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Bengaluru  
City University

## **BENGALURU CITY UNIVERSITY**

*NEW SYLLABUS 2019-20*

***B.B.A (REGULAR) DEGREE***

*(CBCS - SEMESTER SCHEME)*

**DEPARTMENT OF COMMERCE**

*CENTRAL COLLEGE, BENGALURU-1*



## **REGULATIONS PERTAINING TO B.B.A (REGULAR) DEGREE** **(CBCS - SEMESTER SCHEME) 2019-20**

### **I. OBJECTIVES:**

- To prepare students to pursue careers in Finance function of a company with special reference to SME sector
- To prepare students to pursue careers in Marketing function of a company with special reference to SME sector
- To prepare students to pursue careers in Human Resource function of a company with special reference to SME sector.
- To develop Ethical Managers with inter disciplinary knowledge
- To develop Entrepreneurs
- To develop IT enabled global middle level managers for solving business problems
- To develop Business Analysts for Companies, Capital Markets and Commodity Markets
- To prepare students to take up Higher Education to become Business Scientists, Researchers, Consultants and Teachers, with core competencies
- To develop the students for competitive examinations of UPSC, KPSC, BSRB, Staff Selection Commission, etc.

### **II. ELIGIBILITY FOR ADMISSION:**

Candidates who have completed Two years Pre–University course of Karnataka State or its equivalent are eligible for admission into this course as notified by the University from time to time.

### **III. DURATION OF THE COURSE:**

The course of study is three (03) years of Six Semesters. A candidate shall complete his/her degree within six (06) academic years from the date of his/her admission to the first semester. A Student successfully completing three (03) years of the course will be awarded Bachelor's Degree in Business Administration (B.B.A).

### **IV. MEDIUM OF INSTRUCTION:**

The medium of instruction and examination shall be in English.

### **V. CLASS ROOM STRENGTH OF STUDENTS:**

There shall be Maximum of 60 students in each section.

## **VI. ATTENDANCE:**

- a. For calculating attendance, each semester shall be taken as a Unit
- b. A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75 percentage in aggregate of the number of working periods in each of the subjects compulsorily.
- c. A student who fails to complete the course in the manner stated above shall not be permitted to take the University examination.

## **VII. COURSE MATRIX:**

See Annexure – 1 for B.B.A Degree (Regular) Course Matrix

## **VIII. TEACHING AND EVALUATION:**

M.Com/MBA/MBS graduates with B.Com/B.B.M/BBA/BBS as basic degree from a recognized university are only eligible to teach and to evaluate the subjects (except languages, compulsory additional subjects and core Information Technology related subjects) mentioned in this regulation. Languages and additional subjects shall be taught by the graduates as recognized by the respective board of studies.

## **IX. SKILL DEVELOPMENT / RECORD MAINTENANCE AND SUBMISSION:**

- a. In every semester, the student should maintain a Record Book in which the exercises given under each subject are to be recorded. This Record has to be submitted to the faculty for evaluation at least 15 days before the end of each semester.
- b. Every student should also submit the practical record book/report/presentation in which Part 3 of the course called “Business Skill Development Course” (BSDC)\* of every semester should be incorporated and submitted to the faculty for evaluation, at least 15 days before the end of each semester. The tasks, marks and the credits to be awarded are indicated under course matrix of each semester.
- c. The BOE is authorized to make random surprise visits to the colleges and verify practical records and marks awarded.

## **X. SCHEME OF EXAMINATION:**

### **PART 1: SCHEME OF EXAMINATION FOR ALL SUBJECTS ACROSS ALL SEMESTERS EXCEPT ELECTIVE GROUP - BUSINESS ANALYTICS**

- a. There shall be a university examination at the end of each semester. The maximum marks for the university examination in each paper shall be 70.
- b. 30 marks will be for internal assessment carried out by the college. The internal assessment of 30 marks shall be allocated as follows:
  - 10 marks for attendance.
  - 20 marks from two tests, which are to be conducted during the semester.
    - i) For First test of 20 marks (1-hour duration), questions to be given from the syllabus component (any of the units).

