

FACULTY OF COMMERCE & MANAGEMENT

SRIDEV SUMAN UTTARAKHAND VISHWAVIDHYALAYA, BADSHAHITHAUL, TEHRI-GARHWAL



Syllabus

For

Bachelor of Business Administration

in accordance with

New Education Policy-2020

(Effective from 2022-23 and onwards)

B.O.S. held on 10.08.2022

23 Nov 2022
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Board of Studies in Faculty of Commerce & Management

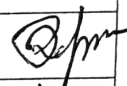


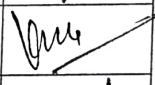
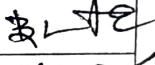

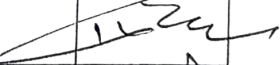
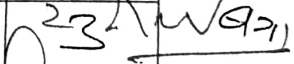
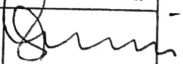
Sridev Suman Uttarakhand Vishwavidhyalaya, Badshahithaul, Tehri-Garhwal


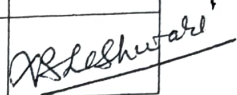
(Pt. Lalit Mohan Sharma Campus Rishikesh)

Proceedings of First Annual Meeting of Board of Studies
in accordance with

National Education Policy 2020

Following the provisions specified in National Education Policy 2020 for the new academic curriculum (Syllabii), for the modifications and additions in the Syllabii as per section of 13(7) and section of 35 (1) University Statutes, the constitution of the Board of Studies in Commerce & Management, Sridev Suman Uttarakhand Vishwavidhyalaya, Badshahithaul, Tehri-Garhwal (Pt. Lalit Mohan Sharma Campus Rishikesh) is hereby notified by Honorable Vice-Chancellor as follows vide notification 06/SDSUV/Administration / 2022 dated 6th August 2022.

SR. No	Person and Affiliation	Designation	Signature
1	Prof. R.M. Patel (Dean)	Chairperson	
2	Prof. Kanchan Lata Sinha	Faculty Member	
3	Dr. Vijay Prakash Srivastava	Faculty Member	
4	Dr. V.N. Gupta	Faculty Member	
5	Dr. Bharat Singh	Faculty Member	
6	Dr. V.K. Gupta	Faculty Member	
7	Dr. Dharmendra Kumar	Faculty Member	—
8	Dr. C.S. Negi	Faculty Member	
9	Dr. S.K. Batra	Invited Member	
10	Prof. Satpal Singh Sahni	P.G. Principal	
11	Prof. V.N. Sharma	P.G. Principal	—

12	Prof. A.K. Tiwari	P.G. Principal	
13	Prof. R.P. Singh	Director IIRS	-
14	Prof. H.C. Purohit	V.C. Nominee	-
15	Prof. R.C. Dangwal	V.C. Nominee	-
16	Prof. N.P. Maheshwari	V.C. Nominee	

Registrar

Dean

(Faculty of Commerce & Management)

Question Paper Pattern

Time: 3 hrs

Marks: 100 (End Semester: 75 & Sessional : 25)

This question paper consists of two sections, 'A', & 'B'. Section 'A' consists of eight short-answer type questions, out of which students have to attempt **any five** questions. Each question of section 'A' is of 6 marks. Section 'B' consists of six long answer type questions, students have to attempt **any three** questions. Each question of section 'B' is of 15 marks.

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Qpm

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Shreshwari
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10/8/22

Year-wise Structure of BBA with Research

Year	Sem.	Subject I	Subject II	Subject III	Subject IV	Vocational	Co-Curricular	Industrial Training/ Survey/ Project	Credits		Total Credit
		Major	Major	Major	Minor/ Elective	Minor	Minor	Major	Total	Semester (year)	
		4/5/6 Credits	4/5/6 Credits	4/5/6 Credits	0/4/5/6 Credits	3 Credits	2 Credits	3/6/8 Credits			
Own Faculty	Own Faculty	Own Faculty	Other Faculty	Vocational Faculty	Co-Curricular Course	Inter/Intra Faculty related to main Subject	Total	Semester (year)			
1	I	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	1 (0/4/5/6)	1 (3)	(2)		18+(0/4/5/6)+3+2	23	46 Certificate in Business Administration
	II	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)		1 (3)	(2)		18+(0/4/5/6)+3+2	23 (46)	
2	III	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	1 (0/4/5/6)	1 (3)	(2)		18+(0/4/5/6)+3+2	23	92 Diploma in Business Administration
	IV	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)		1 (3)	(2)		18+(0/4/5/6)+3+2	23 (46)	
3	V	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)			(2)	Summer Training (3)	18+2+3	23	138 Bachelor of Business Administration
	VI	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)			(2)	Winter Training (3)	18+2+3	23 (46)	
4	VII	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	Th-1(6)or Th-1(4)+ Pract-1(2)	1 (0/4/5/6)		(2)	Dissertation Proposal (3)	18+2+3	23	194 Bachelor with Research in Business Administration
	VIII	Marketing Research/ Human Resource Research/ Financial Research (6)	Marketing Research/ Human Resource Research/ Financial Research (6)	Marketing Research/ Human Resource Research/ Financial Research (6)		Workshop on SPSS, R and LaTeX. (2)	(2)	Dissertation Project (8)	18+(0/4/5/6)+3+2+3	33 (56)	

**Syllabus for
Bachelor of Business Administration with Research**

Year	Sem.	Subject	Paper Code	Paper Name	Credit
1	I	Block1	BBA101	Business Economics	3
			BBA102	Basic Accounting	3
	I	Block2	BBA103	Business Statistics	3
			BBA104	Principles of Management	3
	I	Block3	BBA105	Business Ethics and Governance	3
			BBA106	Computer Fundamentals	3
1	II	Block4	BBA201	Organisational Behaviour	3
			BBA202	Business Finance	3
	II	Block5	BBA203	Human Resource Management	3
			BBA204	Marketing Theory and Practices	3
	II	Block6	BBA205	Business Mathematics	3
			BBA206	Production and Operations Management	3
2	III	Block7	BBA301	Management & Cost Accounting	3
			BBA302	Business Law	3
	III	Block8	BBA303	Advertising Management	3
			BBA304	Introduction to Business Analytics	3
	III	Block9	BBA305	Business Communication	3
			BBA306	Business Environment	3
2	IV	Block 10	BBA401	Supply Chain Management	3
			BBA402	Research Methodology	3
	IV	Block 11	BBA403	Performance Management and Compensation Management	3
			BBA404	Entrepreneurship Development	3
	IV	Block 12	BBA405	Investment Analysis & Portfolio Management	3
			BBA406	Retail Management	3
3	V	Block 13	BBA501	Direct and Indirect Tax	3
			BBA502	Marketing Communication	3
	V	Block 14	BBA503	Small business management	3
			BBA504	Sales management	3
	V	Block 15	BBA505	Industrial Relations & Labour Laws	3
			BBA506	Working Capital Management	3
3	VI	Block 16	BBA601	Project Management	3
			BBA602	Marketing of Services	3
	VI	Block 17	BBA603	Agricultural and Rural Marketing	3
			BBA604	International Business	3
	VI	Block 18	BBA605	Strategic Management	3
			BBA606	Training and Development	3
4	Option 1: Marketing Management				
	VII	Block 19	BBA701	Consumer Behaviour	3
			BBA702	International Marketing	3
	VII	Block 20	BBA703	Brand Management	3
			BBA704	Digital Marketing	3
	VII	Block 21	BBA705	Sales and Distribution Management	3
			BBA706	Agri-business Management	3
	Option 2: Financial Management				
	VII	Block	BBA711	Advance Accounting	3

	22	BBA712	InvestmentDecisionMaking	3	
VII	Block 23	BBA713	SecurityAnalysisandPortfolioManagement	3	
		BBA714	InternationalFinancialManagement	3	
		BBA715	Merchant BankingandInvestmentBanking	3	
VII	Block 24	BBA716	FinancialDerivatives	3	
		Option3:HumanResourceManagement			
VII	Block 25	BBA721	HumanResourceDevelopment	3	
		BBA722	PerformanceManagement	3	
VII	Block 26	BBA723	LegalFrameworkfor GoverningHumanRelations	3	
		BBA724	PerformanceManagement	3	
VII	Block 27	BBA725	CompensationManagement	3	
		BBA726	GlobalHumanResourceManagement	3	
Option4:OperationsandSupply ChainManagement					
4	VII	Block 28	BBA731	AdvancedstrategiesinOperationsandSupplyChain Management	3
			BBA732	SupplyChainAnalyticsandStrategicplanning	3
	VII	Block 29	BBA733	DemandandRevenueAnalytics	3
			BBA734	DigitalSupplyChainManagement	3
	VII	Block 30	BBA735	CircularEconomyandSustainableMaterialPlanning	3
			BBA736	AgileSystemsandLeanManagement	3
VIII	Block 31	BBA737	DissertationReport	6	

Year-1/Semester-1

Year	Sem.	Block	Paper Code	PaperName	Credits
1	I	Block1	BBA101	BusinessEconomics	3
			BBA102	BasicAccounting	3
	I	Block1	BBA103	BusinessStatistics	3
			BBA104	PrinciplesofManagement	3
	I	Block1	BBA105	BusinessEthicsandGovernance	3
			BBA106	ComputerApplicationinManagement	3

Programme/Class:Degree	Year:First	Semester:First
Block 1		
Course Code:BBA101	CourseTitle: BusinessEconomics	
Courseoutcomes:		
The aim of the course is to build knowledge and understanding business economics among the student. Thecourse seeks to give detailed knowledge about the subject matter by instilling them basic ideas about businesseconomics. Theoutcomeofthe course will beas follows –		
To provide knowledge about business economics.		
To provide knowledge about Demand Analysis. To Determine Production and cost analysis.		
To Make aware with pricing and profit management.		
Credits:3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction to Business Economics: Nature and Scope of Business Economics, its relationship with other subjects. Fundamental Economic Tools- Opportunity cost concept, Incremental concept, Principle of time perspective, discounting principle and Equi-marginal principle.	6
II	Demand Analysis: Concept of Demand & its determinants. Price, Income & Substitution effects, Elasticity of demand: meaning, types, measurement and significance in managerial decisions, Revenue concepts, Concept of demand forecasting and methods of demand forecasting.	8
III	Production and Cost Analysis: Meaning, Production function, Law of variable proportion and laws of return to scale, Various cost concepts and classification, Cost output relationship in short run & long run, Cost curves, Economics and diseconomies of scale.	7
IV	Pricing: Nature of market, Types of markets and their characteristics, Pricing under different market structures – Perfect, Monopoly, Oligopoly and Monopolistic competition, Price discrimination under monopoly competition. Profit Management & Inflation: Profit, Functions of profit, Profit maximization, Breakeven analysis. Elementary idea of Inflation	9

Suggested Readings:

1. Varsney & Maheshwari, Managerial Economics
2. Mote Paul & Gupta, Managerial Economics: Concepts & cases
3. D.N. Dwivedi, Managerial Economics
4. D.C. Hige, Managerial Economics
5. Peterson & Lewis, Managerial Economics

Programme/Class: Degree	Year: First	Semester: First
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Block 1

Course Code: BBA102

Course Title: Basic Accounting

Course outcomes:

The aim of the course is to build knowledge and understanding principles of accounting among the students. The course seeks to give detailed knowledge about the subject matter by instilling the basic ideas about Accounting. The outcome of the course will be as follows –

To Introduce about Accounting Principles and other aspects of accounting. To provide knowledge about rectification of errors. To make able about valuation of stocks. To make aware with share and Debenture.

Credits: 3

Compulsory

Max. Marks: 25+75

Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0

Unit	Topics	No. of Lectures Total = 30
I	Introduction: Meaning and process of accounting, Basic terminology of accounting, Difference between accounting & bookkeeping. Importance & limitations of accounting, Various users of accounting information, Accounting Principles: Conventions & Concepts.	6
II	Accounting equation, Dual aspect of accounting, Types of accounts, Rules of debit & credit, Preparation of Journal and Cash book including banking transactions, Ledger and Trial balance, Subsidiary books of accounts. Rectification of errors, Preparation of bank reconciliation statement, Bills of exchange and promissory notes.	10
III	Valuation of stocks, Accounting treatment of depreciation, Reserves and provisions, Preparation of final accounts along with adjustment entries.	8
IV	Issue of shares and debentures, Issue of bonus shares and right issue, Redemption of preference shares and debentures.	6

Suggested Readings:

1. Agarwal B.D., Advanced Accounting
2. Chawla & Jain, Financial Accounting 3. Chakrawarti K. S., Advanced Accounts.
4. Gupta R.L. & Radhaswamy, Fundamentals of Accounting 5. Jain & Narang, Advanced Accounts

Suggested Continuous Evaluation Methods:

In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses:

1. Financial Accounting, Prof. CA. Varadraj Bapat, Indian Institute of Technology (IIT), Bombay, via SWAYAM
2. Financial Accounting, Dr. CS. Manish Sitlani, Devi Ahilya Vishwavidyalaya, Indore via SWAYAM

Further Suggestions:

Programme/Class: Degree	Year: First	Semester: First
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Block 2

Course Code: BBA103	Course Title: Business Statistics
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Course outcomes:
 The aim of the course is to build knowledge and understanding of Business Statistics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Statistics. The outcome of the course will be as follows – To provide knowledge about basic concepts of Statistics. To provide knowledge measurement of central tendency. To give an overview of correlation and regression analysis. To make able to know the sampling and probability.

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures- Tutorials- Practical (in hours per week): L-T-P: 2-1-0

Unit	Topics	No. of Lectures Total = 30
I	Introduction: Concept, features, significance & limitations of statistics, Types of data, Classification & Tabulation, Frequency distribution & graphical representation.	6
II	Measures of Central Tendency (Mean, Median, Mode, GM, HM), Measures of Variation (Range, Quartile Deviation, Mean Deviation and Standard Deviation), Significance & properties of a good measure of variation, Measures of Skewness & Kurtosis.	8
III	Correlation: Meaning and types of correlation, Simple correlation, Scatter diagram method, Karl Pearson's Coefficient of correlation, Rank Correlation Significance of correlation.	8
IV	Time Series: Analysis of Time Series: -Meaning, Importance and Components of a Time Series. Decomposition of Time Series: -Moving Average Method and Method of Least Square & Graphical Representation. Index Number: -Meaning, Types and Uses, Methods of constructing Price Index Number, Fixed – Base Method, Chain-Base Method, Base conversion, Base shifting deflating and splicing. Consumer Price Index Number, Fisher's Ideal Index Number, Reversibility Test- Time and Factor;	8

Suggested Readings:
 1. Gupta, S.P. & Gupta, M.P., Business Statistics
 2. Levin, R.I., Statistics for Management
 3. Feud, J.E., Modern Elementary Statistics
 4. Elhance, D.N., Fundamentals of Statistics
 5. Gupta, C.B., Introduction of Statistical Methods

Suggested Continuous Evaluation Methods:
 In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses: Business Statistics by Prof. Mukesh Kumar Barua, *Indian Institute of Technology, Roorkee* via SWAYAM

Further Suggestions:

Programme/Class: Degree	Year: First	Semester: First
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Block 2

Course Code: BBA104	Course Title: Principles of Management
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Course outcomes:

The aim of the course is to build knowledge and understanding about principles of management among the student. The course seeks to give detailed knowledge about the subject matter by instilling the basic ideas about management. The outcome of the course will be as follows – To provide knowledge about management and its principles.

