



PROGRAMME PROJECT REPORT OF OPEN & DISTANCE LEARNING AND ONLINE LEARNING FOR

BACHELOR OF BUSINESS ADMINISTRATION (GENERAL)

**Centre for Distance and Online Education
(CDOE)**



VIGNAN'S
Foundation for Science, Technology & Research
(Deemed to be UNIVERSITY)
-Estd. u/s 3 of UGC Act 1956



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1. OVERVIEW

BBA (General) programme aims to provide professional education in management and managerial skills. Further, it aims to give training in numerous aspects of Managerial knowledge to equip the learners with conceptual and analytical skills and to foster positive attitudes, which are essential for their development into competent and effective management professionals or entrepreneurs.

2. Programme Objectives and Outcomes

Programme Objectives:

BBA (General) focuses on addressing the critical need for having a more integrated and sustainable managerial system, thereby contributing positively to the society. The Programme not only makes students aware of theoretical underpinnings of development but also gives them the opportunity to implement practical learning through various projects. It imparts skills to use management for growth and development process that India is presently witnessing.

- To develop business and management competencies among the future managers.
- To inculcate the ability to examine and analyze the impact of changing environment and to respond appropriately at strategic level.
- To facilitate deeper insights, stimulation towards creative thinking, and honing management skills.
- To motivate the students to acquire decision-making, leadership and entrepreneurial capabilities with due respect for human values.

Programme Outcomes:

PO1: Apply Managerial theories and practices to develop strategies to address contemporary business problems through continuous learning.

PO2: Exhibit real-time analytical and problem solving skills through research oriented mind set for better decision making.

PO3: Make use of technology for effective execution of business functions.

PO4: Develop innovative and creative solutions towards promotion of entrepreneurship by applying in-depth knowledge of the business functions.

PO5: Become psychologically strong and emotionally balanced for maintaining better communication and healthy inter personal relationships.

PO6: Imbibe environmental consciousness and lead organizations ethically, both at local and global platforms.

2.1.1 Vision of the Programme:

To extend the expertise of management concepts and application to provide ethical leadership who bring positive change in the society through this programme.

2.1.2 Mission of the Programme:

To advance through high quality curriculum pedagogy, training activity through this programme that aimed at employability and entrepreneurship.

2.2 RELEVANCE OF THE PROGRAMME WITH HEI'S MISSION AND GOALS:**2.2.1 Vision of the Institute:**

To evolve in to a center of excellence in science & technology through creative and innovative practices in teaching - learning, towards promoting academic achievement and research excellence to produce internationally accepted, competitive and world class professionals who are psychologically strong & emotionally balanced imbued with social consciousness & ethical values.

2.2.2 Mission of the Institute:

To provide high quality academic Programmes, training activities, research facilities and opportunities supported by continuous industry - institute interaction aimed at promoting employability, career enhancement, entrepreneurship, leadership and research aptitude among learners and contribute to the economic and technological development of the region, state and nation.

Through this Programme the institute strives to achieve the following.

- Enhance the career growth of the existing professionals by understanding their learning needs.
- Helps the learners to foster their career growth by imbibing the required managerial skills.
- By offering extension activities as a part the Programme making the learners to become socially conscious professionals.

3. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The main target groups of learners are diverse class of learners including Individuals/students with low level of disposable income, rural dwellers, Women, unskilled men, minorities, working professionals, and entrepreneurs.

Working Professionals: Lack of managerial skills is leading the candidates to settle at the entry level jobs. Such professionals are prospective learners to this Programme.

Entrepreneurs: Entrepreneurs with minimum education can be prospective learners to progress their business to the next level.

4. Appropriateness of Programme with quality assurance for acquiring specific skills:

- This programme is very much appropriate to the individuals who are good in technical skills and lagging in managerial skills, leading them to settle in inferior jobs.
- Most of the candidates are failing to grab the employment opportunities due to lack of communication skills. This programme will help in improving Communication skills through 'Business Communication' course introduced in the first semester. This course helps in developing Listening, Speaking, Reading & Writing skills (LSRW) by practicing different activities like Business and professional Correspondence.
- This programme helps in developing Interpersonal skills, which are essential to work in the corporate field to get along with the groups.
- The programme enhances decision making potential skill of the managers through learning courses like 'Business Statistics and Analytics for Decision Making' and 'Business Research Methods', to execute their programme effectively.
- The programme also aids in enriching lateral thinking by learning Elective courses, which is an essential skill to achieve innovation and gain competitive advantage in the recent business environment.
- The programme also amplifies their analytical skills by learning the core courses, which pave the way to reach appropriate decision making to cope up with the competitive atmosphere.

5. INSTRUCTIONAL DESIGN- Programme Content Design and Development

The courses are designed to cover all the skills required:

- The 'Foundation' Courses are intended to be those that provide the basic and fundamental pre-requisite knowledge on subjects such as economics, accounting, quantitative methods, technology for business, and organizational behavior.
- The 'Core' Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial management, marketing management and operations management.
- The 'Elective' Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas/domains of professional interest.
- The 'Skill' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
- The 'Project Report' is intended to help students learn how to apply their theoretical knowledge to practical issues in management.
- The 'Management thesis' is intended to be a semester long work carried out by the students during Semester III. Students are expected to apply their knowledge and skills to do extensive research and prepare a report which can be converted into a research paper to get published in a journal.

S. No	Instructional Design	Details
1	Curriculum Design	The curriculum has been designed with courses constituting with Foundation, Core, Elective, and Skill aspects
2	Detailed Syllabus	This programme contains six semesters, learners' study five courses in each semester. The total credits to this programme are 120.
3	Duration of the Programme	The course shall consist of three academic years divided into six semesters.
4	Faculty & Support Staff Requirements	This Programme has 2 Faculty (ODL) & 2 Faculty (ODL). For CDOE 10 Administrative Staff & 11 Technical Staff available.
5	Instructional delivery mechanisms	Learning material will be facilitated by providing Print and Audio, Video material, E-books, E-notes, and technological support through Learning Management System (LMS).
6	Identification of media	Through Learning Management System (LMS) print, audio or video Content is made available.
7	Student Support Services Systems	Counselling Sessions, Personal Contact Classes, and Other allied support services

5.1 Structure of the BBA (General) Curriculum:

The BBA (General) curriculum for 2020-21 is designed with 120 credits and structured as below:

Type of Course	No of Courses	Semester offered	No of credits	Credits in %
Foundation	6	1, 2 & 3	24	20
Core	12	2, 3, 4, 5 & 6	48	40
Elective	4	5 & 6	16	13
Skill	6	1, 2, 3 & 6	24	20
Practical	2	4 & 6	8	7

BBA (General) Course Structure (From 2020-21 onwards)

I Year I Semester:

Course Code	Title of the Course	Credits	Internal Marks	External Marks	Total Marks
D20BB001	Business Communication-I	4	30	70	100
D20BB002	Business Mathematics	4	30	70	100
D20BB003	Financial Accounting	4	30	70	100
D20BB004	Micro Economics	4	30	70	100
D20BB005	Principles and Practice of Management	4	30	70	100

I Year II Semester:

Course Code	Title of the Course	Credits	Internal Marks	External Marks	Total Marks
D20BB006	Business Communication-II	4	30	70	100
D20BB007	Cost Accounting	4	30	70	100
D20BB008	Business Psychology	4	30	70	100
D20BB009	Macro Economics	4	30	70	100
D20BB010	Business Statistics	4	30	70	100

II Year I Semester:

Course Code	Title of the Course	Credits	Internal Marks	External Marks	Total Marks
D20BB011	Business Environment	4	30	70	100
D20BB012	Management Accounting	4	30	70	100
D20BB013	IT Tools for Business	4	30	70	100
D20BB014	Business Laws	4	30	70	100
D20BB015	Business Research Methods	4	30	70	100

II Year II Semester:

Course Code	Title of the Course	Credits	Internal Marks	External Marks	Total Marks
D20BB016	Marketing Management	4	30	70	100
D20BB017	Business Finance	4	30	70	100
D20BB018	Human Resource Management	4	30	70	100
D20BB019	Operations Management	4	30	70	100
D20BB020	Direct Taxation	4	30	70	100

III Year I Semester:

Course Code	Title of the Course	Credits	Internal Marks	External Marks	Total Marks
D20BB021	Strategic Management	4	30	70	100
D20BB022	Entrepreneurship Development	4	30	70	100
D20BB023	Organizational Behaviour	4	30	70	100
	Specialization-I	4	30	70	100
	Specialization-II	4	30	70	100

III Year II Semester:

Course Code	Title of the Course	Credits	Internal Marks	External Marks	Total Marks
D20BB038	Business Ethics and Corporate Governance	4	30	70	100
D20BB039	Digital Marketing	4	30	70	100
	Specialization- III	4	30	70	100
	Specialization- IV	4	30	70	100
D20BB040	Management Thesis	4	30	70	100

V Semester Elective Courses

Code	Electives-Marketing
D20BB024	Marketing Research
D20BB025	Retailing Management
D20BB026	Consumer Behavior
D20BB027	Sales & Distribution Management

Code	Electives- Finance
D20BB028	Security Analysis and Portfolio Management
D20BB029	International Financial Management
D20BB030	Banking and Financial Services
D20BB031	Financial Markets and Institutions
D20BB032	Project Finance

Code	Electives- HR
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D20BB033	Industrial Relations and Labour Laws
D20BB034	Talent Planning and Acquisition
D20BB035	Learning and Development
D20BB036	Talent Management & Succession Planning
D20BB037	Industrial and Organizational Psychology

VI Semester Elective Courses

Code	Electives-Marketing
D20BB041	Innovation and Product Development
D20BB042	Advertising and Brand Management
D20BB043	Services Marketing
D20BB044	Tourism Marketing

Code	Electives- Finance
D20BB045	Financial Derivatives
D20BB046	Mergers & Acquisitions
D20BB047	Strategic Financial Management
D20BB048	Foreign Exchange & Risk Management
D20BB049	Commodities Market

Code	Electives- HR
D20BB050	Performance and Compensation Management
D20BB051	Strategic and International HRM
D20BB052	HR Analytics and Metrics
D20BB053	Organization Development and Change
D20BB054	Leadership & People Management

5.2 Detailed Syllabi:

BBA-General **Detailed Syllabus – R20** **I Year –I Sem**

D20BB001- BUSINESS COMMUNICATION-I

Course Description and Objective:

To introduce students to the specific use of language for the purposes of Business Communication which would be an essential pre-requisite for success in the areas of writing and speech? The teaching efforts in this course will be directed towards making students develop their business and general writing abilities using the fundamental principles that apply to the correct use of the English language free of grammatical and other related errors.

Expected Learning Outcome:

By observing the rules of grammar, vocabulary and composition that are learnt during the course, students are made to appreciate the intelligent and innovative use of rules in order to be able to generate creative output in tune with the demands of industry and the corporate world. The course improves their power of comprehension and the ability to express themselves with rigor through writing and speech.

- Module1: Text : GLOBAL ISSUES
(Child Labor – Food Crisis – Genetic Modification – E-waste – Assistive Technology)
- Module2: Grammar : Articles – Prepositions
- Module3: Vocabulary: Root–Prefixes-Suffixes - Synonyms – Antonyms
Composition : Paragraph Writing (Descriptive & Narrative)
Letter Writing (Formal - Application - Business)
- Module4: Text : MEDIA MATTERS
(History of Media – Language and Media – Milestones in Media – Manipulation by Media – Entertainment Media - Interviews)
- Module5: Grammar : Time and Tense (Present-Past-Future; Helping Verbs; Modals)
- Module6: Vocabulary: Use of Adjectives
Composition : E-mail - Report-Writing – Writing Advertisements
- Module7: Text : LESSONS FROM THE PAST
(Importance of History – Differing perspectives – Modern Corporatism – Lessons from the Past)
- Module8: Grammar : Subject-Verb Agreement - If Conditional
- Module9: Vocabulary : Idioms & Phrases – One-word Substitutes
Composition : Summarizing and Note making

Module10: Text : Travel and Tourism
(Advantages and disadvantages of Travel – Tourism)
Tourism in India)

Module11: Grammar : Sentence Transformation (Degrees, Voice, Speech & Synthesis)
Vocabulary : Phrasal Verbs

Module12: Composition : Letter Writing (Formal - Application - Business)
Practice : Situational Conversations – Role-Plays
(Introducing; Greeting; Enquiring; Informing; Requesting; Inviting – Emotions;
Directions; Descriptions; Agreements; Refusals; Suggestions)

Module13: Text : GETTING JOB-READY
(SWOT-Analysis – Companies and Ways of Powering Growth – Preparing for Interviews)

Module14: Grammar : Common Errors
Vocabulary : Connectives – Discourse Markers

Module15: Composition : Profile - Curriculum Vitae – Problem Solving
(Case Studies)
Practice : Group Discussions

Textbook:

Mindscapes - Orient Black Swan, 2012.

Reference Books:

1. V. R. Narayana Swamy, “Strengthen Your Writing”, 1st edition, Orient Longman, 2003.
2. Thomas Elliott Berry, “The Most Common Mistakes in English Usage”, 1st edition, Tata McGraw Hill, 2004.
3. T. Balasubramanyam, A Textbook of English Phonetics for Indian Students, Macmillan Ltd., 2000.
4. Sasikumar.V and P.V. Dhamija,. Spoken English: A Self-Learning Guide to Conversation Practice, 34th reprint, Tata McGraw Hill, New Delhi, 1993.
5. Margaret M Maison, “Examine your English”, 1st edition, Orient Longman, 1999.
6. Meenakshi Raman and Prakash Singh, “Business Communication”, 2nd edition, Oxford University Press, 2012

D20BB002 - BUSINESS MATHEMATICS

Course Objectives:

The objective of this course is to familiarize the students with mathematical tools useful for decision making. Students will learn set theories, types of matrices, binomial theorem, derivatives of standard function and knowledge of integrals. (Proofs and derivations are excluded).

Course outcomes:

After reading this course student can able to understand

1. Set, elements of set, methods of describing a set, types of sets, Venn diagrams, Operations on sets, Algebra of sets, Cartesian product of sets, Set relations and its properties.
2. Types of matrices, scalar multiplication of matrix, equality of matrices, addition, subtraction, multiplication of matrices, determinants, Cramer's rule, solution of linear equations, inverse of a matrix, solution of equations by matrix method and rank of a matrix.
3. Binomial theorem, position of terms, binomial coefficients and its applications.
4. Understand the concept of arithmetic and geometric progressions.
5. The derivative and the derivatives of standard functions, additive, multiplicative and quotient rules of derivatives, maxima and minima of a function.

Module 1: Set Theory: Definition of Set, Presentation of Sets, Different types of Sets- Null Set, Finite and Infinite Sets, Universal Set, Subset, Power Set etc.,

Module 2: Set operations: Laws of algebra of Sets and problems.

Module 3: Cartesian product of sets and their properties.

Module 4: Matrix Algebra: Introduction operations on matrices: Addition, subtraction and multiplication of matrices.

Module 5: Adjoint of matrix, inverse of a matrix.

Module 6 : Solution of simultaneous equations (Cramer's rule and matrix inverse method), rank of matrix

Module 7: Binomial Theorem, Statement of the theorem for positive integral index, expansion of binomial expressions

Module 8: General term - Middle term - Equidistant terms-

Module 9: Simple Properties of binomial coefficient.

Module 10: Arithmetic Progression: Arithmetic series, general term of AP,

Module 11: Sum of n terms AP series, insertion of n terms in AP,

Module 12: Geometric Progressions: Geometric series, nth term geometric series, sum of GP series finite and infinite terms

Module 13: Differentiation: Definition of derivative, basic laws of derivatives, examples on derivatives

Module 14: Product rule – quotient rule - higher order Derivatives

Module 15: Maxima and minima of functions.

(Simple algebraic and simple trigonometric functions only)

Skill:

(These activities are only indicative; the Faculty member can innovate)

1. Identify the applications of business mathematics for solving managerial problems.
2. Take any applications of business problem and solving using matrices.
3. List the uses binomial theorem, arithmetic and geometric progression in business.
4. Write the various applications of differentiation in business.

Text Books:

1. D. C. Sancheti and Kapoor V.K., Business mathematics, 6th edition, Sultan Chand & sons, New Delhi, 2012.

Reference Books:

1. Business Mathematics, Sancheti. D.C., 6th edition, Sultan Chand, New Delhi, 1979.
2. Kapoor V.K., Introductory Business Mathematics”, 14th revised, New Delhi, Sultan Chand, 2014.

D20BB003 - FINANCIAL ACCOUNTING

Course Objectives:

This course is intended to provide knowledge on accounting practices to equip students with concepts, process and reporting of financial statements in modern organizations. Students will learn accounting principles, accounting process, preparation of final accounts for sole trading firms and companies and bank reconciliation statement.

Course Outcomes:

By the end of this course it is expected that the student will be able to:

1. Understand Accounting concepts, conventions and principles
2. Construct journal, ledger and trail balance
3. Construct Trading, profit & loss, and balance sheet
4. Apply depreciation methods and inventory valuation methods
5. Evaluate the shares and debentures of company/industry

Module-1: Introduction to Accounting: Meaning, Need for Accounting, Objectives of Accounting, Advantages Book-Keeping, ,

Module-2: Accounting Terminology, Internal and External users of accounting information, Accounting Cycle,

Module-3: limitations of accounting, Accounting Concepts and Conventions, (GAAP).

Module-4: Accounting systems & process: Double Entry Book-Keeping System, Process of accounting transactions,

Module-5: Classification of Accounts,

Module-6: Journal-Ledger-Trial balance.

Module-7: Preparation of Final Accounts: Concept of Capital and Revenue.

Module-8: Trading - Profit & Loss Account -

Module-9: Balance sheet – Problems with Adjustments.

Module-10: Depreciation and inventory management: Meaning, need & importance of depreciation,

Module-11: methods of charging depreciation.

Module-12: Valuation of Inventory – Methods of Inventory Valuation.

Module-13: Company Accounts: Meaning-Importance-Types of Shares & Debentures-

Module-14: Issue-Forfeiture-

Module-15: Re-Issue-Redemption of Debentures.

Skill :

(These activities are only indicative, the Faculty member can innovate)

1. Contact an NGO and find out their system of accounting.
2. Collect information with regard to the practical reasons for charging
3. Depreciation and the methods adopted for calculating the same.
4. Generate different types of financial and cost related reports using excel and tally.
5. Find out the accounting system adopted by a Sole Proprietor

6. Differences between Double Entry and Single Entry systems of Book-keeping.
7. Analyse the differences between Profit & Loss Account and Income & Expenditure Account/ Receipts & Payments Account.

Text Book:

1. S.P. Jain, K.L Narang “Financial Accounting”, 3rd Edition, Kalyani Publishers, 2016.
2. Jawahar Lal, Seema Srivastava, “Financial Accounting-Principles And Practices”, 3rd Edition, S. Chand, New Delhi, 2014.

Reference Books:

1. Jain S.P., & Narang K L. “Basic Financial Accounting”, 1st Edition, Kalyani publishers, 2014.
2. Maheshwari, S.N., & Maheshwari, S.K. . “Advanced Accountancy”, 10th Edition, Vikas house publication ltd, 2010.
3. Shukla, M. “Advanced Accounts” 19th Edition, S Chand Group, 2016. .
4. Radhaswamy, M & Gupta, R.L. ” Advanced Accountancy” 17th Edition, Sultan Chand & Sons, 2014.

D20BB004 - MICRO ECONOMICS

Course Objective:

This course is designed to make the students familiar with the basic concepts and principles of Business Economics. In addition it develops skills to make decisions related to demand analysis, theory of production, cost analysis and different markets and pricing methods.

Course Outcomes:

By the end of this course it is expected that the student will be able to:

1. Understand and apply supply and demand analysis to relevant economic issues;
2. Discuss marginal analysis to the “firm” under different market conditions;
3. Identify the causes and consequences of different market structures
4. Examine economic models to examine current economic issues and evaluate policy options for addressing these issues

Introduction to Economics

Module-1: Definition- wealth, welfare and scarcity definitions, scope of economics

Module-2: Definition, Nature and Scope of Managerial Economics.

Module-3: Basic Economic concepts, Micro and Macro Economics.

Consumer Demand Analysis -

Module-4: Meaning and types of Demand, Demand function, Demand determinants, Law of Demand

Module-5: Elasticity of Demand – Income elasticity, price elasticity.