- ii) For Second test of 20 marks (1-hour duration), questions to be given from the skill development component of the syllabus.
- iii) The average of the two tests must be taken as a score for internal assessments
- c. The marks based on attendance shall be awarded as given below:
  - 76% to 80% = 05marks
  - 81% to 85% = 06marks
  - 86% to 90% = 08marks
  - 91% to 100% = 10marks
- d. With regards to Part-3 called “BUSINESS SKILL DEVELOPMENT COURSE” (BSDC)\*, the marks allotment and procedure for marks allotment is given below the course matrix for each semester.

## **PART 2: SCHEME OF EXAMINATION FOR ELECTIVE GROUP – BUSINESS ANALYTICS**

- a. There shall be a University Examination at the end of 5<sup>th</sup> & 6<sup>th</sup> semester. The maximum marks in each paper in this group shall be 100 marks, of which 50 marks will be a university examination, 30 marks internal assessment and remaining 20 marks will be Practical Examination conducted by an Internal & External Examiners who are in the panel of examiners as identified by the respective colleges and approved by the BoE Chairperson. Duration of Practical Examination will be one and half hours. Duration of theory exams will be two hours carrying 50 marks.
- b. Practical records will be evaluated as part of Practical Examination by both Internal and External Examiners.
- c. In Practical Examination, students will be assessed on the basis of Process Knowledge, Skill Operations involved, Results/Calculations and Reporting.
- d. Internal Assessment of 30 marks shall be allocated as follows:
  - 10 marks for attendance.
  - 20 marks from two tests, which are to be conducted during the semester.
    - i) For First test of 20 marks (1-hour duration), questions to be set from the syllabus.
    - ii) For Second test of 20 marks to be based on lab exercises.
    - iii) The average of the two tests must be taken as a score for internal assessment.
    - iv) Marks based on attendance shall be awarded as given below:
      - 76% to 80% = 04marks
      - 81% to 85% = 06marks
      - 86% to 90% = 08marks
      - 91% to 100% = 10marks

## **XI. APPEARANCE FOR THE EXAMINATION:**

- a. A candidate shall apply for all the parts in each examination when he/she appears for the first time. A candidate shall be considered to have appeared for the examination only if he/she has submitted the prescribed application for the examination along with the required fees to the university.
- b. A candidate who has passed any language under Part-I shall be eligible to claim exemption from the study of the language if he/she has studied and passed the language at the corresponding level.

- c. Further, candidates shall also be eligible to claim exemption from studying and passing in those commerce subjects which he/she has studied and passed at the corresponding level, subject to the conditions stipulated by the University.
- d. A candidate who is permitted to seek admission to this degree course on transfer from any other University shall have to study and pass the subjects, which are prescribed by the University. Such candidates shall not however, be eligible for the award of ranks.

## **XII. MINIMUM FOR A PASS:**

Candidates who have obtained a minimum of 35% marks in university examination (i.e. 25 marks out of 70 marks of the theory examination) and 40% in aggregate (i.e. total of university examination and internal assessment marks) in each subject shall be eligible for a pass or exemption in that subject.

## **XIII. CLASSIFICATION OF SUCCESSFUL CANDIDATES:**

1. The results of the First to Sixth semester degree examination shall be declared and classified separately as follows:
  - a. First Class: Those who obtain 60% and above of the total marks of parts I, II, III and IV.
  - b. Second Class: Those who obtain 50% and above but less than 60% of total marks of parts I, II, III and IV.
  - c. Pass Class: Rest of the successful candidates who secure 40% and above but less than 50% of marks in part I, II, III and IV.
2. Class shall be declared on the basis of the aggregate marks obtained by the candidates in this degree course including part I, II, III and IV as a whole.
3. Class and ranks shall be declared based on the aggregate marks obtained by the candidate in all the subjects of the first to six semesters of degree course as a whole. However, only those candidates who have passed each semester public examination in the first attempt only shall be eligible for the award of ranks. The first 10 ranks only shall be notified.