To provide knowledge about Managerial functions.

To make aware with management thinkers and their contributions.

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Introduction: Concepts, objectives, nature, scope and significance of management, Contribution of Taylor, Weber and Fayol in management, Management Vs. administration..	10
II	Planning: Concept, objectives, nature, importance and limitations of planning, planning process Concept of Decision Making and its Importance, forms, techniques and process.	12
III	Organizing: Concept, objectives, nature of organizing, Types of Organization, Delegation of authority, Authority and responsibility, Centralization and Decentralization, Span of Control.	10
IV	Directing: Concept, principles & aspects of directing, Concept and types of Coordination, Concept of leadership, Supervision, Motivation and Communication. Controlling: Concept, Principles, Process and Techniques of Controlling, Relationship between planning and controlling	13

Suggested Readings:

1. Pagare Dinkar, Principles of Management
2. Prasad L.M., Principles and Practice of Management
3. Satya Narayan and Raw VSP, Principles and Practice of Management
4. Srivastava and Chunawalla, Management Principles and Practice

Suggested Continuous Evaluation Methods:

In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses: Principles of Management by Prof. Usha Lekha, Indian Institute of Technology, Roorkee via SWAYAM

Further Suggestions:

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Programme/Class: Degree		Year: First	Semester: First
Block 3			
Course Code: BBA105		Course Title: Business Ethics and Governance	
Course outcomes: The aim of the course is to build knowledge and understanding Business Ethics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Ethics. The outcome of the course will be as follows – To develop understanding of business ethics and values. To provide relationship between ethics and corporate excellence. To give an overview about Gandhian philosophy and social responsibility.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics	No. of Lectures Total=45	
I	Introduction: Concept and nature of ethics; ethics, values and behaviour; development of ethics, relevance of ethics and values in business, Arguments against business ethics.	10	
II	Worklife in Indian Philosophy: Indian ethos for worklife, Indian values for the workplace, Work-life balance, Ethos of Vedanta in management, Hierarchism as an organizational value.	12	
III	Relationship between Ethics & Corporate Excellence, Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM. Gandhian Philosophy of Wealth Management, Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins, Concept of knowledge management and wisdom management.	12	
IV	Corporate Social Responsibility- Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.	11	
Suggested Readings: 1. Kaur Tripat, Values & Ethics in Management, Galgotia Publishers. 2. Chakraborty S.K., Human values for Managers 3. McCarthy, F.J., Basic Marketing 4. Chakraborty S.K., Ethics in Management: A Vedantic Perspective, Oxford University Press.			
Suggested Continuous Evaluation Methods: In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.			
Suggested equivalent online courses: Business Ethics by Prof. Archana Vechalekar, Savitribai Phule Pune University via SWAYAM.			
Further Suggestions:			

Programme/Class: Degree	Year:First	Semester:First
Block 3		
CourseCode: BBA106	CourseTitle: Computer Fundamentals	
<p>Course outcomes: The aim of the course is to build knowledge, understanding Computer Applications among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Computer Applications. The outcome of the course will be as follows – To provide knowledge about computer and its application. To provide knowledge about components and working on computer. To give an overview about software system and Data base management.</p>		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures- Tutorials- Practical (in hours per week): L-T-P: 2-0-1		
Unit	Topics	No. of Lectures Total = 30
I	Computer: An Introduction, Computers in Business. Elements of Computer system, India n computing Environment, Management of data processing systems in Business organizations, Programmes development cycle, flow charting, Input Output analysis Programming Concept, Software Development process.	8
II	Components of a computer system, Generation of computer and computer languages, personal computers in Business, PC-software Packages, An Introduction to Disk. Operating system and windows, GUI, Other system softwares.	7
III	Text Processing, software, Introduction to spreadsheet software, creation of spreadsheet application, Range, formulas, function and database functions in spreadsheet, Graphics on spreadsheet, modes of data processing, Report generation, Presentation graphics, Creating presentation.	7
IV	Computer software system, software development process, files design & Report design, Data files types, Master & Transaction file. Data Hierarchy & data file structure, Use of files in Programming. Relevance of Database management system, database manager, data communication, networking, LAN & WAN, Real Time Sharing, On line & offline processing. Tally ERP –09 & its latest versions.	8
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. P.K. Sinha & P. Sinha, Computer Fundamentals, BPB Publication 2. V. Rajaraman, Computer Fundamentals, PHI 3. Tannenbaum, Computer Applications and Networks 4. 'O'Brien, Management Information Systems 		
<p>Suggested Continuous Evaluation Methods: In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.</p>		
<p>Suggested equivalent online courses: Computer Application in Business by Dr. Subodh Kesharwani, <i>Indira Gandhi National Open University (IGNOU) via SWAYAM</i></p>		
<p>Further Suggestions:</p>		

Year-I/Semester-II

Year	Sem.	Block	Part	PaperName	Credit
1	II	Block5	BBA201	OrganisationalBehaviour	3
			BBA202	BusinessFinance	3
	II	Block6	BBA203	HumanResourceDevelopment	3
			BBA204	MarketingTheoryand Practices	3
	II	Block7	BBA205	BusinessMathematics	3
			BBA206	ProductionandOperationsManagement	3

Programme/Class: Degree	Year: First	Semester: Second
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Block 5

Course Code: BBA201	Course Title: Organisational Behaviour
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Course outcomes:
 The aim of the course is to build knowledge and understanding of Organisational Behaviour among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Organisational Behaviour. The outcome of the course will be as follows – To provide knowledge about Organisational Behaviour. To provide knowledge about individual and group behaviour. To give an overview about change in organization and QWL.

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total= 45
I	Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.	11
II	Individual Behaviour: concept, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom's expectancy theory.	12
III	Behaviour Dynamics: Interpersonal behaviour, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and prevailing leadership styles in Indian Organisations. Group Behaviour: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.	12
IV	Management of Change: Change and Organisational development, Resistance to change, approaches to managing organizational change, Organisational effectiveness, Organisational culture, Power and Politics in Organisation, Quality of work life, Recent advances in OB.	10

- Suggested Readings:**
1. Bennis, W.G., Organisation Development
 2. Brech Islwar, Organisation - The Framework of Management
 3. Dayal, Keith, Organisation Development
 4. Sharma, R.A., Organisation Theory and Behavior
 5. Prasad, L.M., Organisation Behavior

Suggested Continuous Evaluation Methods:
 In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses: Organisational Behavior by Dr. Nilam Panchal, B K School of Business Management, Gujrat University via SWAYAM.

Further Suggestions:

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Programme/Class: Degree	Year: Second	Semester: Second
Block 5		
Course Code: BBA202	Course Title: Business Finance	
Course outcomes:		
The aim of the course is to build knowledge and understanding of Business Finance among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Finance. The outcome of the course will be as follows—		
To provide knowledge about business finance and investment decisions. To provide knowledge about financing and dividend decision.		
To give an overview about working capital.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Introduction to Business Finance: Concept of Business Finance and Financial Management, Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization. Time Value of Money- Compounding & Discounting. Investment Decisions: Capital Budgeting-Payback, NPV, IRR and ARR methods and their practical applications.	10
II	Financing Decision: Capitalization Concept, Basis of Capitalization, consequences and remedies of over and under capitalization, Cost of Capital, WACC, Determinants of Capital structure, Capital structure theories.	7
III	Dividend Decision: Concept & relevance of dividend decision, Dividend Models-Walter's, Gordon's and MM Hypothesis, Dividend policy-determinants of dividend policy..	7
IV	Management of Working Capital: Concepts of working capital, Approaches to the financing of current Assets, Management of different components of working capital.	6
Suggested Readings:		
1. Maheshwari S.N., Financial Management		
2. Khan and Jain, Financial Management		
3. Singh H.K., Business Finance		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.		
Suggested equivalent online courses: Organisational Behavior by Dr. Nilam Panchal, B K School of Business Management, Gujrat University via SWAYAM.		
Further Suggestions:		
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Programme/Class: Degree	Year: Year: First	Semester: Second
Block 5		
Course Code: BBA203	Course Title: Human Resource Management	
Course outcomes: The basic objective of this course is to help the students to acquire the knowledge about the human itself & to develop decision making skill in relation to managing people in the organization.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Concept, nature, scope and significance of Human Resource Function in modern organizations. Human Resource Management in a changing environment, corporate objectives and Human Resource Development.	11
II	Human Resource Planning: Quantitative and Qualitative dimensions, Workload analysis, Workforce analysis, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion, and Discharge. Career and Succession Planning.	11
III	Development of Human Resource: Nature and objectives, Scope of Training and Development, Needs for Managerial and Non-Managerial personnel, Techniques of training and their evaluation, Performance appraisal and potential evaluation.	14
IV	Compensation Management: Job evaluation, Wage Determination, Incentive Plans, Industrial Relations Concept, Machinery for settlement of Industrial Disputes in India, Changing role of trade unions in the globalized scenario.	9
Suggested Readings: 1. Dipak Kumar Bhattacharya, Human Resource Management 2. Arun Monappa, Managing Human Resource 3. P. Subba Rao, Essential of HRM and Industrial Relations 4. C.B. Memoria, Personnel Management		
Suggested Continuous Evaluation Methods: In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Human Resource Development, by Kailash BLSrivatava, Indian Institute of Technology (IIT), Kharagpur via SWAYAM.		
Further Suggestions:		

Programme/Class: Degree	Year: Year: First	Semester: Second
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Block 5	
Course Code: BBA204	Course Title: Marketing Theory and Practices

Course outcomes:
 The aim of the course is to build knowledge and understanding of Marketing management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Marketing Theory and Practices. The outcome of the course will be as follows – To provide knowledge about Marketing Theory and Practices.
 To provide knowledge about market segmentation and marketing mix. To give an overview about marketing research.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Introduction to Marketing: Definition, nature, scope & importance of Marketing Management, Core concepts of marketing: selling concept, production concept, modern marketing concept, societal marketing.	11
II	Market segmentation: Concept, basis of segmentation, its importance in marketing; Targeting: Concept, Types, Importance; Positioning: Concept, Importance, Brand positioning, Repositioning.	11
III	Marketing Mix: Product – Product Mix, New Product development, types of product, Product life cycle, Branding and packaging. Distribution – Concept, importance, different types of distribution Channels. Marketing Mix: Price – Meaning, objective, factors influencing pricing, methods of pricing Promotion – Promotional mix, tools, objectives, media selection & management	13
IV	Marketing Research: Importance, Process & Scope. Marketing Information System: Meaning, Importance and Scope. Consumer Behaviour: Concept, Importance and factors influencing consumer Behaviour.	10

- Suggested Readings:**
1. Philip Kotlar, Marketing Mgt. (PHI)
 2. Etzet, Walker, Stanton, Marketing
 3. Rajan Saxena, Marketing Management

Suggested Continuous Evaluation Methods:
 In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Year: First	Semester: Second
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Block 6

Course Code: BBA205	Course Title: Business Mathematics
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Course outcomes:

The aim of the course is to build knowledge and understanding of Business Mathematics among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Business Mathematics. The outcome of the course will be as follows—
 To provide knowledge about Mathematics and its use in business.
 To make able about mathematical calculations.
 To learn about the use of set theory and calculus in business.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0	

Unit	Topics	No. of Lectures Total=30
I	Matrix: Introduction, Square Matrix, Row Matrix, Column Matrix, Diagonal Matrix, Identity Matrix, Addition, Subtraction & Multiplication of Matrix, Use of Matrix in Business, Mathematical Induction. Inverse of Matrix, Rank of Matrix, Solution to a system of equation by the adjoint matrix methods & Gaussian Elimination Method.	9
II	Percentage, Ratio and Proportion, Average, Mathematical Series- Arithmetic, Geometric & Harmonic, Simple Interest & Compound Interest	8
III	Set theory: Notation of Sets, Singleton Set, Finite Set, Infinite Set, Equal Set, Null Set, Subset, Proper Subset, Universal Set, Union of Sets, Intersection of Sets, Use of set theory in business, Permutation & Combination.	7
IV	Concept of Differentiation and Integration, Maxima and Minima in Differentiation, Application of Differentiation & Integration in Business (No proof of theorems, etc.)	6

Suggested Readings:

1. Mehta & Madnani, Mathematics for Economics
2. Mongia, Mathematics for Economics
3. Zamiruddin, Business Mathematics
4. Raghavachari, Mathematics for Management

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Organisational Behavior by Dr. Nilam Panchal, BK School of Business Management, Gujrat University via SWAYAM.

Further Suggestions:

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Programme/Class: Degree		Year: Year: First	Semester: Second
Block 6			
Course Code: BBA206		Course Title: Production and Operations Management	
Course outcomes:			
This course is designed to acquaint the students with decision making in planning, scheduling and control of Production/Operation function and the effective acquisitions, storage and flow of materials in both manufacturing and service organizations so as to achieve total productivity.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0			
Unit	Topics	No. of Lectures Total=30	
I	Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product/Services.	9	
II	Plant location, Process types in manufacturing: Project, job, batch, line, mass, continuous; Process types in services: Professional services, service shops, mass services, Layout planning.	8	
III	Production planning techniques for various process choices, techniques of production control aggregate planning techniques, Purchase Management, Material Requirement Planning, Inventory Management, JIT, Material handling, Store management.	7	
IV	Quality assurance; Total quality management (TQM) model, concept of Six Sigma and its application, Introduction to Work Study; Method study; Work measurement, Maintenance and types	6	
Suggested Readings:			
<ul style="list-style-type: none"> • Adam, Everett E. and Ebert, Ronald J. <i>Productions and Operations Management: Concepts, Models and Behaviour</i>. Prentice Hall of India, New Delhi.. • Buffa Elwood S. and Sarin Rakesh K. <i>Modern production/Operations Management</i>. Jhon Wiley, New York. • Chase, R.B. and Aquilano, J.J. <i>Production and Operations Management</i>. Richard D. Irwin, Homewood, Illinois • Dobler, Donald W and Lee, Lamer. <i>Pruchasing and Materials Management</i>. McGraw Hill, New York • McClain, John O. and Joseph, Thoms L. <i>Operations Management: Production of Goods and Services</i>. Prentice Hall of India, New Delhi. • Muhlemann, Alan; Oakland, John and Lockyer, Keith. <i>Production and Operations Management</i> Macmillan India, New Delhi.. • Shroeder, Roger G. <i>Operations Management</i>. McGraw Hill, New York. • Starr Martin K. <i>Managing Production and Operations</i>. Prentice Hall Englewood Cliffs, N.J. • Chary- <i>Production and Operations Management</i>. • Hill T- <i>Operations Management</i> (Palgrave, 2000) • Dale H. Besterfield, Carol Besterfield Machna <i>Total Quality Management</i>. 			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.			
Suggested equivalent online courses: Production management by Dr. Nilam Panchal, BK School of Business Management, Gujrat University via SWAYAM.			

