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**DEPARTMENT OF BUSINESS ADMINISTRATION**

**'Program Outcomes, Course Outcomes,**

**Competencies, Performance Indicators**

**&**

**Syllabus for**

 **BBA 3rd Year, 5th Semester**

**Course**

Program Outcomes Chart Given Below-

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of the Program****Outcome** | **Program Outcome** | **Competencies** | **Performance Indicator** |
| **PO1: Assessment of Choices** | Students will develop the capability to assess alternate managerial choices and come up with optimal solutions. | 1. Demonstrate competencies in Business Construction Model & Decision Making Model
2. Demonstrate competencies in evaluation of each of the alternatives
 | Competency 1- (a) Ability to take up analytical approach for problem solving,(b) ability to take into consideration minute details and factors that influences a business. Competency 2- (a) Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business. |
| **PO2:****Identification of the Nature of a Problem Area** | Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world. | 1. Demonstrate an ability to identify an area that requires problem solving.2. Demonstrate an ability to assess the business environment and understand their impact on the business. | Competency 1- (a) Ability to contribute towards problem solving methods, (b) understanding a problem or issuebelong to which of the specialized areas- Finance, HR or marketing.Competency 2- (a) To be able to identify the different factors that influence the business. |

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| **PO3: Decision Making Skills** | Students will develop decision making skills with the help of analytical and critical thinking ability. | 1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.
2. To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.
 | Competency 1- (a) Capability of implementation of a decision after proper assessment,(b) follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)Competency 2- (a) Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented) |
| **PO4: Communication** | Communication | 1. To | Competency 1- (a) |
| **Skills** | skills will be | Demonstrate | Ability to choose |
|  | enhanced in | the ability to | appropriate words |
|  | Synchronization with the functioning of the business analytics algorithms. | make effective business communication.2. To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills. | when making verbal communication, (b) to be able to select proper language and words when making written communication.Competency 2- (a) Ability to present oneself groomed properly and uses formal gestures with appropriate body language. |

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| **PO5: Team Work** | Students will develop the capability of functioning efficiently within the teams. | 1. To Understand Group Formation and Group Cohesiveness
2. To be able to demonstrate the importance of adjustment and the importance of concentrating other group members’

opinion. | Competency 1- (a) Ability to understand the objective of the group and deciding a common goal.Competency 2- (a) The ability to apply the behavioral science when functioning within the group. |
| **PO6: Integration of Functions** | Students will be able to integratefunctional areas of management for planning, implementation and control of business decisions. | 1.Demonstrationof the ability to identify gaps in a business strategy, and to be able to close these gaps.2. Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly. | Competency 1- (a) Continuation ofProfessional development and observation skills,(b) using rational approach towards an issue.Competency 2- (a) Ability to study the changes in preferences of customers and (b) study in the changes in political & technological environment. |

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| **PO7: Deployable Skill set** | Students will develop deployable skills parallel to the chosen functional/ specialized area. | 1. Demonstrating the ability to identify the nature of a problem appearing during the course of business.
2. Demonstrating the ability to apply the learned skill set as when required.
 | Competency 1- (a) Acknowledgement of the existence of a problem, (b) deciding the overall nature of the problem and its minor details.Competency 2- (a) Ability to implement the required knowhow as when necessity arises. |
| **PO8: Moral Sensitivity** | Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business. | 1. To Demonstrate the ability to identify that there is a moral dilemma.2.Demonstration of the ability to solve the moral dilemma. | Competency 1- (a) The ability to identify the confusion or the dilemma that is in existenceCompetency 2- (a) Ability to select the best path that will serve to a bigger interest of the stakeholders and the society |

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| **Batch 2019** |
| **A. THEORY** |
| **Year** | **Semester** | **Paper Code** | **Paper** | **Contact hour/week** | **Credits** |
| **3rd** | **5th** |   |  | L | T | P | TOTAL |   |
|   |   | BBA - 501 | Entrepreneurship Development & Corporate Social Responsibility | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA - 502 | Public Systems Management | 3 | 0 | 0 | 3 | 3 |
|  |  | **BBA(GS)**501 | Essential Studies for Professionals - V | 2 | 0 | 0 | 2 | 2 |
|  |
| **Elective I (Marketing Specialization)** |
|  |  | BBA(MM) - 503 | Consumer Behaviour | 4 | 0 | 0 | 4 | 4 |
|   |  | BBA(MM) - 504 | Sales & Distribution Management | 4 | 0 | 0 | 4 | 4 |
|   |  | BBA(MM) - 505 | Brand & Retail Management | 4 | 0 | 0 | 4 | 4 |
| **Elective II (HR Specialization)** |
|  |  | BBA(HR) - 503 | Human Resources Planning | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(HR) - 504 | Human Resource Development | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(HR) - 505 | Employment Compensation & Administration | 4 | 0 | 0 | 4 | 4 |
| **Elective III (Finance Specialization)** |
|  |  | BBA(FM) - 503 | Direct Taxation | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(FM) - 504 | Financial Management  | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(FM) - 505 | Financial Institutions and Markets | 4 | 0 | 0 | 4 | 4 |
| **Total of theory** | **21** |
| **B. SESSIONAL** |
|  |  | **BBA(GS)**581 | Skill Development for Professionals -V | 1 | 0 | 0 | 1 | 1 |
|  |  | BBA - 512 | Project V | 1 | 0 | 1 | 2 | 1 |
| **Total credit in sessional papers** | 2 |
| **C. MOOCs** |
|  | MOOCs 9 | MOOCs (BBA) - 521 | Business Analytics – V | 2 | 0 | 0 | 2 | 2 |
|  | MOOCs 10 | MOOCs (BBA) - 522 | Artificial Intelligence- III | 0 | 0 | 2 | 2 | 2 |
| **Total credit in MOOCs** | **4** |
| **TOTAL CREDIT in 5th SEMESTER** | **27** |