Module-6: Demand Forecasting-kinds and methods

Production Analysis

Module-7: Production, production function-General and Specific production function

Module-8: Iso-quant, Iso-cost, least-cost combination of input factors, MRTS

Module-9: Laws of Production – law of Variable proportions and Laws of Returns of Scale.

Cost Analysis

Module-10: Cost Analysis – Types of Costs-Total cost, Average cost and Marginal cost, Fixed cost, Variable cost and Semi variable cost, Acquisition cost and opportunity cost, Book cost and Out-Of-pocket cost, Historical and Replacement cost, Separable and Common cost, Past and Future cost, Short-run and Long-run cost, cost function,

Module-11: cost-output relationship in the short-run and in the long-run.

Module-12: Break-even analysis –schedule, chart and simple problems.

Market Structure

Module-13: Market, Market structure, Perfect competition – Meaning, Features and Equilibrium of firm and industry under perfect competition

Module-14: imperfect competition – Features of monopoly and monopolistic competition.

Module-15: Pricing and Methods of pricing.

Skill:

These activities are only indicative, the Faculty member can innovate)

1. To conduct a survey on the practical application of laws of economics.

2. To collect data on sales of consumer durable goods and predict the sales for a later year.
3. To find different case studies relating to different market conditions and to do an analysis.
4. To find out how demand differentiates between normal and inferior goods.
5. To analyze the role of a business economist in the everyday functioning of an organization taking live examples.

Books for Reference:

1. D. M. Mithani: Business Economics, , 1st Edition, Himalaya publishing house, 2017
2. Dr. P. N. Reddy & H. R. Appannaiah: Essentials of Business Economics, 1st Edition, Himalaya, 2014
3. H. Craig Petersen & W. Cris Lewis: Managerial Economics, 4th Edition, PHI, 1999
4. Joel Dean: Managerial Economics, , 1st Edition, prentice hall, 1951
5. K. Dewett: Economic Theory, Reprint Edition, S chand, 2006.

D20BB005 - PRINCIPLES AND PRACTICE OF MANAGEMENT

Course Objectives:

The course is intended to provide knowledge on basic perspectives of management theories and practices. This will form foundation for further study of functional areas of management and provide for understanding how organizations function.

Course Outcomes:

On completion of this course, learners will be able to:

1. Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
2. Develop the best plans and identify the best alternative from among the various alternatives for the benefit of the business organization
3. Apply organization principles for smooth functioning of business organization
4. Make use of various motivational and leadership theories for leading the people of the organization
5. Solve organizational problems through applying controlling mechanism

Module-1:Introduction to Management: Management: The Art and Science – Functions of management- Management Levels – Roles of Managers –

Module-2:Evolution of management-Theories of management: Scientific management– Henry Fayol’s theory – Weber’s Bureaucracy – Human relations approach –

Module-3:Behavioral Science Approach – Systems’ View of Management - Management Vs administration

Module-4:Planning: Importance – Benefits – Disadvantages – Types of plans –

Module-5:Process of planning – Management By Objectives-

Module-6:Decision – Decision Making – Process and Techniques.

Module-7: Organizing: Organization: Types, Organization Chart – Basic Types of organization structures–

Module-8:Concepts of Departmentation,

Module-9:Delegation and Decentralization–Staffing: Functions

Module-10:Directing – Concept of Directing – Leadership: Types of leaders – Trait, Behavioral and Contingency Approaches to Leadership –

Module-11:Motivation: Maslow’s need hierarchy theory – Herzberg’s two factor theory – Theory X and Theory Y – Equity theory – Expectancy theory –

Module-12:Communication: Process – Barriers – Formal and informal communication-Effective Communication

Module-13:Controlling: Need for controlling – Steps involved in controlling – process of

controlling –

Module-14:Tools for Control: Balanced Score Card, Financial controls,

Module-15:Total Quality Management

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. Present sample organization charts (structure).
2. Show a sample template of staffing.
3. Graphic representation of Maslow's Theory.
4. Chart on Media of Communication.
5. Draft Control chart of different industry/business groups.
6. Prepare list of corporate strategies that are adopted by Indian Companies to face the challenges of competition.
7. Select a successful retail store and give details of factor leading to its success
8. Select a failed venture, if any known to you, and bring out reasons for its failure (Note what we learn from these success & failure stories).
9. Select a company and prepare a SWOT analysis for the same.
10. Mention the characteristics and skills of managers in the 21st century.
11. List out some unethical practices prevailing in an organization.
12. Undertake a study of some ethical practices followed by an organization.

Text Books:

1. Weihrich& Koontz, "Essential of Management", 7th edition, Tata McGraw Hill, 2009.
2. Angelo Kinicki, Brian Williams, "Principles of Management", 6th edition, McGraw Hill, 2010.

Reference Books:

1. James A. F. Stoner, "Management", Thomson, 1st edition, Prentice Hall, 1986.
2. Heinz Weihrich, Harold Koontz, "Management A Global Perspective", 10th edition, TMH, 2004.
3. Stephen P. Robbins Mary Coulter, "Management", 13th edition, PHI, 2017.

I BBA II Semester

D20BB006 - BUSINESS COMMUNICATION-II

Course Description and Objective:

The purpose of the course is to develop the students' competence and confidence to communicate at an advanced level. Students will learn how to improve LSRW skills and developing strategies for LSRW skills. They also learn business letter writing and correspondence skills.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Understand the essentials of an effective communication
2. How to improve LSRW skills
3. Understand strategies for developing LSRW skills
4. Understand elements of business letter writing
5. Knowledge of business correspondence and professional correspondence

Basics of Communication:

Module1:Communication Process & Elements, Need of Communication Skills in Management, Channels of Communication,

Module2: Types of Communication, Barriers to Communication,

Module3:How to overcome the Barriers, Principles of effective communication.

Language and Communication:

Module4:Language as a tool of communication,

Module5:Importance of LSRW skills,

Module6:Strategies for developing LSRW skills.

Business Letter Writing:

Module7:Purpose of format of a business letter, Elements of a business letter,

Module8:Types of business letters, Enquiry, Sales, Quotations, Claims,

Module9:Adjustment, and other social correspondence.

Business Correspondence:

Module10:Reports, Memos,

Module11:Notice/Circular, Agenda,

Module12:Minutes, e-mail.

Professional Correspondence:

module13:Interview skills, Leadership qualities,

Module14:Business etiquette, Telephone etiquette,
Module15:Group Discussion, Group Dynamics, Presentation skills.

Text Books:

1. Success with Grammar & Composition by K.R.Narayana Swamy.
2. Communication Skills for Technical Students by T.M.Farhatullah

Reference Books:

1. Basic Communication Skills for Technology by Andse J.Rutherford. Pearson Education Asia.
2. Advanced Communication Skills by V.Prasad, Atma Ram.
3. Business Communication by Raymond V. Lesikar.
4. Writing Remedies by University Press.

D20BB007 - COST ACCOUNTING

Course Description and Objective:

The objective of this subject is to familiarize students with the various concepts and elements of cost. Students will learn cost concepts and elements of cost sheet, methods of costing, cost reduction and cost control process-methods and techniques.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Understand cost concepts and elements of cost sheet
2. Methods of costing
3. Cost reduction and cost control process- methods and techniques

Module 1: Introduction to Cost Accounting: Introduction – Meaning & Definition of Cost,

Module 2: Cost concepts-Classification of cost,

Module 3: preparation of cost sheet.

Module 4: Methods of Costing: Unit Costing,

Module 5: Job costing an analysis.

Module 6: Contract costing.

Module 7: Process Costing: Meaning, Features, Objectives.

Module 8: Cost Accounting Procedure and its application in Process Industry.

Module 9: Standard Costing and Variance Analysis: Meaning –Importance of Standard Costing

Module 10: Variance Analysis-Advantages- Limitations of Standard Costing.

Module 11: Variance analysis Practice.

Module 12: Cost Reduction-meaning, process

Module 13: Cost Control Process: Introduction- Cost Control Process-

Module 14: Short and long range cost control-cost reduction strategies-Methods and Techniques-

Module 15: Value Engineering Programme.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. List methods of costing adopted by industries located in the region.
2. List materials consumed in any two organizations of your choice.
3. Draw a specimen of a bin-card.
4. Draw a specimen of stores ledger.
5. List out the various expenses of two companies and prepare the cost sheet.

Reference Books:

1. Principles & Practice of cost accounting by N.K.Prasad.
2. Cost Accounting Principles and Practice by M.N. Arora.

D20BB008 - BUSINESS PSYCHOLOGY

Course Objectives:

The objective of this course is to gain a basic understanding of major topics in Business psychology. Emphasis is placed on what common practice entails and how it affects the individual in the organization. Students will learn elements of motivation, job satisfaction and positive psychology.

Course Outcomes:

The student will:

1. Understand fundamentals of business psychology
2. Apply concepts of motivation and job satisfaction in organisation context
3. Develop ecological sense and make the work environment safe
4. Associate the neurological and behavioral linkages
5. Apply the concepts of positive psychology in real life

Introduction to Business Psychology:

Module1: Definitions & Scope Major influences on Business Psychology.

module2: Scientific management.

Module3:human relations schools Hawthorne Experiments.

Individual in Workplace:

Module4: Motivation and Job satisfaction,

Module5: stress management.

Module6: Organizational culture, Leadership.

Work Environment:

Module7: Psychology and Work Environment;

Module8: Emerging issues: Place Attachment,

Module9: Pro-Environmental Behavior, and Ecological Consumerism.

Neuroscience and Behavior:

Module10: Introduction, Autonomic,

Module11: Neuro - endocrine Systems,

Module12: connection between the brain and behavior.

Positive Psychology:

Module13: Psychology of wellbeing, happiness and the facts of life,

Module14: happiness across the life span, gender-marriage and happiness,

Module15: life above zero-positive psychology revisited.

Skill :

(These activities are only indicative, the Faculty member can innovate)

1. Undertake a study to find out how employee behavior effect from work environment and which factors affecting to employees motivation.
2. Analyze the characteristics and components of individuals behavior.
3. Perform a study on the determinants of individuals in work place.
4. Analyze the organizational culture and climate and stress management of the employees in any industry.
5. Conduct a study on the reasons for Unhappy.

References:

1. Miner J.B., Industrial/Organizational Psychology. N Y : McGraw Hill,1992.
2. Blum & Naylor, Industrial Psychology. Its Theoretical & Social Foundations CBS Publication, 3rd edition,2003.
3. Steve, B.R. & Marie, C.K.. Positive Psychology. Dorlings Kindersley: India,2009..
4. Snyder, R.S., positive psychology: The Scientific and practical exploration of human strengths: New Delhi, Sage Publications. 2010, SAGE PUBLICATIONS.

D20BB009 - MACRO ECONOMICS

Objective of the Course:

To give a broader perspective of the working of Indian economy. Students will learn concepts of national income, sources of revenue and classification of expenditures, LPG policies, WTO, TRIPS, TRIMS and GATT, agrarian structure and Indian economy. They also learn Industrial strategy and its impact on development, causes and measures of poverty.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Discuss concepts of national income, sources of revenue and classification of expenditures
2. Identify LPG policies, WTO, TRIPS, TRIMS and GATT
3. Define agrarian structure and Indian economy
4. Measure Industrial strategy and its impact on development
5. Examine the causes and measures of poverty

Module – 1:- National Income: Basic Concepts of National Income -Sectoral composition of National Income of India and changes there in Performance on the social front

Module – 2: Union Government- sources of Revenue and classification of expenditures

Module – 3: Fiscal indicators.

Module - 4

LPG Policies: Transition from Centralized Planning to Indicative Planning -LPG policies

Module - 5

Relative roles of state and markets in pre-liberalization and post- liberalization periods

Module - 6

Globalization and its discontents -WTO, TRIPS, TRIMS,GATS.

Module - 7

Agrarian Structure: Agrarian Structure, land Reforms, Farm subsidies

Module - 8

Support prices and Procurement policies, Food Security

Module - 9

Agrarian Crisis and Farmer suicides, WTO and Indian Agriculture .

Module 10: Industrial Strategy: Strategy of Industrialization, Special Economic Zones

Module 11: FDI Policy-Multi-National Companies and their importance -Rise of Corporate power in India

Module 12: Privatization and Dis-investment policies -Infrastructure policies.

Module 13: Alleviation Programmes: Measures of Poverty and inequality and trends therein - Anti poverty Programmes

Module 14: Public Distribution System - Wage employment programmes

Module 15: Concepts of Social justice and Inclusive growth and their Components.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. To study how business cycles have impacted the global economy in the past companies.
2. To compare the monetary policies of any two economies.
3. Do a case study of National income accounting company and underdeveloped economy with a developed area.
4. Find out the recent changes introduced in monetary and fiscal policies.
5. Prepare a report of Demonetization effect on economy.
6. Find statistical trends in unemployment.
7. List the difference between states in context of poverty, poverty alleviation programmes, literacy, population etc.

Reference Books:

1. Dutt and Sundaram, "Indian Economy", Sultan Chand, Edition 72, 2016.
2. Misra and Puri, "Indian Economy", Himalaya Publication, Edition 34, 2016.

D20BB010- BUSINESS STATISTICS

Course Objectives:

The objective of this course is to provide the basic knowledge of the various statistical techniques useful to managers in their decision-making. Students will learn statistical tools like measures of central tendency, dispersion, Regression and Correlation analysis, sample tests and Hypothesis testing.

Course Outcomes:

The focus is on the use of statistical techniques to describe the data, thereby enabling the student to

1. Define statistics, become aware of wide range of applications in statistics, types of data, tabulation of data, construct a histogram, frequency polygon, an give, pie chart,
2. Apply various measures of central tendency –mean, median, mode, GM and H.M for grouped and ungrouped data. Apply various measures of variability-range, MD, QD, standard deviation, and to know percentiles, Deciles.
3. Understanding the concepts of various measures of dispersion and its applications in business decisions.
4. Understand the concepts of probability and its uses for making decisions in business.
5. Understand the concepts of discrete and continuous probability distribution.

Module 1: Meaning of statistics, growth and development of statistics, importance and scope of statistics, Limitations of statistics.

Module 2: Classification of data, and tabulation of data,

Module 3: Graphical presentation of data

Module 4: Introduction, measures of central tendency,

Module 5: Mathematical averages: Simple mean, weighted mean, Geometric mean, harmonic mean,

Module 6: Positional Averages: median, mode, quartiles, deciles, percentiles, deciles.

Module 7: Meaning of Measures of Dispersion, absolute measures and relative measures of dispersion, range and coefficient of range

Module 8: Quartile deviation and coefficient of quartile deviation mean deviation and coefficient of Mean deviation

Module 9: Variance, standard deviation and coefficient of standard deviation and coefficient of variation.

Module 10: Meaning of probability, terminology used in probability mathematical and statistical definition of probability

Module 11: Addition and multiplication theorem of probability, conditional probability

Module 12: Bayes' theorem and examples

Module 13: Probability distributions: Introduction, discrete probability distribution:

Module 14: binomial probability distribution, Poisson probability distribution,

Module 15: Continuous probability distributions: normal probability distribution.

Skill Development:

(These activities are only indicative; the Faculty member can innovate)

1. Collect statistical information's from Magazines, Newspapers, Television, Internet etc.,
2. Collect interesting statistical facts from various sources and paste it in your note book.
3. Collect a primary data about the mode of transport of your school students. Classify the data and tabulate it.
4. From the mark sheets of your class, form the frequency tables, less than and more than cumulative frequency tables.
5. Get the previous monthly expenditure of your family and interpret it into bar diagram and pie diagram. Based on the data, propose a budget for the next month and interpreted into bar and pie diagram. Compare the two months expenditure through diagrams
6. Measure the heights and weights of your class students. Find the mean, median, mode and compare
7. Find the mean marks of your class students in various subjects. Analysis of data by computing standard deviation and coefficient of variation.
8. Collect the data from magazines, newspapers, and television, and publications. Present the data in graphs and diagrams.

Text books:

1. J. K. Sharma, Business statistics problems and solutions, 1st edition, Pearson Education, 2011.
2. J. K. Sharma, Business statistics, 4th edition, Vikas publishers, 2014.

Reference books:

1. Gupta, S.P. Statistical Methods, 44th edition, Sultan Chand & Sons. 2012.
2. G.C. Beri, Business Statistics, 3rd ed., McGraw Hill, Mcgraw hill, 2017.

II Year I Semester

D20BB011- BUSINESS ENVIRONMENT

Course Objectives:

To familiarize the students with issues influencing business environment. Students also learn dimensions of business environment, policy framework- Industrial and trade policies, regulatory environment, role of regulatory institutions in Indian financial system, business ethics and corporate governance.

Course Outcomes:

By the end of this course it is expected that the student will be able to:

1. Understand dimensions of business environment
2. Analyze Policy framework of Industrial and trade policies
3. Identify different strategy in Regulatory environment
4. Illustrate Role of regulatory institutions in Indian financial system
5. Identify Importance of Business ethics and corporate governance

Module 1:

Business Environment- Meaning- Different dimensions:

Module 2

Social, Cultural, Political, and Legal Environments and their Importance

Module 3

Business Cycles and their impact.

Module 4

Policy framework and business environment: Industrial policies

Module 5

Trade Policies, Monetary and Fiscal policies

Module 6

Liberalization, Privatization and Globalization and business opportunities – Disinvestment Policies.

Module 7

Regulatory Environment: Clearances and permissions for establishing industry and businesses

Module 8

Environmental acts, Patents, IPRs, - Pollution and Waste management practices

Module 9

Government Business Interface- Governance Reforms.

Module 10

Role of regulatory institutions in Indian financial system

Module 11

RBI, SEBI, IRDA, AMFI

Module 12

Prudential and Disclosure norms for accountability- Regulation of Foreign Trade – FDI Policy.

UNIT V

Module 13

Business Ethics

Module 14

Corporate Governance

Module 15

Corporate Social Responsibility of business enterprises.

Skills:

(These activities are only indicative, the Faculty member can innovate)

1. List out the various cyber offences and the penalties for the same.
2. List at least 3 MNCs of G-8 Countries operating in India along with products they manufacture.
3. Collect the latest Fiscal, Monetary Policies on business.

Text books:

1. Dutt and Sundaram, “Indian Economy”, 72nd edition, S. Chand, New Delhi, 2016,
2. K. Aswathappa, “Essentials of Business Environment”, 13th edition, Himalaya, 2014.
3. A. C. Francis, “Business Ethics – An Indian Perspective”, 1st edition, TMH, 2010.

Reference books:

1. Justin Paul, “Business Environment”, 3rd edition, TMH, 2010.
2. Misra and Puri, “Indian Economy”, 36th edition, Himalaya Publishing House, 2012.
3. Shaikh & Saleem, “Business Environment”, 3rd Edition, Pearson, 2010
4. Francis Cherunilam, “Business Environment-Text and Cases”, 9th edition, Himalaya Publishing House, 2011.

D20BB012 MANAGEMENT ACCOUNTING

Course Objective:

This course is aimed to impart basic knowledge of Management Accounting. Students will apply Managerial costing methods in preparing accounts. In addition, it provides students to expose the advantages and limitations, budgetary control and its limitations, students will analysis and interpretation of financial statements of organizations' ratio analysis for decision making.

Course Outcomes:

By the end of this course it is expected that the student will be able to:

1. Understand the essentials of Management Accounting
2. Illustrate Marginal costing and decision making applications
3. Estimate Flexible and cash budgets
4. Analyze and interpretation of financial statements for decision making
5. Evaluating financial performance using Ratio analysis for decision making

Management Accounting:

Module1:Need, Essentials of Management Accounting, Importance, Objectives

Module2: Scope, Functions, Advantages, Limitations

Module3: Distinction between Financial Accounting and Management Accounting, Distinction between Cost Accounting and Management Accounting.

Marginal Costing:

Module4:Meaning and Definition of Marginal cost and Marginal Costing

Module5:Contribution, Profit Volume Ratio, Advantages and limitations of Marginal Costing.

Module6: Problems on marginal costing and breakeven analysis

Budget and Budgetary Control:

Module 7: Meaning, Objectives, Limitations of Budget and Budgetary Control

Module8: Types of budget, Zero based budgeting

Module 9: Problems on flexible budget and cash budget.

Analysis and Interpretation of Financial Statements:

Module 10: Meaning of financial Analysis, steps involved in analysis, difference between comparative and common size analysis,

Module11:Methods or tools of Analysis

Module 12: Problems on Comparative and Common Size Statement Analysis.