## **XIV. MEDALS AND PRIZES:**

No candidates passing an external examination shall be eligible for any scholarship, fellowship, medal, prize or any other award.

## **XV. TERMS AND CONDITIONS:**

- a. A candidate is allowed to carry all the previous un-cleared papers to the subsequent semester/semesters.
- b. Such of those candidates who have failed/remained absent for one or more papers henceforth called as repeaters, shall appear for exam in such paper/s during the three immediately succeeding examinations. There shall be no repetition for internal assessment test.
- c. The candidate shall take the examination as per the syllabus and the scheme of examination in force during the subsequent appearances.

## **XVI. PATTERN OF QUESTION PAPER:**

### **For all subjects across all semesters except Elective Group - Business Analytics**

Each theory question paper shall carry 70 marks and the duration of examination is 3 hours (except Business Analytics elective group which shall be of 2 hours). The Question paper shall ordinarily consist of three sections, to develop testing of conceptual skills, understanding skills, comprehension skills, articulation and application of skills. The question paper setter shall be asked to prepare TWO sets of papers with a maximum of 10% repetition. The Question Paper will be as per the following Model:

|   |  |                      |
|---|--|----------------------|
| <b>SECTION-A</b><br><b>1. a,b,c,d,e,f,g</b> | (Conceptual questions)<br>Answer any FIVE  | (05 X 02 = 10 Marks) |
| <b>SECTION -B:</b><br><b>2,3,4,5.</b>       | (Analytical questions)<br>Answer any THREE | (03 X 05 = 15 Marks) |
| <b>SECTION-C:</b><br><b>6,7,8,9.</b>        | (Essay type questions)<br>Answer any THREE | (03 X 15 = 45 Marks) |
| <b>Total</b>                                |  | <b>70 Marks</b>      |

### **For Elective Group – Business Analytics**

|   |  |                      |
|---|--|----------------------|
| <b>SECTION-A</b><br><b>1. a,b,c,d,e,f,g</b> | (Conceptual questions)<br>Answer any FIVE  | (05 X 02 = 10 Marks) |
| <b>SECTION -B:</b><br><b>2,3,4.</b>         | (Analytical questions)<br>Answer any THREE | (02 X 05 = 10 Marks) |
| <b>SECTION-C:</b><br><b>6,7,8.</b>          | (Essay type questions)<br>Answer any THREE | (02 X 15 = 30 Marks) |
| <b>Total</b>                                |  | <b>50 Marks</b>      |

## **XVII. PROVISION FOR IMPROVEMENT OF RESULTS:**

The candidate shall be permitted to improve the results of the whole examination or of any Semester or a subject within the prescribed time by the university after the publication of the results. This provision shall be exercised only once during the course and the provision once exercised shall not be revoked. The application for improvement of results shall be submitted to the Registrar (Evaluation) along with the prescribed fee.

## **XVIII. REMOVAL OF DIFFICULTY AT THE COMMENCEMENT OF THESE REGULATIONS:**

If any difficulty arises while giving effect to the provision of these Regulations, the Vice Chancellor may in extraordinary circumstances, pass such orders as he may deem fit.

## ANNEXURE-1



### BBA (REGULAR) DEGREE COURSE (CBCS - SEMESTER SCHEME) 2019-20 COURSE MATRIX

#### I SEMESTER – BBA

| Subjects             |   | Paper | Instruction Hours | Duration of Exam | Marks |      |       | Credits   |
|----------------------|---|-------|-------------------|------------------|-------|------|-------|-----------|
|                      |   |       |                   |                  | IA    | Exam | Total |           |
| Part 1<br>Languages  | <b>Language I:</b> Kannada / Sanskrit/ Urdu / Tamil / Telugu/Malayalam/ Additional English / Marathi /Hindi | 1.1   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | <b>Language II:</b> English   | 1.2   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 2<br>Optional   | Financial Accounting  | 1.3   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Principles of Management  | 1.4   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Corporate Administration  | 1.5   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Production and Operations Management  | 1.6   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 3               | Business Skill Development Course(BSDC)* <b>Industrial Visits</b>   | -     | -                 | -                | 100   | -    | 100   | 2         |
| Part 4               | Foundation Course*  | -     | 3                 | 2                | 30    | 70   | 100   | 2         |
|                      | CC and EA*  | -     | -                 | -                | 50    | -    | 50    | 1         |
| <b>Total Credits</b> |   |       |                   |                  |       |      |       | <b>17</b> |