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| **Session 2020-23** |
| **A. THEORY** |
| **Year** | **Semester** | **Paper Code** | **Paper** | **Contact hour/week** | **Credits** |
| **3rd** | **6th** |  |  | **L** | **T** | **P** | **TOTAL** |  |
|   |   | BBA - 601 | Total Quality Management | 3 | 0 | 0 | 3 | 3 |
|  |  | BBA(GS) 601 | Essential Studies for Professionals - VI | 2 | 0 | 0 | 2 | 2 |
|  |  | BBA - 603 | Thesis Paper & Grand Viva | 0 | 0 | 0 | 0 | 4 |
| **Elective I (Marketing Specialization)** |
|  |  | BBA(MM) - 603 | Advertising & Sales Promotion | 4 | 0 | 0 | 4 | 4 |
|   |  | BBA(MM) - 604 | Services Marketing | 4 | 0 | 0 | 4 | 4 |
|   |  | BBA(MM) - 605 | Rural Marketing | 4 | 0 | 0 | 4 | 4 |
| **Elective II (HR Specialization)** |
|  |  | BBA(HR) - 603 | Organizational Development | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(HR) - 604 | Industrial Relations & Labour Laws | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(HR) - 605 | HRM Practices | 3 | 0 | 1 | 4 | 4 |
| **Elective III (Finance Specialization)** |
|  |  | BBA(FM) - 603 | Corporate Finance  | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(FM) - 604 | Financial Institutions and Markets | 4 | 0 | 0 | 4 | 4 |
|  |  | BBA(FM) - 605 | Derivatives & Risk Management | 4 | 0 | 0 | 4 | 4 |
| **Total of Theory** |  |
| **B. SESSIONAL** |
|  |  | BBA(GS) 681 | Skill Development for Professionals - VI | 1 | 0 | 0 | 1 | 1 |
|  |  | BBA - 612 | Business Analytics – VI | 1 | 0 | 1 | 2 | 1 |
|  |  | BBA - 613 | Artificial Intelligence - IV | 2 | 0 | 0 | 2 | 1 |
|  |  | BBA - 614 | Project-VI | 0 | 0 | 2 | 2 | 1 |
| **Total Sessional** | **4** |
| **TOTAL SEMESTER** | **25** |
| **TOTAL DEGREE COURSE** | **148** |

**Detailed Syllabus for Bachelor of Business Administration (BBA) Programme**

**Semester – 5th Credit Points – 4**

**Paper: Direct Tax Total Contact Hours – 40**

**Paper Code: BBA (FM)–503**

**Course Outcome:**

CO1: Able to demonstrate the applicability of the concept of Direct tax to understand the Managerial Decisions and Corporate Capital Structure.

CO2: Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the

Corporate.

CO3: Analyze the complexities associated with management of cost of funds in the capital

Structure.

CO4: Demonstrate how the concepts of financial management and investment, financing and

dividend policy decisions could integrate while identification and resolution of problems.

**Module: I: Basic Concepts and Definitions under IT Act (4L)**

1. Assess, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance, Tax planning.
2. Residential Status and Incidence of Tax of Individual.
3. Agricultural Income -Concept.

**Module: II:Heads of Income and Provisions governing Heads of Income (26L)**

1. Income from Salaries.
2. Income from House property.
3. Profits and Gains of Business and Profession - Concept.
4. Capital Gains - Meaning and types of capital assets, basic concept of transfer, cost of acquisition, cost of improvement and indexation, computation of STCG and LTCG.
5. Income from Other Sources - Concept.

**Module:III:Basis of charge excluding deemed dividend (10L)**

1. Set off and Carry Forward of Losses, Mode of set off and carry forward, inter source and inter head set off.
2. Deductions from Gross Total Income - Basic concepts, deductions u/s 80C, 80CCC, 80D, 80DD, 80E, 80G, 80TTA, 80U.

**[If any new legislations/provisions are enacted in place of the existing legislations/provisions, the syllabus will accordingly include such new legislations/provisions in place of existing legislations/provisions with effect from such date as prescribed by Institute of Engineering & Management. Similarly, if any existing provision becomes redundant due to changes, it will be left out of the syllabus.]**

**Suggested Readings:**

* Singahnia V.K., and Singhania K, Direct Tax Law and Practice, Taxmann
* Lal and Vashist, Direct Taxes, Pearson
* Ahuja and Gupta, Direct Taxes Law And Practice, Bharat
* Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS
* Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern

**FINANCIAL MANAGEMENT**

**Semester – 5th Credit Points – 4**

**Paper: Financial Management Total Contact Hours – 40**

**Paper Code: BBA (FM) – 504**

**Course Outcome:**

CO1: Able to demonstrate the applicability of the concept of Financial Management to understand the Managerial Decisions and Corporate Capital Structure.

CO2: Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the

Corporate.

CO3: Analyse the complexities associated with management of cost of funds in the capital

Structure.

CO4: Demonstrate how the concepts of financial management and investment, financing and

dividend policy decisions could integrate while identification and resolution of problems.

**Module I: Meaning and Scope of Financial Management: (2L)**

Profit vs wealth maximization; financial functions–investment, financing, and dividend decisions.

**Module II: Capital Budgeting: (10L)**

Time value of money; Compounding and Discounting techniques, concept of Annuity and Perpetuity, Payback period, accounting rate of return, net present value, Internal rate of return. Profitability Index.

**Module III: Cost of Capital: (8L)**

Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.

**Module IV: Leverage: (5L)**

Operating and Financial Leverage, Effects on Profit. Indifference Point Analysis, EBIT-EPS Analysis.

**Module V: Management of Working Capital: (5L)**

Nature of working capital, Significance of working capital, Operating cycle and determinants of working capital requirements.

**Module VI: Capital Structure Decision: (5L)**

Designing optimum capital structure; Different theories. (NI, NOI & MM).

**Module VII: Concept of Dividend Factors: (5L)**

Determinants of dividend, Walter, Gordon, MM.

**Suggested Readings:**

1. KhanM.Y.andJainP.K.:FinancialManagement-Text and Problems, TMH.
2. Prasanna Chandra: Financial Management-Theory and Practice, TMH.
3. Pandey I.M.: Financial Management, Vikas Publishing House.
4. Saha, Tapas Ranjan: Basic Financial Management, World Press.
5. Bhabatosh Banerjee: Fundamentals of Financial Management, Prentice Hall of India Ltd.

**PROJECT V (Sessional Paper)**

**Course: BBA Code: BBA 512**

**Year: 3rd Semester:**

 **Credit: 1**

At the end of the course should be able to:

CO1: Design a questionnaire to collect requisite data to examine a stated objective.

CO2: Identify and apply appropriate statistical test to the collected data to investigate the study objective.

CO3: Understand the implications of the obtained results and provide useful recommendations on its basis.

**BBA 501**

**Entrepreneurship Development & CSR**

**Course Objectives**:

The major emphasis of the course will be on creating a learning system through which students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. To investigate, understand and internalize the process of founding a startup. Understand funding sources, team building, venture finance and market - to give birth to entrepreneurial businesses will be discussed.

**Course Contents**

1. Entrepreneurship: Theories of Entrepreneurship, Role and Importance of Entrepreneur in

Economic Growth.

2. Entrepreneurial Behaviors: Entrepreneurial Motivation, Need for Achievement Theory, Risk-taking Behaviour, Innovation and Entrepreneur.

3. Entrepreneurial Traits: Definitions, Characteristics of Entrepreneurial Types, Functions of

Entrepreneur.

4. Entrepreneurial Development in India: History, Objectives, Stages of Growth, Target Group, Programmes, Govt. Policy towards SSI’s.

5. Project Feasibility Analysis: Business Ideas – Sources, processing; Input requirements, Sources of Financing, Technical Assistance, Marketing Assistance, Preparation of Feasibility Reports, Legal Formalities and Documentation.

Course Outcome:

CO1: Examine the characteristics of an entrepreneur as well their role in the economic development of the country.