Further Suggestions:

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Year-2/Semester-III

Year	Sem.	Subject	PaperCode	PaperName	Credit
2	III	Block7	BBA 301	Management&CostAccounting	3
			BBA 302	Business Law	3
	III	Block8	BBA 303	AdvertisingManagement	3
			BBA 304	IntroductiontoBusinessAnalytics	3
	III	Block9	BBA 305	Business Communication	3
			BBA 306	BusinessEnvironment	3

Programme/Class: BBA		Year: Second	Semester: Third
Block 7			
CourseCode: BBA301		CourseTitle: Management&Cost Accounting	
Courseoutcomes: TheobjectiveofthispaperistogivethebasicknowledgeabouttheManagementandcostaccounting			
Credits: 3		Compulsory	
Max.Marks: 25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek): L-T-P: 2-1-0			
Unit	Topics	No. ofLecturesTotal= 30	
I	Introduction: Meaning, Nature and Scope of Management Accounting, Functions Relationship of Management Accounting, Financial Accounting and Cost Accounting	8	
II	Cost Accounting: Nature and Scope of Cost Accounting, Cost concepts and classifications, Methods and Techniques, Installation of a Costing System; Accounting for Material, Labour and Overheads	7	
III	Product Costing: Single unit costing- preparation of cost sheet, Process costing, Contract costing (Elementary numerical problems)	8	
IV	Marginal Costing and Absorption Costing, Break-even analysis,	7	
Suggested Readings:			
1. Maheshwari S.N., Advanced Problems and Solutions in Cost Accounting			
2. Khan & Jain, Management Accounting			
3. Gupta, S.P., Management Accounting			
Suggested Continuous Evaluation Methods:			
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Suggested equivalent online courses: Management Accounting by Dr. Deepak Raste, Shree Sahjanand Vanijya Mahavidyalaya via SWAYAM.			
Further Suggestions:			
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Programme/Class: BBA	Year: Second	Semester: Third
Block 7		
Course Code: BBA302	Course Title: Business Law	
Course outcomes: The objective of this paper is to give the basic knowledge about the rules and regulation of execution of Business		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total = 45
I	The Indian Contract Act 1872: Scope of the Act, Essential of A Valid Contract, Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts	12
II	The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller, Performance of the Contract of Sale	11
III	The Negotiable Instruments Act, 1881: Nature and Types of negotiable instruments, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of Negotiable Instrument; Arbitration	12
IV	The Companies Act, 1956: Nature and Type of Companies, Formation of Companies, Memorandum and Articles of Association, Prospectus, Share capital, Membership, Meetings and Winding-Up	10
Suggested Readings:		
1. Avatar Singh, Company Law		
2. Khergamwalla, JS, The Negotiable Instrument Act		
3. Ramaya A, A Guide to Companies Act		
4. Tuteja SK, Business Law for Managers		
Suggested Continuous Evaluation Methods:		
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Suggested equivalent online courses: Corporate Law by Prof. (Dr.) Harpreet Kaur, National Law University, Delhi, via SWAYAM.		
Further Suggestions:		
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Programme/Class:Degree	Year: Year: First	Semester:Second
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Block 8		
Course Code:BBA303	CourseTitle: AdvertisingManagement	

Courseoutcomes:
 The aim of the course is to build knowledge and understanding of advertisement among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about advertising Management. The outcome of the course will be as follows – To provide knowledge about advertisement and its use in business.
 To make able about advertisement concept and its management.
 To learn about the use of advertisement in business.

Credits:3	Compulsory
Max.Marks: 25+75	Min.PassingMarks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Advertising: Introduction, Scope, importance in business : Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.	13
II	Integrated Communication Mix (IMC)-meaning, importance; Communication meaning, importance, process, communication mix components, role in marketing, Branding-meaning, importance in advertising.	12
III	Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget- approaches allocation of budget.	11
IV	Advertising Copy- meaning component types of advertising copy, importance of creativity in advertising; Media planning- importance, strategies, media mix. Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising- importance, international Vs local advertising.	9

Suggested Readings:

- Advertising and Promotion George E. Beich & Michael A. Belch. T.M.H.
- Advertising Management, Concept and Cases Manendra Mohan, TMH
- Advertising Management Rajeev Batra, PHI

Suggested Continuous Evaluation Methods:
 In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses: Consumer Behavior by Dr. Mamta Brahmabhatt, B.K. School of Professional studies and Management, Gujrat University via SWAYAM.

Further Suggestions:

Block 8

Course Code: BBA304

Course Title: Introduction to Business Analytics

This course elaborates on the practical aspects of Business Analytics which students can apply to develop insights about products, services and their markets. Course outcomes cover the skills to formulate, organize, implement the operational plan to carry out operations of a manufacturing or service organization. Focus of the course is on acquiring skills to optimally execute operational activities with expected system efficiency and judge the quality of products and services.

Course outcomes: On completion of this course, a learner will be able to

- understand various quantitative and statistical methods
- compute and analyze data using these methods
- demonstrate use of quantitative and statistical techniques for data analysis

Credits: 3

Compulsory

Max. Marks: 25+75

Min. Passing Marks:

Total No. of Lectures- Tutorials- Practical (in hours per week): L-T-P: 2-0-1

Unit	Topics	No. of Lectures Total = 30
I	Exploring Data Analysis: Introduction, Data Types; Data Visualization. Process of Business Analytics; Tools for Analytical Process; Role of Analytics Team; Types of Analytics; Descriptive Analytics; Predictive Analytics; Prescriptive Analytics; Applications and Usage of Descriptive and Predictive Analytics in Business Operations	9
II	News vendor Problem; Forecasting using Historical Demand Data; Predictive Analytics, Risk and Decision making in uncertainty: using optimization models, Simulation Models; Prescriptive Analytics, High Uncertainty; using Decision Trees of Sale	6
III	Introduction to People Analytics, and Performance Evaluation; basic principles of people analytics; Analytics for Staffing cycle; tools and techniques of organizational network analysis; Talent Analytics: Data usage and analytics for talent assessment and maximizing the employee ability	8
IV	Supply Chain Overview; Models; Domains in a Supply Chain; Sell Analytics; Logistics Analytics; Make Analytics; Source Analytics; Cash Cycle to Measure Supply Chain Efficiency	7

Suggested Readings:
 Bertsimas and Freund, (2004). *Data, Models, and Decisions: The Fundamentals of Management Science*, Dynamic Ideas.
 Winston (2003). *Operations Research: Applications and Algorithms*, Cengage Learning
 Hillier and Lieberman (2012). *Introduction to Operations Research*, McGraw Hill.
 Albright, Winston, Zappe (2010). *Data Analysis and Decision Making*, Cengage Learning.

Suggested Continuous Evaluation Methods:

Suggested Continuous Evaluation Methods: In addition to the theoretical inputs the course will be delivered through Assignments and Problem-solving exercise. This will instill in student a sense of problem identification, generating solution, decision making and practical learning. Student learning will be evaluated through Written Tests and Quizzes.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: BBA	Year: Second	Semester: Third
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Block 9	
Course Code: BBA305	Course Title: Business Communication

Course outcomes: The objective of this paper is to give the basic knowledge about the Business Communication

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0

Unit	Topics	No. of Lectures Total = 30
I	Introduction: Meaning and objective of Business communication, Forms of Communication, Communication model and process, Principles of Effective Communication	8
II	Corporate Communication: Formal and Informal Communication, Networks, Grapevine, Barriers in Communication, Group discussion, Mock Interviews, Seminars, Individual and Group Presentations	7
III	Essential of effective Business letters, Writing Important Business letters including correspondence with Bank and Insurance companies; Oral & Non-verbal communication: Principles of Oral Presentation, Factors affecting Presentation, effective Presentation skills, conducting Surveys; Body Language, Para Language, Effective Listening, Interviewing skill, Writing Resume, Letter and Application;	8
IV	Modern forms of communication, International communication, Cultural sensitiveness and cultural context, Writing and presenting in international situations	7

- Suggested Readings:**
1. Bapat & Davar, A Textbook of Business Correspondence
 2. Bhende D.S., Business Communication
 3. David Berio, The Process of Communication
 4. Gowd & Dixit, Advance Commercial Correspondence
 5. Gurky J.M., A Reader in Human Communication

Suggested Continuous Evaluation Methods:
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Suggested equivalent online courses:
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Further Suggestions:
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Programme/Class: BBA	Year: Second	Semester: Third
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Block 9

Course Code: BBA306	Course Title: Business Environment
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Course outcomes: The objective of this paper is to give the basic knowledge about the business environment in industry

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total = 45
I	Introduction: Concept, Significance and Components of Business environment, Factor affecting Business Environment, Micro and Macro environment.	12
II	Economic Systems: Capitalism, Socialism, Communism, Mixed Economy- Public Sector & Private Sector	11
III	Industrial Policy- Brief historical perspective; New industrial policy of India, Socio-economic implications of Liberalization, Privatization and Globalization	12
IV	Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; EXIM Policy, FEMA; Overview of International Business Environment, Trends in World Trade: WTO- Objectives and role in international trade.	10

Suggested Readings:

- Francis Cherunilum, Business Environment
- K. Aswathapa, Business Environment

Suggested Continuous Evaluation Methods:

Suggested equivalent online courses:

Further Suggestions:

Year-2/Semester-IV

Year	Sem.	Block	Paper Code	PaperName	Credit
2	IV	Block10	BBA401	SupplyChainManagement	3
			BBA402	ResearchMethodology	3
	IV	Block11	BBA403	PerformanceAppraisalandCompensationManagement	3
			BBA404	EntrepreneurshipDevelopment	3
	IV	Block12	BBA405	InvestmentAnalysis&PortfolioManagement	3
			BBA406	RetailManagement	3

Programme/Class:BBA		Year:Second	Semester:Fourth
Block 10			
Course Code:BBA401		CourseTitle: SupplyChainManagement	
Courseoutcomes:TheobjectiveofthispaperistogivethebasicknowledgeabouttheSupplyChainManagementforgoods andservices			
Credits:3		Compulsory	
Max.Marks: 25+75		Min.PassingMarks:	
TotalNo.ofLectures-Tutorials-Practical(inhoursperweek):L-T-P:2-1-0			
Unit	Topics		No. ofLecturesTotal=30
I	Introduction,DefinitionofSupplyChainManagement,EvolutionoftheConceptof SupplyChainManagement,KeyDriversof SupplyChain Management,TypologyofSupplyChains,CycleViewofSupplyChain,Problemsin SCM and Suggested Solutions		8
II	Introduction, Three Components of SCM, Demand Management, DemandForecasting;Introduction,SupplyManagement,Evolution of ERP, ConceptofERPinSCM,QuickResponseandAccurateResponseSysteminSCM,Use ofOther PlanningStrategies		7
III	Introduction,UnderstandingtheBenchmarkingConcept,BenchmarkingProcess,BenchmarkingProcedure		8
IV	Introduction, New Developments in Supply Chain Management,Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply ChainManagement,DistributionResourcePlanning, World ClassSupplyChain Management		7
SuggestedReadings:			
1. SupplyChainManagement byMichelHHungo			
2. SupplyChainManagement bySunilChopra			
SuggestedContinuousEvaluationMethods:			
Suggestedequivalentonlinecourses:			
FurtherSuggestions:			

Programme/Class: BBA	Year: Second	Semester: Fourth
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Block 10

Course Code: BBA402	Course Title: Research Methodology
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Course outcomes: The objective of this paper is to give the basic knowledge about the Research Methodology

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0

Unit	Topics	No. of Lectures Total=30
I	Introduction: Meaning of Research, Objectives of Research, Types of Research, Research Process, Research Problem formulation; Research Design: Features of a good research design; Different Research Designs; Measurement in Research; Data types; Sources of Error	8
II	Sampling Design: Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-Probability & Non-Probability sampling.	7
III	Processing & Analysis of Data: Processing operations; problems in processing; types of analysis, Hypothesis Testing: Chi-square test, Z-test, t-test, F-test.	8
IV	Presentation: Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanism of writing a Research report; Precautions for writing report.	7

Suggested Readings:

1. C.R. Kothari, Research Methodology
2. Banerjee S. and Roy Ramendu, Fundamentals of Research Methodology

Suggested Continuous Evaluation Methods:

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Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: BBA		Year: Second	Semester: Fourth
Block 11			
Course Code: BBA403		Course Title: Performance Management and Compensation Management	
Course outcomes: The course is designed to equip students with Performance management concept and implementation, promote understanding of issues relating to compensation management in the corporate sector and public services, and to impart skills in designing compensation management, system policies and strategies.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0			
Unit	Topics	No. of Lectures Total = 30	
I	Definition, concerns and scope, Historical developments in Performance Management, Performance appraisal Vs performance management, Characteristics, Objectives, Principles (Engagement maximizing using OSCAR), Importance of Performance management & challenges. Performance management model, Performance management process, Essence and Implications of Performance Management-critical appraisal.	8	
II	Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions, PMS: Introduction, objectives, functions, characteristics, Manager's performance management, Performance counselling: concept, definition, principles, counselling skills & approaches.	7	
III	Compensation Management: Concept, objectives and philosophy, compensation as motivational tool, strategic perspective of compensation and benchmarking, economic and behavioral theories related to reward management.	8	
IV	Internal and External equities in compensation system, Understanding inter and intra industry compensation differentials, designing pay structures, Broadband and job family pay structure.	7	
Suggested Readings:			
<ol style="list-style-type: none"> 1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003. 2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002. 3. T.V. Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003. 4. David Wade and Ronald Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002. 5. Henderson: Compensation Management in a Knowledge Based World 9/e Pearson Education. 6. Oxford: Performance Management, A.S. Kohli, T. Deb 7. Armstrong, Michael and Murlis, Helen. <i>Reward Management: A hand Book of Salary Administration</i>, Kogan Page, London. 8. Belcher, David W. <i>Compensation Administration</i>, Prentice Hall, N.J. 9. Bragess, Lenard R. <i>Wage and Salary Administration</i>. Charles E. Merrill, London. 10. Henderson, Richard I. <i>Compensation Management: In knowledge-Based World</i>. Prentice Hall Int., N.J. 11. Johri, C.K. <i>Industrial Policy and Industrial Relations</i>. Shri Ram Centre for Industrial Relation and Human Resources, New Delhi. 12. Lanham, Elizabeth. <i>Administration of wages and Salaries</i>. Harper & Row, New York. 13. Lupton, Tom. <i>Payment Systems</i>. Penguin Books, London. 14. Papola, T.S. <i>Principles of Wage Determination</i>. Somaiya Publications Bombay. 			

15. Pramod, Verma. *Wages Determination: Concept and Cases*. Wiley Eastern, New Delhi.
16. Rock, Micton. *Handbook Wage and Salary and Administration*. McGraw-Hill, New York.
17. Suri, G.K. *Wages Incentives Theory and Practice*, Shri Ram Centre for Industrial Relation and Human Resources, New Delhi.
18. Subramaniam, K. N. *Wages in India*. Tata McGraw-Hill, New Delhi.
19. Taylor, George W. and Dunlop John T. *New Concept in Wage Determination*. McGraw-Hill, New York.