**(Note: Students will have to do community service during the vacation between First and Second semester.)**

#### **PART-3**

#### **BUSINESS SKILL DEVELOPMENT COURSE (BSDC)\*INDUSTRIAL VISITS**

##### **Objectives**

- To make students aware of Industrial Process and Practices
- To make students understand the Flow of Operations in an Organization

##### **Guidelines to the Institution**

1. The BBA department of the college shall organize visit to two business establishments (Manufacturing /Financial/ Banking/Service establishment), in the first semester for the students.
2. The students will have to record the learning from visiting these organization in a record book.
3. For every organizational visit, information captured shall include -Profile of the organization consisting of Vision and Mission, Board of Directors, Department details, HR details, Manufacturing Process, Organization Structure, Turnover, Capital, No. of branches, Products/Services Marketed and so on.

##### **Marks Allocation**

- a. Each visit should be documented in a practical record book, the BBA department to award 30 marks per visit, the total of which comes to 60 Marks (30 marks X 2).
- b. Viva-Voce shall be conducted at the end of the semester, by the external faculty, from among the panel of examiners and identified by the College, for 40 Marks (20 + 20 marks), to assess the learning outcome of the two visits.
- c. After assessment, marks scored by the candidate to be sent to BCU along with IA Marks.

## II SEMESTER – BBA

| Subjects             |   | Paper | Instruction Hours | Duration of Exam | Marks |      |       | Credits   |
|----------------------|---|-------|-------------------|------------------|-------|------|-------|-----------|
|                      |   |       |                   |                  | IA    | Exam | Total |           |
| Part 1<br>Languages  | <b>Language I:</b> Kannada / Sanskrit/ Urdu / Tamil / Telugu/Malayalam/ Additional English / Marathi /Hindi | 2.1   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | <b>Language II:</b> English   | 2.2   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 2<br>Optional   | Corporate Accounting  | 2.3   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Quantitative Analysis   | 2.4   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Organizational Behavior   | 2.5   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Marketing Management  | 2.6   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 3               | Business Skill Development Course(BSDC)* <b>Community Service</b>   | -     | -                 | -                | 100   | -    | 100   | 2         |
| Part 4               | Foundation Course   | -     | 3                 | 2                | 30    | 70   | 100   | 2         |
|                      | CC and EA   | -     | -                 | -                | 50    | -    | 50    | 1         |
| <b>Total Credits</b> |   |       |                   |                  |       |      |       | <b>17</b> |

### PART 3 BUSINESS SKILL DEVELOPMENT COURSE (BSDC)\*

#### COMMUNITY SERVICE

##### Objectives:

- To sensitize the students towards community service
- To enable students to learn about social entrepreneurship

##### Guidelines to the institution:

1. Each student will have to work in a Social /Charitable Trust /NGO / Red Cross Society/ or any other social service organization / association for THREE WEEKS during the vacation (after the first semester exam).
2. The entire batch of students to be divided equally among the BBA department faculty members. The faculty members to help students in the process of community service and preparation of the Community Service report.
3. The students to submit the Certificate of Community Service issued by the organization to the college along with a brief report of not less than 30 pages during the second semester.
4. The report should contain a brief profile of the organization, nature of service provided by them, a write up on the learning outcome of the student from the community service carried out by them.

##### Marks Allocation:

The marks for community service is to be allocated as follows:

- 50 marks for the service + 30 marks for the report + 20 marks for the viva-voce exam. Viva-Voce exam shall be conducted at the end of the semester, by the panel of internal faculty identified by the department and approved by the Principal. The Institution shall send the marks scored by the candidate to BCU along with IA Marks scored by them in the II Semester.