CO2: Process & develop business plan, foreseeing the entry barriers to the industry

CO3: Identify stages of growth in entrepreneurial ventures along with changing face of family business and women entrepreneurship in India

Suggested Readings

1. Lall &Sahai: Entrepreneurship, Excel Books

2. McClelland, D.C. & Winter, W.G. : Motivating Economic Achievement, Free Press.

3. Pareek, U &Venkateswara Rao, T : Developing Entrepreneurship – A Handbook on Learning

Systems, Learning Systems, New Delhi.

4. Desai, A.N. : Entrepreneur and Environment, Ashish, New Delhi.

5. Drucker, Peter : Innovation and Entrepreneurship, Heinemann.

6. Chakraborty, Tridib : Introducing Entrepreneurship Development, Modern Book Agency.

7. Manimala, M.J. : Entrepreneurial Policies and Strategies,TMH

**PUBLIC SERVICE MANAGEMENT**

**Course: BBA Code: BBA 502**

**Year: 3rd  Semester: 5th**

**Credit :03\_\_\_\_\_\_\_\_\_**

**COURSE OUTCOMES-**

CO1: To understand the basic elements of transport system and healthcare delivery systems

CO2: To apply the concepts of transport systems to ensure economic transport system for an organization

CO3: To acquire an understanding of the functions of management and administration of the healthcare business

CO4: To study the different transport systems to understand their effectiveness and importance depending on different factors and to explore and practice leadership and managerial skills that will positively affect performance as a healthcare manager.

### **Module 1: Introduction to Transport System-** Role of Transportation in Economic Development, Essential Features of Transport System, Basic Elements of Transportation and Logistics, Transport Infrastructure in India, Multimodal Transportation System. [4L]

**Module 2: Roadways Transport &Railways Transport-** National and State Highways, Road Transport Operations, Commercial and Economic Aspects. Railways Infrastructure and Basic Elements, Commercial and Economic Aspects of Rail Transport. [3L]

**Waterways Transport &Airways Transport-** Basic Elements of Water Transport, Major and Minor Ports of India, Inland water Transport, Commercial and Economic Aspects of Water Basic Concept. Air Traffic Control Management, Commercial and Economic Aspects of Air Transport. [3L]

**Module 3: Introduction to Health**- Basic concepts of health & diseases (Components of health, Spectrum of diseases, Epidemiological triad, Concepts of diseases, Levels of prevention, Disease intervention, Indicators of health & disease). [7L]

**Module4: Health sector in India-** Indian health system, Review of different committee, National Health Programmes (Malaria, Leprosy, Dengue, AIDS, Cancer, NCDs, RCH, NRHM), Current National Health Policy. [6L]

**International health-** WHO, UNICEF, Rockefeller foundation, Ford foundation, International Red cross, CARE.e-health, m-health, medical tourism. [4L]

**Module 5: Health service management**-Monitoring & Surveillance, Disparities in health services, Budgeting, Control, Pricing & Efficiency, Cost benefit analysis & Cost effectivity analysis. [3L]

Text Book:

1. Srinivasa, S.R. : A Text Book of Transportation System.

2. Mishra, B and Choudhuri, P.K. : Transport Sector in India

3. Kulashrestha, D.K : Transport Management in India, Mittal Publication.

4. De, B.K. : Public Systems Management, New Age International

5. Gupta Sumedha : A Text Book of Healthcare Management, Kalyani Publishers

6. Park K. : Park’s Textbook of Preventive and Social Medicine, Banarasidas Bhanot Publishers

**Financial Institutions and Markets**

**Subject Code: BBA (FM) 505**

**COURSE OBJECTIVES**-

Students should be able to understand how the financial market works and the way it can benefit a business or even create challenges for a business. Efforts will be put to make the students familiar with the financial environment within which an organization operates and its direct/ indirect impacts over these businesses.

**COURSE CONTENT-**

* Meaning, Significance and Role of the Financial System; Components of the Financial System; The structure of Indian Financial System.
* Money Market: Functions and Instruments; Role of Central Bank; Indian Money Market: An Overview, Call Money Market, Treasury Bills Market, Commercial Paper(CP)Market, Certificate of Deposit(CD)Market; Concepts-Repo, Reverse Repo.
* Capital Market: Functions and Instruments; Primary and Secondary Markets-Functions and inter-relationship, Methods of New Issues; Indian debt market and equity market; Market Intermediaries-Brokers, Sub-Brokers; Role of Stock Exchanges in India.
* Commercial banking: Functions of Commercial Banks, Credit creation by commercial banks and its limitations; Reserve Bank of India: Functions,CreditControlandMonetaryPolicy;Development of Financial Institutions in India (NABARD, EXIM, IDBI, SIDBI, RRB, LIC)Mutual Funds: Concept of Mutual Fund Non-Banking Financial Companies (NBFCs): Concept.
* Merchant Banks: Functions and Role, SEBI Regulations; Credit Rating: Objectives and Limitations, SEBI Regulations; Credit Rating Institutions and their functions.

**COURSE OUTCOMES-**

CO1: Students will develop an understanding of the Financial Institutions and Markets along with their functions.

CO2: Students will understand the role-play of different participants of the financial market.

CO3: Students will understand how the financial instruments work in the market and how they aid in the development of a business.

CO4: Students will be able to get an idea regarding flow of money in the market and its uses to develop an economy.

**READINGS-**

* Khan, M. Y., Indian Financial System-Theory and Practice, TMH
* Bhole, L. M., Financial Markets and Institutions, TMH

**BUSINESS ANALYTICS-V**

Course: BBA Code: **MOOCs (BBA)521**

Year: 3rd, Semester: 5th Credits: 2

 **Course Outcomes:**

On completion of this course, the students will be able to

**CO1:** Understand and critically apply the concepts and methods of business analytics

**CO2:** Identify, model and solve decision problems in different settings

**CO3:** Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity

**CO4:** Create viable solutions to decision making problems

***Module 1:***

Analyzing data using Crosstabs, Running Chi-square test

***Module 2:***

Working with Compare means dialog box, running Independent-samples t-test, running summary independent-sample t-test

***Module 3:***

Viewing relationships between variables, running the bivariate procedure, running the linear regression procedure, making predictions.

**Recommended Book:**

1. Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley

SALES &DISTRIBUTION MANAGEMENT

# Course: BBA Code: BBA (MM) 504

**Year: 2nd Semester: 5th**

**Credit: 04**

**Course Outcome:**

CO 1: Able to understand the relevance of sales organizations in corporate. CO 2: Apply sales tools for organizational development.

CO 3: Can select appropriate sales tools for effective outcome.

CO 4: Can relate the necessity of changing format of sales organization.

