in business organizations.

### **UNIT I**

Business Ethics- An Overview-Concept, nature, evolving ethical values, Arguments against business Ethics.

Ethical theories and approaches - The Teleological approach and the Deontological approach. Universalism vs. Ethical relativism, Utilitarianism, Ethical principles in business.

Ethics and Morality, Ethical dilemma, Resolving ethical dilemma, Ethical decision making, Ethical competency, Conflict of interest.

### **UNIT 2**

Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance. Gandhian Philosophy of Wealth Management-Philosophy of Trusteeship

Values - Concept & Relevance in Business, Types of values, Values & ethical behaviour, Professional values

### **UNIT 3**

Application of Business Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights). Ethics in marketing (consumer rights, advertising, dumping). Ethics in finance (financial disclosures, insider trading, window dressing). Ethics in information technology and systems usage (data confidentiality). Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

### **UNIT 4**

Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Carroll's Pyramid of Corporate Social Responsibility, CSR and strategy, Shareholder theory of the firm, voluntary guidelines, Regulatory mandates for CSR Corporate Governance - Concept, Definition, Corporations and their characteristics, Global Corporate Governance Practices

### **References:**

1. Boatright (2011) Ethics and the Conduct of Business, Pearson Education.
2. Chakraborty, S. K. (2015) Values and Ethics for Organizations. Oxford India Press.
3. Crane, A., & Matten, D. (2003) Business Ethics. Oxford University Press.
4. Petrick, J., & Quinn, J. (2015) Management Ethics: Integrity at Work. Response Books. .
5. Praveen B Malla. (2003) Corporate Governance: History, Evolution and India Story, Routledge.

## **P10': BUSINESS LAW**

**Course outcomes:** The objective of the course is to familiarise the participants with the legal perspective of the business and to give the basic knowledge about the rules and regulation of execution of Business.

### **UNIT I**

The Indian Contract Act 1872: Scope of the Act, Essential of A Valid Contract, Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts, Contract of indemnity and guarantee : meaning and its distinction, rights and duties of indemnifier, indemnified and surety, discharge of surety's liability. Bailment and pledge: meaning and distinction, Rights and duties of bailor and bailee, pawnor and pawnee.

### **UNIT II**

The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller, Performance of the Contract of Sale, Caveat emptor, Ownership of goods and transfer, unpaid seller and his rights.

### **UNIT III**

The Partnership Act: Definition and nature of partnership, rights and duties of partners, types of partners, dissolution of partnership.

The Negotiable Instruments Act, 1881: Nature and Types of negotiable instruments, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of Negotiable Instrument; Arbitration

### **UNIT IV**

The Companies Act, 1956: Nature and Type of Companies, Formation of Companies, Memorandum and Articles of Association, Prospectus, Share capital, Membership, Meetings and Winding-Up

### **References:**

1. Gulsan & Kapoor (2005) Business Law including Company Law, Excel Book.
2. Singh, Avtar (2019) Principles of Mercantile Law, Eastern Book Company.
3. Kapoor N.D (2009) Elements of Mercantile Law, Sultan Chand & Sons.
4. Bare Acts. : Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881 .

## **INTERNSHIP PROJECT**

# SEMESTER VI

## P12: ENTREPRENEURSHIP & FAMILY BUSINESS-II

**Course outcomes:** The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting & Finance.

### UNIT-I

Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur, Entrepreneurship as a Career Option. Entrepreneurial Leadership. Types of New Ventures, Tax implications of various forms of Ventures. Procedures for setting up a Business in India. Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation.

### UNIT-II

Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy.

### UNIT-III

Family genogram. Developing Business family's genogram, Using the Genogram to identify family scripts and themes. Circumplex Model of Marriage and Family Systems (understanding Family Cohesion and Family Flexibility), Application of Circumplex Model, Clinical Rating Scale and Developing Circumplex Model.

### UNIT-IV

Vries's Five Critical Phases of Change (concern, crisis, confrontation, crystallization, and change). A model of individual change; The process of change within Family Enterprises; Understanding the change process in families.

### References:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Kumar A (2012); Entrepreneurship; Pearson, 3<sup>rd</sup> Edition.
4. Poornima M.C. (2006); Entrepreneurship Development: Small Business Enterprises; Pearson, 1<sup>st</sup> Edition.

## **P13: Business Policy & Strategic Management - II**

**Course outcome:** The purpose of this course is to develop an understanding of issues and challenges involved in the area of **Business Policy & Strategic Management – II** for Under-graduates. To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

### **UNIT-I**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of Strategic Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

### **UNIT-II**

Behavioural Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Functional / Operational Implementation: An overview of Functional Strategies.

### **UNIT III**

Strategy Evaluation and Control, Mc Kinsey's 7s Framework, Balanced Score Card, Triple Bottom line, Strategic drift, Mergers and Acquisitions: Takeover and Defence Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.

### **UNIT IV**

Tailoring Strategy to Fit Specific Industry and Company Situations: Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.