Suggested Continuous Evaluation Methods:

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: BBA		Year: Second	Semester: Fourth
Course Code: BBA404		Block 11	
The Objective is to provide Adequate Knowledge to the Students for setting up of small scale Business Organization and Industry		Course Title: Entrepreneurship Development	
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics		No. of Lectures Total = 45
I	Entrepreneurship: Definition of Entrepreneurship, Characteristics of Entrepreneur, Concept of Entrepreneurship- Conceptual Model, theories of Entrepreneur, Traits of a True Entrepreneur, Difference between Entrepreneur and manager.		8
II	Business Planning: Idea Generation, Choice of product, Sources of idea, Idea Processing, Screening and project Identification, creativity performance, Feasibility Analysis, Project planning.		7
III	International Entrepreneurship Opportunities: The nature of international entrepreneurship, importance of international business to the firm, International and domestic Entrepreneurship, Institutional support for new ventures: supporting organization; incentives and facilities; financial institutions and SSI's, Govt. policies for SSIs.		8
IV	Marketing & New Venture Development: Organizing & Financing the New Venture, Financial Resources For New Venture, Venture expansion Strategies, Entrepreneur Motivation.		7
Suggested Readings:			
<ol style="list-style-type: none"> 1. CB Gupta -Entrepreneurial Development 2. Holt -Entrepreneurship: New Venture Creation (Prentice-Hall) 1998 3. SSKhanka -Entrepreneurship Development 4. Prasana Chandra -Project Management 5. Desai Vasant -Rural Development 6. Kamat GS -Managing Cooperative Management 7. Rajeev Roy -Entrepreneurship 			
Suggested Continuous Evaluation Methods:			
Suggested equivalent online courses:			
Further Suggestions:			

Programme/Class: BBA	Year: Second	Semester: Fourth
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Course Code: BBA405	Block 12 Course Title: Investment Analysis & Portfolio Management
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Course outcomes: The objective of this paper is to give the basic knowledge about the investment analysis and portfolio management.

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0

Unit	Topics	No. of Lectures Total = 30
I	Investments: Nature, scope, objective and Process of investments analysis, concept of return and risk analysis, measurement of return and risk: Systematic and Unsystematic Risk.	12
II	Investment Alternatives: Investment instrument of Capital Market and Money Market, Valuation of Fixed and Variable securities Non-Security forms of Investment, Government Securities, Mutual Fund, Real Estate and Gold.	11
III	Fundamental Analysis: Economic analysis industry analysis and company analysis Technical Analysis: Trends, indicators, indices and moving average applied in technical analysis. Efficient Market Hypothesis: weak, semi-strong and strong market and its testing techniques	12
IV	Portfolio Management: Meaning, importance and objectives of portfolio and portfolio management, Risk and Return- Definition types and importance. Portfolio Analysis: Risk Measurement; Estimating rate of return and standard deviation of portfolio returns; Effect of Combining securities;	10

Suggested Readings:
1. Security analysis and Portfolio Management by Punithavathy Pandian

Suggested Continuous Evaluation Methods:
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Suggested equivalent online courses:
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Further Suggestions:
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Programme/Class: BBA	Year: Second	Semester: Fourth
Course Code: BBA406	Block 12	
Course Title: Retail Management		
Course outcomes: The objective of this paper is to give the basic knowledge about retail marketing management.		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		

Unit	Topics	No. of Lectures Total = 45
I	Retailing: Introduction- Retail Management Decision Process-Types of retailers-Type of merchandise-Variety and assortment-Services offered-Formats-Types of ownership, Multichannel Retailing-Types-Benefits offered-Challenges, Customer buying decision process-Types of buying decisions-Factors affecting buying decision-Market Segmentation, International market attractiveness	12
II	Retail Strategy: Target market & Retail format-Gaining Competitive Advantage-Growth Strategies, Strategic Retail Planning Process, Retail Locations-Types-Evaluation of Site areas-Number of stores-Trade areas-Evaluation of Trade areas-Negotiating a lease, Human Resource Management-Issues-Organisation Structure of retail firms-Issues in design-Nurturing talent, Customer Relationship Management-Process-Customer databases	11
III	Financial Strategy: Strategic Profit Model-Asset management path-Profit management path-Financial strength analysis, Information System & Supply Chain Management-Information flow-Merchandise flow-Distribution Centres-Issues	12
IV	Merchandise Management: Merchandise planning process-Forecasting Sales-Develop assortment plan-Set inventory levels-Merchandise allocation, Buying Merchandise-Brand Alternatives-National Brands-Private label brands-Sourcing and Buying, Negotiating with vendors and Issues-Ethical & Social responsibilities, Retail Pricing-Strategies-Pricing considerations-Setting prices-Pricing techniques-Issues in pricing, Retail Communication-Building Brand Image and Brand Equity-Communication Methods-Planning the Retail communication process	10

- Suggested Readings:**
1. Levy, Weitz, Pandit, Retail Management, Tata McGraw-Hill
 2. Gilbert, David, Retail Marketing Management, Prentice Hall
 3. Vedamani, Gibson, Retail Management, Functional Principles and Practices, Jaico
 4. Mathur, UC, Retail Management Text and Cases, IK International Publishing

Suggested Continuous Evaluation Methods:

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Suggested equivalent online courses:

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Further Suggestions:

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Year-3/Semester-V

Year	Sem.	Block	PaperCode	PaperName	Credit
3	V	Block 13	BBA501	Direct and Indirect Tax	3
			BBA502	Marketing Communication	3
	V	Block 14	BBA503	Small Business Management	3
			BBA504	Sales Management	3
	V	Block 15	BBA505	Industrial Relations & Labour Laws	3
			BBA506	Working Capital Management	3

Programme/Class: Degree	Year: Third	Semester: Fifth
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Block 13

Course Code: BBA501	Course Title: Direct and Indirect Tax
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Course outcomes:

The aim of the course is to build knowledge, understanding about income tax and GST among the student. The course seeks to give detailed knowledge about the subject matter by instilling them with the basic ideas. The outcome of the course will be as follows – To provide knowledge about Income Tax and GST.

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0

Unit	Topics	No. of Lectures Total= 30
I	Basic Concepts: Income-tax law: An introduction, Important definitions in the Income Tax Act, 1961, Concept of previous year and assessment year, basis of charge and rates of tax; Residential status and scope of total income; income not part of total income; different heads of income and provisions governing their computation.	8
II	Income of other persons included in assessee's total income, Aggregation of income: Set-off, or carry forward and set-off of losses; Deductions from gross total income;	6
III	Computation of total income and tax liability of individuals, advance tax, tax deduction at source and introduction to tax collection at store, provision of filing return of income and self-assessment.	10
IV	Concept of indirect taxes; GST Laws; Levy and Collection of CGST and IGST; Basic concepts of time and value of supply, Input tax credit, computation of GST liability, registration, tax invoice, credit and debit notes, electronic way bill, returns, payment to tax.	6

Suggested Readings:

1. Mehrotra, H.C., Income Tax Law and Account
2. Prasad, Bhagwati, Income Tax Law and Practice
3. Chandra Mahesh and Shukla D.C., Income Tax Law and Practice
4. Agarwal, B.K., Income Tax
5. Jain, R.K., Income Tax
6. <https://www.gst.gov.in> for relevant provisions of Act and Rules applicable to concerned assessment year.
7. Indirect Taxes – Law and Practice by V. S. Datey
8. All about GST by V S Datey
9. Study materials on GST by ICAI, ICSI

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree Year: Third Semester: Fifth

Course Code: BBA502 Block 13 Course Title: Marketing Communication

Course outcomes:
 The aim of the course is to build knowledge, understanding and skills in marketing communication among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about IMC and advertising and their role in overall promotion strategies of the firm. The outcome of the course will be as follows-
 • Apply an IMC approach in the development of an overall advertising and promotional plan.
 • Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign

Credits: 3 Max. Marks: 25+75 Compulsory Min. Passing Marks: Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-1

Unit	Topics	No. of Lectures Total=30
I	Marketing Communication: Meaning and its objectives, Integrated Marketing Communication (IMC): concepts and process, IMC promotion Mix, Advertising - Meaning, objectives its role and functions, Classification of advertising, economic, social and ethical issues in advertising, DAGMAR approach, STP strategies in advertising, Advertising Agencies,	7
II	Process in Advertising: Consumer and mental process in buying, AIDA model, Hierarchy of effects model, Information processing model, Advertising Budget - Top down and Build up approach, methods of advertising - Affordable method, arbitrary allocation method, percentage of sales method, competitive parity method, Objective and Task method.	7
III	Advertising Creativity: Meaning of creativity, Creative strategy, Creative tactics, Advertising Appeals, USP theory of creativity, Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content	8
IV	Media Planning and Strategy: Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, evaluation of media, media scheduling strategy, Evaluation of advertising effectiveness - need and purpose of evaluation, pre-testing and post testing techniques, Advertising research, decision areas in international advertising	8

- Suggested Readings:**
- George E Belch & Michael A Belch: Advertising and promotion - An integrated Marketing Communication Perspective - McGraw Hill Education
 - Chunawala & Sethia: Foundations of Advertising Theory & Practice; Himalaya Publishing House
 - Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heine mann Publication.
 - Aaker, David A. et al., Advertising Management, PHI,

Suggested Continuous Evaluation Methods:
 In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will in still in student a sense of decision making and practical learning.

Suggested equivalent online courses:
 Further Suggestions:

Programme/Class: Degree Year: Third Semester: Fifth

Block 14

Course Code: BBA503

Course Title: Small Business Management

Course outcomes:

Small business is an important segment of economy as it not only develops entrepreneurship but also a big employment creator. This course aims to equip the students with conceptual foundations of small business and how they can make use of it while handling the business.

Credits: 3

Compulsory

Max. Marks: 25+75

Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Concept and definition, Nature and Characteristics, Relationship between small and large business, scope and types of small business.	12
II	Small business as a seedbed of entrepreneurship, Role of small business in Indian economy, Problems of small-scale industries, Growth of small sector in India.	12
III	Establishing small scale enterprise: Opportunities scanning, Market assessment for small scale enterprise, Selection of site and choice of technology; Project formulation and project report.	12
IV	Small scale sector in India; SSI sector committee reports, Govt. policy initiatives; Reservation of items in SSI sector; Infrastructure facilities. Institutional support for SSI; Incentives & subsidies for small units; Technological upgradation, Marketing & Financial management in small enterprises; Sickness in SSI sector.	9

Suggested Readings:

1. Shukla, M.B. "Entrepreneurship and small business management" Kitab Mahal, Allahabad.
2. Desai, Vasant, "Management of small industry"

Suggested Continuous Evaluation Methods:

In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree

Year: Third

Semester: Fifth

Course Code: BBA504

Block 14

Course Title: Salesmanagement

Course outcomes:

The aim of the course is to build knowledge, understanding and skills in sales management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about salesmanagement. The outcome of the course will be as follows – To provide knowledge about sales personnel and salesmanship.

To provide knowledge about personal selling and focus light on the different perspectives of managing sales force. To give an overview about importance of sales force in organization. To give an overview about concept of distribution channels.

Credits: 3

Max. Marks: 25+75

Compulsory

Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Introduction to Sales Management: Concept, Evolution of sales function, Objectives of sales management positions, Functions of Sales manager and their relation with the executives.	12
II	Salesmanship: Theories of personal selling, Types of Sales executives, Qualities of sales executives, Personal selling process, Showroom & exhibition,	1 2
III	Sales Organization and Relationship: Purpose of sales organization, Types of sales organization structures, Sales department external relations, Distributive network relations. Sales Force Management: Recruitment and Selection, Sales Training, Sales Compensation.	12
IV	Distribution Network Management: Types of Marketing Channels, Factors affecting the choice of channel, Types of middleman and their characteristics, Concept of physical distribution system.	9

Suggested Readings:

1. Cundiff, Still, Govoni, Sales Management
2. Pradhan, Jakate, Mali, Salesmanship & Publicity
3. S.A. Chunawalla, Sales Management

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Third	Semester: Fifth
Course Code: BBA505	Block 15	
Course Title: Working Capital Management		
Course outcomes: The aim of this course is to make the student versed in working capital management.		
Credits: 3		
Max. Marks: 25+75	Compulsory	
Min. Passing Marks:		
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		

Unit	Topics	No. of Lectures Total=30
I	CONCEPTS AND DETERMINATION OF WORKING CAPITAL • Conceptual Framework • Operating Environment of Working Capital • Determination of Working Capital • Theories and Approaches	6
II	MANAGEMENT OF CURRENT ASSETS • Management of Receivables • Management of Cash • Management of Marketable Securities	8
III	FINANCING OF WORKING CAPITAL NEEDS • Bank Credit – Basic Principles and Practices • Bank Credit – Methods of Assessment and Appraisal • Other Sources of Short-Term Finance	8
IV	WORKING CAPITAL MANAGEMENT: AN INTEGRATED VIEW • Liquidity vs Profitability • Payables Management • Short-Term International Financial Transactions • Integrating Working Capital and Capital Investment Process	8

Suggested Readings:

Working capital management and finance by Himanshu Gupta and RK Gupta
Working Capital management by VK Bhalla

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Third	Semester: Fifth
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Course Code: BBA506	Block 15
Course Title: Industrial Relations & Labour Laws	

Course outcomes:

This course will help students identify and develop an overview of industrial relations. It also helps in acquiring knowledge and understanding of Industrial Labour and General Laws.

- Knowledge of Industrial Relation framework
- Competency to understand the importance of Employee Relation within the perspective of Industrial Relation
- Knowledge about relevant Laws of HR management
- Competency to interpret and implement the Labour Laws within organization

□ Competency to use Collective Bargaining and Grievance redressal Mechanism

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Industrial Relations: Role-Importance-Trade Unions-Industrial disputes and their Resolutions.	10
II	Participative Management: Structure - Scope - Collective Bargaining - Works Committee-Joint Management Councils-Pre-Requisite for successful participation-Role of Government in Collective Bargaining.	1 2
III	Industrial unrest: Employee dissatisfaction-Grievances-Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes -Lockouts. Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.	12
IV	Factories Act: Meaning, Definition-Welfare-Safety-Health Measures. Workmen's Compensation Act and International Labor Organization- Role and Function, General provision of Bonus Act and Gratuity Act	11

Suggested Readings:

5. Sreenivasan M.R-Industrial Relations & Labor legislations.
6. Aswathappa K -Human Resource and Personnel Management.
7. Subba Rao P-Human Resource Management and Industrial Relations.
8. Monoppa-Industrial Relations. 5.S.C.Srivastava, Industrial Relation of Labour Laws.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Year-3/Semester-VI

Year	Sem.	Block	PaperCode	PaperName	Credit
3	VI	Block 16	BBA601	ProjectManagement	3
			BBA602	MarketingofServices	3
	VI	Block 17	BBA603	AgriculturalandRuralMarketing	3
			BBA604	InternationalBusiness	3
	VI	Block 18	BBA605	StrategicManagement	3
			BBA606	TrainingandDevelopment	3

Programme/Class:Degree	Year:Third	Semester:Sixth
Block 16		
Course Code: BBA601	Course Title: Project Management	
Course outcomes:		
<ul style="list-style-type: none"> Students will be able to understand the characteristics of Project and Project Management Knowledge The students will understand the managerial process along with tools & techniques used in Project management Knowledge Students will understand the scheduling and monitoring process in Project. They will be able to apply PERT and CPM method for project scheduling Students will understand the perspectives in which optimum decisions are to be taken in case of risks with planned activities in project 		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Definitions & Characteristics of Project, Types of Projects, Project Life Cycle, Project Management Process: Introduction, Tools & Techniques of Project Management. Project Team and Scope of Project Management, Project Organization.	6
II	Project Identification & Selection: Identification, Generation of ideas, Approaches to Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management	8
III	Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Social Cost Benefit Analysis (SCB A) of Project, Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Introduction to CPM and PERT,	8
IV	Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart. Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process	8

Suggested Readings:

1. Project Management - A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons)
2. Project Management: Mr. Sanjiv Marwah - (Wiley Dreamtech)
3. Project - Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH)
4. Project Management Core Text Book: M R Gopalan (Wiley)

5. Quantitative Techniques in Management: ND Vohra (TMH)
6. Entrepreneurship and Small Business Management: M B Shukla

Suggested Continuous Evaluation Methods:

In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Third	Semester: Sixth
Course Code: BBA602	Block 16	
Course outcomes:	Course Title: Marketing of Services	
Services are every important area of in the prevailing business scenario. This course is concerned primarily with the conceptual and practical dimensions of marketing of services. It will examine the distinguishing features of consumers of services, delivering of service and related issues.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0		

Unit	Topics	No. of Lectures Total=30
I	Nature and definition of services. Differences in goods versus services marketing, Services marketing Mix. Trends in services marketing. Classification of different types of services, Taxation of services.	7
II	Positioning and differentiation of services, Positioning process. Consumer behavior in services: Consumer purchase behavior in services. Consumer decision making, Creating the service product-stages in new service development, Service blueprint.	7
III	Distributing services-Distribution in service context, Services distribution planning, Options for service delivery, Key intermediaries for service delivery and strategies for effective service delivery.	8
IV	Marketing research for services, Marketing planning for services, Internal marketing, Relationship marketing, Measurement of service Quantity. Pricing of services and integrated services marketing communications. Co-operative management: Co-operation: meaning and objectives, Development of -Cooperatives in rural areas, Co-operative credit societies, Co-operative marketing, Evolution of some successful co-operative organisation.	8

Suggested Readings:

1. Services Marketing by Govind Apt (Oxford Higher Education)
2. Services Marketing text by Harsh V. Varma (Pearson Education)
3. Sadhu & Singh, "Fundamentals of Agricultural Economics", Himalaya Publishing House.
4. Desai R. G., "Agricultural Economics". Himalaya Publishing House.
5. Singh S., "Rural marketing management", Vikas Publishing House.
6. Singh K., "Rural Development-Principles, Policies and Management", Sage Publications.