Module I: Introduction to Sales Management: Nature & scope of personal selling & sales management, Roles and functions of a sales manager. [4L]

Module II: Personal Selling: Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up). [4L]

Module III: Planning and Organizing Sales Force Efforts: Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas. [6L]

Module IV: Sales Force Management: Different personnel functions of a sales manager, Quantitative and qualitative requirements of sales force planning – determination of sales force size, job analysis of sales people. [3L]

Module V: Recruitment and Selection: Sources of recruitment, Selection process, Methods of selection. [3L]

Module VI: Training and Development: Need and purpose of training, Types of training, Designing a training programme - ACMEE model. [3L]

Module VII: Directing the Sales Force: Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating. [4L]

Module VIII: Controlling: Analysis of sales, Costs and Profitability, Evaluation of sales force performance. [2L]

Module IX: Marketing Channels: Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers. [5L]

Module X: Channel Design and management: Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and conflict. Types of different retail format. Growth of online retails. [6L]

**Text Book**:

1. Panda, Sahadev: Sales & Distribution Management; OUP
2. Pradhan, S : Retailing management, TMH
3. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH
4. Johnson, Kurtz &Scheuing: Sales Management Concept, Practices & Cases; McGraw Hill.

**Human Resource Development**

**Course: BBA (HR-Specialization) BBA (HR)-504**

**Year: 3, Semester 5 Credit: 4**

**Course Outcome (CO):**

1. Students will be able to understand the fundamental concept of Human Resource Development and its importance in the practical world

2. Students will be able to identify, define and solve Human Resource Development related real-life problems

3. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective

4. Ensuring overall development of students

**Course Content:**

**Module -1: Basic Concept of Human Resource Development:** Meaning, Scope , Importance and Purpose of HRD **[2L]**

**Module-1 :** **Concept of Training** - Introduction, concept of training , objectives of training, need of training , concept of development , difference between training and development, case study **[3L]**

**Module – 2: Types of Training** -Induction training, supervisory training , apprenticeship training, managerial training, workers’ education programme , practical application **[3L]**

**Module – 3: Method of Training –** On-the-job training and off-the-job training, difference between On-the-job training and off-the-job training, some important training methods - Lecture Method,
case study method, role-playing method, management games, practical assignment methods, brainstorming. **[4L]**

**Module –4:Training Evaluation Methods**: The Kirkptrick Four-Level Approach,
Kaufman’s Five Levels of Evaluation of Training Impact, The CIRO Approach to Evaluate Training Impact, The Philip’s Five Level ROI Framework to Evaluate Training. **[4L]**

**Module – 5: Training Budget and Training Calendar–** Concept, Practical - preparation of training budget and training calendar, Selection of key resource persons for a training **[5L]**

**Module – 6: Management Development Programme –** Concept of MDP, Objectives, Steps of MDP, Case Study **[2L]**

**Module – 7: MDP Techniques:** Job rotation, assistant to position, project on board, classroom, hands-on, MDP audit , Practical Session on preparation of a questionnaire to identify the MDP needs of an organization **[4L]**

**Module – 8: Specialized Training:** E-learning, HRIS, CBT, OBEL, Managerial Grid Training, Sensitivity Training, Practical: Designing an OBEL for the executives of an organization **[5L]**

**Module – 9:**  **Emerging Areas:** Green HRM, Work-life-balance, competency mapping, multi skilling, knowledge employee, learning organization. **[6L]**

**Module – 10: Career Development :** Concept of Career Development, Individual Career Development and Organizational Career Development, Career Management **[2L]**

**Human Resource Planning**

**HR-Specialization**

**BBA (HR)-503**

**Credit: 4**

**Course Outcome (CO):**

1. Students will be able to understand the fundamental concept of Human Resource Planning and its importance in the practical world

2. Students will be able to identify, define and solve Human Resource Planning related problems

3. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective

4. Ensuring overall development of students

**Course Content:**

**Module 1: Basic Concept** – Brief idea about Human Resource Planning or HRP, Importance of HRP, Objectives of HRP, Process of HRP, Responsibility for HRP, Limitation of HRP, How to do Effective HRP, Case Study **[6L]**

**Module 2: Forecasting –** Concept of forecasting, Types of forecasting, Techniques of forecasting - Trend Analysis , Work Load Analysis, Markov Analysis , Manpower Gap Analysis, Job Analysis , Manpower Inventory Analysis, Staffing Table, Replacement Chart, Practical Problem Solving **[8L]**

**Module 3 : Human Resource Information System –** Concept and Procedures, Case Study and Preparation of HRIS for an organization **[5L]**

**Module 4: Job Analysis -** Job Analysis - Concepts, Process, Job Description, Job Specification, Limitations; Job Evaluations – Concepts, Methods, Limitations, Case Study

 **[5L]**

**Module 5: Measurement of Human Resource Planning-** HR Audit and HR Accounting

 **[5L]**

**Module 6: Career Planning –** Concept of Career Planning, Career Anchor, Career Path, Career Goal, Career Development and Career counselling, Career Stages, How do people choose career, Career Planning vs human Resource Planning, Process of Career Planning **[5L]** **Module 7: Succession Planning –** Concept ofsuccession planning, Replacement Chart **[2L]**

**Module 8: Application of HRP in Different Areas –** Recruitment, Redundancy, Training, Career Plan **[4L]**

**Name of Subject: Employee Compensation and Administration**

**Subject Code: BBA(HR) 505**

**HR-Specialization**

**Credit: 4**

**Course Outcome (CO):**

1. Students will be able to understand the fundamental concepts of Employee Compensation and Administration and its importance in the practical world.

2. Students will be able to identify, define and solve Employee Compensation and Administration related problems.

3. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective.

4. Ensuring overall development of students.

**Job Evaluation**

**Module 1 [4L]**

Concept of Job Evaluation, Process of Job evaluation, Job evaluation methods, Case Study

*(Text Book- Human Resource Management Text and Cases: V.S.P. Rao, Chapter 14- Job Evaluation)*

**Compensation Administration**

**Module 2 [6L]**

Introduction to Compensation Administration, Determining Pay rates, Components of pay structure in India, factors influencing compensation levels, choices in designing a compensation system, Managerial compensation, Case Study

*(Text Book- Human Resource Management Text and Cases: V.S.P. Rao, Chapter 16- Compensation Administration)*

**Wage and Salary Administration**

**Module 3 [6L]**

Wage and Salary Administration, Wage policy in India, Fixation and regulation of wages, wage differentials, Methods of wage payment

*(Text Book- Human Resource Management Text and Cases: V.S.P. Rao, Chapter 16- Compensation Administration, Chapter 17- Incentive and Employee Benefits)*

**Incentives and Employee Benefits**

**Module 4 [6L]**

Incentive plans, Individual Incentives, Team based incentive plans, Organization Wide incentive plans, incentive schemes for indirect workers, Fringe Benefits

*(Text Book- Human Resource Management Text and Cases: V.S.P. Rao, Chapter 17- Incentive and Employee Benefits)*

**Consumer Behaviour**

**Course : BBA (5th Semester)**

**Code: BBA(MM)503**

**(4 Credit)**

**Course Outcomes:**

CO1: To understand and describe the important elements of Consumer Behaviour.