Ratio Analysis for decision-making:

Module13:Meaning, importance and merit & Demerits of Ratio analysis

Module14:Types of Ratios-Liquidity-Solvency-Profitability and Turnover.

Module15: Problems on Types of Ratios

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. Collect financial statements of any one organization for two years.
2. Calculation of ratios based on the above financial statement: Profitability ratios – Gross Profit Ratio – Net Profit Ratio – ROCE – Current Ratio – Liquid Ratio.
3. Draft imaginary Budget reports.
4. Draft an imaginary Management Report.

Recommended Books:

1. R. N. Anthony, “Management Accounting Text and Cases” , 4th Edition, Richard D.Irwin, Inc; 1970
2. M. Y. Khan,. K. P. Jain:: “Management Accounting”, 7th Edition, McGraw Hill Education, 2017
3. M. Pandey::”Management Accounting”, 3rd Edition, Vikas Publication House Pvt Ltd, 2010
- 4.. Sr. K. Paul: “Management Accounting”, 2nd Edition, New Central Book Agency, 2012
5. S. N. Maheshwari:: “Principles of Management Accounting”, 1st Edition, Sultan Chand & Sons, 2014.
6. R. K. Sharma and Shashi K. Gupta: “Management Accounting”, 1st Edition, Kalyani Publishers, 2014..
7. Richard M. Lynch and Robert Williamson: “Accounting for Management Planning and Control”, 2nd Revised Edition, McGraw-Hill, 1978.
8. Horngren: “Introduction to Management Accounting”, 16th Edition, Pearson, 2013.

D20BB013 - IT Tools for BUSINESS

Course Description and Objective:

The primary objective of this course is to familiarize the student with basic concepts of computers and information technology and their applications to business processes. Students will learn fundamentals of computers, MS office, MS Excel, some important softwares and their application in business decision making.

Learning outcomes

By the end of this course it is expected that the student will be able to:

1. Understand the computer fundamentals
2. Computer softwares, internet and its applications
3. MS Office and Excel
4. Computer and IT applications in business decision making

Computer Fundamentals:

Module1: Block Structure of a Computer, Characteristics of Computers,

Module2: Generations of Computers, Classification of Computers,

Module3: Computer Memory and Mass Storage Devices, Input-Output Devices.

Computer Software:

Module4: Application and system software, programming languages and their classification, assemblers, compilers and interpreters, process of software development, operating systems: functions of operating systems.

Module5: Computer Network & Communication: Network types, network topologies, network communication devices, physical communication media,

Module6: network protocol (TCP/ IP), internet and its applications:

Module7: MS Office- Text processing using word- Functions.

Module8: MS Excel-Graphs, Basic statistical formulae using MS Excel,

Module9: MS-Power Point –Creating Effective Presentations.

Computers and IT in business applications

Module10: Introduction, Business and Computer, E-Mail, E-Commerce, Project management,

Module11: Computers in personnel Administration, Accounting, Computers in Cost and Budget Control, Marketing, Manufacturing, Materials management,

Module12: Banking, Insurance And Stock-broking, Purchasing activities.

Module13: World Wide Web and Business Community,

Module14: Internet,

Module15: E- Mail with TCP/IP.

Suggested Readings / Books:

1. ITL Education Solutions, Introduction to Information Technology, Pearson Education.
2. Turban, Rainer and Potter, Introduction to information technology, John Wiley and Sons.
3. Information Technology for Managers, Sudalaimuthu & Hariharan, HPH.

D20BB014 BUSINESS LAW

Course Description and Objective:

The main objective of the course is to make the students know the legal framework for carrying out a business. Issues related to drafting contracts, negotiable instruments, consumer protection laws and environmental laws will be discussed.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Learn essential elements of a valid contract.
2. Understand the concepts in Sale of Goods.
3. Acquire the knowledge in Partnership Act and Negotiable instrument Act.
4. Consumer protection Act and its importance in the present context.
5. Learn other environmental laws.

Indian Contracts Act – 1872:

Module1: Nature and types of contracts - Essential elements of valid contract

Module2: Discharge of contracts

Module3: Remedies for breach of contract

Sale of Goods Act – 1930:

Module4: Meaning of Sale and Goods – Conditions and Warranties.

Module5: Transfer of Property

Module6: Performance of contract of sale.

Negotiable Instrument Act – 1881:

Module7: Characteristics of NI – Kinds of NI – Holder and Holder in Due Course .

Module8: Types of Endorsements – Crossing of Cheque.

Module9: Dishonor of Cheque – Discharge of NI.

The Consumer Protection Act - 1986:

Module10: Objectives of the Act, Consumer Protection Councils.

Module11 Consumer Disputes Redressal: Agencies,

Module12 Forums and Commissions

Module13: Environment Protection Act

Module14: Air Act

Module15: Water Act

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Draft a 'rent agreement' incorporating all the essential features of a valid agreement.
2. Draft the Memorandum of Association of a company.

3. Case laws 'involving points of law of contracts'.
4. Draft a complaint against 'unfair trade practice' adapted by a businessman – to the consumer forum.
5. List out the latest cases of both High Court and Supreme Court on Environmental issues with both facts and judgements. [Atleast 2 cases]

NOTE: Few case studies be discussed in the class

Text Books:

1. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, 2006.
2. C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006.

Reference Books:

1. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, 2004.
2. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007.

D20BB015- BUSINESS RESEARCH METHODS

Course Objectives:

This course is emphasis on procurement of the basic knowledge of Business Research Methods concepts and techniques. Further it also provides the knowledge to develop formulation, implementation and evaluation skills of Business Research Methods in various organisation by this research techniques, tools and methods what the student studied.

Course outcomes:

By the end of this course it is expected that the student will be able to learn the following aspects:

1. Understand the basic concepts of the Business Research Methods.
2. Able to understand the phenomenal changes in the business activities.
3. Capable enough to decide the appropriate research approach to carry out a research problem.
4. Make sure to understand the impact of certain variables over other variables in the business process.
5. Able to use the concepts of testing Quantitative data using Statistical inference. and Understand the concepts analyzing Qualitative data and effective way of Report preparation.

Module1:An introduction, Meaning of Research, Objectives of Research, Motivation in Research, Types of Research, Research Approaches 5,

Module2: Significance of Research, Research Methods versus Methodology,

Module3:Research Process, Criteria of Good Research, Problems Encountered by Researchers in India

Module4: Sampling design: census and sample survey, steps in sampling design,

Module5: criteria of selecting a sample, characteristic of a good sample design,

Module6: different types of sampling designs: Non-probability sampling and probability sampling techniques.

Module7: Processing and analysis of data: Measures of Relationship, Simple Regression Analysis, What is a Hypothesis, , Basic Concepts Concerning Testing of Hypotheses ,

Module8: Procedure for Hypothesis Testing, Tests of Hypotheses, Important Parametric Tests

Module9: Hypothesis Testing of Means , Hypothesis Testing for Differences between Means , Hypothesis Testing for Comparing Two Related Sample.

Module10:Chi-square and ANOVA: Chi-square tests, conditions for applying chi-square test,

Module11:chi-square test for goodness of fit and independence of attributes,

Module12: ANOVA: ANOVA ONE-WAY and ANOVA TWO-WAY classification.

Module13: Interpretation and Report Writing : Meaning of Interpretation , Why Interpretation, Technique of Interpretation, Precaution in Interpretation ,

Module14: Significance of Report Writing , Different Steps in Writing Report , Layout of the Research Report , Types of Reports , Oral Presentation ,
Module15: Mechanics of Writing a Research Report, Precautions for Writing Research Reports, Conclusions.

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. Choose an area of interest, review a minimum of 4 literature on the same and formulate a topic for prospective research.
2. Given a topic – collect data through primary and secondary sources.
3. For a given data, analyze data using various statistical tools.
4. For a given case study, prepare a research report in the required format.

Text Books:

1. C.R. Kothari, “Research Methodology”, 2nd Edition, New age international publisher 2018.

Reference Books:

1. Panneerselvam R: “Research Methodology”, 2nd edition , PHI Learning Private Limited, 2014.
2. Bhattacharya, D. K., “Research Methodology”, 2nd Edition, Excel Books, New Delhi, 2006.
3. Gupta S.P., “Statistical Methods”, 43rd edition, Sultan Chand, New Delhi, 2014.

II BBA- II SEMESTER

D20BB016 MARKETING MANAGEMENT

Course Objectives:

The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm. Students will learn importance of STP in Marketing management, marketing mix decisions, PLC and New product development process, important aspects of Service marketing.

Course Outcomes:

By the end of this course it is expected that the student will be able to:

- Understand fundamentals of marketing
- Importance of STP in Marketing management
- Interpret Marketing mix decisions
- Analyze PLC and New product development process
- Appraise Contemporary aspects of marketing

Module1:Introduction: Definition, Importance and Scope of Marketing, Core marketing concepts, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets.

Module2:Concept of Marketing Management, developing marketing plans and strategies. Marketing Environment, Factors Affecting Marketing Environment,

Module3:Marketing Information System and Marketing Research and demand forecasting, Buyer behavior and influencing factors, Buying decision process.

Module4:Market Segmentation: Segmenting the Market, Benefits, of Market Segmentations, Market Segmentation Procedure, and Basis for Consumer/Industrial Market Segmentation.

Module5: Market Targeting – Introduction, Procedure. Product Positioning.

Module6:Introduction, Objectives, Usefulness, Differentiating the product, Product Positioning Strategy.

Module7:Marketing: Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Product Development, Failure of New Products.

Module8:New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions,

Module9: Product Life cycle - Stages and Strategies for Different Stages of PLC.

Module10:Pricing, Distribution, and Promotion Decision: Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ industrial Products.

Module11:Factors Affecting Channel Distribution, Management of Channels, channel conflicts:. Module12:Marketing Communication: The communication process, Communication mix, Managing advertising sales promotion, Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation

Module13:Recent trends in marketing: A Brief Account of Marketing of Services,
Module14:Social Marketing,
Module15: Online Marketing.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Visit any website and list the promotion strategy of a sponsoring company.
2. Find out the promotion tools of any company.
3. Observe the Distribution Network of a Company
4. List out Product Line of a company and note line modernization or deletion.
5. Draw a Product Life Cycle with regard to a particular product of a company and observe its extension.

Text Books:

1. Rajan Saxena: Marketing Management, 4th Edition, , TMH, 2009.
2. V.S.Ramaswamy, S.Namakumari: Marketing Management, 4th Edition, Macmillan, 2009

Reference Books:

1. Phillip Kotler: Marketing Management, 11th Edition, Pearson Publishers, 2011.
2. Czinkota and Kotabe: Marketing Management, 2nd Edition,, Thomson,2007

D20BB017 - Business Finance

Course Objectives:

To enable the students understand the fundamental concepts of financial management and various financial decisions of a firm. Students will learn importance of Investment decisions in FM, issues of management of working capital, Financing decisions and Dividend decisions.

Course Outcomes

By the end of this course it is expected that the student will be able to:

1. Explain fundamentals of Financial Management
2. Evaluate importance of Investment decisions in organizations
3. Discuss the issues of working capital management
4. Estimate cost of capital and designing optimum capital structure
5. Apply different forms of Dividend decisions

Module 1

Financial Management- Meaning, importance, scope and objectives

Module 2

Conflicts in profit versus value maximization principle- Role of Chief Financial Officer.

Module 3

Time Value of Money-Compounding and discounting techniques – concepts of annuity and perpetuity.

Module 4

Investment Decisions- Purpose, objective, process- Techniques of decision making

Module 5

Payback period method, accounting rate of return, net present value, internal rate of return

Module 6

Modified internal rate of return, discounted payback period and profitability index.

Module 7

Management of working capital- Meaning, types, factors affecting Working capital

Module 8

Inventory management and Valuations

Module 9

Management of cash and marketable securities.

Module 10

Financing Decisions- Cost of Capital – weighted average cost of capital

Module 11

Capital Structure decisions – designing optimum capital structure

Module 12

operating and financial leverage.

Module 13

Dividend decisions: Forms of dividend

Module 14

Theories of dividend – Walter model, Gordon model, MM hypothesis
Module 15
Concept of cash and bonus shares.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. To collect and scrutinize share application forms of IPOs.
2. To calculate the EPS of various companies.
3. To determine the operating cycle for a manufacturing and non – manufacturing firm.
4. To visit banks and collect information regarding short term and medium term finance offered by them.
5. To track the dividend policies of some well known companies.

Text Books:

1. I.M. Pandey, Financial Management.
2. V.K. Bhalla, Financial Management.

Reference Books:

1. Dr. S.N. Maheswari & Dr. C.B. Gupta, Financial Management.
2. Prasanna Chandra, Financial Management & Practice.
3. Preeti Singh, Investment Management Security Analysis and Portfolio Management.

D20BB018 - HUMAN RESOURCE MANAGEMENT

Course Objectives:

The objective of the course is to provide basic knowledge of functions of Human Resource Management. This course will be a prerequisite for students to take any electives offered in the third and fourth semesters under HRM stream. In addition students will be able to list out managerial and operational functions of a company.

Course Outcomes:

By the end of this course it is expected that the student will be able to:

1. Understand nature, scope and importance of HRM
2. Apply the elements of job analysis and design
3. Appraise the HRM functions such as Recruitment, selection, training, appraisal etc.
4. Demonstrate some Training and development skills
5. Analyze the compensations and benefits of employees

Introduction to HRM:

Module-1: Meaning – Nature of HRM - Functions and objectives of HRM

Module-2: Challenges of HRM – Skills for HR professionals

Module-3: Integrating Business strategy with HR strategy - HR Planning process.

Job Analysis and Design:

Module-4: Job analysis – job description – job specification- Process and methods of Job analysis data collection–

Module-5: Competency-based Job analysis - Job design: Significance,

Module-6: Approaches to job design, Job evaluation – Process and Methods

Recruitment and Selection

Module-7: Factors governing recruitment- The recruitment process – sources of recruitment –

Module-8: The selection process – Assessment centers – types of selection tests –

Module-9: Basic features of interviews – types of interviews – designing and conducting the effective interview

Training & Development:

Module-10: Introduction to training & the training process

Module-11: Training methods & Management development

Module-12: Evaluation of training and development.

Performance Appraisal and Compensation:

Module-13: The appraisal process, methods – the appraisal interviews – career planning and development –

Module-14: Employee engagement: Concept Compensation: Components, Importance, Factors influencing compensation

Module-15: Incentives: Types- Types of employee benefits and services – Need for safety and health.

Skill :

(These activities are only indicative, the Faculty member can innovate)

1. Chart out the methods of appraising employees of any (one) organization of your choice.
2. List out the HR policies of any one company.
3. Select any two companies of your choice and write its HR policies.
4. List out any 5 (five) welfare techniques for employees.
5. Draft the executive development plan of any company.
6. A study of different recruitment models in companies can be made.

Text Books:

1. Aswathappa.K, “Human Resource Management-Text & Cases”, 7th Edition, McGraw-Hill, 2013.
2. Gary Dessler, “Human Resource Management”, 14th Edition, PHI, 2015.

Reference Books:

1. Biswajeet Patnayak, “Human Resource Management”, 2nd Edition, PHI, 2002.
2. Jon M. Werner & Desimone, “Human Resource Development-Foundation Framework and Application”, 2nd Edition, Cengage Publishers, 2008.

D20BB019- OPERATIONS MANAGEMENT

Course Objective:

The Objective of the course is to enable students to learn the Basics of Operations Management, which will help them in understanding actual business process. Students will learn concepts of production system, factors effecting productivity, issues of purchasing and inventory management.

Learning Outcomes

By the end of this course, it is expected that the student will be able to:

1. Understand basic concepts of production systems
2. Define the elements of production management
3. Articulate the factors effecting productivity
4. Analyze the issues of purchasing and inventory management
5. Understand and apply statistical control charts and TQM concepts

Production systems:

Module-1

Operations Management - Definition, Objectives and Functions

Module-2

Systems concept of Production

Module-3

Types of production System- Job, Batch, Flow and Mass Production.

Plant layouts and Production Management:

Module-4

Facilities Layout – Types of layout – Process, product, Cellular, fixed position, with its advantages and disadvantages.

Module-5

Production Planning and control activities

Module6

aggregate Planning-Definition, Objectives, process and the strategies. MRP I.

Productivity Improvement:

Module-7

Factors affecting productivity and their measurement

Module-8

Total productivity and factor productivity, techniques for improving productivity.

Module-9

Work Study – Method Study, Stop watch Time Study,

Purchasing and Inventory Management:

Module-10

Purchase function Procedure.

Module-11

Meaning of Inventory, Inventory control, Economic Order quantity, Inventory analysis

Methods – ABC, VED, XYZ methods – their utility.

Module-12

Inventory Valuation Methods: Periodic and perpetual systems; FIFO, LIFO, Average cost and Weighted Average Cost Methods.

Quality Management:

Module-13

Inspection, Quality, Statistical Quality Control

Module-14

control charts for variables and control charts for attributes. Deming, concept.

Module-15

Total Quality Management, Six Sigma

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Visit any factory and list out the physical facilities and type of production followed.
2. Visit any factory and prepare a report on the production planning and control activities
3. Visit a company and draw a chart on plant layout/ suggest suitable methods for productivity improvement.
4. List out the functions of materials management in an organization.
5. Visit any industry and list out the various quality measures adopted.

Text Books:

1. R.Paannerselvam, “Production and Operations Management”, 2nd ed., PHI 2006.
2. K.Aswathappa, K.Sridhara Bhat, “Production and Operations Management”, 2nd ed., HPH, 2010.

Reference Books:

1. S. N. Chary, “Production and Operations Management”, 6th ed., TMH 2006.
2. Buffa, “Modern Production Operation Management”, 6th ed., Willey 2008.
3. Joseph S Matrinich, “Production and Operations Management”, 8th ed., Willey 2008.

D20BB020- DIRECT TAXATION

Course Description and Objective:

To acquaint students with proper knowledge about direct tax in India. Students learn Classification of direct taxes; income under different heads, salient features of income from salary, income from house property, profits and gains of business or profession and capital gains,

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Understand concepts and importance of direct tax
2. Understanding the status of persons and industries
3. Classification of allowances and calculation of income from salaries
4. Computation of annual value & deductions from income from house property.
5. Computation of income from other sources and capital gains.

Overview of Direct taxes:

Module-1 Direct tax – introduction, Definition, meaning, Importance's classification of direct taxes-

module-2 Income tax and wealth tax.

Module -3 Determination of status of Individual, Hindu undivided family, company or industry and other person.

Income under the head salaries:

Module- 4 Computation of total income - computation of income under the head salaries,

Module - 5 Allowances, salary, provident fund, allowances, perquisites

Module -6 types of perks, deductions u/s 16 out of gross salary.

Income from house property:

Module - 7 computation of income from house property,

Module - 8 computation of annual value,

Module -9 Deductions from income from house property.

Income from Profits and gains of business or profession

module -10 Introductions, charging of provis

module- 11 Computation of income from profits and gains

Module 12 Calculation of income from business or profession

Capital gains & Income from other sources:

Module -13 Computation of capital gains, treatment of capital losses,

Module - 14, Exempted capital gains, tax on capital gains.

Module-15 General incomes- specific incomes-deductions allowed U/57.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Form No. 49A (PAN) and 49B.

2. Filing of Income Tax Returns.
3. List of enclosures to be made along with IT returns (with reference to salary & H.P).
4. Preparation of Form-16.
5. Computation of Income Tax and the Slab Rates.
6. Computation of Gratuity.
7. Chart on perquisites.
8. List of enclosures to be made along with IT returns (with reference to salary and house property incomes).

Text Books:

1. Bhagawath Prasad, "Direct Taxes Law and Practice".
2. V.S. Date, "Indirect Taxes".
3. Sareen, V.K., & Sharma, A. (nd). Indirect Tax Laws, (latest edition), Kalyanipublications.

Reference Books:

1. Dr.Vinod & K Singharia, "Direct Taxes, Law and Practice".
2. S.Bhattacharya, "Indian Income Tax Law and Practice".

III BBA-I SEMESTER

D20BB021 - STRATEGIC MANAGEMENT

Course Objective:

The basic objective of this course is to help the students to learn the concept of strategic management and understand the significance of managing the business strategically in the current business environment.