Suggested Continuous Evaluation Methods:

In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Third	Semester: Sixth
Course Code: BBA603	Block 17	
Course Title: Agricultural and Rural Marketing		
Course outcomes: The course aims to familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of agricultural inputs and produce.		
Credits: 3		
Max. Marks: 25+75	Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		Min. Passing Marks:

Unit	Topics	No. of Lectures Total=45
I	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.	10
II	Agricultural Marketing - Concept --- Nature and Types of Agriculture produce --- concept and types of Agricultural Markets --- Marketing channels --- Methods of Sales --- Market functions ---	11
III	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.	11
IV	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	13

Suggested Readings:

1. Badi R. V., Badi N. V. Rural Marketing Himalaya Publishing House - 2010 Page Nos. for Module 1 P. No. 3 to 7, 15 to 44, 33.
2. Acharya S. S., Agarwal N. L. Agriculture Marketing in India Oxford & IBH Publishing Company Pvt. Ltd. 113-B, Shahpur Jat, Asian village side New Delhi India 110 049 India Fax - 011 41517559 - 2004 Page No. for Module 2 - 01 to 17, 151, 41 to 44, 185 to 197, 80 to 81, 40 to 61, 69 to 71, 170 to 172, 201 to 204.
3. Understanding Rural Buyer Behaviour, Jham, IIM - B Management Review Vol. 15 No. 320034
4. Badi R. V., Badi N. V. Rural Marketing P. Nos. - 112 to 114, 233 to 241.

Suggested Continuous Evaluation Methods:

In addition to the theoretical input the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Third	Semester: Sixth
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Course Code: BBA604	Block 17
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Course Title: International Business

Course outcomes:

The aim of the course is to build knowledge and understanding about International Trade among the student. The outcome of the course will be as follows –

- To provide knowledge about different methods of international trade.
- To provide knowledge about international economic institutions.
- Students will get an overview about India foreign trade and India's trade policy.

Credits: 3

Max. Marks: 25+75

Compulsory

Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Overview of International Business: Meaning, significance; Factor leading to the growth of International Business; Multinational Companies- Nature and Meaning. International Economics Institution: World Trade Organisation (WTO), International Monetary Fund (IMF), World Bank- IFC, IDA, ADB.	10
II	Introduction of International Trade: Meaning and need of International Trade, Theories of International Trade- Classical Theories; Mercantilism; Absolute Advantage; Comparative Advantage; and Modern theory; Resource & Trade theory; Specific factor & Income distribution; The standard Model of Trade; Competitive Advantage.	11
III	Export/Import- Policy, Procedure, Documentation. Export Promotion. Regional Trading Block- SAARC, APEC, NAFTA. Foreign Exchange Market- Meaning and need, functions, Financing Foreign Trade - Letter of Credit, Forfeiting, FERA and FEMA	11
IV	Government Influence on Trade: Balance of Payment- Current Account, Capital Account and Official Reserve Account, Disequilibrium in BOP- Its Causes and measures to correct disequilibrium. Free Trade V/S Protection; EPZ/SEZ, Quota, Tariff	13

Suggested Readings:

1. Bhalla, V.K. & Shiv Rama International Business; Environment and Management.
2. Verma, M.L. Foreign Trade Management.
3. Woods, Margaret - International Business.
4. Cherunilam, Francis - Business & Government.
5. Paul, Justin - International Business.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions.

This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

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Further Suggestions:

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Programme/Class: Degree	Year: Third	Semester: Sixth
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Course Code: BBA605	Block 18
Course Title: Strategic Management	

Course outcomes:
The aim of the course is to build knowledge and understanding about Strategic Management among the student. The outcome of the course will be as follows--

- To develop learning and analytical skills among the student to solve business problems and provide strategic solutions.
- The course aims to acquaint the students with nature, scope and dimensions of Business Policy and Strategy Management Process.

Credits: 3	Compulsory
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Max. Marks: 25+75	Min. Passing Marks:
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Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	What is Strategy? What are Strategic Intent; Mission; Objectives and Goals; Policies; Program; Budget; Process of strategic management, Level of strategy	10
II	Identifying strategic alternatives of business; Environmental appraisal – Internal environment; Key Success Factors; Role of Resources, Capabilities and Core Competencies; Competitive Advantage to Competitive Strategies; VRIO Model, External environmental analysis – PESTEL.	12
III	Concept of Value Chain, SWOT Analysis; Tools and Techniques for Strategic Analysis – TOWS Matrix; Generic Strategies; Competitive Strategies – Porter's 5 Forces Model; The Experience Curve, Grand Strategy, BCG Matrix; Functional Strategies, Global entry strategies.	12
IV	Organization Structure; Resource Allocation; Projects and Procedural issues. Integration of Functional Plans. Leadership and corporate culture; Evaluation and Control: Organizational Systems and Techniques of Strategic Evaluation and Control of Performance and Feedback.	11

- Suggested Readings:**
- Lawrence, R. Jauch and William F. Glueck; Strategic Management and Business Policy, -McGraw-Hill
 - Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 12th edition, Pearson Education.
 - Kazmi, Azhar, (2008), Strategic Management and Business Policy, 3rd Edition, McGraw Hill Education.
 - R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India
 - L.M. Prasad – Strategic Management – Sultan Chand

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:
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Further Suggestions:
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Programme/Class: Degree	Year: Third	Semester: Sixth
Course Code: BBA606	Block 18	
Course Title: Training and Development		

Course outcomes:

- The field of Training and Development and its role in optimizing performance.
- Applying theoretical concepts and models to training design.
- Designing training interventions using a variety of methodologies.
- Evaluating the effectiveness of training & development interventions.
- Assessing whether training & development is a viable career option.

Credits: 3

Max. Marks: 25+75

Compulsory

Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Introduction: Concepts and Rationale of Training and Development; Difference between Training, Development & Education, overview of training and development systems; organizing training department; training and development policies; Requisites of Effective Training.	11
II	Training Needs Assessment (TNA): Meaning of TNA, Purpose and Methods of TNA, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA. Learning Theories.	11
III	Designing, Conducting & Evaluation of Training Program: Areas of training, Types of training, System's Approach to Training, Training Methods, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models- Kirkpatrick Model of Training Effectiveness, CIROM Model.	12
IV	Executive Development: Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Special Issues in Training & Development – Legal Issues, Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.	11

Suggested Readings:

12. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012.
13. Rao VSP, Human Resource Management, Excel Books Publication, 3rd Edition, 2013.
14. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
15. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods, Routledge.
16. Dayal, Ishwar, Management Training in Organisations, Prentice Hall

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Year-4/Semester-VII

Option1:MarketingManagement				
VII	Block19	BBA701	ConsumerBehaviour	3
		BBA702	InternationalMarketing	3
VII	Block20	BBA703	BrandManagement	3
		BBA704	DigitalMarketing	3
VII	Block21	BBA705	SalesandDistributionManagement	3
		BBA706	Agri-businessManagement	3
Option2:FinancialManagement				
VII	Block22	BBA711	Advance Accounting	3
		BBA712	InvestmentDecisionMaking	3
VII	Block23	BBA713	SecurityAnalysisandPortfolioManagement	3
		BBA714	InternationalFinancialManagement	3
VII	Block24	BBA715	Merchant BankingandInvestmentBanking	3
		BBA716	FinancialDerivatives	3
Option3:HumanResourceManagement				
VII	Block25	BBA721	HumanResourceDevelopment	3
		BBA722	PerformanceManagement	3
VII	Block26	BBA723	LegalFrameworkfor GoverningHumanRelations	3
		BBA724	PerformanceManagement	3
VII	Block27	BBA725	CompensationManagement	3
		BBA726	GlobalHumanResourceManagement	3
Option4:OperationsandSupply ChainManagement				
VII	Block28	BBA731	AdvancedOperationsandSupplyChainManagement	3
		BBA732	SupplyChainAnalyticsandStrategicplanning	3
VII	Block29	BBA733	DemandandRevenueAnalytics	3
		BBA734	DigitalSupplyChainManagement	3
VII	Block30	BBA735	CircularEconomyandSustainableMaterialPlanning	3
		BBA736	AgileSystemsandLeanManagement	3

Option 1: Marketing Management

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 19		
Course Code: BBA701	Course Title: Consumer Behaviour	
Course outcomes: The basic objective is to develop an understanding about the consumer decision making process and its application in marketing function of firms.		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		

Unit	Topics	No. of Lectures Total=45
I	consumer's need and motives, consumer as a perceiver and learner, Influence of personality and attitude on buying behavior, Cultural, Social and Economic factors affecting consumer Behavior, Consumer Attitude formation and change.	11
II	Factors affecting purchase decision, Fundamental processes of sensation, perception, emotion, motivation, Cognition,	11
III	Group influence: Role, Status, Norms, Family influences, Life Cycle Effects, Family decision making. Models of Individual and Industrial Buying Behaviour.	12
IV	Communication with consumers: Two - stem flow of communication, Theory, Adoption and diffusion of Innovation, Cognitive Dissonance, Socio-Economic and Cultural aspect of Indian Consumer Market.	11

Suggested Readings:

1. Asseal, Henry, Consumer Behaviour and Marketing Action. Kent, Boston.
2. Blattberg, R.C. and Neslin, S.A. Sales Promotion Concepts, Methods and Strategies. Prentice Hall, New York/
3. Costa G.A., Gender Issues of Consumer Behaviour Sage Publications, New Delhi.
4. Nicosia, Francesco M. Consumer Behaviour. Prentice_Hall, Englewood Cliffs, N.J.
5. Schiffman, L.G. and Kanuk, L.L. Consumer Behaviour, Prentice-Hall Of India, New Delhi.
6. Sheth, Jagdish N.. Models of Buyer Behavior. Harper and Row, New York,
7. Sternthal, B. And Craig, C.S. Consumer Behaviour: an Information Processing Perspective. Prentice-Hall Englewood Cliffs N.J.
8. Webster, F.E. and Wind, Yoram/ Organisational Buying Behaviour. Prentice-hallof India, New Delhi.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Course Code: BBA702	Block 19	
Course outcomes: The basic objective is to develop an understanding about the consumer decision making process and its application in marketing function of firms.	Course Title: International Marketing	
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		

Unit	Topics	No. of Lectures Total=45
I	consumer's need and motives, consumer as a perceiver and learner, Influence of personality and attitude on buying behavior, Cultural, Social and Economic factors affecting consumer Behavior, Consumer Attitude formation and change.	11
II	Factors affecting purchase decision, Fundamental processes of sensation, perception, emotion, motivation, Cognition,	11
III	Group influence: Role, Status, Norms, Family influences, Life Cycle Effects, Family decision making. Models of Individual and Industrial Buying Behaviour.	12
IV	Communication with consumers: Two - stem flow of communication, Theory, Adoption and diffusion of Innovation, Cognitive Dissonance, Socio-Economic and Cultural aspects of Indian Consumer Market.	11

Suggested Readings:

1. Asseal, Henry, Consumer Behaviour and Marketing Action. Kent, Boston.
2. Blattberg, R.C. and Neslin, S.A. Sales Promotion Concepts, Methods and Strategies. Prentice Hall, New York/
3. Costa G.A., Gender Issues of Consumer Behaviour Sage Publications, New Delhi.
4. Nicosia, Francesco M. Consumer Behaviour. Prentice Hall, Englewood Cliffs, N.J.
5. Schiffman, L.G. and Kanuk, L.L. Consumer Behaviour, Prentice-Hall Of India, New Delhi.
6. Sheth, Jagdish N.. Model of Buyer Behavior. Harper and Row, New York,
7. Sternthal, B. And Craig, C.S. Consumer Behaviour: an Information Processing Perspective. Prentice-Hall Englewood Cliffs N.J.
8. Webster, F.E. and Wind, Yoram/ Organisational Buying Behaviour. Prentice-hall of India, New Delhi.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree Year: Fourth Semester: Seventh

Block 20

Course Code: BBA703 Course Title: Brand Management

Course outcomes:
The basic objective is to develop an understanding about the consumer decision making process and its application in marketing function of firms.