CO2: To apply concept and tools of Consumer Behaviour to create value for customers.

CO3: To analyze the benefits of Consumer Behaviour in order to improve products and services.

CO4: To evaluate the relative effectiveness of marketing strategies aimed at influencing the behaviours of customers.

1. **Understanding Consumer Behavior**
	1. Meaning & definition of Consumer Behavior
	2. Marketing concept, societal marketing concept
	3. Disciplines involved in the study of consumer behaviour
	4. Scope and importance of consumer behaviour
	5. Factors influencing consumer behaviour
2. **Consumer Behavior Models**
	1. Stimulus-Response Model
	2. Black Box Model
3. **Consumer decision making & involvement**
	1. Consumer buying decision making process
	2. Situational influences & the decision-making process
	3. Routinized response, limited and extensive problem-solving behavior
	4. Low/high effort/involvement decision making
4. **Consumer Influence: Diffusion of Innovation**
	1. Concept of Diffusion, Innovation & Consumer Behavior
	2. Adoption & adopters
	3. Types of adopters & their characteristics
5. **Consumer as an Individual**
	1. Consumer Motivation
	2. Consumer Perception and perceived risk
	3. Consumer Attitudes
	4. Consumer Learning
	5. Consumer Personality & Self Image
6. **Consumer as a part of Social & cultural Settings**
	1. Influence of Groups-Reference groups
	2. Influence of culture & sub-culture
7. **Indian consumer**
	1. Diversity in Indian Consumer on the basis of socio-economic parameters
	2. The rural-urban divide
	3. Earning & spending patterns of the Indian consumers: the five quintiles
8. **Organizational Buying Behavior**
	1. Concept, Meaning & Characteristics of Organizational Buying
	2. Differences between Industrial Markets and Consumer Markets
	3. Differences between Organizational and Consumer Buying
	4. Factors influencing Organizational Buying Behaviour
	5. Organizational Buying Decision Making Process

**Suggested Text Book**

Batra & Kazmi: Consumer Behavior**,** Excel Book

Ramanuj Majumder: Consumer Behavior, PHI

**Suggested Readings**

1. Leon G Schiffman & Leslie Kanuk: Consumer Behavior
2. Michael Solomon: Consumer Behavior PHI

**Brand and Retail Management**

**Course: BBA (5th Semester)**

**Code: BBA(MM)505**

**(4 Credit)**

**Course Outcomes:**

CO1: To understand and describe the important elements of branding and retail management.

CO2: To apply concepts and elements of Brand Management to ensure enhanced consumer-brand relationship and brand equity.

CO3: To analyze the branding strategies adopted by different organizations.

CO4: To apply the knowledge of marketing practices to develop effective marketing mix for retail sector.

CO5: To analyze retail operations to provide good customer experience.

**Course Contents**

|  |
| --- |
| **Module 1: Branding Concepts:** Introduction to Brand; Brand and Branding Basics; Relationship of Brands with Customers; Building. Successful Brands. (5L) |
| **Module 2: Terms associated with Brands:** Understanding Various Terms; Brand Names and Brand Extensions; Co-Branding and Corporate Branding; Brand Associations and Brand Image. (5L) |
| **Module 3: Management of Brand:** Brand Loyalty; Brand Relationship; Brand Equity; Brand Management. (5L) |
| **Module 4: Brand Selection:** Brand and Consumer Buying Process; Consumer Search for Brand Information; Issues associated with Effective Brand Name; Added Values Beyond Functionalism; Brand Personality; Branding to make Tangible the Intangible. (5L) |
| **Module 5: Introduction to Retail Management:** Introduction to Retailing, Growth and importance, Strategic Retail Planning. Retail Organization, Models and Theory of Retail Development, Retail Formats (5L) |
| **Module 6: Retail operations:** Category & Merchandize management**,** Visual Merchandizing**,** Store operations**,** IT in Retail**,** Supply chain innovations (5L) |
| **Module 7: Retail Market Segmentation:** Introduction, the benefits of market segmentation, Targeting & Positioning, Criteria for effective market segmentation, Dimensions for segmentation, Market Targeting: Choosing the segments to focus, Customer profile. (5L) |
| **Module 8: Indian Retail Scenarios:** Characteristics of Indian retail consumers**,** Category share in Indian Retail Spending**.** Major Indian Retailers**,** Major Challenges: Supply Chain, Infrastructure**,** Major Competition: The unorganized sector |

**Suggested Reading:**

* Branding Concepts and Process by Pati D, Publisher: Macmillan
* Creating Powerful Brands by McDonald Malcolm and De Chernatony L,
* Publisher: Amazon.Co.UK
* Brand Positioning by Subroto Sen Gupta, Publisher: Tata McGraw-Hill
* Product Management in India by R. C. Majumdar, Publisher: Prentice-hall of
* India Pvt Ltd.
* Managing Indian Brands by S R Kumar, Publisher: Wharton School Publishing
* Retail Management – A Strategic Approach by Barry Berman and Joel R. Evans (Pearson)
* Retailing Management by Levy & Weitz (Mc Graw Hills)
* Retail Marketing Management by David Gilbert (Pearson)

**Semester: 6th Credit Point: 3**

**Subject: Total Quality Management [BBA 601] Total Contact Hours: 30**

**COURSE OUTCOMES:**

CO1. Students will understand the basic concepts of TQM.

CO2. Students will apply the knowhow of TQM

CO3. Students will analyze the TQM issues

CO4. Students will be able to understand the integration of knowhow of TQM and practical issues.

**MODULE I   INTRODUCTION TO QUALITY MANAGEMENT**                                                         9

Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

**MODULE II: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**            9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**MODULE III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY**            9

Meaning and significance of statistical process control (SPC) – construction of      control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

**MODULE IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**                         9

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

M**ODULE V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION**                       9

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

**TEXT BOOKS:**

1. Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education

            (First Indian Reprints 2004).

1. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

**Paper: Advertising & Sales Promotion Total Contact Hours -40**

**Paper Code: BBA(MM) – 603**

**COURSE OUTCOMES:**

On completion of this course, the students will be able to:

CO1. To identify the scope and significance of strategic advertising and sales promotion to brand and corporate image.

CO2. To examine advertising content generation concepts and phenomenon to current business events in the industry.

CO3. To correlate various marketing environment variables and interpret them for designing advertising and sales promotion strategy for business firms.