### III SEMESTER – BBA

| Subjects             |   | Paper | Instruction Hours | Duration of Exam | Marks |      |       | Credits   |
|----------------------|---|-------|-------------------|------------------|-------|------|-------|-----------|
|                      |   |       |                   |                  | IA    | Exam | Total |           |
| Part 1<br>Languages  | <b>Language I:</b> Kannada / Sanskrit/ Urdu / Tamil / Telugu/Malayalam/ Additional English / Marathi /Hindi | 3.1   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 2<br>Optional   | Corporate Communication Skills -I   | 3.2   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Cost Accounting   | 3.3   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Human Resource Management   | 3.4   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Financial Markets and Services  | 3.5   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Business Data Analysis  | 3.6   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Corporate Financial Management  | 3.7   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 3               | Business Skill Development Course (BSDC)* <b>Case Study Analysis</b>  | -     | -                 | -                | 100   | -    | 100   | 2         |
| Part 4               | Foundation Course   | -     | 3                 | 2                | 30    | 70   | 100   | 2         |
|                      | CC and EA   | -     | -                 | -                | 50    | -    | 50    | 1         |
| <b>Total Credits</b> |   |       |                   |                  |       |      |       | <b>19</b> |

### PART 3

#### BUSINESS SKILL DEVELOPMENT COURSE (BSDC)\*CASE STUDY ANALYSIS

#### Objectives:

- To develop thinking and analytical skills
- To develop managerial skills

#### Guidelines to the Institution:

1. Case Study Analysis Record Book should be prepared by the student during the third semester.
2. Five cases relating to subjects studied in the first three semesters have to be analyzed and recorded in the Case Study Analysis Record Book.
3. Students should submit Record Book 15 days before the completion of the third semester for which the marks shall be awarded by the BBA Department of the college.

#### Marks Allocation:

- 100 marks for Case Study Analysis Record Book for FIVE cases analyzed by the students (5 X 20 =100 marks)
  - 15 X 5 = 75 for case study analysis report
  - 5 X 5 = 25 for presentation and Viva-Voce examination
  - Viva-Voce shall be conducted at the end of the semester, by the external faculty, from among the panel of examiners and identified by the College.
- These marks should be sent to BCU along with IA marks at the end of the third semester.

## IV SEMESTER – BBA

| Subjects             |   | Paper | Instruction Hours | Duration of Exam | Marks |      |       | Credits   |
|----------------------|---|-------|-------------------|------------------|-------|------|-------|-----------|
|                      |   |       |                   |                  | IA    | Exam | Total |           |
| Part 1 Languages     | <b>Language I:</b> Kannada / Sanskrit/ Urdu / Tamil / Telugu/Malayalam/ Additional English / Marathi /Hindi | 4.1   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 2 Optional      | Corporate Communication Skills -II  | 4.2   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Business Research Methods   | 4.3   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Banking Law and Operations  | 4.4   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Entrepreneurship Development  | 4.5   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Management Accounting   | 4.6   | 4                 | 3                | 30    | 70   | 100   | 2         |
|                      | Customer Relationship Management  | 4.7   | 4                 | 3                | 30    | 70   | 100   | 2         |
| Part 3               | Business Skill Development Course(BSDC)* <b>Preparation of Business Plan for Start Ups</b>                  | -     | -                 | -                | 100   | -    | 100   | 2         |
| Part 4               | Foundation Course   | -     | 3                 | 2                | 30    | 70   | 100   | 2         |
|                      | CC and EA   | -     | -                 | -                | 50    | -    | 50    | 1         |
| <b>Total Credits</b> |   |       |                   |                  |       |      |       | <b>19</b> |

(Note: Students shall conduct a Field Study in the area of business, during the vacation between Fourth and Fifth semester. The respective guideline for Field Study is provided under the Fifth Semester Course Matrix. Related marks will be awarded in the Fifth Semester)

### PART 3

#### BUSINESS SKILL DEVELOPMENT COURSE (BSDC)\* PREPARATION OF BUSINESS PLAN FOR START-UPS

##### Objectives:

- To provide exposure for Start-ups and New Age Business Models.
- To develop entrepreneurial mindset among students.