Credits: 3 Compulsory

Max. Marks: 25+75 Min. Passing Marks:

Total No. of Lectures- Tutorials- Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Introduction: What is branding; Significance of Branding; Products vs Brands; Concept of Brand equity. Brand Strategy Development: Customer based Brand equity; Brand Positioning; brand Resonance and Brand Value Chain	11
II	Designing and Implementing Branding Program: Criteria for choosing branding element for brand building; Creative and Strategic Thinking; Slogans; Integrated Marketing and Four P's Strategy	11
III	Measuring and Interpreting Brand Performance: Brand Audit; Branding tracking strategy ; Capturing customer mind set; measuring marketing performance. Growing and Sustaining Brand Equity; Brand Architecture	12
IV	Managing Brand in Global Markets: Regional Market Segments; Rationale for going international; advantages and disadvantages of Global marketing program; Strategic Brand Management.	11

Suggested Readings:
Strategic Brand Management: Building Measuring and Managing Brand Equity Kevin Lane Keller, Ambi M.G. Parameswaran, Issac Jacob; Pearson Publication
Strategic Brand Management: Jean-Noel Kapferer; Cogan page Publication Brand Management; Text and Cases; Harsh V Verma; Exel Book
Brand Positioning; Strategies for competitive advantage; Subroto Sen Gupta; McGraw Hill

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 20		
Course Code: BBA704	Course Title: Digital Marketing	

Course outcomes:

Students will be able to identify the importance of the digital marketing for marketing success, to manage customer relationships across all digital channels and build better customer relationships, to create a digital marketing plan, starting from the SWOT analysis and defining a target group, then identifying digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-1	

Unit	Topics	No. of Lectures Total=30
I	• Introduction of the digital marketing • Digital vs. Real Marketing • Digital Marketing Channels • Creating initial digital marketing plan • Content management • SWOT analysis • Target group analysis • Web design • Optimization of Websites • M Expression Web	7
II	• SEO Optimization • Writing the SEO content • Google AdWords- creating accounts • Google AdWords- types • Introduction to CRM • CRM platform • CRM models • Introduction to Web analytics • Web analytics- levels • Introduction of Social Media Marketing	7
III	• Creating a Facebook page • Visual identity of a Facebook page • Types of publications • Business opportunities and Instagram options • Optimization of Instagram profiles • Integrating Instagram with a Web Site and other social networks • Keeping up with posts • Business tools on LinkedIn • Creating campaigns on LinkedIn • Analyzing visitation on LinkedIn • Creating business accounts on YouTube • YouTube Advertising • YouTube Analytics	8
IV	• Facebook Ads • Creating Facebook Ads • Ads Visibility • E-mail marketing • E-mail marketing plan • E-mail marketing campaign analysis • Keeping up with conversions Digital Marketing Budgeting - resource planning - cost estimating - cost budgeting - cost control	8

Suggested Readings:

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Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree		Year: Fourth	Semester: Seventh
Course Code: BBA705		Block 21	
Course outcomes:		Course Title: Sales and Distribution Management	
The purpose of this course is to acquaint the students with the concepts which are helpful in developing a sound policy and in organising and managing the sales force. This course will also deal with physical distribution activities, as an integrated system.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics	No. of Lectures Total=45	
I	Introduction to Sales Management, Sales Function and its relationship with other Marketing Functions, Nature and Scope of Personal Selling, Setting Personal Selling Objectives, Formulating Personal Selling Objectives, Personal Selling and Salesmanship.	11	
II	Basic Marketing Planning for the Sales Manager, Role of Sales in Marketing Mix, Determining Sales Related Marketing Policies, Sales Forecasting Methods, Sales Budget, Sales Territories and Quotas.	11	
III	Recruiting and Selecting Sales Personnel, Training; Motivation and Compensation of the Field Sales Force and Sales Executives, Developing and Managing Sales Evaluation Programme.	12	
IV	Channel Planning, Organisational patterns in marketing, Managing Marketing Channels, Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing performance of marketing channels; International Marketing Channels.	11	
Suggested Readings:			
<ol style="list-style-type: none"> 1. Anderson, R. <i>Professional Sales Management</i>. Prentice Hall, Englewood Cliffs N. J. 2. Buskirk, R. H. and Stanton, W. J. <i>Management of Sales Force</i>. Richard D. Irwin, Homewood (Illinois). 3. Dalrymple, D. J. <i>Sales Management, Concepts and Cases</i>. John Wiley, New York. 4. Forsyth P. <i>Sales Management Handbook</i>. Jaico Publishing, New Delhi. 5. Johnson, E. M. Kurtz, D. L. and Schewing, E. <i>Sales Management: Concept Practices and Cases</i>. McGraw Hill, New York. 6. Lowe, Phil. <i>Selling Skills</i>, Kogan Page, London. 7. Mishra MN, <i>Sales Promotion and Advertising Management</i>, Himalaya Publishing House, New Delhi. 8. Patty-Hite. <i>Managing Sales People</i>. Prentice Hall, Englewood Cliffs N. J. 9. Russel, Beach and Buskrik. <i>Text Book of Salesmanship</i>. McGraw Hill, New York 10. Singh VK, Dewan J. M. <i>Sales Management</i>, Commonwealth Publishers, New Delhi. 11. Stern, L. W, Aansari AIE, <i>Marketing Channels</i>. Prentice Hall of India, New Delhi. 12. Still Richard R., <i>Sales Management</i>. Prentice Hall of India, New Delhi. 			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent non-lit recourses:			
Further Suggestions:			

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Course Code: BBA 706	Block 21	
Course Title: Agricultural and Rural Marketing		

Course outcomes:

- By the successful completion of this course, the student will be able to;
1. Know the kinds of agricultural products and their movement
 2. Understand the types, structure and functioning of agricultural marketing system
 3. Comprehend related skills and apply them in sample situations
 4. Extend this knowledge and skill to their production/consumption environment
 5. To understand the rural markets and rural marketing needs

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0	

Unit	Topics	No. of Lectures Total = 45
I	Introduction of Agriculture and agricultural products (including agriculture, horticulture, sericulture, floriculture, aquaculture-genetic culture and dairy product) - Agricultural Marketing - Role of marketing - Concepts - Goods and services - Movement of product from farm to consumer - Middlemen - Money lenders - Types of agricultural markets (basic classification).	11
II	Basic structure and facilities of an agricultural market - Primary, secondary and tertiary markets - Functioning of Market Yards - Market information - Rythu Bharosa Kendras (RBK) - Govt market policies and regulations - Contract farming - Govt Apps for marketing of agri products.	11
III	Planning production - assembling - grading - transportation - storage facilities. Price fixation. Dissemination of market information - and role of ICT. Marketing - Mix - Product element - Place element - Price element - Promotion element. Selection of target market. Government programs in support of Agricultural marketing in India.	12
IV	Profiles of Rural markets, Rural segmentation, Rural Marketing Research, Targeting and Positioning, Rural Marketing strategy, Rural product: PLC, rural product strategy, rural packaging strategy, rural branding, Rural pricing objectives, rural pricing strategies, Rural distribution: physical distribution, channel of distribution, rural sales force management, types of rural media, problems of rural communication.	11

Suggested Readings:

1. Arora R C Integrated Rural development S Chand and company, New Delhi.
2. Desai, Vasant, Rural Development. Himalaya Publishing House, Mumbai
3. Ramkishan Y. New Perspective in Rural and Agricultural marketing. JAICO Publishing House New Delhi.
4. Gopalaswamy T. P. Rural Marketing - environment. Problems and strategies, Wheeler publishing, New Delhi.
5. Rudra Ashok, Indian Agricultural Economies Myths and Realities, Allied Publishers, New Delhi.
6. Purohit HCR Rural Marketing challenges and opportunities Shree publishers, New Delhi.
7. Badi R. V, Badi N. V. Rural Marketing. Himalaya Publishing House, New Delhi.
8. Dogra Balram, Ghuman Kariminder, Rural Marketing concepts and Practices TMH New Delhi
9. Krishnamacharyulu C. S. G. Ramakrishna Lalitha, Rural marketing. Text and cases Pearson Education New Delhi.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Option 2: Financial Management

Programme/Class: Degree		Year: Fourth	Semester: Seventh
Course Code: BBA 711		Block 22	
Course outcomes:		Course Title: Advanced Accounting	
The purpose of this course is to acquaint the students with the concepts which are helpful in developing a sound policy and in organising and managing the sales force. This course will also deal with physical distribution activities, as an integrated system.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0			
Unit	Topics	No. of Lectures Total=30	
I	Application of Accounting Standards: Construction Contracts, Revenue Recognition, Accounting for Amalgamations, Related Party Disclosures, Leases, Earnings Per Share, Discontinuing Operations, Intangible Assets, Provisions, Contingent Liabilities, and Contingent Assets.	7	
II	Special Aspects of Company Accounts: Accounting for employee stock option plan; Buyback of securities; Equity shares with differential rights; Underwriting of shares and debentures. Reorganization of Companies: Accounting for amalgamation (excluding inter-company holding) and reconstruction; Accounting involved in the liquidation of companies.	7	
III	Financial Reporting of Banking, Financial Services and Insurance (BFSD): Insurance Companies; Banking companies; Non-Banking Financial Companies; Mutual funds and regulatory requirements thereof.	8	
IV	Valuation of goodwill; Consolidated Financial Statements: Concept of consolidation and simple problems on Consolidated Financial Statement with single subsidiary (excluding problems involving acquisition of Interest in Subsidiary at Different Dates; Different Reporting Dates; Disposal of a Subsidiary and Foreign Subsidiaries)	8	
Suggested Readings:			
<ol style="list-style-type: none"> 1. Agarwal B.D., Advanced Accounting 2. Chawla & Jain, Financial Accounting 3. Chakrawarti K.S., Advanced Accounts. 4. Gupta R.L. & Radhaswamy, Fundamentals of Accounting 5. Jain & Narang, Advanced Accounts 			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			

Programme/Class: Degree		Year: Fourth	Semester: Seventh
Course Code: BBA712		Block 22	
Course outcomes:			
The objective of the course is to impart an intensive knowledge of the finance function in specified decision areas.			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0			
Unit	Topics	No. of Lectures Total=30	
I	Nature of capital expenditure decisions, Identification of potential investment opportunities, Criteria for preliminary screening, Aspect of Project Appraisal, defining costs and benefits, Preparing Cash Flow Projections, Appraisal Criteria – Payback period, ARR, NPV, IRR, BCR.	7	
II	Futurity-Uncertainty-Risks, Types and sources of Risks, Measurement of Risk, Capital Expenditure Decision under conditions of Risk and Uncertainty, Decision, Decision-tree Analysis, Sensitivity Analysis, Business Failure and Re-organisation-Application of Discriminate Analysis, C-V-P Analysis under condition of uncertainty, corporate debt capacity Management Decision.	7	
III	Financing of Capital Investment: Financing through Financial Institutions, Internal sources of financing, Venture Capital, Leasing –concept, Advantages, Legal Aspects, Leasing Vs borrowing, Decision, Status in India	8	
IV	Mergers and Acquisitions, Takeover code, Goodwill and Valuations of Shares, Dividend Valuation Model, Determination of Exchange Ratio, Legal and procedural aspects of Merger Decision.	8	
Suggested Readings:			
<ol style="list-style-type: none"> 1. Bhalla, V.K. <i>Financial Management And Policy</i>, New Delhi, Anmol Delhi. 2. Bierman, J.R. Harold. <i>Lease Vs. Buy Decision</i>. Pentice Hall, Englewood Cliffs N.J. 3. Fogler, R.H. and Ganpathy, S. <i>Financial Econometrics</i>. Prentice Hall, Englewood Cliff N.J. 4. Levy, H. and Sarnat, M. <i>Capital Investment and Financial Decision</i> Prentice Hall Englewood Cliffs. N.J. 5. Pinches George E. <i>Essentials of Financial Management</i>, Harper & Row, New York. 6. Smith, K. V. <i>Management of Working Capital</i>. West, New York. 7. Solomon, Ezra and Pringle, John J. <i>An Introduction to Financial Management</i>. Prentice-Hall of India, New Delhi. 8. Srivastava, S.S. and Yadav R.A. <i>Management and Monitoring of Industrial Sickness</i>. Concept, New Delhi. 9. Van Horne, James C. <i>Fundamentals of Financial Management</i>. Prentice Hall of India, New Delhi. 			
Suggested Continuous Evaluation Methods:			
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.			
Suggested equivalent online courses:			
Further Suggestions:			

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 23		
Course Code: BBA713	Course Title: Security Analysis and Portfolio Management	
Course outcomes:		
The objective of this course is to impart an in-depth knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures- Tutorials- Practical (in hours per week): L-T-P: 2-1-0		
Unit	Topics	No. of Lectures Total=30
I	Investment: Concept nature and process. Return and risk. Valuation of securities: The Value Price relationship, Valuation of Fixed Income Securities, Valuation of Equity Shares, Objectives of security analysis.	7
II	Operations of Indian Stock Market: Organisation, Regulation and functioning, Market Indices and Return; Investment Alternatives- Government securities, Non-Security form of Investment, Investment Instruments of money-market.	7
III	Stock Market Analysis: Fundamental Analysis, Economy, Industry and Company Level Analysis, Technical Analysis, Efficient Market Theory; Recent developments in the Indian stock market. Investment Training and Portfolio Revision, Institutional and Managed Portfolio- Performance Evaluation of Managed Portfolios, Investment Companies, Mutual Funds, International Diversification.	8
IV	Introduction to Portfolio Management, an optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) – The nature of Investment Risk, MVC and Portfolio selection, Portfolios of two risky Securities, The Efficient Frontier, Tracing the Efficient Frontier, the relationship between the Unleveraged and Leveraged Portfolio, Sharpe-Single Index Model, Application of Market Model in Portfolio construction, Capital Asset Pricing Model.	8
Suggested Readings:		
<ol style="list-style-type: none"> 1. Amling, Frederic. <i>Investment</i>. Prentice Hall, Englewood Cliffs, N.J. 2. Bhalla, V.K. <i>Investment Management: Security Analysis and Portfolio Management</i> S. Chand, New Delhi. 3. Dougall, Herbert E. and Gaumnitz. <i>Capital Markets and Institutions</i>. Prentice-Hall Englewood Cliffs N.J. 4. Gupta, L.C. <i>The Changing Structure of Industrial Finance in India</i> Oxford University Press, New Delhi. 5. Haugen, Robert H. <i>Modern Investment Theory</i> Prentice Hall Englewood Cliffs, N.J. 6. Hempel, George H. and Yawitz, Jess B. <i>Financial Management of Financial Institutions</i>. Prentice-Hall Englewood Cliffs N.J. 7. Huang, Stanley S.C. and Randall, Maury R. <i>Investment Analysis and Management</i>. Allyn and Bacon, London. 8. Kane, Joseph A. <i>Development Banking</i>. Lexington Books, D.C. Toronto. 9. Polakoff, Murray E. etc. <i>Financial Institutions and Markets</i>. Houghton, Boston. 10. Rose, Peter S. and Fraser Donald R. <i>Financial Institutions</i>. Irwin Dorsey, Ontario. 11. Simha, S.L.N. <i>Development Banking in India</i>. Institute for Financial Management and Research, Madras. 12. Van Horne, James C. <i>Functions and Analysis of Capital Market Rates</i>. Prentice-Hall Englewood Cliffs N.J. 13. Vij, Madhu. <i>Management of Financial Institutions in India</i>. Anmol, New Delhi. 		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses:		

Further Suggestions:.....

Programme/Class: Degree Year: Fourth Semester: Seventh

Block 23

Course Code: BBA714

Course Title: International Financial Management

Course outcomes:

The course of this paper is to give students an overall view of the International Financial System and how multinational corporations operate.