Course Outcome:

At the end of the course students should be able to

- Understand strategic management process and the role of stake holders in the process and importance of vision, mission and objectives in strategy formulation
- Analyze the importance of External, Internal, SWOT and value chain analysis in strategy formulation and implementation
- Apply Strategy formulation at various levels i.e., Corporate, Business and function level strategies
- Strategic analysis and choice, issues of strategy implementation and portfolio analysis
- Strategy evaluation and types of control

MODULE 1

Introduction to strategic management – Evolution of Strategic Management- Understanding strategy-Strategic decision making-Strategic management process-

MODULE 2

Hierarchy of Strategic Intent — Vision, mission, business definition and objectives- Strategic management for sustainability-

MODULE 3

Corporate governance, Corporate social responsibility and strategic management.

MODULE 4

Strategy Formulation-Environmental Appraisal- External Environment Scanning - Organizational appraisal- Dynamics of Internal Environment-

MODULE 5

Organizational capability factors- Considerations in organizational appraisal-Methods and Techniques for organizational appraisal-

MODULE 6

Structuring organizational appraisal. Importance of appraisal

MODULE 7

Types of Strategies- Corporate-level Strategies-Corporate Restructuring- Business-level Strategies –

MODULE 8

Methods for pursuing strategies- Strategic Alliances and Joint ventures- Mergers and Acquisitions- Strategic Analysis and Choice-

MODULE 9

Tools and Techniques for Strategic analysis- SWOT Analysis, Experience Curve analysis, Life Cycle analysis, Industry analysis, Strategic Group analysis, Competitor analysis

MODULE 10

Strategy Implementation—Activating strategies- Nature and barriers to strategy implementation-

MODULE 11

Resource allocation- BCG matrix, GE matrix, McKinsey 7's model. problems in implementation

MODULE 12

Structural Implementation- Behavioural Implementation- Functional and Operational Implementation.

MODULE 13

Strategic Evaluation and Control – An Overview of Strategic Evaluation and Control -

MODULE 14

Strategic control- Operational control- Techniques of Strategic Evaluation and Control

MODULE 15

Role of Organizational Systems in Evaluation.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Analyzing the Mission and Vision statements of selected Indian companies.
2. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc).
3. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.. Analyze the news items to understand and write down the company's strategy and execution efficiency.
4. List a few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
5. Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
6. Conduct SWOT analysis of companies of your interest/choice.

TEXT BOOKS:

1. Azar kazmi, Adela Kazmi “ Strategic Management”, 4e, McGraw Hill, New Delhi, 2015.
2. Fred R. David: Strategic Management, Concepts and Cases-Prentice Hall, 13th edition, 2011

REFERENCE BOOKS:

1. Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
2. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.
3. Lawrence R Jauch, R. Gupta & William F. Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006.

4. Appa Rao C, Business Policy and Strategic Management, Excel publishers,2008.
5. Subba Rao p: Business policy And Strategic Management, Text and Cases- Himalaya Publishing House-2nd revised edition 2010.

D20BB022- ENTREPRENEURSHIP DEVELOPMENT

Course Objectives: The objective of the course is to make students understand the concept, process, types and promotion of entrepreneurship. In addition this course will develop skills of students in the area of conducting feasibility studies, analysis of opportunities and strategies, exploration of new start-up businesses and to acquaint the students about various issues of entrepreneurship .

Course outcomes:

At the end of the course the student will be able to

1. Understand concepts, process and types of entrepreneurship.
2. Incubating innovation and creativity through Startups
3. Analyzing Environment aspects of the Entrepreneurship.
4. Assessing the role of government in promoting Entrepreneurship.

Module1:Nature and Forms of Entrepreneurship: Entrepreneurship Concept, Entrepreneurial motivation, Ethics in entrepreneur, Characteristics,

Module2:Essential features, functions of entrepreneur, kinds of entrepreneurs, corporate entrepreneurship, Intrapreneurs.

Module3:Introduction to Edupreneurship, Agripreneurship, Tourism entrepreneurship, Social entrepreneurship, Ecological entrepreneurship, Technopreneurship

Module4: Startups: Concept, need, factors, life cycle, Introduction to innovation and disruptive innovation, sources of start- up ideas and evaluation criteria.

Module5:Technology based start-ups, characteristics of Tech startup, new startup model, key factors for success and reasons for failure.

Module6:Recent central, AP and Telangana government startup and innovation policy, central government support to startups.

Module7:Legal and Financial aspects of the Entrepreneurship: statutory requirements for startups, Entrepreneurs and legal regulatory systems, patents and trademarks.

Module8:Intellectual Property Rights, Financing by Commercial Banks, Bank Loans, , specific type of finance like Angel investors Venture capital.

Module9:funds from Mudra Bank, Government Grants and Subsidies

Module10:Business Planning, and Feasibility Studies: The Concept of Business planning and modeling,

Module11: Importance and contents of business plan, Internal and External Environment Analysis, Technological Competitiveness,

Module12:Feasibility, SWOT Analysis, Product and Process Development, Major steps in product development.

Module13:MSME and Entrepreneurship Development: Role of Small &Medium Enterprises: Meaning & Role, Contribution of GDP & Employment.

module14: Problems and prospects of MSMEs. Government policy for SMEs Protection. Need for EDPs, Objectives of EDPs, course contents and curriculum of EDPs.

Module15:Phases of EDPs, & Evaluation of EDPs.

Skills:

(These activities are only indicative, the Faculty member can innovate)

1. Convert your business ideas by drafting a business plan and carefully evaluate the possible business opportunities.
2. Prepare a brief case study based on any successful local entrepreneur by analyzing the failures and success factors.
3. List out and analyze the profiles of any three new age Entrepreneurs.
4. Visit the DIC and make list of the various existing institutions supporting Entrepreneurs in Andhrapradesh and analyze the facilities provided by them.
5. Arrange for a guest lecture by an entrepreneur of your choice.
6. Analyze the scope of Angel Investing and Venture Capital in India.

Text Books:

1. H. Nandan, Fundamentals of Entrepreneurship, 1st Edition, PHI, New Delhi, 2007.
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6th Edition, TMH, New Delhi, 2006.
3. P. Naryana Reddy, Entrepreneurship – Test and Cases, 3rd Edition,Cengage Learning, New Delhi, 2011.

References Books:

1. Madhurima Lall, Shikha Sahai, entrepreneurship, 1st Edition, Excel Books,, New Delhi, 2006.
2. S.S. Khanka, Entrepreneurial Development, Revised Edition, S. Chand and Company Limited, New Delhi, 2007.
3. Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship And Small Business Management, 4th Edition, Pearson, New Delhi, 2006
4. Charles E. Bamford, Garry D.Bruton Entrepreneurship: a small business approach, 1st Edition, McGraw-Hill, New Delhi, 2010.

D20BB023- ORGANIZATIONAL BEHAVIOUR

Course Description and Objective:

The course provides a basic knowledge of various dimensions of human behavior. This will form the foundation to study and to understand the behavior of the human beings working in organizations. Students will learn nature and scope of OB, Perceptual process, important aspects of personality and attitude, group dynamics and effects of stress and issues of conflict management.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Understand the nature and scope of OB
2. Identify the challenges and opportunities managers have in applying OB concepts
3. Understand the important aspects of personality and attitude
4. Identify and analyze the reasons for group formation and stress related aspects
5. Understand the issues of conflict management and develop approaches to overcome

Module 1: Introduction to OB, History of OB, Nature and scope of OB -

Module 2: Contributing disciplines to OB

Module 3: Environmental and Organizational context of Organizational Behavior.

Module 4: Perception, Perception Process: Perceptual Errors

Module 5: Individual and Organizational factors that influence perceptual processes.

Module 6: Role of perception in managerial activities and organizational processes.

Module 7: Personality, Personality as continuum – Meaning of Personality

Module 8: Johari window and Transactional Analysis

Module 9: Attitude, Components of Attitude, Nature and Dimension of Attitudes, Types of attitudes.

Module 10: Group Dynamics: The Nature of groups. Kinds of groups

Module 11: Stages of Group Development – Factors Contributing to Groups Cohesiveness

Module 12: Meaning & types of stress – Effect of Stress – Strategies of cope with stress

Module 13: Conflict Management: Nature of conflict – Dynamics of Conflict

Module 14: Conflict resolution modes, sources of conflict in organization.

Module 15: Approaches to conflict management

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Survey on resistance to changing policies in The Banking Sector, The IT Sector
2. Undertake a study to find out the various non-financial incentives used to motivate employees.
3. A study in job enrichment and factors contributing to absenteeism and employee turnover in any industry of your choice.

4. Analyze the characteristics and components of attitudes.
5. Perform a study on the determinants of personality of a group of individuals.
6. Analyze the organizational culture and climate in the BPO industry.
7. Conduct a study on the reasons for attrition in the BPO industry.

Text Books:

1. Luthans, Fred,” Organizational Behaviour”, 10/e, THM, 2007.
2. Robbins, P Stephen, Timotny A judge, “Organization Behaviour”, 12/e, PHI, New Delhi, 2007.

Reference Books:

1. Organization Behaviour by Nelson
2. Schermerhorn: Organization Behaviour, Wiley, 9/e, 2005.
3. Organizational Behaviour by Aswathappa

III BBA-II SEMESTER

D20BB038-BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Description and Objective:

To discuss the theories of ethics and Corporate Governance and explain how they can be applied in various business situations, importance of ethics in conducting business. Corporate social responsibility and ethical dilemmas at work place and corporate governance – Codes and Laws.

Course Outcomes

By the end of this course it is expected that the student will be able to:

1. Understand nature and objectives of ethics
2. Analyze the importance of ethics in conducting business
3. Understand Ethical organization and its corporate code
4. Apply Ethical issues in different functions in organization
5. Understand corporate social responsibility and ethical dilemmas at work place
6. Understand corporate governance – Codes and Laws

Module1: Ethics- Nature of Ethics - Objectives of Ethics – Need - Business Ethics – Nature of Business Ethics – Relationship between ethics and business.

Module2: Importance of Ethics in Business – Ethical theories – Meta ethics – Normative ethical theory –Theory of Justice – Theory of.

Module3: Ethical Organization and its corporate code – Characteristics of ethical organization.

Module4: Corporate Moral Excellence – Stakeholders – Corporate Governance – Corporate Code.

Module5: Implementation of Corporate Code.

Module6: Ethical issues in Marketing – Ethics in marketing strategy, Marketing Mix,

Module7: Marketing Research - Ethical issues in Operations – Role of Operations Manager, Quality Control,

Module8: Corporate Social Responsibility – Historical perspective of CSR from Industrial Revolution to Social Activism – Stake Holders – Share Holders – Employees – Management – External Stake Holders.

Module9: – Consumers – Suppliers – Competitors – Creditors – Community – Module7: Corporation as a moral person.

Module10: – Corporate expectations of Society - Current CSR Practices of firms in India.

Module11: Ethical Dilemmas at work place –Ethical dilemmas in decision making – power – authority – secrecy – confidentiality.

Module12: Trust and loyalty - Ethical Leadership – Managerial integrity and decision making.

Module13: Corporate Governance – Codes and Laws – Committees of Corporate Governance –Role and functions of Chairman and Managing Director.

Module14: Role and functions of Committees – Audit Committee – Remuneration Committee – Nomination Committee – Cadbury committee.

Module15: – OECD committee – KM Birla committee on Corporate Governance.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
2. A group assignment on “The relationship between Business houses and Society in Indian Context and relating the same with respect to the models studied.
3. Mini Project: Collect details of unethical practices by businesses in today’s context in the areas of Production, Marketing, HRM, and Financial services and make a report.
4. Case studies/Role plays related ethical issues in business with respect to Indian context.

Text Books:

1. Sadri – Business Ethics Concepts and Cases, TMH, 1998
2. Business Ethics and Corporate Governance – ICFAI Publications.
3. Business Ethics – An Indian Perspective by Francis, TMH 2010.

Reference Books:

1. R.C.Shekar - Ethical Choices in Business.
2. LaRue Tone Hosmer - The Ethics of Management , Universal books.
3. Ethics in Business & Corporate Governance by Mandat, TMH, 2010.

D20BB039- DIGITAL MARKETING

Course Objectives:

To make the students understand dynamics of marketing in digital era.

Course Outcomes:

- Understand the basics of digital marketing.
- Develop a comprehensive digital marketing strategy.
- Analyze and understand the various tools of Digital Marketing.
- Use new media such as search engine and social networking.

Module1: Introduction to marketing in the digital environment- types of web presence.

Module2: Common ecommerce business models (B2B, B2C, C2C, and B2G).

Module3: Understanding Marketing Process - Digital Marketing Vs traditional Marketing.

Module4: Understanding Digital Marketing Process, Digital Marketing Research

Module5: Audience profiling and segmentation- understanding buyer behavior.

Module6: Pillars of direct marketing.

Module7:- Blog mining- data mining.

Module8: Integrating online and offline strategies.

Module9: Meaning and Intro - keywords - Different types of keywords.

Module10: Google AdWords- pricing models online- Keyword bidding, Keyword matches.

Module11: Search Engine Optimization- Process and methodology.

Module12: Email Advertising: Introduction Types of email marketing- Opt-in & bulk emailing.

Module13: Online Display Advertising- Social Media Marketing

Module14: Display Advertising - Contextual advertising.

Module15: Introduction to online reputation management, Importance, strategies and tools of online reputation management.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. To get well versed with Google AdWords and Google tools
2. Free tools for website designing.
3. Understanding the various measures taken to relate to enhance Public relations.

4. Create and maintain a page on Social Media Eg: Facebook- Twitter- Instagram- LinkedIn.
5. Help a start up promote their local business using Google AdWords or Facebook Promotes.

Books for Reference:

1. Deepak Bansal , A Complete Guide To Search Engine Optimization,, Ist Edition, B.R Publishing Corporation, 2009
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
3. Strauss.J and Frost . R , “E- Marketing”,, 5th Edition, Pearson Education, 2009
4. Godfrey Parkin , Digital Marketing: Strategies for Online Success ,1st Edition,New Holland Publishers Ltd, 2009
5. Damian Ryan , Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation, 3rd Edition, Kogan Page,2014

V Semester Electives - Marketing

D20BB024 MARKETING RESEARCH

Course Objective

The course is designed to inculcate the analytical abilities and research skills among the students to facilitate decision making in solving various marketing problems.

Course Outcomes:

At the end of the course students should be able to understand

- Typical applications of Marketing Research and Research process
- Construct different Research Methods for Design and instruments of data collection
- Understanding different Sampling Techniques
- Applying Statistical tools and their application in analyzing and resolving marketing problems

Module 1: Introduction to Marketing Research- Role of marketing research in a Marketing plan.

Module 2: Secondary and Primary research- Marketing research process.

Module3: Defining the Research Objective- Research Designs- Exploratory, Descriptive and casual Research.

Module4: Designing the research Methodology.

Module 5: Survey, Observation, experimentation, Qualitative techniques.

Module 6: Research Methods and Design- Sources of Secondary data.

Module 7: Exploratory and Conclusive research.

Module8: Major qualitative Research Techniques- Depth Interview, Focus Group, Projective techniques-

Module 9: Validity of research- test Marketing.

Module10: Questionnaire Design for marketing research.

Module11: Scales of Measurement used in marketing research.

Module 12: Sampling Methods - Sample size and Sampling Techniques.

Module 13: Data cleaning- Missing value imputation.

Module14: Outlier deletion- Field procedures- Planning the Data analysis-

Module 15: Hypothesis Testing- Simple tabulation and cross Tabulation- Chi-squared test- ANOVA and the Design of Experiments

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. To collect the data regarding any phenomenon in the form of both primary and secondary.
2. To make out an effective research design process for an identified problem.
3. Appropriate questionnaires can be designed to fulfill the research objectives.
4. Association and Variance analysis can be measured between variables.

5. Causal relationship between the variables can be analyzed.

TEXT BOOKS:

1. Rajendra Nargundkar: Marketing research, Text and Cases-,3rd Edition,Tata McGraw hill, 2010
2. Naresh Malhotra, Das: Marketing research: An applied Orientation- , 6th Edition, Pearson Education, 2009

REFERENCE BOOKS:

1. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall, 7th Edition, Richard d Irwin, 1989.
2. Suja R Nair: Marketing Research, Text with cases-2nd Revised Edition, Himalaya Publication-2014.

D20BB025- RETAILING MANAGEMENT

Course Objective:

- To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

Course Outcomes:

At the end of the course students should be able to understand:

- Modern Retailing Concepts and will able to link it to cases to understand the present Retailing Trends.
- Shopping environment, retail formats, functions, retail operation and promotion.

SKILLS:

These activities are only indicative, the Faculty member can innovate:

- To collect information regarding some of the major retail brand names in the world.
- To study the advantages and disadvantages in the retail sector.
- To study the role of malls in retail marketing.
- A report to be made on industries directly dependent on different modes of transport systems in India.
- Changes in retail chain management.

Module 1: Introduction to Retail Management - Meaning of Retail & Retailing,

Module 2: Functions, theories of retailing, e-tailing.

Module 3: service retailing, rural retailing.

Module 4: Types of Retailers and Retail formats- Multichannel Retailing and ownership

Module 5: structures in Retail- Customer Buying Behaviour and Retail Strategies-

Module 6: Measuring Financial and Operational Performance in Retail Business

Module 7: Store Location and Site Analysis- Merchandising Procurement and Store Brands- Category

Module 8: Management- Pricing in Retail- Hiring and

Module 9: Managing Human Resources in Retail Organizations.

Module 10: Store Layout, Design and Visual Merchandising-

Module 11: Promotional Mix in Retailing-

Module 12: Key Store Operations and Inventory Management.

Module 13: Supply Chain Management and Logistics in Retail-

Module 14: Customer Retention- Customer Loyalty,

Module 15: CRM and Customer Services.

TEXT BOOKS

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford,
2012. Journals: Indian Journal of Marketing, MICA Communications Review.
2. Madaan KVS, Fundamentals of Retailing, 1st Edition, Tata McGraw Hill, 2009.

REFERENCE BOOKS:

- Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2013.
- Suja Nair, Retail Management, 1st Edition, Himalaya Publication House, 2012.
- Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), First Edition, Himalaya Publication House, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, 4th Edition, TMH, 2013.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, 2nd Edition, S.Chand, 2011.
- Michael levy, Barton Weits, Ajay Pundit, Retailing Management, 8th Edition, McGraw-Hill, 2011
- Arif sheikh, Kaneez Fatima, Retail Management, 1st Edition, Himalaya Publication House-2012.
- Chetan Bajaj, Rajnish tuli, Nidhi Varma ,Srivastava, Retail Management, 2nd Edition, Oxford, 2012.
- David Gilbert, Retail Marketing Management, 2nd Edition, Pearson, 2013.
- Shridhar Bhat, Supply Chain Management, 7th Edition, HPH, 2012.
- Amit Sinha, Supply Chain Management, 1st Edition, TMH, 2012.

D20BB026 CONSUMER BEHAVIOUR

Course Objective:

The course is designed to inculcate the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.

Course Outcomes:

At the end of the course students should be able to understand

- Application of consumer behaviour in marketing
- Assessing Individual and group determinants of consumer behaviour
- Interrupting Environmental influences on consumer behaviour
- Understanding Consumer decision making process

Module 1: Introduction to Consumer Behaviour (CB):

Module 2: Nature and Importance of CB, Application of CB in Marketing,

Module 3: Consumer Research process.

Module 4: Individual Determinants of CB:

Perception: process, Consumer Imagery.

Module 5: psychographic and life style, Motivation: needs/motives & goals, dynamic nature of motivation,

Module 6: Arousal of motives and theories

Module 7: Group Determinants of CB: Organizational buying behavior-Reference group influence.

Module 8: Application of reference group concept, Family: functions of family, family decision making, family life cycle (FLC).

Module 9: Diffusion of Innovation: Adoption process. Diffusion process

Module 10: Environmental Influences on CB:

Social class, Life style Profile of Social class,

Module 11: Application to CB, Culture: characteristics

Module 12: cross cultural understanding

Module 13: Consumer Decision making Process: Problem recognition, Information

Module 14: Search Process and Evaluation, Purchasing process,

Module 15: Post purchase behaviour, Models of CB.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Collect five print ads of products, which are directed at the life style segments. Describe the lifestyle that these ads focus on.

2. Construct a brand personality inventory for two different brands in the same product category. Ask five of your friends to rate each brand on ten different personality dimensions. Do these brand personalities relate to the advertising strategies to differentiate these brands?
3. Mention five examples each of classical conditioning instrumental conditioning and cognitive learning used in advertising.
4. Positive Re-enforcement b. Negative Re-enforcement

TEXT BOOKS:

1. Chiffman L.G. and Kanuk L.L., Consumer Behaviour, 9th Edition, Prentice Hall of India, New Delhi. 9th ed, 2007.
2. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995.