##### Guidelines to the institution:

1. Each student shall prepare hypothetical/imaginary entrepreneurship project report by indicating products/services that will be produced, marketed, key resources that will be used, customer segment that will be targeted to, the investment that will be required, funds that will be raised, cost which will be incurred, turnover that will be achieved and profit that will be attained from the business.
2. Entrepreneurship Project Record Book should be submitted to the college 15 days before completion of the Fourth Semester.

##### Marks allocation:

- 75 marks for Business Plan Report and 25 marks for Presentation & Viva-Voce examination.
- Viva-Voce examination shall be conducted at the end of the semester, by the external faculty, from among the panel of examiners and identified by the College.
- These marks should be sent to the University along with IA marks at the end of the **Fourth semester**.

## V SEMESTER – BBA

| Subjects             |  | Paper | Instruction Hours | Duration of Exam | Marks |      |       | Credits   |
|----------------------|--|-------|-------------------|------------------|-------|------|-------|-----------|
|                      |  |       |                   |                  | IA    | Exam | Total |           |
| Part 2<br>Optional   | Income Tax - I   | 5.1   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Business Regulations   | 5.2   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Indirect Taxes   | 5.3   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Information Technology for Business – I  | 5.4   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Elective 1   | 5.5   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Elective 2   | 5.6   | 4                 | 3                | 30    | 70   | 100   | 3         |
| Part 3               | Business Skill Development Course(BSDC)*<br>A. Field Study                                   | -     | -                 | -                | 100   | -    | 100   | 2         |
|                      | B. Skill Enhancement Course (SEC)** Employability Skills Training (Aptitude and GD Training) | -     | 2                 | -                | 100   | -    | 100   | 2         |
| Part 4               | Ability Enhancement Compulsory Course (AECC)   | -     | 3                 | 2                | 30    | 70   | 100   | 2         |
| <b>Total Credits</b> |  |       |                   |                  |       |      |       | <b>24</b> |

**(Note: Students will have to undergo Internship with any Business Organization during the vacation between Fifth and Sixth semester.)**

### PART 3A

#### **BUSINESS SKILL DEVELOPMENT COURSE (BSDC) \*FIELD STUDY**

##### **Objectives:**

- To enhance the classroom learning
- To support the students in contextual and experiential learning

##### **Guidelines to the institution:**

1. Every student should have taken up field study during the vacation between fourth and fifth semester in the area of Marketing/Human Resource Management/Business Development/Finance/Entrepreneurship or any other aspect of business organization, for example:

- a. Market survey for a product or service
- b. A study on problems and challenges of small entrepreneurs
- c. A study on awareness about various banking services
- d. Student satisfaction survey about the quality of education
- e. Employee satisfaction survey
- f. Any other aspect related to business that can be covered under field study.

2. The Field Study report should essentially include:

- a. Introduction
- b. Design of the Study
- c. Analysis
- d. Findings and Conclusions.

3. The faculty members shall guide the students in field study process and preparation of the report.

**Marks allocation:**

- 75 marks for the Field Study Report and 25 marks for Presentation and Viva-Voce examination.
- Viva-Voce shall be conducted at the end of the semester, by the external faculty, from among the panel of examiners and identified by the College.
- The marks should be sent to the University along with IA marks at the end of the Fifth semester.

**PART 3B \*\*SKILL ENHANCEMENT COURSE: EMPLOYABILITY SKILLS TRAINING****Objective:**

To enable the student to prepare for corporate placements

**Guidelines to the Institution:**

1. BBA department should conduct Aptitude and GD training for the students of BBA for minimum of two hour per week.
2. The students should be trained in the areas of quantitative aptitude and group discussion.