Credits: 3

Compulsory

Max. Marks: 25+75

Min. Passing Marks:

Total No. of Lectures- Tutorials- Practical (in hours per week): L-T-P: 2-1-0

Unit	Topics	No. of Lectures Total=30
I	Scope and significance of International Financial Management: International Financial Institutions, Instruments in International Financial Markets	7
II	Theories of Exchange Rates: Exchange Risks- Hedging and Swaps, Techniques of Financing, Cross Border Finance, Tax Havens.	7
III	Money and Banking in International Markets, Investment in Foreign Securities, International Risk and Returns, Emerging Opportunities.	8
IV	International Capital Markets: Globalisation of Capital Markets, International Capital Flows, U.S. Capital Markets, Asian Capital Markets.	8

Suggested Readings:

1. Abdullah, F.A. *Financial Management for the Multinational Firm*. Prentice Hall, Englewood Cliffs, N.J.
2. Bhalla, V.K. *International Monetary Co-operation*, Anmol, New Delhi.
3. Buckley, Adrian. *Multinational Finance*. Heritage Delhi.
4. Elitman, David K. and Stonchill, Arthur I. *Multinational Business Finance*, Addison-Wesley, New York.
5. Holland, John. *International Financial Management*, Basil Blackwell, London.
6. Levi, M. *International Financial Management and International Economy*. McGraw-Hill, Singapore.
7. Rodriguez, Rita M. and Carter E.E. *International Financial Management*. Prentice Hall of India, New Delhi.
8. Shapiro, Alan C. *Multinational Financial Management*. Allyn and Bacon, London

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 24		
Course Code: BBA715	Course Title: Investment Banking	
Course outcomes:		
The purpose of this course is to acquaint the students with the structure of investment banking industry, the functions of investment banks and Indian investment banking industry.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Capital market, Investment Banking & Primary Market : Introduction to Investment Bank, Historical evolution of capital market, capital market segments, Premier Stock exchange, Important development in the Indian capital market, Investment Banking & Merchant Banking distinguished, American, European investment banks, Global Industry structure, Business Portfolio of investment banks, The Indian scenario: Characteristics & structure of Indian Investment banking Industry, Regulatory framework for Investment Banking.	11
II	Management of Public Offer: The IPO market: Significance of an IPO, the IPO decision, importance aspect of IPO, role of investment banker in issue management, role of underwriter, Greenshoe option, Secondary public offer, role of investment banker in listed companies. Oversees capital market issues: Introduction to international capital market, Indian regulatory regime for global market floats, Overview of process flow for an international offering.	11
III	Merger & Acquisition (M&A) : Overview of corporate re-organisations, Introduction to corporate restructuring, Restructuring through split-up of an existing company, of Merger, acquisitions, Amalgamation and takeover : Nature and significance, Theories of Merger: Inefficient management, synergy, Diversification, Market Share, Strategic Realignment, Hubris-Winner curse, Q-Ratio, Information and signaling, Agency problem and mismanagement, Managerialism, Tax consideration; construction of an M&A model: preparation of Key Acquisition data, Valuation of target company, Building funding structure, Modelling Acquisition Adjustments.	12
IV	Corporate Advisory Services: Overview, Business Advisory Services, Corporate restructuring, Joint Venture, Foreign collaboration, Foreign Investment in Indian Businesses, Introduction to Equity restructuring, Concept of capital reduction, Method of equity restructuring, Rationale for equity restructuring, Debt restructuring, components of debt restructuring, Investment Banking services in Debt restructuring, Role of Investment Banker.	11
Suggested Readings:		
<ol style="list-style-type: none"> 1. Machiraju, H.R., "Merchant Banking, Principles and Practice, New Age International Ltd. New Delhi. 2. Subramaniam, P., "Investment Banking", Tata McGraw Hill Publication. 3. Rosenbaum, Joshua, Pearl, Joshua, Investment Banking Valuation leverage Buyout & Merger & Acquisition, Wiley 		
Suggested Continuous Evaluation Methods: ❖		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Security Analysis and Portfolio Management by Prof. J.P. Singh, IIT Roorkee via SWAYAM.		
Further Suggestions:		

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 24		
Course Code: BBA716	Course Title: Financial Derivatives	

Course outcomes:

The objective of this course is to give an in-depth knowledge of the functioning of derivatives securities market.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0	

Unit	Topics	No. of Lectures Total=30
I	Derivatives: Meaning, types and uses; Forward contracts, Other Derivative securities, Types of Traders; General Approach to pricing derivative Securities; Swaps- Interest rate swaps, Currency swaps; Interest rate Derivative Securities.	7
II	Options: Definition, rationale; Put and call options; Properties of stock option Prices- Factors affecting option Prices, Put-call parity; Trading strategies involving options; options on stock Indices.	7
III	Option Pricing: Black - Scholes Model, Binomial Model, Options Markets, Future Contracts: meaning, types. Forward and Futures prices.	8
IV	Futures Markets and the use of Futures for Hedging: Interest rate Futures and Currency Future, Critique of Derivatives, Derivatives Market in India.	8

Suggested Readings:

- Alexander, Gordon J. Sharpe, William, F. *Fundamentals of Investment*. Prentice Hall, Englewood Cliffs, N.J.
- Brahmaiah, B. and Subbha Rao, P. *Financial Futures and Options*. Himalaya Publishing House, New Delhi.
- Cohen, Zinbarg and Cohen, Zieker. *Investment Analysis and Portfolio Management*. Richard D. Irwin, Homewood, Illinois.
- Curley, Anthony J. and Ber, Robert M. *Investment Analyses and Management*. Harper & Row, New York.
- Elton, Edwin J. and Gruber, Martin J. *Modern Portfolio Theory and Investment Analysis*. John Wiley, New York.
- Fischer, D.M. and Jordan, R.J. *Security Analysis and Portfolio Management*. Prentice Hall, Englewood Cliffs (N.J.)
- Fuller, Russel, J. and Farrell, James L. *Modern Investment and Security Analysis*. McGraw Hill, New York.
- Jarrow, R. and Turnbull, S., *Derivative Securities* Team Spriti (India) Pvt. Ltd. Ahmedabad.
- Lee, Cheng F. Finnerty, Joseph E. and Wort, Donald H. *Security Analysis and Portfolio Management*. Foresman, Scoot.
- Patwari, D.C. *Options and Futures in an Indian Perspective*. Jaico Publishing House, New Delhi.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Security Analysis and Portfolio Management by Prof. J.P. Singh, IIT Roorkee via SWAYAM.

Further Suggestions:

Option 3: Human Resource Management

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 25		
Course Code: BBA721	Course Title: Human Resource Development	
Course outcomes:		
The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.		
Credits: 3		Compulsory
Max. Marks: 25+75		Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Unit	Topics	No. of Lectures Total=45
I	Field of HRD-concepts, goals, challenges, HRD climate and practices in India, Staffing HRD Function.	11
II	Developing HR Strategies; HRD System design principles, Design and administration of HRD Systems.	11
III	HRD for Workers, HRD Intervention, HRD Approaches for coping with Organisational Changes.	12
IV	Case Studies of HRD in Indian organizations.	11
Suggested Readings:		
<ol style="list-style-type: none"> 1. Brinkerhoff, Robert O. <i>Achieving Results from Training: How to Evaluate HRD to Strengthen Programs and Increase Impact.</i> Jossey Bass, San Francisco. 2. Maheshwari, B.L. and Sinha, Dharni, P. <i>Management of Change Through HRD</i> Tata McGraw Hill, New Delhi. 3. Mathur, B.L. <i>Human Resources Development.</i> Arihant, Jaipur. 4. Pareek, U. Padkhi, R. and Nair, MRR. <i>Managing Transitions: The HRD Reponse.</i> Tata McGraw Hill, New Delhi. 5. Rao, T. V. Verma, K.K. Khandelwal, Anil K. and Abraham, S.J. <i>Alternative Approaches and Strategies of Human Resources Development.</i> Rawat, Jaipur. 6. Silvera, D.N. <i>HRD: The Indian Experience.</i> New India, Delhi. 7. Kandula, Srinivas R. <i>Strategic Human Resource Development.</i> Prentice Hall of India, New Delhi. 		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.		
Suggested equivalent online courses: Organisational Behavior by Dr. Nilam Panchal, B K School of Business Management, Gujrat University via SWAYAM.		
Suggested equivalent online courses: Human Resource Development, by Kailash B L Srivatava, Indian Institute of Technology (IIT), Kharagpur via SWAYAM.		
Further Suggestions:		

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Course Code: BBA722	Block 25	
Course Title: Organisation Change and Development		
Course outcomes: The course will help learner to understand the different concepts for organization change with consideration of business ethics while framing change for implementation in an organization.		
Credits: 3		
Max. Marks: 25+75	Compulsory	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		
Min. Passing Marks:		

Unit	Topics	No. of Lectures Total=45
I	Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.	11
II	Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Level of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.	11
III	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 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.	12
IV	Channel Planning, Organisational patterns in marketing, Managing Marketing Channels, Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing performance of marketing channels; International Marketing Channels.	8

Suggested Readings:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions: Managing Complex Change, Addison, -Wesley, Mass
3. Kanter, R.M., Stein, B. A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.
4. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York.
5. Hurst, David K., Crisis and Renewal: Meeting the Challenge of Organisational Change, Harvard University Press, Mass
6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi.
7. Morgan, Gareth, Imagination, Response Books, New Delhi.
8. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.
9. Storey, John, International Cases in Human Resources Management, Beacon Books, New Delhi
10. Venkataratnam C.S., Varma, Anil (ed): Challenge of Change: Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi.
11. Kavitha Singh Organisational change and Development, Excel Books New Delhi, 2010

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Organisational Behavior by Dr. Nilam Panchal, B K School of Business Management, Gujrat University via SWAYAM.

Further Suggestions:.....

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 26		
Course Code: BBA723	Course Title: Legal Framework for Governing Human Relations	
Course outcomes:		
Understanding of the legal framework is important for the efficient decision making relating to human management and industrial relations. The course aims to provide an understanding application and interpretation of the various labour laws and their implications for industrial relations and labour issues.		
Credits: 3	Compulsory	
Max. Marks: 25+75	Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0		

Unit	Topics	No. of Lectures Total=45
I	Introduction Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations laws – Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action;	11
II	Social Security Legislation Workmen compensation Act 1923–Employees State Insurance Act 1948–Maternity benefits Act 1961–Employees Provident Fund and Miscellaneous Provisions Act 1952–Payment of Gratuity Act 1972.	11
III	Labour Welfare Legislation Factory Act 1948–contract labour (Regulations and Abolition Act 1970) – Plantation labour Act, 1951– Mines Act, 1952.	12
IV	Regulative and other Legislation Industrial Disputes Act 1947, Trade Union Act 1926, Payment of Wages Act 1936, Minimum Wage Act 1948, Payments of Bonus Act 1965, Equal remuneration Act 1976, Employment exchange Act 1939.	11

- Suggested Readings:**
1. Ghalye, B.R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern law Company, 1994.
 2. Malhotra, O.P. The law of Industrial Disputes Vol I and II Bombay N.M. Tripathi, 1985
 3. Malik, P.L. Handbook of Industrial law Lucknow, Eastern Book, 1995
 4. Saini Debi S. Redressal of labour Grievances, Claims and Disputes, New Delhi, Oxford and IBH, 1994
 5. Seth, D.D. Industrial Dispute Act 1947 Vol. I & II Bombay N.M. Tripathi 1995
 6. Srivastava S.C. Industrial relations and labour law, New Delhi, Vikas, 1994

Suggested Continuous Evaluation Methods:
In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Human Resource Development by Prof. Kailash B L Srivastva, Indian Institute of Technology, Kharagpur via SWAYAM.

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 26		
Course Code: BBA724	Course Title: Performance Management	

Course outcomes:

The course will equip students with Performance management concept and implementation.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0	

Unit	Topics	No. of Lectures Total=30
I	Definition, concerns and scope, Historical developments in Performance Management, Performance appraisal Vs performance management, Characteristics, Objectives, Principles (Engagement maximizing using OSCAR), Importance of Performance management & challenges. Performance management model, Performance management process, Essence and Implications of Performance Management-critical appraisal.	7
II	Purpose of Appraising- Methods of appraisal- appraisal system design- Implementing the appraisal system- Appraisals and HR decisions, PMS: Introduction, objectives, functions, characteristics, Manager's performance management, Performance counselling: concept, definition, principles, counselling skills & approaches.	7
III	PM process: Planning (goal setting theories, performance criteria setting, Competency mapping - methods and link with Performance planning), Managing (Objective, characteristics, importance & Process), Performance appraisal, Performance monitoring (objective, DSNC/ATIM Model, Process, Annual stock taking, PMAudit).	8
IV	Implementing Performance Management: Bottlenecks in implementation, Strategies for effective implementation, Operationalizing change through PM, Building and leading High performing teams- team oriented organizations- developing and leading high performing teams. Performance Management linked Rewards system & Ethics: Reward Management System (RMS), RMS and PM, Ethics in PM (objectives, Issues, Strategies, Principles & Code of ethics)	8

Suggested Readings:

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
3. T.V. Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Henderson: Compensation Management in a Knowledge Based World 9/e Pearson Education.
6. Oxford: Performance Management, A.S. Kohli, T. Deb

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Human Resource Development by Prof. Kailash B L Srivastva, Indian Institute of Technology, Kharagpur via SWAYAM.

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
Block 27		
Course Code: BBA725	Course Title: Compensation Management	

Course outcomes:
 The purpose of this course is to acquaint the students with the concepts which are helpful in developing a sound policy and in organising and managing the sales force. This course will also deal with physical distribution activities, as an integrated system. The course is designed to promote understanding of issues relating to compensation management in the corporate sector and public services, and to impart skills in designing compensation management, system policies and strategies.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-1-0	

Unit	Topics	No. of Lectures Total=30
I	Compensation Management: Concept, objectives and philosophy, compensation as motivational tool, strategic perspective of compensation and benchmarking, economic and behavioural theories related to reward management.	7
II	Internal and External equities in compensation system, Understanding internal and intra industry compensation differentials, designing pay structures, Broadband and job family pay structure.	7
III	Compensation of special group: Corporate directors, Chief executives, Senior managers, R&D staff, Compensation of professional & knowledge workers, Sales compensation plans, Understanding different components of compensation packages like fringe benefits, incentives and retirement plans, compensation practices of multinational corporations.	8
IV	Statutory provisions governing different components of reward systems, working different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management.	8

Suggested Readings:

1. Armstrong, Michael and Murlis, Helen. *Reward Management: A hand Book of Salary Administration*, Kogan Page, London.
2. Belcher, David W. *Compensation Administration*, Prentice Hall, N.J.
3. Bragess, Lenard R. *Wage and Salary Administration*. Charles E. Merrill, London.
4. Henderson, Richard I. *Compensation Management: In knowledge-Based World*. Prentice Hall Inc., N.J.
5. Johri, C.K. *Industrial Policy and Industrial Relations*. Shri Ram Centre for Industrial Relation and Human Resources, New Delhi.
6. Lanham, Elizabeth. *Administration of wages and Salaries*. Harper & Row, New York.
7. Lupton, Tom. *Payment Systems*. Penguin Books, London.
8. Papola, T.S. *Principles of Wage Determination*. Somaiya Publications Bombay.
9. Pramod, Verma. *Wages Determination: Concept and Cases*. Wiley Eastern, New Delhi.
10. Rock, Micton, *Handbook Wage and Salary and Administration*. McGraw-Hill, New York.
11. Suri, G.K. *Wages Incentives Theory and Practice*, Shri Ram Centre for Industrial Relation and Human Resources, New Delhi.
12. Subramaniam, K. N. *Wages is India*. Tata McGraw-Hill, New Delhi.
13. Taylor, George W. and Dunlop John T. *New Concept in Wage Determination*. McGraw-Hill, New York.