REFERENCES BOOKS:

1. Seth, J. N. & Mittal, B. Customer Behaviour-A Managerial Perspective. 2nd Edition , Thomson South-Western.2003
2. Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. Consumer Behaviour-Building Marketing Strategy 1st Edition, Irwin McGraw-Hill, New York. 2001.

D20BB027 SALES AND DISTRIBUTION MANAGEMENT

Course Objective:

The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

Course Outcomes:

At the end of the course students should be able to understand

- Understanding importance of Sales Management
- Appraise Sales Planning and Budgeting.
- Develop Sales force management.
- Interpret Distribution Management.

Module1: Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management.

Module2: Types of Selling, difference between Selling and Marketing.

Module3: Modern Day Sales Activities, Selling Skills,

Module4: Selling Strategies, Selling Process.

Module5: Case: United air flow manufacturer of household appliances sales persons job.
(Richard R.Still page no 115 to 118)

Module 6: Sales Planning and Budgeting: Sales planning process, sales forecasting methods.

Module7: sales budgeting process, methods used for deciding sales budget.

Module8: Types of quotas and quota setting procedure, reasons for establishing or revising sales territories,

Module9: Routing and scheduling sales persons, market cost analysis.

Module 10: Case: Midland office engineering, establishment of sales budgeting program,
(Richard R Still, page no 588 to 589)

Module 11: Sales Force Management: Recruitment and selection of the sales force, training the sales force,

Module 12: sales force motivation, sales force compensation, sales force control and evaluation.

Module 13: Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets,

Module 14: designing the Marketing Channels, Motivating and Evaluating Channel Members,

Capturing the Customer requirements.

Module 15: Managing Channel Institutions Managing Channel Information Systems,

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. Assigning role play situations to improve the selling skills of the students.
2. Giving case let to improve the analytical and decision making skills of the students.
3. Asking the students to design the distribution channels by giving them some products.

Text Book

1. Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd Edition, TMH, 2011.
- Journals: Indian Journal of Marketing, MICA Communications Review, 2015.

References

1. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management, 2nd Edition Oxford.
2. S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, 2nd Edition, HPH, 2009.
3. Dinesh kumar, Marketing Channels ,1st Edition, Oxford ,2012
4. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th Edition, Pearson, 2011.
5. Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th Edition, Pearson, 2011.
6. Mark W Johnston, Greg W Marshall, Sales Force Management, 9th Edition, TMH, 2009.
7. Dr.S.L.Guptha, Sales and Distribution Management, 2nd Edition, Excel books, 2010.

V Semester Electives - Finance

D20BB028- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

Course Outcomes:

At the end of this course students should be able to:

- To provide a theoretical and practical background in the field of investments.
- Designing and managing the bond as well as equity portfolios in the real word.
- Valuing equity and debt instruments.
- Measuring the portfolio performances.

Module 1:

The Investment Environment,

Module 2:

Financial Instruments,

Module 3:

Markets for investments and Trading.

Module 4:

Risk and Return calculation,

Module 5: efficient markets: concepts and forms of market efficiency, Testing market efficiency, Module 6:

Economic analysis, Industry Analysis, company Analysis.

Module 7:

Technical analysis.

Module 8:

Introduction to portfolio management,

Module 9:

Markowitz portfolio theory,

Module 10:

capital Asset pricing Model.

Module 11:

Equity Analysis and valuations,

Module 12:

introduction to Bond Analysis, Bond pricing and yield,

Module 13:
Bond pricing theories.

Module 14:
Portfolio performance evaluation.

Module 15:
Forecasting portfolio performance.

TEXT BOOKS:

1. Investments by Bodie, Kane, Marcus and Mohanty, 8th edition(BKMM), Mcgraw Hill.
2. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.

REFERENCE BOOKS:

1. Business Analysis and Valuation using financial statements by Palepu, Healy and Bernard (PHB), 3rd edition, Cengage Learning.
2. Chapters of book: Corporate Finance by Ross, Westerfield, Jaffe and Kakani, 8th Edition, Tata Mc Graw Hill
3. Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India.
4. Damodaran on Valuation(AD)-Security Analysis for Investment and Corporate Finance, 2nd edition, Wiley.
5. Investment Analysis and Portfolio Management by Railley and Brown, Cengage.

D20BB029- INTERNATIONAL FINANCIAL MANAGEMENT

Objective of the Course:

The objective of the course is to provide an introduction to international finance theory and develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm. The prerequisite for the course is financial accounting and analysis and financial management

Course Outcomes:

1. To understand an overview of International Financial management and Balance of payments
2. To summarize the Evolution of International monetary system
3. To identify the structure and major participants in Foreign Exchange market.
4. To analyze the factors effecting the exchange rates and relation between inflation, interest rates and exchange rates
5. To determine the role of international investments in a countries economic development.

International Financial Management:

Module1: An overview of IFM, Why we go for international business, Difference between FM& IFM, International Flow of Funds

Module2: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP,

Module3: Factors affecting International Trade flows, Agencies that facilitate International flows.

International Monetary System:

Module4: Evolution, Bimetallism, Gold standard,

Module5: Bretton woods system, flexible exchange rate regime,

Module 6: The current exchange rate arrangements, EMU.

Foreign Exchange Market:

Module7: Function and Structure of the Forex markets, Features of Forex Market. Module

Module8: Major participants, types of transactions and settlements dates.

Module9 : FE Quotations, Speculation in forward markets, Foreign Currency Derivates.

Exchange Rates:

Module10: Exchange, Equilibrium of Exchange, Measuring exchange rate movements.

Module11: Factors influencing exchange rates, Government influence on exchange rates systems

Module 12: Relationship between inflation, interest rates and exchange rates – IRP, PPP, IFE theories.

International Investments:

Module13: Foreign Direct Investment, Determinants of FDI, International Capital Budgeting,

Module14: Working Capital Management in MNC's International Capital structure and cost of

capital.

Module15:Payment methods of international trade, trade finance methods.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Read any two related international treaties & write a report.
2. Follow any latest cross-border merger and evaluate its outcomes.
3. Work out on cross-currency valuations.
4. Evaluate the role of any two International Agencies.
5. Bring out the role of GST in being tax guardian to end-users.

Textbooks:

1. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
2. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
3. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004.

Reference Books:

1. Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2003.
2. S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001.
3. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, 10th edition, Pearson Education 2004.
4. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2001.
5. Prakash G. Apte, International Finance A Business Perspective, Tata McGraw-Hill Publishing Co. Ltd., 2003.
6. Adrian Buckley, Multinational finance, Third Edition, Prentice-Hall of India Pvt. Ltd., 2001. Melvin: International Money and Finance 7/e Pearson Education.

D20BB030 BANKING AND FINANCIAL SERVICES

Course Objectives:

Providing an in-depth analysis of the banking and financial services in the liberalized Indian economy. Equipping the students with the tools used in interpreting and evaluating performance, productivity and efficiency of the banking organizations

Course Outcomes:

At the end of the course students should be able to understand

- Discuss Indian banking and financial services.
- Evaluate credit and risk management in banks
- Explain about retail banking services and loan process.
- Identify the role and functions of banks and Non-banking financial companies
- Measure technology and CRM practices in Banks

Module 1

Banking and Financial Services-Indian Financial System

Module 2

Indian Banking System-Banking Structure in India-Banking companies regulation

Module 3

Evaluation of the Banking System and Future Trends and reforms

Module 4 Credit and Risk Management in Banks: Introduction-Credit lending process

Module 5

Application screening process-types of risks-Credit risk assessment

Module 6

Sanction and disbursement process-Monitoring repayment process

Module 7

Retail Banking Services-Retail banking services-retail bank lending

Module 8

Types of loans-home loans-personal loans-car loans

Module 9

Commercial loans-process of retail loans-recovery process-strategies

Module 10

Non-Banking Financial Companies-Structure and role of NBFCs

Module 11

Functions-lending process-recovery mechanism

Module 12

Challenges and future prospectus.

Module 13

Technology and CRM Practices in Banks- Customer relationship management

Module 14

Role and impact of CRM-stages in CRM process

Module 15

Technology for retail banking.

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. To collect information regarding the various services offered by banks.
2. To track the changes in services offered by banks over the years.
3. What is the impact of GST on banking sector?
4. Case studies on banking sector
5. Demonetization effect on banking sector

TEXT BOOKS:

1. Padmalatha Suresh, Justin Paul, “Management of Banking and Financial Services”, 2nd Edition, Pearson Education India, 2016.
2. Koch, Timothy W. and S. MacDonald, “Bank Management”, 5th Edition, The Dryden Press, New York, NY, 1999.

REFERENCE BOOKS:

1. Dr. D.M. Mithani, “Money, Banking, International Trade and Public Finance”, 17th Revised Edition, Himalaya Publishing House, 2015.
2. Srivastava, Divya Nigam, “Management of Indian Financial Institutions”, 9th Edition, Himalaya Publishing House, 2014.
3. M. Y. Khan, Indian Financial System, 6th Edition, Tata McGraw Hill,, 2009.

D20BB031 FINANCIAL MARKETS AND INSTITUTIONS

Course Objective:

This course is intended to help you understand the role of financial institutions and markets play in the business environment. To acquire the skills necessary to manage a financial firm, to describe and apply financial concepts, theories, and tools, and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions

Course Outcomes:

At the end of this course students should be able to

- Discuss the role of financial institutions in financial markets
- Demonstrate and develop conceptual framework of business environment and generate interest in international business
- Assess the fixed income securities market
- Explain types of financial institutions and customization of loans
- Analyze banking industry, mutual fund industry and insurance industry

Module 1

Role of Financial Markets and Institutions-Overview of Financial Markets, Securities Traded in Financial Markets

Module 2

Financial Market Regulation, Financial Market Globalization

Module 3

Role of Financial Institutions in Financial Markets,

Module 4

Financial markets- Structure, Participants, Trend - Role of central bank and commercial banks

Module 5 Capital market- Instruments, Players, trading - Primary and secondary market

Module 6

Role of stock exchanges and stock indices.

Module 7

Fixed Income securities market - Structure and trends - G-sec market - Call Money Market

Module 8

TB Market, Repo and CBLO, Bonds market, trading in G-sec market

Module 9

Interest rate - theories, determinants, dynamics of short term and long term rates.

Module 10

Financial Institutions- Types of financial institutions

Module 11

Depository institutions-Commercial banks

Module 12

Intermediation-Customization of loans

Module 13

Financial Regulation-Banking Industry: Structure and Competition

Module 14

The Mutual Fund Industry-Insurance Companies and Pension Funds

Module 15

Investment Banks, Security Brokers and Dealers, and Venture Capital Firms.

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. To collect information regarding the various services offered by banks.
2. To track the changes in services offered by banks over the years.
3. To collect a sample tripartite lease agreement.
5. To collect complete details regarding companies funded by venture capitalists.
6. To study the role of derivatives in financial markets.
7. To visit a bank and collect information regarding the risk management tools offered by them with respect to derivatives.
8. To collect information on NASDAQ, Nifty, Sensex.
9. To submit a mock business proposal to venture capitalists.

TEXT BOOKS:

1. Pathak, Bharati V., “Indian Financial System: Markets, Institutions and Services”, 2nd Edition, Pearson education New Delhi, 2008.
2. Saunders, Anthonu and Cornett, Marcia Millon, “Financial markets and Institutions” An Introduction to the risk management approach, McGrawHill, Irwin, New York, 2007.

REFERENCE BOOKS:

1. Bhole, L.M. , “Financial institutions and Markets: Structure, Growth and Innovations”, 4th Edition, McGrawHill, New Delhi, , 2008.
2. Fabozzi, Frank J. and Modigliani, Franco, “Capital Markets: Institutions and Markets” 3rd Edition, , Prentice Hall of India, New Delhi, 2005.

D20BB032 PROJECT FINANCE

Course Objectives:

To create an understanding about the Projects and the process, criteria and the appraisal methodology for projects.

Course Outcomes:

1. Understanding the concept of project, project life cycle and types of projects
2. Applying project appraisal techniques
3. Evaluating projects using project appraisal techniques
4. Identifying cost benefit analysis of the projects
5. Identifying and selecting the best source of finance for project funding

Module 1 Introduction to Projects

Concepts of project, Importance and characteristics

Module 2

Types of project, Phase of a Project & Project Life Cycle

Module 3

Project identification and analysis, Ideas generation and screening.

Module 4

Project Appraisal

Project appraisal, techniques of project appraisal

Module 5

Identifying risk, developing an appraisal process

Module 6

Appraisal procedure of financial institutions in India.

Appraisal Measures

Module 7

Appraisal measures, Meaning and use of appraisal measures

Module 8

Identifying the most appropriate measure for business payback

Module 9

Discounted cash flow measures-NPV and IRR and other measures.

Cost Benefit Analysis

Module 10

Cost benefit analysis, Concept of uniform annual equivalent

Module 11

Determination of economic life, Inflation and its impact on projects

Module 12

Social cost benefit analysis (SCBA) different methods.

Financing and Control

Module 13

Long term financing, Searching of finances and their appropriate mix, Loan Syndication

Module 14

Consortium financing, Project monitoring and control, Control techniques

Module 15 Concept of time and cost overrun.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. A case study on different types of finance techniques
2. Group discussion on long run and short run finances
3. Presentations on finances of the project
4. Project approval methods and techniques

TEXT BOOKS:

1. Prasanna Chandra: Project Planning, Analysis, Selection and Implementation.
2. Chaudhary S, Project Management.

REFERENCE BOOKS:

1. Harold Karzner, Project Management.
2. Joy P.K., Total Project Management
3. Meredith, Projects.

V Semester Electives - HR

D20BB033 INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Objective:

The objective of the course is to enable students to have an insight into the relations between various sectors that have a bearing on management of industrial relations. The pre-requisite for this course is Human Resource Management offered in 2nd Semester.

Course Outcomes:

By the end of the course the learners are expected to

- Develop knowledge of the Industrial relations in the organization and its importance.
- Become aware of the reasons of industrial Conflicts and Disputes and the settlement procedure.
- Understand the origin and growth of Trade Unions in India and their role in the growth of the Country's economy.
- Apply knowledge of the labour legislations in India by assuming a situation in any Govt. organization.
- Illustrate the different acts related to the wages and bonus of the employees.

MODULE 1

Industrial Relations: Economy and labour force in India – Approaches to IR –Employer organizations: Introduction, Origin and Growth.

MODULE 2

Collective Bargaining: Collective Bargaining – Meaning & Definition, Levels, Process and Hindrances –

MODULE 3

Negotiating techniques and skills – Drafting of an agreement.

MODULE 4

Industrial Conflicts and Disputes: Conflicts: Introduction and Manifestation –

MODULE 5

Disputes: Introduction, Prevention and Settlement, Stages in Settlement, Effects.

MODULE 6

Case studies of various industries in India.

MODULE 5

Trade Unions: Trade Unions: Introduction, Definition, History and evolution, Objectives, Reasons for joining Unions,

MODULE 6

Types, Structure, Growth, Theories, Problems, Recognition – Central Trade union Organizations –

MODULE 7

Trade Unions Act, 1926 – Employer Organizations.

Labour Legislation: The Factories Act, 1948 – The Industrial Disputes Act, 1948 – The Employment (Standing Orders) Act, 1946 – The Maternity Benefit Act, 1961.

Wage Legislations: The Workmen's Compensation Act, 1923 – The ESI Act, 1948 – The Payment of Wages Act, 1936 – The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972 – The EPF Act, 1952.

Skills:

(These activities are only indicative, the Faculty member can innovate)

1. Conduct a Study on effectiveness of TU in APSRTC in selected units
2. Find out the collective Bargaining procedure in selected sugar factory
3. Analyse the effectiveness of The Workmen's Compensation Act, 1923 – The ESI Act, 1948 – The Payment of Wages Act, 1936 – in any manufacturing sector
4. The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972 – The EPF Act, 1952 in any pharma company

TEXT BOOKS:

1. Piyali Ghosh and Shefali Nandan, "Industrial Relations and Labour Laws", 1st Edition, McGraw Hill Education, 2015.
2. Venkataratnam C. S.: Industrial Relations, 1st Edition, Oxford University Press, 2006

REFERENCE BOOKS:

1. Arun Monappa: Industrial Relations, 1st Edition, TMH, New Delhi, 2003.
2. Sinha: Industrial Relations, Trade Unions and Labor Legislation, 1st Edition, Pearson 2007.
3. P. K. Padhi: Labor and Industrial Laws, 1st Edition, PHI, 2007.

D20BB034 TALENT PLANNING AND ACQUISITION

Course Objective:

The course provides an understanding of planning and acquiring organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

Course Outcomes:

By the end of the course the learners are expected to

1. Gain conceptual knowledge and operational understanding of all the key aspects of staffing function including human resource planning, job analysis, recruitment and selection.
2. Understand the role of human resource planning in creating effective organizations
3. Apply techniques necessary for successful strategic human resource planning.
4. Develop the skills to design and implement effective recruitment and selection processes and critically evaluate existing processes.
5. Use the latest trends and best practices in talent acquisition.

Module 1: Defining Strategic Staffing, Components, Goals, Integrating functional areas of HRM

Module 2: Business and Staffing strategies: Firm's Business Strategy, Firm's Talent Philosophy – Deriving the firm's staffing strategy

Module 3: The Firm's Strategic Staffing Decisions –Legal Context: Types of Employment Relationships

Module 4: Job Analysis: Methods, Planning Job Analysis - Conducting Job Analysis, Developing Job Descriptions and Person Specifications

Module 5: Competency Modelling– Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply-

Module 6: Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand

Module 7: Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics,

Module 8: Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically – Characteristics of using successful measures

Module 9: Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods.

Module 10: Latest trends in Recruitment: e-recruitment, Social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices –

Selection tools and Techniques,

Module 11: Predictors of Job Performance- Testing: Types of Tests

Module 12: The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategies

Module 13: The Employment Contract, Presenting a job offer, Negotiating, Closing the Deal

Module 14: Orienting (Induction) and Socializing New Employees – Managing the Flow of Workforce

Module 15: Involuntary Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation.

Skills:

(These activities are only indicative, the Faculty member can innovate)

1. Find out staffing strategy of any 2 companies
2. Conduct a survey on importance of HR planning in any 2 IT based companies
3. Study Attracting strategies of any 2 companies of financial institution
4. List out the latest trends in Recruitment
5. Study orientation programs offered by any 2 companies of IT sector

TEXT BOOKS:

1. Jean M. Phillips, Stanley M. Gully, Strategic Staffing,, 3rd Edition, Pearson, 2015.
2. Belcourt. M., Mc Bey K.J., Strategic Human Resource Planning, 5th Edition,Cengage Learning, 2012.

REFERENCE BOOKS:

1. D K Bhattacharya, Human Resource Planning, 1st Edition, Excel Books, 2009.
2. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13th Edition, Kogan Page, 2014.

D20BB035 LEARNING AND DEVELOPMENT

Course Objective:

The course provides an understanding of planning and acquiring organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

Course Outcomes:

By the end of the course the learners are expected to

6. Understand the Training Environment in organizations and the different models of Training
7. Conduct needs assessment for training programs
8. Design and execute effective training programs for employees using contemporary methods
9. Evaluate the training process and measure the outcomes
10. Appraise and make use of technology to enhance learning in organizational training context

Introduction to Employee Training & Development:

Module 1: Training, Designing Effective Training – The Forces influencing working and Learning

Module 2: Snapshot of Training Practices - The Strategic Training & Development Process - Organizational Characteristics that Influence Training

Module 3: Training Needs in Different Strategies, Models of Organizing the Training Department – Outsourcing Training.

Designing Training:

Module 4: Learning - Meaning, Theories – Learning Process- Training Needs Assessment: Why, Who, Methods

Module 5: Needs Assessment Process –Competency Models, Scope of Needs Assessment –

Module 6: Considerations in Designing Effective Training Programmes

Transfer of Training:

Module 7: Introduction, Training Design – Work Environment Characteristics that influence transfer

Module 8: Organizational Environments that Encourage Transfer

Module 9: Traditional Training Methods: Presentation methods - Hands-on Methods - Group-building Methods – Choosing a Training Method.