**Marks Allocation**

- a) The Relevant marks should be awarded to the students on completion of the training based on Aptitude Test (50 marks) and Mock Group Discussion (50 marks).
- b) The evaluation shall be done by the panel of internal examiners, identified by the department and approved by the principal.
- c) The Institution should send the marks to the University along with IA Marks scored by them in the Fifth Semester.

## VI SEMESTER - BBA

| Subjects             |  | Paper | Instruction Hours | Duration of Exam | Marks |      |       | Credits   |
|----------------------|--|-------|-------------------|------------------|-------|------|-------|-----------|
|                      |  |       |                   |                  | IA    | Exam | Total |           |
| Part 2<br>Optional   | Income Tax - II  | 6.1   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Strategic Management   | 6.2   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | International Business   | 6.3   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Information Technology for Business – II   | 6.4   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Elective 3   | 6.5   | 4                 | 3                | 30    | 70   | 100   | 3         |
|                      | Elective 4   | 6.6   | 4                 | 3                | 30    | 70   | 100   | 3         |
| Part 3               | Business Skill Development Course(BSDC)*<br>A. Internship with Business Organisation | -     | -                 | -                | 100   | -    | 100   | 2         |
|                      | B. Skill Enhancement Course (SEC)** Placement Training                               | -     | 2                 | -                | 100   | -    | 100   | 2         |
| Part 4               | Ability Enhancement Compulsory Course (AECC)   | -     | 3                 | 2                | 30    | 70   | 100   | 2         |
| <b>Total Credits</b> |  |       |                   |                  |       |      |       | <b>24</b> |

### PART 3

#### BUSINESS SKILL DEVELOPMENT COURSE (BSDC)\*

##### A. INTERNSHIP WITH BUSINESS ORGANIZATIONS

###### Objectives:

- To enhance the classroom learning
- To provide training and experiential learning opportunities for students
- To provide an opportunity to apply knowledge and skills acquired by the students in the classroom to professional context

###### Guidelines to the institution:

1. Each student will have to work in a Business Organization for three weeks during the vacation between fifth and sixth semester.
2. The entire batch of students to be divided equally among the department faculty members. The faculty members should be the mentors and guide the students in internship process.
3. The students must submit the Certificate for completion of internship by the organization to the college along with a brief report of not less than 25 pages. The report to contain a brief detail of the organization, nature of business, a write up on the learning outcome from the internship carried out by them.

###### Marks Allocation:

- 75 marks for the Internship Report and 25 marks for Presentation and Viva-Voce examination.
- Viva-Voce shall be conducted at the end of the semester, by the external faculty, from among the panel of examiners and identified by the College.
- The Institution should send the marks to the University along with IA Marks scored by them in the VI Semester.

## **B. SKILL ENHANCEMENT COURSE - PLACEMENT TRAINING\*\***

### **Objective:**

To prepare the student for corporate placements

### **Guidelines to the Institution:**

1. BBA department shall conduct placement training for a minimum of two hours per week.
2. The students should be trained in the areas of personal interview, resume preparation, email etiquette, corporate etiquette and work discipline.

### **Marks Allocation**

- a) The Relevant marks to be awarded to the students on completion of the training. IA marks shall be awarded on the basis of Practical Record (25 marks), Mock Personal Interview (25 marks) and Test on Resume preparation & Etiquettes (50 marks).
- b) The evaluation shall be done by the panel of internal examiners, identified by the department and approved by the principal.
- c) The Institution should send the marks to the University along with IA Marks scored by them in the VI Semester.