CO4. To illustrate market research skills for designing innovative marketing communication strategies for business firms.

|  |
| --- |
| **Module I:****Communication Process:** Basic communication process, role of source; Encoding and decoding of message, media, audience, feedback and noise. **[4L]** |
| **Module II:****Advertising and Communication Mix:** Different advertising functions; Types of advertising; Economic aspects of advertising **Advertising process** – an overview; Setting advertising objectives and advertising budget. [**8L]** |
| **Module III:****Creative Aspects of Advertising**: Advertising appeals, copy writing, headlines, illustration, message, copy types; Campaign planning.**Advertising Media:** Different types of media; Media planning and scheduling **[8L]** |
| **Module IV:****Impact of Advertising:** Advertising Agency roles, relationship with clients, advertising department; Measuring advertising effectiveness; Legal and ethical aspects of advertising. Social implications of advertising. **[8L]** |
| **Module V:****Sales Promotion:** Meaning, nature, and functions; Relationship between sales promotion and advertising, future of sales promotion Limitation of sales promotion; Types of sales promotion [12L] schemes; Consumer and trade, sales promotion.**Sales Promotion Schemes:** Sampling; Coupon; Price off; Premium plan; consumer contests and sweepstakes; POP displays; Demonstration; Trade fairs and exhibitions; Sales promotion techniques and salesforce. **[12L]** |

**Suggested Readings:**

* 1. Aaker, David and Myers John G., et.al: Advertising Management, Prentice Hall of India.
	2. Kazmi & Batra: Advertising & Sales Promotion, Excel Books.
	3. Arun Kumar: Marketing Management, Vikas Publishing House.
	4. Border W.H.: Advertising, John Wiley.
	5. Sengupta Subroto: Brand Positioning Strategies for Competitive Advantage, TMH.

**Paper: Service Marketing BBA(MM) - 604 Total Contact Hours -40**

**Credit Points – 4**

**COURSE OUTCOMES:**

On completion of this course, the students will be able to:

CO1. Students should be able to understand the basic concepts of Service Marketing

CO2. Students should be able to comprehend the characteristics of the service industry

CO3. Students should be able to select appropriate service marketing tools for effective outcome.

CO4. Students should be able to apply relevant services marketing theories and develop outcomes.

**Outline of Lectures and Readings**

1. Introduction to Services Marketing and Frameworks for Understanding Services

· Key Issues, Macroeconomics, Trends & Opportunities, Features of Services, The Servuction Model

Required Readings: Bateson & Hoffman, Chapter 1, Jochen Wirtz and Christopher H. Lovelock (2001, forthcoming):” Asia’s Growing Service Sector”

2. Consumer Behaviour Related to Services

· Key Issues, The Three-Stage Model of Consumer Behaviour Applied to Services, Post-Purchase Evaluation: Modelling Consumer Satisfaction with Services, Environmental Perspectives on the Service Encounter, Perceived Control, Script & Role Theories

Required Readings: - Bateson & Hoffman, Chapter 2,

3. Marketing Mix I: Pricing of Services

· Key Issues, Pricing Strategies Applied to Services, Services Specific Issues on Price Discrimination, Cost Accounting for Services, Price Bundling and Cross-Selling, Yield Management,

Required Readings

- Bateson & Hoffman, Chapter 9, Sheril E. Kimes and Richard B. Chase (1998), “The Strategic Levers of Yield, Management,” Journal of Service Research, Vol. 1., No. 2, 156-166.

4. Marketing Mix II: Communications

· Key Issues, Setting Communication Strategies for Services

- Services Specific Issues in Communication Strategies

- Guidelines for Advertising of Services

- Branding & Promotion of Services

· Required Readings

- Bateson & Hoffman, Chapter 8

5. Marketing Mix III: Distribution

· Key Issues

- Distribution Channels for Services

- Internationalization of Service Firms

- Global Distribution Systems

· Required Readings

- Bateson & Hoffman, Article 3.1, Christopher H. Lovelock and George S. Yip,

“Developing Global Strategies for Service Businesses,” California Management

Review, Vol. 38., No. 2, 64-86.

- Jochen Wirtz and Jeannette P. T. Ho (2000), “Westin Hotels in Asia – Global

Distribution”, in Principles of Marketing: An Asian Case Book, Swee Hoon Ang

et al, eds., Singapore: Prentice Hall, 112-118.

6. Marketing Mix IV: Designing Customer Service Processes

· Key Issues

- Trade-off between Marketing Effectiveness and Operations Efficiency

- Full-Service Models Versus Restricted Service Models

- Isolating the Technical Core and Minimizing the Servuction System

- Production-Lining Services

- Increasing Customer Participation

- Managing Supply and Demand, Yield Management

- Flow Charting as a Basic Tool for Understanding & Managing Service Processes

- Two Basic Strategies: Complexity and Divergence of Service Operations

· Required Readings

- Bateson & Hoffman, Chapters 3 & 5,6

- Richard Chase and Douglas M. Stewart (1994): "Making Your Service Fail-Safe," Sloan Management Review, Spring, p. 35-44.

- Lily Chang (1993), "Improving Service Quality: The NTUC Income

Experience," Productivity Digest, April, p 20-23

7. Marketing Mix V: Designing the Service Environment

· Key Issues

- A Theoretical Framework for Understanding the Impact of Service

Environments on Customer Behaviour and Satisfaction

- Engineering Customer Service Experiences

· Required Readings

- Bateson & Hoffman, Chapter 6

- Carbone, Lewis P and Stephan H. Haeckel (1994): "Engineering Customer

Experiences," Marketing Management, Vol. 3, No 9, p 9-19

8. Marketing Mix VI: The Service Product

· Key Issues

- The Flower of Service - Core and Supplementary Services

- Adding Value via Supplementary Services

9. Marketing Mix VII: Managing Service Personnel

· Key Issues

- Importance of Service Personnel

- Conflicts in Boundary-spanning Roles & Implications of Role Stress

- Reducing Role Stress with Marketing and Creating a Climate for Service

- Selection, Training and Motivation of Service Staff

- Internal Marketing to Build and Foster a Customer Service-oriented Culture

· Required Readings

- Bateson & Hoffman, Chapters 4 & 7

- Leonard A Schlesinger and James L Heskett (1991), "Breaking the Cycle of

Failure in Service," in Sloan Management Review, Spring, 17-28.

7

10. Marketing Implementation I: Understanding Service Quality

· Key Issues

- Importance of Quality: The Economics of Customer Retention

- The Quality Model: Diagnosing Service Quality Failures

- Dimensions of Quality

- Relationship between Service Quality, Productivity and Profitability

- Effective Membership and Customer Retention Programs

· Required Readings

- Bateson & Hoffman, Chapters 11,13 & 14

- Frederick F. Reichheld and Phil Schefter (2000), “E-Loyalty: Your Secret

Weapon on the Web,” in: Harvard Business Review, Volume 78, No. 4

(July/August), pp 105.

11. Marketing Implementation II: Managing Service Quality

· Key Issues

- Complaint Management, Service Guarantees and Service Recovery

- TQM Tools Applicable to Services

- Developing & Implementing Effective Customer Feedback Systems

- Customer Churn Diagnostics and Retention Programs

- CRM Strategies

· Required Readings

- Bateson & Hoffman, Chapter 12

- James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, and

Leonard A. Schlesinger (1994), "Putting the Service-Profit Chain to Work,"

Harvard Business Review, March-April, in Lovelock, pp. 582-593

- Jochen Wirtz and Monica Tomlin (2000), “Institutionalizing Customer-driven

Learning Through Fully Integrated Customer Feedback Systems,” Managing

Service Quality, Vol. 10, No. 4, 205-215.