Training Evaluation:

Module 10: Evaluation - Introduction, Reasons – Overview of Evaluation process–

Module 11: Outcomes used in Evaluation, determining whether outcomes are good –

Module 12: Evaluation Practices, Designs - Determining Return on Investment - Measuring Human Capital and Training Activity

Employee Development:

Module 13:Employee Development, Approaches – Development Planning Process-Company Strategies

Module 14: E-Learning and Development- E-Learning Technologies: Technology and Multimedia, Computer Based Training – Developing Online Learning, Blended Learning, Simulations, Mobile Technologies

Module 15:Technologies for Training Support and Administration – Learning Management Systems – Special Issues in Training and Development, Skill Development Initiatives: NSDC, PMGKY, DDUGKY etc. and latest developments.

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. List out Training practices of any 2 telecommunication companies
2. Conduct a study on designing Training programs of banking sector
3. Study the effectiveness of Training programs of any 2 service sector related companies
4. Find out group building activities of any MNC company
5. Analyse any special issues of T&D programs

TEXT BOOKS:

1. Noe Raymond, Employee Training & Development, 6th Edition, Tata McGraw-Hill Education, 2012.
2. Pandu Naik.G., Training & Development, 1st Edition, Excel Books India, 2008.

REFERENCE BOOKS:

1. Blanchard & Thacker, Effective Training, 5th Edition, Prentice Hall, 2012.
2. Harward, Taylor & Hall, What Makes a Great Training Organization? A Handbook of Best Practices, 1st Edition, Pearson, 2014.
3. Anjali Ghanekar, Essentials of Training & Development, 1st Edition, Everest Publishing House, Pune, 2009.

D20BB036 TALENT MANAGEMENT & SUCCESSION PLANNING

Course Objective:

To enable the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

Course Outcomes:

- To identify what drives the need for talent management in organizations today.
- To strategically manage the talent and performance in organizations.
- To implement proven strategies, tools, and processes to help manage talent and performance.
- To discover how to focus people more effectively on their performance by examining each phase of the performance management process.

Talent Management:

Module 1: Talent Management - Meaning and significance of talent management

Module 2: Aligning HRM goals to business, attracting talent, retaining talent - becoming the best employer by employer branding activities

Module 3: Inculcating performance culture, right sizing the workforce - work life balance initiatives - providing HR leadership to business.

Competency Mapping:

Module 4: Competency Mapping - Features of competency methods, historical development, definitions

Module 5: approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps, tools for data collection, data analysis - validating the competency models,

Methods of Data Collection for Mapping:

Module 6: Observation, repertory grid, critical incident technique - expert panels, surveys, automated expert system - job task analysis, behavioral event interview. - Developing competency models from raw data - data recording, analyzing the data.

Employee Engagement:

Module 7: Employee engagement - meaning and significance - constituents of engagement, conceptual framework of engagement - behaviors associated with engaged employees, engaged, not engaged, actively disengaged - parameters to measure employee engagement -

Module 8: Q 12 model of Gallup, employee satisfaction survey. Great Place to Work studies

Module 9: Organization Development, Organization Development Interventions

Career Planning:

Module 10: Career planning: Introduction, objectives, steps involved in career planning, Creating career growth opportunity.

Module 11: Mentoring employees for growth - Providing developmental job assignments, providing resources of learning and development opportunities

Module 12: vertical promotions and horizontal postings to promote career progression - psychological contract and career anchors. {T:1,2}

Succession planning:

Module 13: Introduction, objectives, significance, process. Identifying managerial positions which are critical for the business.

Module 14: Identifying the second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents

Module 15: Taking up lateral hiring when there is discontinuity in the succession plans.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Find out the methods used by any FMCG company for competency mapping
2. Conduct a Study on work life balance of any 2 companies
3. Figure out employee engagement contributing factors of any 2 organisation's of educational and banking
4. Analyse the parameters taken into consideration for succession planning of any company of automobile industry.
5. Find out carrier growth plans of any 2 IT sector companies

TEXT BOOKS:

1. Lance Berger, Dorothy Berger, Talent Management Handbook, McGraw Hill Professional, 2003, ISBN - 007143612X, 9780071436120.
2. Lyle M. Spencer, Phd Signe M. Spencer, Competence At Work Models For Superior Performance, John Wiley & Sons, 2008, ISBN - 812651633X, 9788126516339.
3. Sanghi, Seema, The Handbook of Competency Mapping, SAGE(Response Books), New Delhi, 2004, ISBN - 076199842X, 9780761998426.

REFERENCE BOOKS:

1. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International.
2. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi.

D20BB037 INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

Course Objective:

To enable the students to understand the psychology of people in the workplace and the following are the outcomes of the course.

Course Outcomes:

By the end of the course the learners are expected to

- Understand Historical background and future prospects of Industrial and organizational Psychology.
- Identify how to develop the process and methods of personnel selection.
- How to implement different approaches to motivation employees.
- Understand and design basic leader skills and models of leadership.

Module1: Introduction to Industrial and Organizational Psychology: Industrial and organizational Psychology: Meaning, subject matter and functions of Industrial and organizational Psychology.

Module2: Development of Industrial and organizational Psychology, Industrial and organizational Psychology NOW, Future of Industrial and organizational Psychology, Industrial and organizational psychology in the Indian context

Module3: Personnel Selection: Determining job requirements: Uses and types of job information, and job analysis, Recruiting job applicants.

Module4: Recruitment techniques, Personal history assessment: Standard application blanks, bio data items, resume and letter of reference.

Module4: Assessment of current behavior: Interviews, psychological testing and assessment centers

Module6: Evaluating Job Performance: Uses of performance evaluation: Downsizing, fair employment, employment-at-will and seniority.

Module7: Sources of evaluation: The evaluator and performance information, Appraisal rating systems.

Module8: Graphic rating scales and rating errors, Non-rating evaluation methods: Checklists and comparison methods

Module9: Job Satisfaction: Job satisfaction as a job attitude, Components of job satisfaction: Satisfaction with work, with pay and with supervision, measuring job satisfaction.

Module10: Job Descriptive Index, Minnesota Satisfaction, Questionnaire, Need Satisfaction Questionnaire, Faces Scale, Relationship of job satisfaction to productivity and withdrawal behavior.

Module11: Motivation and Leadership: Motivation: Work Motivation, Need theories: McClelland, Herzberg, Cognitive theories: Goal Setting Theory.

Module12: Self Efficacy Theory, Using motivation theory at work

Module13: Leadership: Meaning, nature and styles, Approaches to leadership: Human Relations.

Module14: Theory X & Theory Y, Fiedler's Contingency Model, Specific leader skills

Module15: Leadership through power, Leadership through vision: Transactional and Transformational, Leadership through persuasion.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Identify the leadership styles of any 2 organisations
2. Survey the Job satisfaction levels of any BPO company
3. Study the motivational factors of any 2 banks
4. Analyse the Industrial Psychological influencing factors of Indian & foreign organizations
5. By using Minnesota Satisfaction, Questionnaire analyse job satisfaction levels of any organisation

TEXT BOOKS:

1. Berry, L.M. (1998), reprint 2010. Psychology at work: An introduction to Industrial and Organizational Psychology. N.Y.: McGraw-Hill International Editions.
2. Aamodt, M.G. (2007). Industrial and organizational psychology: An applied approach. US: Thomson & Wadsworth.
3. Schultz, D. and Schultz, S. E. (2006). Psychology and work today. 8th ed. N.D.: Pearson Edu.
4. Robbins, S.P.; Judge, T.A.; and Sanghi, A. (2009). Organizational behaviour. : Pearson Prentice Hall.

REFERENCE BOOKS:

1. McShane, et al. (2006). 1st reprint. Organizational behaviour. N.D.: Tata McGraw-Hill
2. Miner, J.B. (1992). Industrial-Organizational Psychology. N.Y.: McGraw-Hill
3. Pandit, R., Kulkarni, A.V. & Gore, C. (1999). Manasashastra: Audyogikaani vyavasayik upayojan. Nagpur: Pimpalpure & Co.
4. Luthans, F. (1995). Organizational behavior (7th ed). New York: McGraw- Hill, inc.
5. Robbins, S.P. & Sanghi, S. (2007). Organizational behavior (11th ed.). New Delhi: Pearson Education.

VI Semester Electives - Marketing

D20BB041 INNOVATION AND PRODUCT DEVELOPMENT

Course Objective:

The objective of this course is to enable the students to gain knowledge about the Innovation and New Product Development. This course will develop skills of the students in the area of Innovation Management and Design of Innovation Process, Strategic alliances, New product and package development. To acquaint the students about various issues of new service innovation, market research and its influence on new product development.

Course Outcomes:

At the end of the course the student will be able to

- Understand concepts; develop skills in the area of innovation management.
- Able to develop strategic alliances and networks for innovation.
- Hone their abilities for development of new products.
- Hone their abilities for the development of new packaging for the products.
- Able to develop skills for new service innovation and market research for new products.

Module1: Innovation Management: Introduction, importance and need of innovation, popular view of innovation, models of innovation, innovation as a management process.

Module2: the role of state in innovation and the market, innovation diffusion theories.

Module3: Managing innovation with in firms: Managing uncertainty, organizational characteristics that facilitate the innovation process.

Module4: Innovation and Operations Management: Design of innovation, innovation in the management of operations process.

Module5: technology trajectories knowledge base of an organization, learning organization,.

Module6: Strategic alliances and networks: forms of strategic alliances, open innovation.

New product development.

Module7: Product Strategy: New product plan, product strategy, differentials and positioning, competing with other products,

Module8: new products and property, considerations when developing a new product development (NPD) strategy.

Module9: NPD strategy for growth, over of NPD theories. Models of new product development.

Module10: Packaging and Product Development: Basic principles of packaging, characteristic of package, product rejuvenation,

Module11: new product opportunities through packaging,

Module12: product and packing size variation, packaging system and retailer acceptance.

Module13:New Service Innovation and Market Research: New service innovation and market

research and its influence on a new product development, different types of services, characteristics of a services, classification of service innovations,
Module14: new service development models, service innovation and the consumer.
Market Research and New Product Development: Testing new products, techniques of testing new products,
Module15: technology intensive products, new products as projects, NPD across different industries.

Text Book:

1. Paul Trout “Innovation and New Product Development”, Pearson Pub.

REFERENCE BOOKS:

1. Karl Ulrich, Steven and Anitha Goel “Product Design and Development”, MHE.
2. CK Prahalad and MS Kisan “The New Age of Innovation”, MHE.
3. Dariun Rafinejod “Innovation, Product Development and Commercialization”, Cengage.

D20BB042 ADVERTISING AND BRAND MANAGEMENT

Course Objective:

To enlighten the students with the concepts and practical applications of advertising and brand management in promoting goods and services.

Course Outcomes

At the end of the course the student is expected to understand

- Understanding Importance of advertising in promoting goods and services.
- Developing different media strategy.
- Create Advertising Budget and evaluating advertising effectiveness.
- Understanding Brand Building and Positioning, measuring Brand Performance.

Module1:Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication.

Module2: Integrated Marketing (IMC) – Challenges and Opportunities in Advertising.

Module3: Economic, Social and Ethical Aspects of Advertising.

Module4:Audience Analysis in Advertising – Media Planning.

Module5:Media Mix Decisions – Developing Media Strategy.

Module6:Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

Module7:ModuleAdvertising Agencies -Advertising Budgets.

Module8:Methods of Formulating Advertising Budgets.

Module9: Evaluating of Advertising Effectiveness –Advertising metrics.

Module10:Brand Management: Brand Building and Positioning.

Module11:Measuring Brand Performance – Designing Brand Marketing Programmes.

Module12: Evaluating Brand Performance – Branding in Retail Business –

Module13:Brand repositioning-restructure-retrenchment-

Module14:Role of Own Label.

Module15:Emerging trends in Brand Management.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Build a model of Promotion mix which gives the best utilitarian value for the business firms.
2. Appropriate media plans can be developed.
3. Adequate knowledge on advertising agencies in India.

4. Brand building can be planned effectively for different segments.
5. Case study development on Brand repositioning.

Text Books

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice, Pearson, 5th Edition, 2009.
2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND, 1st Edition, 1999.

REFERENCE BOOKS

1. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill,6th Edition, 2013.
2. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill, 3rd Edition, 1989.
3. Percy & Elliot – Strategic Advertising Management, 5th Edition, Oxford University Press 2016,.
4. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2nd Edition, 2004.
5. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd.2nd Edition, 2006.

D20BB043 SERVICES MARKETING

Course Objectives:

To facilitate the students about the concepts of Services Marketing through cases.

Course Outcomes:

At the end of the course students should be able to understand

- Understanding about the services marketing.
- Influence of Consumer behavior in services
- Aligning service design and standards
- Importance of managing services promises.

Module1:Foundations of Service Marketing: What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods,

Module2:Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

Module3:Case 1: The United Indian Bank (Govind Apte Page no 55-56) Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack (John E.G.Bateson Page no 82- 83)

Module4:Focus on the Consumer: Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service,

Module5:Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

Module6: Case1: The Crestwood Inn, (John E.G.Bateson Page no 320-321) Case 2:

Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

Module7:Aligning Service Design and Standards: Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations,

Module8: new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

Module9:Case 1: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238). Case 2: IT Trainers Limited. (Govind Apte Page no 186).

Module:10: Delivering and Performing Service: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, Module11:managing demand and capacity.

Module12: Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336). Case 2: Total Assurance Ltd. (Govind Apte Page 207-208).

Module13:Managing Service Promises: Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery,

Module14:Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services,

Module15: pricing strategies that link to the four value definitions. Case 1: Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

Text book

1. Valarie A.Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 5th Edition, 2011.
Journals: Indian Journal of Marketing, MICA Communications Review, 2011.

Reference Books:

1. John E.G.Bateson, K.Douglas Hoffman: Services Marketing, 4th Edition, Cengage Learning,2012.
2. R. Srinivasan, Services Marketing the Indian context, 3rd edition, PHI, 2012.
3. Christoper lovelock,Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7th edition, Pearson 2013.
4. K.Rama Mohan Rao, Services Marketing, 2nd edition Pearson, 2011.
5. Dr. S. Shajahan, Services Marketing, 2nd edition, HPH, 2012.
6. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing Concepts and Practices, TMH, 2011.
7. Rajendra Nargundkar, Services Marketing, 3rd edition, TMH, 2012.
8. Gupta, Services Marketing, Everest, 2007

D20BB044 TOURISM MARKETING

Course Objectives:

To make students familiar with the concepts and marketing of tourism

Course Outcomes:

At the end of the course student is expected to understand

- Understanding tourism marketing
- Categorization of Tourism Markets
- Importance of STP of tourism marketing
- Imbibe technology in tourism marketing management information system
- Research trends in tourism marketing

Module1:Introduction to tourism marketing, Evolution, Definition, nature,

Module2: process and system services & their marketing nature,

Module3:characteristics of tourism products, its issues and challenges : Marketing mix

Module4:Tourism Markets: Types, world tourism markets, inbound and outbound markets for India
Module5:Domestic markets: Tourist behavior. Travel purchase and tourist buying process.

Module6: Tourist discussion making models

Module7:Market segmentation, Targeting and positioning. Definition of market segmentation,

Module8:discussions in market segmentation, Market targeting process,

Module9:product positioning – purpose, process; P's of marketing.

Module10:Marketing management information system and demand forecasting Introduction,

Module11:structure of marketing management,

Module12: information support system, demand forecasting.

Module13:Market Research: Definition, research and survey methodologies, application,

Module14:technology and trends in tourism marketing, role of government bodies,

Module15:national, state tourism offices, local bodies, private organizations, NGO's in tourism marketing.

TEXT BOOKS:

1. Kotler P. , Kevin Kellar, Marketing Management, 15th Edition, Pearson, 2015.
2. Katler Philip – Marketing for non-profit organization, 2nd Edition, 1992, Prentice Hall.

REFERENCE BOOKS:

3. Jha S.M. – “Tourism Marketing”, 2nd Edition, Himalaya Publishing House, 2011.
4. Holloway I.C. and Plant R.V. Marketing for Tourism Pitman, 1992.
5. Harries R, “Case Studies in Tourism”, illustrated Edition, Hospitality Press, 2017.
6. Hoyk Darb and Jones, Managing Conventions, Group Business, 1st Edition, 1989, Amer Hotel & Motel Assn, 1989.
7. Chaudhary Manjula, Tourism Marketing, 1st Edition, Oxford University Press, 2010..
8. Philip Kotler, John Bowen, James Makens, “Marketing for Hospitality and Tourism”, 7th Edition, Pearson, 2016.

VI Semester Electives - Finance

D20BB045 FINANCIAL DERIVATIVES

Objective of the Course:

This course is aimed at enabling the student understand the issues involved in planning finances and investments at a personal level, and to be in a position to provide advice on the issues.

Course Outcomes

- Understand the meaning, nature, risk & derivatives and history of derivative market
- Discover the forward and future contract
- Distinguish different valuation of options
- Prioritize the binomial and black-schools option models.
- Understand the various types of swaps.

Introduction to derivatives:

Module -1, Meaning, features, uses, functions and Types of Derivatives & Traders,

Module -2, History of derivatives, Derivative Markets, Derivatives Trading in India,

Module -3, Types risks – systematic risk and unsystematic risk.

Module-4,

Forward contract – Meaning, features, classifications, merits and demerits, determination of forward price.

Module -5

Future contract – Meaning, Features, types of future contracts, trading mechanism,

Module -6

clearing house, margin money, basic concepts in futures pricing.

:Module -7

Meaning, Types of Options, options trading

Module-8,

Valuation of Options, option pricing,

Module-9

Determinants of option pricing, put – call parity

Option pricing model

Module-10

Binomial model - introduction, assumptions, merits and demerits,

Module-11,

computation of binomial model, Black Scholes Model, assumptions, types of models,

Module -12

merits and demerits, computation of black schools model .

Swaps –

Module -13

introduction, features, types of swaps –

Module -14

interest rate swap, currency swap, equity swap, credit default swap,

Module -15

commodity swap, economic motivators for swaps.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. To study the role of derivatives in financial markets
2. Project on financial derivatives
3. What is role of financial derivatives

TEXT BOOKS:

1. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi, 3ed, 2014.
2. Kolb, Robert W: Understanding Future Markets, Prentice Hall Inc., New Delhi, 6ed, 2006.
3. Vijaya Bhaskar P: Derivatives Simplified, 2003, Sage Publications.

REFERENCE BOOKS:

1. Hull, John C., Futures Options and Other Derivatives, Pearson Education (2008).
2. Head, Red, Financial Derivatives: an Introduction to Forwards, Futures and Options, Prentice hall of India (2005).
3. Vohra, N.D. and Baghi, B. R., Futures and Options, Tat McGraw Hill (2002).
Rajiv Srivatsava., Derivatives and Risk management, Oxford University Press (2010).

D20BB046 MERGERS AND ACQUISITIONS

Course Objective

To acquire knowledge of the procedural and practical aspects of Corporate Restructuring in detail.

Course Outcomes

At the end of the course students should be able to understand

1. Classify different modes of restructuring
2. Solve Legal, Procedural, Economic, Accounting, Taxation and Financial Aspects of Mergers and Amalgamations
3. Identifying funding options for FINANCIAL ENGINEERING
4. Applying Valuation tools and techniques
5. Analyzing demergers, Splits and Divisions

Module 1: Introduction: Corporate restructuring- scope and modes of restructuring- global scenario-Strategic planning- Competitive advantage

Module 2: strategy formulation- routes for executing strategy – start up, mergers, acquisitions, takeovers,

Module 3: disinvestments and strategic alliances.

Module 4: Mergers and Amalgamations, Takeovers

Mergers and Amalgamations- legal aspects- procedural aspects - economic aspects - accounting aspects-financial aspects - taxation aspects- stamp duty and allied matters-

Module 5: filing of various forms Takeovers- legal aspects - SEBI takeover regulations- procedural aspects-economic aspects- financial aspects- accounting aspects- taxation aspects- stamp duty and allied matters- bail out

Module 6: takeovers- takeover of sick units.

Module 7: Funding of Mergers and Takeovers

Financial alternatives-funding through various types of financial instruments-buy-back of shares- hybrids,

Module 8: options and securities with differential rights, employer stock options and securities -takeover finance-ECBs-funding through financial institutions and banks-

Module 9: rehabilitation finance- management buyouts.

Module 10: Valuation of Shares and Business, Revival and Restructuring of Sick Companies: Factors influencing valuation-methods of valuation-

Module 11: problems of sick industries and their revival .