Suggested Continuous Evaluation Methods:
 In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Human Resource Development by Prof. Kailash B L Srivastva, Indian Institute of Technology, Kharagpur via SWAYAM.

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
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Block 27

Course Code: BBA726	Course Title: Global Human Resource Management
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Course outcomes:

The purpose of this course is to acquaint the students with HRM in Global context.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0	

Unit	Topics	No. of Lectures Total=45
I	International Human Resource Management: Introduction, what is International HRM, International strategic HRM, International division of labour, Social & cultural context of International HRM.	11
II	Human resource Planning: Global Human resource planning, issues in supply of international Human resource, why do MNCs need different category of employees, Recruitment, Selection, Training & development introduction, why global training? Areas of global training & development.	11
III	Performance Management: Introduction, challenges of international performance management, areas to be appraised, organizational role expectations, system of performance appraisal, How to make appraisal effective Compensation & Benefits: Introduction, complexities in international compensation management, international and external factors, structure of international compensation package, approaches to international compensation management.	12
IV	International Industrial Relation: introduction, three factors of industrial relation, trade union, concerns of trade union in multinational companies, collective negotiation, dispute/conflicts, participative management, dispute settlement machinery/mechanism.	11

Suggested Readings:

- *Textbook of International HRM by S.C. Gupta Macmillan India Ltd.*
- *International Human Resource Management, A global perspective practices & strategies for competitive success by J.K. Bhatia, forwarded by Dr. Abad Ahmad, Deep & Deep publications Pvt. Ltd.*

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Human Resource Development by Prof. Kailash B L Srivastva, Indian Institute of Technology, Kharagpur via SWAYAM.

Further Suggestions:

Option4: Operations and Supply Chain Management

Programme/Class: Degree		Year: Fourth	Semester: Seventh
Block 28			
Course Code: BBA731		Course Title: Advanced strategies in Operations and Supply Chain Management	
<p>Course outcomes: The course on advanced concepts in operations and supply chain. A variety of teaching and learning techniques will be used to ensure learning outcomes. A mix of lectures, experience sharing, case discussion, numerical problems, assignments, and quizzes will be used to develop both concepts and analytical skills.</p>			
Credits: 3		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics		No. of Lectures Total=45
I	<p><i>Introduction and basics of Operations Strategy:</i> Introduction; Key questions; Why is operations excellence fundamental to strategic success?; What is the strategy?; What is operations strategy?; What is the content of the operations strategy in a supply chain?; The operations strategy matrix; What is the process of operations strategy?</p>		11
II	<p><i>Operations Performance:</i> Operations performance can make or break any organization; The five generic performance objectives; The relative importance of performance objectives changes over time; Trade-offs – are they inevitable?; Targeting and operations focus; <i>Substitute for Strategy:</i> ‘New’ approaches to operations; Key questions; Total quality management; Lean operations; Business process reengineering; Six sigma; Some common threads; <i>Capacity Strategy:</i> What is the capacity strategy?; Key questions; The overall level of operations strategy; The number and size of sites; Capacity change; Location of capacity;</p>		11
III	<p><i>Purchasing and supply strategy:</i> What is the purchasing and supply strategy?; Do or buy? The vertical integration decision; Contracting and relationships; Which type of arrangement?; Supply network dynamics; Managing suppliers over time; Purchasing and supply chain risk; process technology strategy: What is process technology strategy?; Scale/scalability – the capacity of each unit of technology; Degree of automation/analytical content’ – what can each unit of technology do?; Degree of coupling/connectivity – how much is joined together?; The product-process matrix; The challenges of information technology; Evaluating process technology; Improvement strategy: Development and improvement, Setting the direction, Importance-performance mapping, Developing operations capabilities, Deploying capabilities in the market; Product and service development and organization Method: The strategic importance of product and service development, Key questions, Product and service development as a process, A market requirements perspective on product and service development, An operations resources perspective on product and service development</p>		12

IV	<p><i>The process of operations strategy-Formulation and implementation.</i> Formulating operations strategy, What is the role of alignment?, Analysis for formulation, The challenges to operations strategy formulation, How do we know when the formulation process is complete?, Implementing operations strategy, <i>The process of operations strategy-</i> <i>Monitoring and control:</i> Strategic monitoring and control, Monitoring implementation- tracking performance, The dynamics of monitoring and control, Implementation risk, Learning, appropriation and path dependency, <i>Review and Discussions:</i> Review of key concepts, Industrial implications</p>	11
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Suggested Readings:

1. Chopra, S., & Meindl, P. (2007). Supply chain management. Strategy, planning & operation. In *Dassummasumarum desmanagement* (pp. 265-275). Gabler.
2. Joshi, S. & Joshi, R. (2015). *Designing and implementing global supply chain management*. IGI Global. USA
3. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). *Designing and managing the supply chain: concepts, strategies and case studies*. Tata McGraw-Hill Education.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses: Operations and Supply Chain Management by Dr. G. Srinivasa Madras, via SWAYAM.

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
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Block 28

Course Code: BBA732	Course Title: Supply Chain Design and Dynamics
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Course outcomes: The course aims to develop analytical skills for understanding coordination mechanism for a supply chain. Also, Demonstrate an overall knowledge and skills for emerging concepts, methods, and practices in the area of Supply Chain Analytics.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0	

Unit	Topics	No. of Lectures Total= 45
I	<i>The strategic value of measuring & managing performance:</i> Performance measurement architecture – types, contexts, and perspectives of metrics; Managing performance within the supply chain and logistics functions – alignment, incentives, and strategic impact; Design and development of a Performance Dashboard for your Supply Chain and Logistics Operations; Use of performance benchmarking for financial justification of supply chain and logistics initiatives; Strategic performance management for peripheral partners – suppliers, co-packers, and clients Technology for performance measuring and management – mobile reporting, big data analytics, available tools; <i>Discussions on technology issues:</i> Design a supply chain and logistics services performance, dashboard, applications for building dashboards, mobile reporting and big data analytics; <i>Discussions on cultural issues:</i> Results-Oriented Work Environments (ROWE), performance-based incentives & human talent evaluation, and managing performance of business partners	11
II	<i>SCM Decision Making Techniques:</i> First touch with the supply chain; Rough sketch of what “Supply chain objectives” means; A rough overview of strategic “Supply chain decision”; <i>The Business Strategy and the Business target:</i> Market segment – attributes; Financial objectives – Company values and strategic aims, Decision in a multi-criteria environment.	11
III	<i>Process Structure:</i> Process organization. Artisan – Line – Functional, Simulation and examples, Strength and Weaknesses, Supply chain view and managerial focus, MTS/MTO and late differentiation, <i>supply chain coordination in Contracts:</i> Basic, Coordination, Stochastic Demand, Risk Averse Supply Chain, <i>Supply Chain Game:</i> Supply Chain coordination in Asymmetric Information, Understanding Bargaining Power in SCM	12
IV	<i>Framework Of e-Business:</i> Basics, Comparison and convention, Lead time Competition, <i>Sustainable Supply Chain Management:</i> What Is SSCM, Current Practices, <i>Review and discussions:</i> Review of Key concepts, Industrial Implications; <i>Recap, Project Presentations</i>	11

Suggested Readings:

1. Lewis, M., & Slack, N. (2014). *Operations strategy*. Pearson Education.
2. Stevenson, W. J. (2015). *Operations management*. McGraw-hill.
3. Van Mieghem, J., & Allon, G. (2008). *Operations strategy*. Belmont, MA: Dynamic Ideas.

Suggested Continuous Evaluation Methods:

In addition to the theoretical input, the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent

online courses: Modelling and Analytics for Supply Chain Management by Dr. Anupam Ghosh, IIT Kharagpur, via SWAYAM.

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
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Block 29

Course Code: BBA733	Course Title: Demand and Revenue Analytics
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Course outcomes: Upon successful completion of this course, students will be able to list and relate demand drivers to demands in specific industries, able to obtain a price-demand relationship, optimal prices and revenues, aware of revenue management practices.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	<i>Introduction to pricing and revenue optimization:</i> Introduction, Need for revenue management Theories, What is pricing strategy?	11
II	<i>Demand functions and price optimization:</i> Price-response function; <i>Competition:</i> Economics of pricing, Demand Function, Bertrand Competition, The relative importance of pricing objectives changes overtime, Trade-offs, Targeting and pricing	11
III	<i>Demand Analytics:</i> Demand Drivers, 'New' approaches to forecast demand, Price-response estimation, Key questions, Some common threads, <i>Pricing:</i> Price differentiation, Volume discounts, Arbitrage and cannibalization, Consumer welfare, <i>Revenue Analytics:</i> Revenue Management, Capacity Allocation, Overbooking, Markdown Pricing.	12
IV	<i>Improvement pricing strategy:</i> Customized Pricing, List prices vs. customized prices, Responses to competitor bids; <i>Applications:</i> New Directions in Revenue Management, Industry Applications, <i>Recap, Project Presentations</i>	11

Suggested Readings:

1. Bodea, T., & Ferguson, M. (2014). *Segmentation, revenue management and pricing analytics*. Routledge.
2. Phillips, R.L. (2018). *Pricing credit products*. Stanford University Press.
3. Talluri, K.T., & Van Ryzin, G.J. (2006). *The theory and practice of revenue management* (Vol. 68). Springer Science & Business Media.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Supply Chain Analytics by Dr. Rajat Agarwal, *Indian Institute of Technology, Roorkee via SWAYAM.*

Further Suggestions:

Programme/Class: Degree	Year: Fourth	Semester: Seventh
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Block 29

Course Code: BBA734	Course Title: Digital Supply Chain Management
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Course outcomes: Upon successful completion of this course, students will be able to identify opportunities for creating supply chain value using digitization, analytics, and automation. Drive automation through network and production optimization. Identify organizational vulnerabilities and leverage new technological solutions. Also will understand to use Business Analytics to better forecast and the way to lead supply chain digital transformation.

Credits: 3	Compulsory
Max. Marks: 25+75	Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	Introduction to Digital Technologies and Supply Chain Management; Controlling the Bullwhip and the Value of Information	11
II	Supply Chain Integration. Push-Pull and Complexity Reduction; Supply Chain Segmentation; Using Big Data to Improve Operations; Supply Chain Resiliency; Supply Chain Flexibility	11
III	Inventory Management and Risk Pooling Strategies; Supply Contracts and Risk Sharing Strategies; Strategic Partnering; Network Planning; The Green Supply Chain	12
IV	IT and Business Processes; Customer Value and Operations Strategy; Summary and Assignments Presentation, <i>Recap, Project Presentations</i>	11

Suggested Readings:

1. Manners-Bell, J., & Lyon, K. (2019). *The Logistics and Supply Chain Innovation Handbook: Disruptive Technologies and New Business Models*. Kogan Page Publishers.
2. Lamb, F. (2013). *Industrial automation: hands-on*. McGraw-Hill Education.
3. Simchi-Levi, D. (2010). *Operations rules: delivering customer value through flexible operations*. MIT Press.
4. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). *Managing The Supply Chain: Definitive Guide*. Tata McGraw-Hill Education.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Global Supply Chain Management by Prof. N. Viswanadham, IISc Bangalore, via SWAYAM.

Further Suggestions:

Programme/Class: Degree Year: Fourth Semester: Seventh

Block 30

Course Code: BBA735 Course Title: Circular Economy and Sustainable Material Planning
Course outcomes: Upon successful completion of this course, students will be able to address the following questions: Why raw material supply chains are important to society; How circularity can benefit us; Where changes in our economies are required, Who needs to be involved; What businesses are doing to make the circular economy a reality; and How governments and regulators can support the circular economy..

Credits: 3
 Max. Marks: 25+75
 Compulsory
 Min. Passing Marks:

Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0

Unit	Topics	No. of Lectures Total=45
I	<i>Materials:</i> where materials come from, and build a rationale for why society needs more circularity; Mining, Mining and Sustainability, From Mining to Metal-The Supply Chain; Value and Governance, Criticality and Circularity, Transition to a Circular Economy;	11
II	<i>Circular Business Models:</i> circular business models are explored in depth and a range of ways for business to create economic and social value are discussed, The role of business in the circular economy, The nuts and Bolts of a circular business model, Key strategies for circular business models, Combining circular strategies with the circular business model planning tool, Mapping the business and social environment.	11
III	<i>Circular design, Innovation and Assessment:</i> Designing materials for a circular economy: Opportunities and challenges; Eco design Strategies, Introduction to Nanotechnology, Assessing the environmental sustainability of circular systems: Tools and Methods, Assessing resource efficiency; <i>Policies and Networks:</i> Role of governments and networks and how policies and sharing best practices can enable the circular economy, From waste to materials, past policy solutions, Overview of policies for a circular economy, extended producer responsibility, The eco-design directive for circular economy;.	12
IV	<i>Circular Societies:</i> New norms, forms of engagement, social systems, and institutions, needed by the circular economy and how we, as individuals, can help society become more circular: Societal value, Societal impact of consumption, A global Value, A Local view-Change close to home, Who owns it?; <i>Recap, Project Presentations</i>	11

Suggested Readings:

1. DeAngelis, R. (2018). *Business models in the circular economy: Concepts, examples and theory*. Springer.
2. Weetman, C. (2016). *A circular economy handbook for business and supply chains: Repair, remake, redesign, rethink*. Kogan Page Publishers.
3. Schwab, K. (2017). *The fourth industrial revolution*. Currency.
4. Stahel, W.R. (2019). *The circular economy: A user's guide*. Routledge.

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentations, and Group Discussions. This will instill in students a sense of decision making and practical learning.

Suggested equivalent online courses: Global Supply Chain Management by Prof. N. Viswanadham, IISc Bangalore, via SWAYAM.

Further Suggestions:

Programme/Class: Degree Year: Fourth Semester: Seventh
Block 30

Course Code: BBA736 Course Title: Agile Systems and Lean Management

Course outcomes: After successfully completing this course, you will be able to embrace the Agile concepts of adaptive planning, iterative development, and continuous improvement - resulting in early deliveries and value to customers and suppliers.

Credits: 3
 Max. Marks: 25+75
 Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0
 Compulsory
 Min. Passing Marks:

Unit	Topics	No. of Lectures Total=45
I	<i>Lean Foundations and Principles:</i> Purpose of Lean; Value Stream Mapping; JIT & Kan Ban; Poka Yoke; Value to the Organization	11
II	<i>Philosophy and characteristics of Agile:</i> Agile iterative planning, Daily Execution, SCRUM; Agile Manufacturing	11
III	<i>Six Sigma Foundations:</i> Principles, Roles and Responsibilities; Quality Tools and Six Sigma Metrics; Team Basics	12
IV	<i>Case Studies and Simulations on Lean Systems and Agile Management, Recap, Project Presentations</i>	11

- Suggested Readings:**
1. James, Turner. (2020). *Lean: The Beginners Bible*. NellyBL International Consulting
 2. Sarkar, Debashis (2012). *Lessons in Lean Management: 53 ideas to transform services*. Westland Books
 3. Morgan, John and Martin Brenig- Jones, *Lean Six Sigma for Dummies*, Wiley

Suggested Continuous Evaluation Methods:
 In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, and Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses: Global Supply Chain Management by Prof. N. Viswanadham, IISc Bangalore, via SWAYAM.

Further Suggestions:

Year-4/Semester-

VIII Research Project