12. Marketing Implementation III: Growth Strategies for Service Organizations

· Key Issues

- Multisite, Multiservice and Multi-segment Strategies

- Risk/Return Considerations

· Required Readings

- Bateson & Hoffman, Chapter 10

**Semester: 6th**  **Total Credit: 4**

**Subject: Rural Marketing-** **BBA(MM) – 605 Total Contact Hours -40**

**COURSE OUTCOMES:**

On completion of this course, the students will be able to:

CO1. Students should be able to understand the basic concepts of Rural Marketing

CO2. Students should be able to develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

CO3. Students should be able to comprehend the issues of rural marketing and be able to address them effectively.

CO4. Students should be able to utilize the understanding of rural marketing channels and competition in marketing decision making.

Module 1 - Rural Marketing Concept

 --- Nature --- Scope --- Significance of Rural Marketing --- Factors contributing to Growth of rural markets --- Components and classification of Rural markets --- Rural Market VS Urban Market --- e.rural marketing. (15 Lectures)

Module 2 - - Agricultural Marketing –

Concept --- Nature and Types of Agriculture produce --- concept and types of Agricultural Markets --- Marketing channels --- Methods of Sales --- Market functions --- (7 Lectures)

Module 3 Agricultural Marketing Risks

Marketing agencies --- Marketable surplus --- Characteristics of Scientific Marketing --- Risks involved in marketing --- Types of risks --- Measures to minimize risks --- Contract Marketing (Farmer – Processor linkage) --- Distress sales. (8 Lectures)

Module 4 - Issues in Rural Marketing - Rural Consumer behaviour --- features --- factors influencing --- Lifestyle of rural consumer --- FMCG sector in Rural India --- concept and classification of consumer goods --- Marketing Channels for FMCG --- Fast growing FMCG --- Marketing of consumer durables --- The role of Advertising. (15 Lectures)

**Semester: 6th**  **Total Credit: 4**

**Subject: Organizational Development [BBA(HR) – 603**] **Total Contact Hours -40**

**Course Outcome**

**CO1-** Students will learn and understand about the changing nature of organizations and their business

**CO2 –** Students will discover, learn and understand ‘organizational development’ as an important field of study.

**CO3 –** Students will learn the application of different interventions of OD and analyze situations to prescribe suitable OD interventions.

**CO4 -** Students will plan & design suitable OD technique for organizational problem.

UNIT – 1

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

UNIT – 2

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

UNIT – 3

Implementing Change: Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing Road Blocks; Absorbing Changes into Organization

UNIT – 4

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

UNIT - 5

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises. Case Analysis : The Question Paper shall have a compulsory question on Case Analysis.

**Semester: 6th**  **Total Credit: 4**

**Subject: Industrial Relations & Labour Laws [BBA(HR) – 604**] **Total Contact Hours -40**

**Course Outcomes (CO)**

CO1: To familiarize with the role of management and unions in the promotions of industrial relations.

CO2: Examine the labour relation issues and its management.

CO3: To acquire skills in handling employer-employee relations.

CO4: To apply the different laws and acts under different circumstances and situations

CO5: To explore the different employee welfare activities and be able to analyse the rights of employees in different organizations.

UNIT-I

Industrial Relations- Concept, Definition and Importance, Factors Affecting Industrial Relations. Approaches to Industrial Relations, Impact of Technology on Industrial Relations. Nature of Trade Unions, Trade Union Movement in India, Benefits of Trade Unions for Workers, Problems of Trade Unions & Remedies. Quality Circles, Benefits and Problems of Quality Circles.

UNIT-II

Concept of Collective Bargaining, Prerequisites for Collective Bargaining, the Collective Bargaining Process, Principles of Collective Bargaining, Collective Bargaining and Labour Management Co-Operation in India, Conditions for the Success of Collective Bargaining.

Grievance Management – Causes of Grievance – Effects of Grievance, Negotiation and Collective Settlements, Grievance Redressal Procedure.

UNIT-III

Industrial Conflicts- Meaning & Causes and Types, Strikes & Lockouts, Machinery for Resolving Industrial Disputes under Law. Meaning of Workers Participation in Management, Concepts and Objectives of Workers Participation in Management, Growth and Development of Workers Participation in Management, Types of Workers Participation in Management.

UNIT-IV

Emergence and Objectives of Labour Laws- The Industrial Relations Code-2019-An Introduction Overview of Factories Act, Industrial Disputes Act, Payment of wages Act, Payment of Bonus Act, ESI Act, Payment of Gratuity Act, Minimum Wage Act, PF Act. Workmen’s Compensation Act

**Semester: 6th**  **Total Credit: 4**

**Subject: HRM Practices Total Contact Hours: 40**

**Course Outcomes (CO)**

1. Students will be able to understand the fundamental concept of Human Resource Management and its importance in the practical world

2. Students will be able to identify, define and solve Human Resource Developm related real-life problems

3. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective

4. Ensuring overall development of students

Unit 1: Introduction to Human Resource Management

The focus of the first unit is on identifying what the personnel and human resource function is all about. It explores the typical responsibilities of HR departments and how they are affected by the corporate culture, environmental forces, and government regulations. It also introduces the topics of strategic and employment planning.

Unit 2: Staffing

Once the organization has determined its strategic and human resource objectives and analyzes the jobs to be filled, it is ready to fill them. Unit 2 reviews the two steps in the staffing process: recruitment and selection. Recruitment aims at identifying and attracting the largest possible number of qualified applicants to hire for each job.

Unit 3: Compensation & Benefits

This unit focuses on compensation and related issues. Among the topics to be covered are forms of and bases for compensation, job evaluation and compensation/evaluation systems.

Unit 4: Performance Management

This unit discusses and examines performance evaluation as a system including process and procedures used in developing reliable and valid standards, criteria, and evaluation mechanisms. A good performance management system is fair to the employee while also serving the goals and interests of the organization.

Unit 5: Human Resource Development

Employee training and development is another important HR function. More specifically, Unit 5 focuses on deciding who is to be trained, in what and how they are to be trained, and how effective was the training for the employee and her/his organizational component. To be effective, training and development programs must be matched to types of employees with specific skill deficiencies and to new skills anticipated to be needed by the organization.

Unit 6: Global Human Resource Management & Future Issues

Declining productivity, substantial demographic shifts, changing employee attitudes and expectations, innovation technologies, and government regulations will continue to affect human resource management into the 21st century. This final unit deals with the most significant trends in human resource management and how they can be addressed through innovative and effective organizational strategies.

**Semester: 6th**  **Total Credit: 4**

**Subject: Corporate Finance [BBA(FM) - 603]**

CO1: Understand and apply the fundamental financial concepts of time value of money, agency problem and leverage.