Module 12: Legal aspects of restructuring of sick industries

Module 13: Corporate Demergers, Splits and Divisions

Concepts of demerger and reconstruction-

Module 14: modes of demerger - tax aspects, tax reliefs-

Module 15: reverse mergers-Indian scenario

TEXT BOOKS:

1. K. R. Sampath, Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications, 2018.
2. Ray, Mergers and Acquisitions Strategy, Valuation and Integration, PHI, 2010.

REFERENCE BOOKS:

1. S. Ramanujam, Mergers et al: Issues, Implications and Case Law in Corporate Restructuring,
LexisNexis Butter worths Wadhwa, Nagpur, 2012.
2. ICSI: Handbook on Mergers Amalgamations and takeovers, 4ed, 2012.
3. Strategic Financial Management by Prasanna Chandra, McGraw Hill, 2017.
4. Financial Markets and Corporate Strategy by Sheridan Titman, 2nd Edition Irwin/McGraw-Hill, 2002.

D20BB047 STRATEGIC FINANCIAL MANAGEMENT

Objective of Course:

To enlighten the students with the Concepts and Practical applications of Strategic Financial Management, with particular reference to the financial strategy and value of the enterprise.

Course Outcomes:

- 1) To outline the concepts of Financial management from strategic perspective
- 2) To Understand the steps involved in Strategic Decision making process
- 3) To apply various Techniques and Models of Strategic Financial Management.
- 4) To solve and analyze financial analysis through Traditional method and modern methods
- 5) To recall the tools of forecasting financial statement

Strategic Financial Management

Module1: Introduction to Strategic Financial Management- Meaning- Functions- characteristics-

Module2: Scope-Importance- constraints- SFM relation with other subjects

Module3: Profit maximization Vs wealth maximization - Difference between FM & SFM,

Strategic Decision Making

Module4: Introduction to Strategic decision making- Importance- Steps involved in decision making process

Module5: Approaches- Strategic Decision making- Rationality in decision making-

Module6: Classes of Decision Making- Decisions under certainty, risk, and uncertainty.

Investment Strategy

Module7: Introduction to Risk & Uncertainty , Types of Investment decision situations , Risk, Certainty, uncertainty

Module8: Sources of Risk- Techniques of Investment Decision Under Risk and Uncertainty

Module9: Risk Adjusted Discount rate (RADAR)- Certainty equivalent method or approach- Statistical methods- Decision Tree Analysis

Financial analysis

Module10: Meaning of financial analysis, objectives of financial analysis, sources of information for financial statement analysis.

Module12: Steps of a financial statement analysis, traditional approaches to financial statement analysis, modern approaches to financial statement analysis.

Module 13: Tools of Financial Statement Analysis

Forecasting financial statements

Module14: Meaning and definition of financial forecasting, purpose.

Module15: use, and importance of financial forecasting, forecasting financial statement.

Module15: Tools of forecasting financial statement.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Project on strategic financial management
2. Role play on the project
3. Case studies discussion in the class

Text Books:

1. Rajni Sofat, Preeti Hiro, Strategic Financial Management, PHI
2. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
3. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas Publishers, New Delhi
4. Weaver, Strategic Corporate Finance, Cengage, New Delhi.
5. Bhagaban Das, Corporate Restructuring, Himalaya publishing House
6. Dr. G.V. Satya Sekhar, Financial Strategic Management, Himalaya publishing House

Reference Books:

1. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
2. GP Jakhotiya, Strategic Financial Management, Vikas Publication , New Delhi.
3. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
4. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
5. James T.Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.

D20BB048 FOREIGN EXCHANGE AND RISK MANAGEMENT

Course Objectives:

This course is aimed to engage students in active discovery of foreign exchange concepts and risk management principles. In addition to this Students will be functioning in a business environment, developing an awareness of the challenges, applying tools to the existing problems, and also participate in the process of designing and implementing foreign exchange system and risk management strategy formulation.

Course Outcomes:

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

- Identify different framework of foreign exchange and their system.
- Understand the administration of foreign exchange and their arithmetic's.
- Develop strategies and plans for lasting risk management strategies.
- Illustrate different Exchange Arithmetic.

Module 1

Framework of Foreign Exchange: Foreign exchange-sources and uses

Module 2

Foreign trade and foreign exchange – determinants of foreign exchange rate

Module 3

Parties in foreign exchange

Module 4

Foreign Exchange Systems: Fixed and Floating Exchange Rates - Exchange Rate System

Prior to IMF

Module 5

Exchange Rate Systems Under IMF – European Union – External Value of Rupee

Module 6

Convertibility of Rupee – South East Asian Currency Crisis

Module 7

Administration of Foreign Exchange: Evolution of Exchange Controls

Module 8

Foreign Exchange Management Act, 1999 – Administrative structure

Module 9

Organization of an Authorized Dealer-Foreign Exchange Markets

Module 10

Exchange Arithmetic: Spot Exchange Rates – cross Rates – Forward Exchange rates

Module 11

Forward Exchange Rates Based on cross Rates – Inter Bank Deals Swap Deals

Module 12

Execution of Forward Contract – Cancellation / Extension of Forward Contract

Module 13

Risk Management: Exchange Dealings – Futures and options – Exchange Risk

Module 14

Transaction Exposure – Translation and Economic Exposures

Module 15

Interest Rate Risk – Managing interest Rate Risk.

Skill : (These activities are only indicative, the Faculty member can innovate)

1. Work out on cross-currency valuations..
2. Project on foreign exchange
3. Project on risk management

References:

1. David S. Kidwell, Richard L. Peterson, David W. Blackwell: Financial Institutes, 7th Edition, Wiley, 1999.
2. Hari Prakash Bharadwaj, "Foreign Exchange Handbook", 2nd Reprint, Wheeler publishing, 1994.
3. C. Jeevanandam: Foreign Exchange, 15th,, Sultan Chand & Sons 2014.
4. A Guide to Forex Dealing and Operating, Published by State Bank of Hyderabad, 1993.
5. C. Jeevanandam, "Foreign Exchange and Risk Management", 1st Edition, Sultan Chand and Sons, 2013.

D20BB049 COMMODITIES MARKET

Course Objective:

The principal aim of this course is to provide students with both theoretical and applied knowledge related to commodities trading. The specific objective include

- To differentiate commodity from financial derivatives.
- To know application of commodity futures.
- To understand the price mechanism of commodity futures.
- To learn about NCDEX and regulatory frame work and taxation aspects of the commodities market.

Course Outcomes:

1. Discuss the principal underlying commodity markets and how they operate
2. Compute determinants of price in commodity markets
3. Identify main players in Trading, clearing and settlement, their trading characteristics and objectives
4. Describe Regulatory frame work of commodity derivatives
5. Solve tax aspects of commodity market

Module 1

Introduction to commodity derivatives

Introduction to derivatives, products, participants and functions

Module 2

derivatives markets, difference between commodity and financial derivatives

Module 3

NCDEX – Structure, clearing and settlement system and commodities traded on the NCDEX.

Module 4

Application of commodity futures and options

Instruments available for trading – forward contract, introduction to futures and option, pay off for futures and options

Module 5

Price commodity derivatives, cost of carry model

Module 6

Hedging, speculation and arbitrage.

Module 7

Trading, clearing and settlement

Trading – futures trading system, entities in the trading system

Module 8

Commodity futures trading cycle, order types

Module 9

Trading margins for trading in futures, charges, hedge limits.

Module 10

Regulatory frame work of commodity derivatives

Module 11

Rules governing commodity derivatives exchanges

Module 12

Participants, investor grievance and arbitration.

Module 13

Tax aspects

Implications of sales tax

Module 14

Value added tax (VAT) and obligations, Electronic spot exchange

Module 14

NCDEX spot exchange Ltd (NSPOT).

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Case study on commodities market
2. Project work on the commodities
3. Group assignment

TEXT BOOK:

1. Indian Institute of Banking & Finance. Commodity Derivatives, 2007, Macmillan India Ltd.

REFERENCE BOOK:

“Guide to Indian Commodity Market” by Ankit Galax Jitendra Gala – Publishing by – Buzzing Stock publishing house – 2007.

VI Semester Electives - HR

D20BB050 PERFORMANCE AND COMPENSATION MANAGEMENT

Course Objective:

To provide an outline of Managing Employee Performance and thus enabling those to establish and manage appropriate Compensation for the Employees and Executives.

Course outcomes:

By the end of the course the learners are expected to

- Be able to show awareness of the process and principles of Performance Management.
- Understand the governing body in the performance review process.
- Identify the negative aspects of appraisal system and consider how these can be overcome.
- Apply the compensation/reward system with regard to performance.
- Understand the designing and fixation of pay in relation to job.

Module 1: Performance Management: Introduction of Performance Management – Meaning and Definition, Concept & Perspectives, Pre-requisites

Module 2: Principles, Elements, Imperatives and Challenges

Module 3: Job Performance: Determinants and Five-Factor Model – Performance Management System: Elements, Objectives and Functions.

Performance Management Process – I:

Module 4: Introduction of PMP – Performance Planning: Meaning & Definition, Objectives, Importance, Methodologies

Module 5: Process – Competency Mapping: Meaning & Definition, Methods, Linkage to Performance Planning –

Module 6: Performance Managing – Meaning & Definition, Characteristics, Objectives, Process.

Performance Management Process – II:

Module 7: Performance Appraisal: Meaning & Definition, Characteristics, Objectives, Principles, Process, Methods and Common Rating Errors, Elements of Good Performance Appraisal

Module 8: Performance Monitoring: Meaning & Definition, Objectives, DSMC/ATI Model and Process

Module 9: Role of HR: Role, Seven sins of HR Professionals, Seven rules of Excellence for HR Professional.

Compensation Management:

Module 10: Compensation: Perspectives and Types , Common terms, Theories – Job Analysis – Job Evaluation

Module 11: Performance Related Pay: Introduction, Objectives, Individual Performance Related Pay, Advantages and Disadvantages

Module 12: Team Performance Related Pay: Team Incentive Plans, Advantages and Disadvantages - Person-Based Compensation: Skill-based pay, Competency-based pay

Pay Design and Structure:

Module 13: Types of Wage Differentials – Wage Fixation: Collective Bargaining, Process, Statutory Wage Fixation – Introduction, Designing Pay structure, Components

Module 14: Executive Compensation: Introduction, Principal-Agent Theory, Components of Executive Compensation, Suggestions

Module 15: Compensation Strategy: Components and Significance, Developing Compensation strategy, Policies that are strategically relevant – Global Compensation: Emerging Issues – Compensation Practices of Different Countries.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Make a study of the performance management system in an MNC in Bangalore.
2. Study the performance appraisal of an international employee as compared to the host country national.
3. Report on the process of setting work standards in an organisation.
4. Enumerate ways to use performance management training activity to explore the various elements and techniques that are key to the successful introduction of a sense of 'partnership' between an employee and their supervisor.

TEXT BOOKS:

1. A. S. Kohli and T. Deb, "Performance management", 1/e, Oxford University Press, New Delhi, 2008.
2. Mousumi S. Bhattacharya and Nilanjan Sen Gupta, "Compensation Management", 1/e, Excel Books, New Delhi, 2009

REFERENCE BOOKS:

1. Michael Armstrong & Angela Baron, "Performance management: The New realities", Jaico Publishing House, New Delhi 2002.
2. Dewakar Goel: "Performance Appraisal and Compensation Management – A Modern Approach", 2/e, PHI Learning, New Delhi, 2012.

D20BB051 STRATEGIC AND INTERNATIONAL HRM

Course Objectives:

This course is designed to enable the students to develop a strategic perspective of human resource management of various nations world wide and understand the global HR management functions and apply them in the various situation taking place currently.

Course Outcomes:

At the end of the course students should be able to understand

- Identify How to frame strategies in the organization.
- Understand latest trends and future scenario in Strategic HRM
- Evaluate basic concepts of Domestic and International HRM
- Implementation of HR Functions in Global Context
- Identify Latest Trends and Future Challenges in International HRM

Concept of SHRM

Module-1: Strategic HRM - Definition, Basis, Principles, and Aims – Concepts of SHRM, Perspectives on SHRM

Module-2: HR Strategies: Overall HR Strategies, Specific HR Strategies

Module-3: Strategic Role of HR - The Impact of HRM - Formulating HR Strategy.

Strategic HR Systems:

Module-4: Staffing systems - Reward and compensation systems –

Module-5: Employee and career development systems - Performance management systems

Module-6: HR Systems: The Link to Business Strategy and Firm Performance - Domestic and international labour market.

Global Perspectives of HRM:

Module-7: Global Perspective - Nature, Drivers, Ripple Effects – Multiculturalism, Cultural Dimensions, Managing Across Cultures

Module-8: Nature of IHRM: Defining International HRM, Differences between domestic and International HRM

Module-9: Strategic IHRM: Nature of Strategic IHRM, organizational context of IHRM, Dimensions of strategic IHRM – Nature, Motives.

International HR Functions:

Module-10: HR Planning, Recruitment & Selection – Recent Trends in International Staffing

Module-11: Expatriate Training – Theoretical Frameworks for CCT – Performance

Management: Steps in Global PMS –

Module-12: Issues in Managing Performance in the Global Context – Assessing Subsidiary Performance. {T:3}

Compensation and Other Issues in IHRM:

Module-13: Compensation - Objectives, Philosophies, Theories & Strategy – Components of Compensation, Variables influencing Compensation

Module-14: Repatriation: Benefits, Challenges, Process

Module-15: International Industrial Relations: Nature, Approaches, Key Players – HR Practices in Different Countries: China, Japan, USA. {T:3}

NOTE: One case study is discussed – per unit – in the class. (current issues, not predetermined)

Skill:

(These activities are only indicative, the Faculty member can innovate)

1. Make a study of the training and development given to expatriates in an MNC.
2. Study the performance appraisal of an international employee as compared to the host country national.
3. Report on the process of recruitment and selection in an international firm.
4. Study the activities undertaken by at least two firms to fulfill their social responsibility

TEXT BOOKS:

1. Michael Armstrong, Strategic Human Resource Management: A Guide to Action, 4th Edition, Kogan Page Publishers, 2008.
2. Dreher: Human Resource Strategy 1st Edition, TMH, 2005
3. K. Aswathappa & SadhanaDash, International HRM, 2nd Edition, Tata McGraw-Hill Education, 2013.

REFERENCE BOOKS:

1. Tanuja Agarwala: Strategic HRM, Oxford, 2007.
2. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management: Managing People in a Multinational Context. 5th Edition, Cengage Learning EMEA, 2008.
3. P. Subba Rao, International Human Resource Management, 1st Edition, Himalaya Publishing House, 2011.
4. Mello: Strategic HRM, 2nd Edition, Thomson, 2007.

D20BB052 HR ANALYTICS AND METRICS

Course Objective:

The objective of the course is to introduce HR Analytics for the aspiring HR professionals. The course will provide the necessary conceptual framework, models and introduce the application tool and make the student to use the tool in case studies provided.

Course Outcomes:

By the end of the course the learners are expected to

1. Appreciate the use of HR Analytics for various organizational purposes.
2. Apply the Metrics and Models for HR Analytics
3. Determine the various HR indicators.
4. Analyze the HR trends using predictive models.
5. Be able to Report HR Analytics effectively.

Module 1: HR Analytics-Introduction, Growth of HR Analytics – Big Data and HR Analytics

Module 2: Integrating Business Strategy, HR Analytics, and Competitive Advantage

Module 3: Business value of HR Programmes- HR Analytics impact on business outcomes – Measuring HR Programs Impact

HR Analytics – Measures 1: (Practice using MS Excel)

Module 4: Measures of Organization Structure – Talent Acquisition measures: Traditional measures, effectiveness measures, emerging measures

Module 5: Organizational Demographics and Succession planning

Module 6: Measuring RoI on Talent Development – Metrics and measures for Strategic alignment

HR Analytics – Measures 2: (Practice using MS Excel)

Module 7: Traditional Measures of employee engagement – Measuring attrition – Predictive modeling for employee attrition analysis

Module 8: Measuring and Managing competencies – Competency Baseline

Module 9: Traditional measures of compensation – Valuing Benefits using CTC statement – Portfolio management of benefits

Predictive HR Analytics: (Practice using IBM-SPSS / MS Excel)

Module 10: Predictive HR Analytics – Need, Applications of Predictive HR Analytics (Cases)

Module 11: Diversity Analytics, Employee Attitude Surveys, Predicting Employee Turnover, Predicting Employee Performance

Module 12: Recruitment and Selection analytics, monitoring the impact of interventions, Business Applications: Predictive modeling scenarios

Advanced Analytics and Visualization:

Module 13: Moderation and Interaction analysis – Multi-level linear modeling – Curvilinear relationships

Module 14: Structural equation models – Growth models – Latent Class Analysis

Module 15: Visualization Tools - Creating charts and graphs - Creating Pivot Table - Creating HR Dashboards.

Skills:

(These activities are only indicative, the Faculty member can innovate)

1. Make a study of the training and development given to expatriates in an MNC.
5. Study the performance appraisal of an international employee as compared to the host country national.
6. Report on the process of recruitment and selection in an international firm.
7. Study the activities undertaken by at least two firms to fulfill their social responsibility

TEXT BOOKS:

1. Tracey Smith, HR Analytics: The What, Why and How, Numerical Insights, 1st Edition, LLC, 2013.
2. Dr Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, 1st Edition, Kogan Page Publishers, 2016.

REFERENCE BOOKS:

1. Jac FITZ-ENZ, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, 1st Edition, AMACOM Div American Mgmt Assn, 2010.
2. Jac Fitz-enz, John Mattox, II, Predictive Analytics for Human Resources, 1st Edition, Wiley and SAS Business Series, Wiley, 2014.
3. Gene Pease, Boyce Byerly, Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, 1st Edition, Wiley and SAS Business Series, John Wiley & Sons, 2012.

D20BB053 ORGANIZATION DEVELOPMENT AND CHANGE

Course Objective:

This course is aimed to develop coping methods application skills in a given situation. In addition to this enables the students to conduct OD programmes and Change Management activities effectively in a created atmosphere.

Course Outcomes:

By the end of the course the learners are expected to

11. Develop an understanding of organizational development.
12. Become aware of the OD process and profession
13. Apply the diagnostic models to organizational scenarios
14. Understand OD Interventions and apply them in organizations.
15. Enable implementation of change management programmes in organizations.

Organization Development: Introduction

Organization Development: Definition, Growth, Relevance – History and Evolution of OD – Theories of Planned Change – General Models of Planned Change- Types of Planned Change- OD Practitioner: Competencies, Values, Ethics.

OD – Diagnosis

OD: Entering and Contracting- Diagnosing: Need, Open Systems Model – Organizational Level Diagnosis- Group Level Diagnosis – Individual Level Diagnosis – Methods for collecting and analyzing diagnostic data -Feeding Back the Diagnostic Data.

OD - Implementing Interventions

Designing Effective Interventions – Overview of Human Process Interventions – Leading and Managing Change: Vision, Political Support, Transition, Sustaining – Evaluating OD interventions- Institutionalizing Organizational Change.

Different Types of Interventions

Process Consultation – Third-Party Peacemaking – Team Building – Organization confrontation meeting – Intergroup-relation interventions- Large-group interventions.

Strategic Change Interventions

Transformational Change: Characteristics – Integrated Strategic Change- Organization Design, Culture Change – Continuous Change: Self-Designing organizations- Learning Organizations.

TEXT BOOKS:

1. Thomas G. Cummings, Christopher G. Worley, “Organization Development & Change”, 9th Edition, Cengage Learning, 2009
2. Dipak Kumar Bhattacharyya, “Organizational Change And Development”, 2nd Edition, Oxford University Press, 2011.

REFERENCE BOOKS:

1. Palmer, Dunford, Akin: Managing Organizational Change - A multiple perspective Approach, 2nd Edition, McGraw-Hill Education, 2008.
2. Thornhill, Managing Change, 1st Edition, Pearson, 2005.
3. Radha R Sharma “ Change Management”—Concepts and Applications, 1st Edition, TMH, 2007.

D20BB054 LEADERSHIP & PEOPLE MANAGEMENT

Course Objectives:

To empower the students with the concepts, theories and approaches to lead organizations. The knowledge gained will help the students to feel confident to add value to the organizations. To gain an overview of what it means to be an effective people manager. To have a deeper understanding of the different aspects of people management.