### **References:**

1. Wheelen, Thomas L , Hunger, J David & Rangarajan, Krish (2009) Concepts in Strategic Management & Business Policy, 9th Ed, Pearson Education,
2. David, Fred R (2001) , 12th Ed, Strategic Management – Concepts & Cases, PHI,
3. Kazmi, Azhar (2003) Business Policy, McGraw Hill,
4. Thompson, Strickland, Gamble and Jain (2010), Strategic Management, McGraw Hill.

## **P14 X: E-commerce**

**Course outcomes:** Understand the fundamental principles of e- Business and e- Commerce; Learn the technologies enabling e-commerce.

### **UNIT I**

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like Business-to-Business (B2B), Business-to-customer (B2C), Customer-to-customer (C2C), customer-to-business(C2B),G2C. E-commerce: Business Models and Concepts

### **UNIT II**

E-Commerce- A Consumer Oriented Approach: Traditional v/s E-Retailing, Key success factors in E-retailing, Models of E-retailing, and Characteristics of E-retailing. E-services: Categories of Eservices, Web-enabled services, Information selling on the web, Entertainment, Auctions and other specialized services.

### **UNIT III**

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets,The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

### **UNIT IV**

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e- value. Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS. Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams. Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks.

### **References:**

1. KennethC. Laudon and Carol G.Traver (2015), E-commerce: business, technology, society, ,Addison sWesley.
2. Elias.M.Awad (2019), Electronic Commerce, Prentice-Hall of India Pvt Ltd.
3. EfraimTurban, JaeLee, DavidKing, H.Michael Chung (2020), "Electronic Commerce–A Managerial Perspective", Addison Wesley

## **P14Y TALENT MANAGEMENT & HRIS**

**Course outcomes:** Students will be able to understand and articulate advanced concepts of human resource placements within organisation. Apply talent positioning within the subsidiaries and business units.

### **UNIT 1**

Talent Management: Introduction, Overview, History, Scope and Need of Talent Management, Key Processes of Talent Management, Talent vs. Knowledge People, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

### **UNIT 2**

Talent Planning: Objectives, steps in Talent Planning, Succession Planning Program, Developing a Career strategy, Career Life- cycle, Innovative talent planning, Current Industry Practices for Talent Planning. Coaching and Mentoring as Career Development Tools.

### **UNIT 3**

Talent Management and HRIS: How is HRIS helpful in Talent Management. Database Concepts and Applications in HRIS, Assessing Organizational Needs for HRIS. HR Administration and e-HRM,

### **UNIT 4**

Database Concepts and Applications in Human Resource Information Systems: Data, Information, and Knowledge Database Management Systems. HRIS Training and Development, HRIS Performance Management and Rewards Administration, HRIS Metrics and Workforce Analytics

### **References:**

1. Michael Armstrong (2020); A Handbook of HRM Practice; Kogan Page; 15<sup>th</sup> Edition.
2. Pareek, Udai and Lynton, Rolf, P. (2011); Training for Development; 3rd Edition.
3. Kavanagh MJ . T Mohan , Johnson R D. (2011) Human Resource Information Systems Basics, Applications, and Future Directions, Sage publication, 2<sup>nd</sup> Edition.
4. Badgi S M (2012), Practical Guide to Human Resource Management Systems, PHI publication.



## **P11': CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY**

**Course outcomes:** The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Corporate Governance and teaches the basic techniques of how an organization manages its people to contribute for the society through Corporate Social Responsibility.

### **UNIT I**

Introduction to Corporate Governance: Meaning, Significance, Functions and Objectives. Evolution and Development of Corporate Governance in India. Pillars and components. Recent Development in Corporate Governance.

### **UNIT2**

Corporate Governance Theories- Organizational Theories (including Stewardship, Resource and Institutional Theory), Economic Theories (such as Agency, Finance and Managerial Theory) and the Stakeholder Theory. Corporate Governance and Corporate Performance - guidelines in companies. Case Study.

### **UNIT 3**

Corporate governance and Corporate social responsibility -Introduction, Early roots of corporate social responsibility. Does corporate social responsibility improve financial performance? Sustainability and a stakeholder perspective. The Criticism of Corporate Social Responsibility. Sustainability reporting.

### **UNIT 4**

Implementing Corporate governance standards in different jurisdictions, including the United States, European Union countries and emerging countries. International Aspects of Corporate Social Responsibility; Stakeholder engagement.

### **References:**

1. Monks, R., Minow, N. (2008), Corporate Governance; 4rd edition, Wiley-Blackwel publishing.
2. Crowther, D., & Aras, G. (Eds.). (2012). *Global perspectives on corporate governance and CSR*. Gower Publishing, Ltd..

## **P12': Management Information System**

**Course outcomes:** Students will be able to understand and articulate fundamental concepts of information systems management. Apply IT to solve common business problems. Plan and implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

### **UNIT I**

Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global E Businesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.

### **UNIT II**

Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

### **UNIT III**

Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.

### **UNIT IV**

Implementing Information Systems as Planned Organisational Change: Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object- Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

### **References:**

1. Laudon Kenneth C. and Laudon Jane P (2018), Management Information Systems Managing the Digital Firm; Pearson Publication.
2. Jawadekar Waman S. (2013), Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill.
3. R.Priyadharshini, Dr.S.Shajahan (2004), Management Information Systems, New Age International Publishers.

### **MINOR PROJECT**