CO2: Describe and evaluate the different sources of corporate finance (e.g., equity, debt, retained earnings etc.)

CO3: Understand the internal and external factors influencing capital structure.

CO4: Apply measures of cost of capital and financial leverage to form long-term financial policies for business.

CO5: Identify relevant cash flows for capital budgeting projects and evaluate various types of corporate projects using traditional criteria, sensitivity and simulation analysis.

Module 1: Financial Goals of the Firm

Financial Management – Introduction to finance, objectives of financial management – Firm Value

and equity value– profit maximization and wealth maximization - Changing role of finance managers - Organization of finance function.

Agency model; problem and agency cost – Stockholders and Managers; bondholders and society - Disciplining management through corporate governance - Sustainability model.

Module 2: Time Value of Money

Present and future value of single payments, annuities, annuities due, and perpetuities - Growth in annuities and perpetuities - Compound interest and continuous compounding - Annual percentage rates and effective annual rates - Mathematics of loans: Discount, Interest only, Full and partial amortization

Module 3: Risk & Return

Concepts of Risk and Return – Diversifiable and Non-Diversifiable risk - Risk & return of single asset, risk and Return of a portfolio, Measurement of market risk for single asset and portfolio.

Module 4: Capital Budgeting

Investment Rules: Capital budgeting methods and their limitations - Comparing projects with varying lives with varying cash flows - Capital budgeting decision rules.

**Semester: 6th**  **Total Credit: 4**

**Subject: Financial Institutions and Markets [BBA(FM) - 604]**

**COURSE OUTCOMES-**

CO1: Students will develop an understanding of the Financial Institutions and Markets along with their functions.

CO2: Students will understand the role-play of different participants of the financial market.

CO3: Students will understand how the financial instruments work in the market and how they aid in the development of a business.

CO4: Students will be able to get an idea regarding flow of money in the market and its uses to develop an economy.

**COURSE CONTENT-**

* Meaning, Significance and Role of the Financial System; Components of the Financial System; The structure of Indian Financial System.
* Money Market: Functions and Instruments; Role of Central Bank; Indian Money Market: An Overview, Call Money Market, Treasury Bills Market, Commercial Paper (CP)Market, Certificate of Deposit (CD)Market; Concepts-Repo, Reverse Repo.
* Capital Market: Functions and Instruments; Primary and Secondary Markets-Functions and inter-relationship, Methods of New Issues; Indian debt market and equity market; Market Intermediaries-Brokers, Sub-Brokers; Role of Stock Exchanges in India.
* Commercial banking: Functions of Commercial Banks, Credit creation by commercial banks and its limitations; Reserve Bank of India: Functions, Credit Control and Monetary Policy; Development of Financial Institutions in India (NABARD, EXIM, IDBI, SIDBI, RRB, LIC) Mutual Funds: Concept of Mutual Fund Non-Banking Financial Companies (NBFCs): Concept.
* Merchant Banks: Functions and Role, SEBI Regulations; Credit Rating: Objectives and Limitations, SEBI Regulations; Credit Rating Institutions and their functions.

**READINGS-**

* Khan, M. Y., Indian Financial System-Theory and Practice, TMH
* Bhole, L. M., Financial Markets and Institutions, TMH

**Semester: 6th**  **Total Credit:4**

**Subject: Derivatives & Risk Management [BBA(FM) – 605**]

**Course Outcomes (CO)**

CO1: Students should be able to understand the definitions and uses of different derivative instruments.

CO2: Students should be able to develop working knowledge on the use of derivatives in risk management.

CO3: Students should be able to exhibit critical thinking, analytical and problem-solving skills in reference to derivatives pricing and hedging.

CO4: Students should be able to understand and apply risk measures that are commonly used in risk management

Module I: Introduction to Investment And Security Analysis

Unit 1: Meaning of investment – speculation and Gambling – Investment avenues -Types of investors – Investment objectives – The investment process – Security Analysis– Meaning of security – Types of securities – Meaning of security analysis

Unit 2: Risk and Return – Computation of return – Meaning and definition of risk –Types: (Systematic risk- Market risk, purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimizing risk exposure

Unit 3: Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns. (Including simple problems)

Module II: Fundamental Analysis & Technical Analysis

Unit 1: Economic analysis: Factors in Domestic and International economy – Economic forecasting and stock-investment decisions – Types of economic forecasts – Forecasting techniques – Anticipatory surveys – Barometric or Indicator approach (Delhi School of Economics- ECRI methodology) – Money supply approach – Econometric model building – Opportunistic model building.

Unit 2: Industry analysis: Industry classification schemes –Classification by product and according to business cycle – Key characteristics in industry analysis – Industry life cycle– Sources of information for industry analysis.

Unit 3: Company analysis: Sources of information for company analysis (Internal, External) – Factors in company analysis – Operating analysis – Management analysis –Financial analysis – Earnings quality.

Unit 4 : Technical Analysis - Meaning and Assumptions of technical analysis – Trend lines and their significance – Market indicators – The Dow theory – Market indices – Mutual fund activity – Confidence level – Price indicators – Support and Resistance levels – Gap analysis - New high-low – The most active list – Moving averages of stock prices – Volume indicators- Price-volume relationship – Short selling – Breadth of market (Advance/Decline) – Odd lot trading – Oscillators – Relative Strength Index (RSI) – Rate of Change (ROC) –Charting – Types of price charts – Price patterns.

Module III: Securities Return And Valuation Analysis

Unit 1: Fixed-Income Securities – Overview of fixed-income securities – Risk factors in fixed-income securities (Systematic and unsystematic) – Bond analysis – Types of bonds – Major factors in bond rating process – Bond returns – Holding period return – Concept of yield – Current yield – Yield-to-Maturity – Price-yield relationship – Convexity - Term structure of interest rates and yield curve – Duration - Valuation of preference shares.

Unit 2: Stock Return and Valuation – Anticipated returns, present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.

Module IV: Portfolio Management, Capital Market Theory and Derivatives Market

Unit 1: Efficient Market Hypothesis (EMH) – Random Walk theory – Forms of EMH –EMH and empirical findings – Implication of EMH on fundamental and technical analysis – Market inefficiencies.

Unit 2: Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz’s Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios – Leveraged portfolios – Corner portfolios – Sharpe’s Single Index model – Portfolio evaluation measures – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.

Unit 3: Capital Market Theory – CAPM theory: Assumptions – CAPM Model – Capital Market Line (CML) – Security Market Line (SML) – Evaluation of securities – Present validity of CAPM – Arbitrage Pricing Theory (APT) – Assumptions – APT model – AP equation – Factors affecting return – APT and CAPM.

Unit 4: Derivatives: Financial Derivatives – Meaning – Definition – Futures and Options – Pay-off in future and options – Stock and Index futures and options – Trading strategies – Commodity Derivatives – Structure of commodity exchanges – Commodity futures and options – Hedging using commodity futures.