Course Outcomes:

- To understand the concepts and process of leadership.
- Recognize the implications of leadership style and its impact on team and organization performance
- To understand the approaches and theories of leadership, leadership styles, leadership types like transactional leadership, transformational leadership, team leadership.
- The student will be able to appreciate the challenges faced by a first time manager.

Module1: Introduction: Leadership definition and components, ways of conceptualizing leadership.

Module2: Trait versus process leadership, leadership and management. Leadership Attributes – Styles – Theories of Effective Leadership – charismatic leader, transformational leader.

Module3: Factors influencing Leadership Behavior I: Personality, types, theories, Perception, factors – Learning Styles – theories.

Module4: Factors influencing Leadership Behavior II: Emotional Intelligence – skills for Emotional intelligence – Cultural – formation – changing culture,

Module5: Organizational and Situational Factors.

Module6: Description of teams in the organizations – organizational context of teams.

Module7: structure, culture, support, human resource policies – team topography.

Module8: purpose of teams, types of teams, size, diversity, extent of use.

Module9: Introduction to People Management: Difference between People Management and Human Resource Management.

Module10: impact of individual and organizational factors on people management. Getting

Module11: Work Done Through Others: Challenges of getting work done; significance of prioritization and assigning work to team members.

Module12: Counseling & Mentoring:

Counseling: Why counsel troublesome people, how to turnaround problem employees and employees with problems.

Module13: Counseling Dilemmas: Traps & Pitfalls to avoid

Mentoring: What mentoring can do to help high achievers.

Module14: Mentor as a role model, advocate, career counselor, mentoring: traps to avoid

TEXT BOOKS:

1. Uday Kumar Haldar, Leadership and Team Building, 1st Edition, Oxford Publications, 2011
2. Florence M. STONE , Coaching, Counseling & Mentoring: How to Choose & Use the Right Technique to Boost Employee Performance, 2nd Edition, AMACOM American Management Association, 2007

REFERENCE BOOKS:

1. Dungy, Tony, The Mentor Leader: Secrets to Building People and Teams That Win Consistently, 1st Edition, Tyndale Momentum publishers, 2011.
2. Leadership: Theory & Practice, 6th Edition, Peter. G. Northouse, Sage Publications, 2013.

5.3 Duration of The Programme:

The course shall consist of three academic years divided into six semesters.

5.4 Faculty and Support Staff Requirements:

Teaching faculty of the Institute is primarily responsible for providing effective learning environment. This Programme requires the following faculty and supporting staffs

Faculty (BBA-General)		Administrative Staff for CDOE	Technical Staff for CDOE
ODL	OL		
2	2	10	11

5.5 Instructional Delivery Mechanism:

Learning material will be facilitated by providing Print and Audio, Video material, E-books, E-notes, and technological support through Learning Management System (LMS) to enable two-way communication between the learner and the Instructor. Each semester there will be contact Programme for 40 hours'. The Self Learning Material (SLM) will be supplied to the students in print form as well as in electronic form. The face-to-face contact sessions of the Programme for theory courses will be held at the Institute for Open & Distance learners and virtual counseling for online learners. The conduct of end semester examinations, evaluation and issuance of certificates will be done by the Institute.

The Instructional system of the Institute comprises six components, viz, Self-Learning Material (SLM), Practical Sessions, Project Report, Management Thesis, Internal Assignment and End Term Examination.

5.6.1 Self-Learning Material (SLM): The success and effectiveness of ODL/OL largely depends on study material. It is necessary that the material mode must be ideal for easy and better understanding for self-study. Learning through SLM is developed with the approach of self-explanatory, self-contained, and self-motivating by following the UGC guidelines. Which includes...

- In house faculty prepared printed material
- List of Prescribed Text books for reference
- Video digital content
- Digital content of the topics

5.62 Practical Sessions: These sessions guide the learners as the Programme proceeds. The date and venue for the Practical Sessions will be communicated to the learners through Institute website or SMS. During the sessions, the learner gets guidance for better understanding of the concepts. For Open & Distance Learners, Practical sessions of 40 hours for each course in a semester will be conducted by the respective Course Coordinator at the Institute. The learners can get their doubts cleared in these sessions to improve their self- learning capabilities. Learners should attend these sessions for all their respective courses.

- Personal interactive sessions include:
 - Case-study discussion,
 - Seminars
 - Activities like designing business plan and group discussions.

5.63 Lab Resources: Well-equipped lab with 64 computers and software required to enhance the technical skills of the learners

1. Tally.ERP9 gold software
2. SPSS – 25
3. AMOS - 25

5.64 Management Thesis: The Management thesis is intended to be a semester long work carried out by the learner during Semester VI. Learners are expected to apply their knowledge and skills to do an extensive research and prepare a report and submit to the Institute. Which includes:

- Periodical reviews
- Requested Customized Mentoring sessions

5.65 Internal Assignment: In order to ascertain the writing skill and level of comprehension of the learner, submission of the assignment work is compulsory for all learners. The learner has to submit 2 assignments for each subject. The assignment question papers will be uploaded to the website and the learners should submit as per the academic calendar. The total weightage of internal assessment for each subject is 30 marks.

5.66 End Term Examination: At the end of every semester, the learner will write theory exams for 70 marks to each subject. The learner of ODL and OL has to write the examination in pen & paper mode and computer based exam respectively at the Institution.

5.6.7 Identification of Media – Print, Audio / Video, Online Computer Aided

5.6.8 Student Support Services

- Counseling sessions will be provided to learners to choose the courses of their interest and plan their courses of study for career advancement.
- Personal Contact Program (PCP) / Face-to-Face Counseling will be held in each semester as part of student support services. This would help the students to interact with experts in the course and clarify doubts. However, attendance is not mandatory.
- E-Learning portal for distance education students will be a medium for the dissemination of knowledge, skill enrichment, assist in examination preparation, exchange of experience and collaborative participation.

5.7 Course Material:

Learning material is prepared for the courses by the in-house faculty. Similarly, audio and video based lectures are produced by the in-house faculty.

5.8 Medium of Instructions:

The medium of instructions and examination is ENGLISH only.

6. COST ESTIMATES FOR DEVELOPMENT OF THE PROGRAM

Cost estimated of program is based on following components:

Sl. No.	Nature of Expenditure	Expenditure (INR)
1	Program Development	35,000,000.00
2	Program Delivery	49,680,000.00
3	Program Maintenance	30,000,000.00
4	Evaluation	15,000,000.00
5	Salary to staff	19,256,634.00
	Total Cost of BBA (General) Program	148,936,634.00

7. ADMISSIONS, DELIVERY AND EVALUATION NORMS

7.1 Admission Process for ODL and OL:

- Students should apply online and upload the copy of certificates/credentials to the portal of the Admission Cell of Directorate of Distance Education (DDE)
- The admission cell of DDE will notify the merit list and inform the applicant.
- The admission offer letter will be sent to the selected applicants. They can pay the stipulated fee through online/DD.
- On receipt of fee, admission is confirmed; enrollment number and Identity Card will be issued.
- In the process of admission to BBA (General) program the decision of the Directorate of Distance Education is final.
- If, at any time after admission, it is found that a student has not fulfilled all the requirements stipulated in the offer of admission, the Director of Distance Education may revoke the admission and report the matter to the concerned.

7.1.1 Admission Eligibility:

All the Intermediate (+2) candidates (Regular/Distance/Vocational) with a minimum 50% of marks or 5.2 CGPA in any discipline or equivalent are eligible to apply. In case of SC/ST graduate with a minimum 45% of marks or 4.7 CGPA in any discipline or equivalent are eligible to apply.

7.1.2 Registration and Enrollment for Courses:

- The process of signing up for courses is called registering. Learners are enrolled after paying the prescribed fee.
- If a student fails to register in any particular semester within the stipulated time, his / her registration will be cancelled for that semester. The candidate will be permitted to continue the study in a subsequent semester with proper prescribed fee governed by Directorate of Distance Education.
- Late registration will be permitted with a fine, as decided by the directorate of Distance Education from time to time.
- The subjects offered during first and second semester are compulsory for all the learners.
- The learners should select one common and four electives at the beginning of third and fourth semester. The electives chosen by the students from the curriculum shall be operational, subjected to a minimum number of students registered, fixed by the Directorate of Distance Education.
- Commencement of academic activities for the academic year in the month of July and for the calendar year in the month of January.

7.1.3 Break in Studies:

- Any learner willingly or in unfortunate situations can break his/her studies for a semester by paying stipulated fee for break period.
- The discontinued learner can continue his/her studies in the subsequent semester from where he / she left the course after getting proper approval and paying the prescribed fees from time to time by case by case at the discretion of concerned authorities.

7.1.4 Re-Admission:

In case a learner is unable to complete a program within the stipulated Course duration, he/she can seek re-admission to the program subject to proper approval. The Institute will consider granting additional period to the learner on case to case basis to facilitate to complete the Program.

In case of revision in regulation in the course, the learner should undergo the new curriculum. The learner will be informed about the equivalent courses and credit transfer under the new curriculum.

7.1.5 Academic Counseling:

In order to provide academic assistance to learners, different levels of Counseling /attention will be provided by three types of coordinators viz., Program coordinator Course coordinator and course mentor as per the UGC stipulations.

- **Program Coordinator:** The programme coordinator shall be responsible for overall coordination of the development, delivery and assessment of the learners in ODL/OL programme.
- **Course Coordinator:** The course coordinator shall be responsible for overall coordination of the development, delivery and assessment of the learners in the course.
- **Course Mentor:** Course Mentor shall assist the programme/course coordinator in providing academic supports to learners and also in managing virtual teacher
 - learner interaction groups.

7.2 Instructional Delivery Mechanism:

During the practical sessions for ODL's the ICT enabled class room teaching will be through conventional lectures, power point presentation and by using videos Lectures.

Learning material will be facilitated by providing Print and Audio, Video material, E-books, E-notes, and technological support through Learning Management System (LMS) to enable two-way communication between the learner and the Instructor. Each semester there will be contact Programme for 40 hours'. The Self Learning Material (SLM) will be supplied to the students in print form as

well as in electronic form. The face-to-face contact sessions of the Programme for theory courses will be held at the Institute for Open & Distance learners and virtual counseling for online learners. The conduct of end semester examinations, evaluation and issuance of certificates will be done by the Institute.

The Instructional system of the Institute comprises six components, viz, Self-Learning Material (SLM), Practical Sessions, Management Thesis, Internal Assignment and End Term Examination.

7.3 Examination:

- The end-semester examination will be held in June for the Academic batch and in December for the Calendar batch respectively.
- Admit Cards/Roll No. Slips and date sheet for appearing in the examination shall be provisional subject to fulfilling the eligibility, etc. will be issued to the candidates by e-mail, 10-12 days before the commencement of examination. In case, the learner does not receive his/her Admit Card/Roll No. slip in time, he/she should contact the VFSTR-CDOE.
- An Examination Centre for theory & practical will be located at Institute Head Quarters - Vadlamudi.

7.3.1 Evaluation Pattern for ODL and OL:

The examinations shall be conducted for theory to assess the knowledge acquired during the study. There shall be two evaluation procedures viz., internal and external. The internal evaluation shall be conducted as Continuous Internal Assessment via assignments. The internal assessment shall comprise of maximum 30 marks for each course except Management thesis and Project report. The end semester examination shall be of three hours' duration for each course at the end of every semester.

Internal Assessment: In the form of periodic assignments which carry a weightage of 30%. There will be two assignments per course. The average of the marks obtained in the two assignments will be considered for Internal Assessment.

Distribution of Marks in Continuous Internal Assessments:

The following procedure shall be followed for awarding internal marks for courses:

Component	Syllabus Coverage	Marks
Assignment-1	Modules 1 to 7	30
Assignment-2	Modules 8 to 15	30
Total		60
Marks will be scaled down to 30		

Question paper pattern for ODL and OL:

Internal Assessment:

- Each subject question paper carries a maximum of 30marks.
- The question paper consists of only one section.
- Assignment 1 and 2 consist of 6 questions of 5 marks each ($6 \times 5 = 30$ marks) with no choice. The candidate should answer all questions

External Assessment: The candidate shall be required to take an examination at the end of each semester as detailed in the scheme of examination. Each paper of the examination shall unless and otherwise prescribed, be of three hours' duration and carry 70 marks.

ODL Mode:

- The question paper carries a maximum of 70marks.
- The question paper consists of two sections namely Part-A and Part-B.
- Part-A consists of 5 questions of 2 marks each ($5 \times 2 = 10$ marks) with no choice. The candidate should answer all questions.
- Part-B consists of 10 questions with internal choice from each unit. Each question carries 12 marks ($5 \times 12 = 60$ marks).

OL Mode:

A computer based MCQ test for 50marks and 20 marks for descriptive. Project Report & Management Thesis: The Candidate has to do the project in the third semester and prepare management thesis in the fourth Semester and submit the report for 100 marks under the guide allotted by DDE- VFSTR.

7.3.2 Minimum Pass Percentage:

To clear a course, a student must be secure at least 40% of the total maximum marks which is inclusive of internal and external marks out of which a minimum of 40% must be scored in the end semester examination.

7.3.3 Marks and Grades:

The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Letter Grade	Grade	% of Marks	Grade Point
Outstanding	O	90 and above	10
Excellent	S	80 and above but less than 90	9
Very Good	A	70 and above but less than 80	8
Good	B	60 and above but less than 70	7
Fair	C	50 and above but less than 60	6
Average	D	40 and above but less than 50	5
Fail	F	Below 40	0

Marks will not be indicated on the memorandum. Only letter grade will be mentioned. Its correlation with grade points (as per the above table) will be mentioned on the overleaf of the marks memorandum.

Semester Grade Point Average (SGPA) will be computed based on the following formula.

$$SGPA = \frac{\sum_{i=1}^n C_i p_i}{\sum_{i=1}^n C_i}$$

Where

C_i = the number of credits earned in the i th course of a semester for which SGPA is to be calculated

p_i = grade point earned in the i th course

$i = 1, 2, 3, \dots, n$, represent the number of courses in which a student is registered in the concerned semester.

This formula takes into consideration of all the courses of the semester even if the candidate has not passed in any of the courses at that point of time. Non-credit courses will not be considered for SGPA calculation.

Cumulative Grade Point Average (CGPA) is computed based on the grade points the student has obtained in all the courses of the semesters he has undergone till that point of time. It is as per the formula given below.

$$CGPA = \frac{\sum_{j=1}^m C_j p_j}{\sum_{j=1}^m C_j}$$

Where

C_j = the number of credits earned in the j th course up to the Semester for which CGPA is to be calculated

p_j = grade point earned in the j th course.

$j = 1, 2, 3, \dots, m$ represents the number of courses in which a student is registered up to the Semester for which the CGPA is to be calculated.

The students who are eligible for award of degree shall be classified based on CGPA secured as given below:

Sl. No.	CGPA Secured	Class / Division
1	Above 7.5	First Class with Distinction
2	6.5 and above but less than 7.5	First Class
3	6.0 and above but less than 6.5	Second Class
4	5.0 and above but less than 6.0	Third Class
5	Below 5	Fail

7.3.4 Maximum duration for completion of the course:

The maximum duration for the program shall not exceed seven years from the year of their admission.

7.3.5 Commencement of this regulation and Fee structure:

These regulations shall come into effect from the academic year 2020-21 for candidates who are admitted to the first year of the course during the academic year 2020-21.

Fee structure

Sl. No.	Fees Detail	Amount in Rs.		
		First Year	Second Year	Third Year
1	Admission Processing Fees	3,000/-	-	-
2	Tuition Fees	45,000/-	45,000/-	45,000/-
3	Exam Fees	2000/-	2000/-	2000/-
	TOTAL	50,000/-	47,000/-	47,000/-

Yearly fee shall be payable through Demand Draft or online at the beginning of the academic year.

8. REQUIREMENT OF THE LABORATORY & LIBRARY RESOURCES

- This Programme demands computer lab usage, all the required systems and software's are available.
- The NTR Central Library is one of the important central facilities of the Institute. It has text books, reference books, conference proceedings, back volumes, standards, and non-book material such as CD-ROMs and audios. The central Library procured several e-books in different areas. The library also subscribes to about 250 current periodicals. The Directorate of Distance Education of the Institute has adequate number of copies of books related to PG Management Programme.

The department has the following resources in the central library:

Details of books, Journal, Volumes in Central library:

Category	Number
National & International Journals	21
National & International Journals (Online)	671
Book titles	2407
Volumes	6206
e-books	500

Our learning resources include a host of self-learning materials that help the learners in gaining knowledge through multiple modes. In this way retention and application of knowledge becomes simple and easy. The components of our learning package are as follows:

- **Learners shall be given access to digital library including Business Source Premier:** EBSCO Host, is the industry's most used business research database, providing full text for more than 2,300 journals and 1,100 peer-reviewed titles.
- **Course material in SLM format:** The course material provided to learners is designed as per SLM guidelines by Distance Education Bureau (DEB). It is also delivered in e-Content format.
- **Provision of Reference books:** The Institution provides the provision of reference books to learners who seek to gain extra knowledge on a particular subject.
- **Special session on technical subjects:** Some of the subjects require extra efforts, therefore extra sessions are planned for the same.
- **Occasional Workshops / Guest lecture:** The Institution arranges workshops & guest lectures by industry experts to help the learners.

9. QUALITY ASSURANCE MECHANISM

The Centre for Internal Quality Assurance (CIQA) of the institution assures the quality of all the programs offered in terms of developing learning materials (print & audio- video), training and capacity building of staff, and maintaining the standards of CDOE on par with conventional programs.

9.1 Developing learning materials:

- CIQA establishes a auditing system to verify the contents prepared by Course coordinators and make sure the printed material provides complete course description comprising overview of units along with objectives, activities, assignments and additional resources.
- Printed material is complimented with audio-video material with simple and stylish presentation fulfilling the learning outcomes.
- Lecture plan for contact hours will be designed in such a way that audio - video material shall provide continuity and coherence within and between study sessions.
- LMS developed by the centre facilitates easy navigation and accessible through metadata.
- Through regular internal and external audits CIQA upkeeps the standards of learning material and updates based on the feedback received from stakeholders.

9.2 Training and capacity building of staff:

- CIQA takes adequate measures for training and capacity building of teaching and administrative staff and counsellors/co-ordinators/mentors at regular intervals
- Special Faculty development programs will be organized for all program and course coordinators to enhance their skills in content preparation and delivery
- Training programs will be conducted for administrative staff for improving easy transactions with stakeholders.

9.3 Maintaining standards of CDOE:

- VFSTR is known for its quality teaching learning process for the past four decades with innovative pedagogy tools and honest practices.
- CIQA ensures the spirit is carried out for the programs offered through ODL & OL modes on par with standards as defined for the conventional mode.

- CIQA acquires approval letters from concerned statutory or regulatory authority prior to offering programs and the same will be displayed on the Higher Educational Institution's website
- CIQA thoroughly verifies and authorizes all the brochure or bulletin of the respective programs and inform the same to the University Grants Commission from time to time.

In addition to these, the learner will possess the following Programme Outcomes (POs):

- **Generic and Management Domain Knowledge:** They will not just be able to understand the general and management terms, concepts, ideas, and principles, but will be able to apply, illustrate, analyze, and synthesize to the solutions of real-world complex business issues.
- **Problem Solving & Innovation Ability:** They will come out with unique creative, innovative, or out of the box solutions for the corporate world.
- **Critical Thinking Ability:** They will improve the critical and strategic integrated thinking to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data-driven decisions.
- **Effective Communication Ability:** They will be able to communicate effectively with all the stakeholders of the organization and society.
- **Leadership and Team Work Ability:** They will exhibit leadership skills in diversified and multidisciplinary areas. They will be able to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- **Global Orientation Ability:** They will be able to approach any relevant business issues from a global perspective and exhibit an appreciation for the cross-cultural aspects of businesses.
- **Entrepreneurship Ability:** They will be able to identify the entrepreneurial opportunities, and leverage managerial & leadership skills for founding, leading, and managing startups as well as professionalizing and growing family businesses.
- **Environment and Sustainability Ability:** They will be able to demonstrate the knowledge of environmental awareness and the need for sustainable development to achieve business goals of the corporate world.
- **Social Responsiveness Ability:** They will be able to take ethical decisions in the day to day activities by demonstrating social responsiveness.
- **Life-Long Learning Ability:** They will not only acquire new knowledge and skills and assimilate them into the improved business processes but also help others in learning new knowledge and skills. They will contribute in making the organization a learning organization.

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