## ELECTIVE GROUPS

### FINANCE ELECTIVE

| Semester No. | Paper Code | Title of the Paper                         |
|--------------|------------|--|
| V            | FN 5.5     | Advanced Corporate Financial Management    |
|              | FN 5.6     | Security Analysis and Portfolio Management |
| VI           | FN 6.5     | Risk Management and Derivatives            |
|              | FN 6.6     | International Finance                      |

### MARKETING ELECTIVE

| Semester No. | Paper Code | Title of the Paper                    |
|--------------|------------|---------------------------------------|
| V            | MK 5.5     | Consumer Behavior                     |
|              | MK 5.6     | Integrated Marketing Communication    |
| VI           | MK 6.5     | Digital Marketing                     |
|              | MK 6.6     | Supply Chain and Logistics Management |

### HUMAN RESOURCE ELECTIVE

| Semester No. | Paper Code | Title of the Paper                             |
|--------------|------------|--|
| V            | HR 5.5     | Industrial Relations and Employee Legislation  |
|              | HR 5.6     | Compensation and Performance Management        |
| VI           | HR 6.5     | International Human Resources Management       |
|              | HR 6.6     | Organization Development and Change Management |

### DATA ANALYTICS ELECTIVE

| Semester No. | Paper Code | Title of the Paper  |
|--------------|------------|---------------------|
| V            | DA 5.5     | Business Analytics  |
|              | DA 5.6     | Marketing Analytics |
| VI           | DA 6.5     | Financial Analytics |
|              | DA 6.6     | HR Analytics        |

## **FOUNDATION COURSE / SKILL DEVELOPMENT / SKILL ENHANCEMENT COURSE (SEC) / ABILITY ENHANCEMENT COMPULSORY COURSE (AECC) / INTERDISCIPLINARY COURSES**

- ❖ Common for all programs, MCQ type of question paper shall be used and use of modern teaching aids and supply of study material is recommended.
  - Constitution of Indian and Human Rights
  - Environmental Science
  - Computer Applications and Information Technology
  - Business Entrepreneurship and Management
  - Philosophy, Psychology and Life Skills
  - Personality Development and Leadership
  - Culture, Diversity and Society
  - Research Methodology
  - Education and Literacy / Science and Society
  - Human Resource Development / Management
  - Any one Foreign Language
  - Commodity & Stock Market
  - Mathematics in finance.
  - Any other Course prescribed by the University from time to time

## **CO-CURRICULAR AND EXTENSION ACTIVITIES (CC & EA)**

A student shall opt for any one of the following activities in the first four semesters offered in the college

- N.S.S / N.C.C./Rotary Activities / Rovers and Rangers
- Sports and Games / Activities related to Yoga
- A Small project work concerning the achievements of Indians in different fields
- Evolution of study groups/seminar circles on Indian thoughts and ideas
- Interaction with local communities in their neighborhood and learn about and from them
- Exploring different aspects of Indian civilizations
- Any other Co- curricular and Extra-curricular activities leading to Student Development as prescribed by the University.
- 

Evaluation of Co-curricular and Extra Curricular Activities as per the procedure evolved by the University from time to time



## 1.3 FINANCIAL ACCOUNTING

### OBJECTIVES:

- To enable the students to have a comprehensive understanding of Financial Accounting
- To know the conceptual frame work of accounting cycle
- To understand and prepare Final Accounts of Proprietary Concerns.

### UNIT 1: INTRODUCTION TO ACCOUNTING

8Hrs.

Accounting- meaning, definition, objectives, scope, basic terms, Accounting Principles, Concepts and Conventions, Accounting Equations, Accounting Standards- meaning, definition, objectives, role of ASB, List of Accounting Standards issued by ICAI.

### UNIT 2: ACCOUNTING PROCEDURE

12Hrs.

Double entry system – meaning, importance, rules of debit and credit; Journal –meaning, importance of journal entries, journalizing (Practical Problems); Ledger - meaning, importance, posting entries (Practical Problems).

### UNIT 3: CASH BOOK AND BANK RECONCILIATION

12Hrs.

Cashbook, Types of Cashbook-single column, double column and petty cashbook (Practical Problems); Bank Reconciliation - meaning, causes of differences, importance, preparation and presentation of BRS (Practical Problems).

### UNIT 4: TRIAL BALANCE, FINAL ACCOUNTS OF PROPRIETARY CONCERN

16Hrs.

Trial Balance- objectives, preparation, errors and rectification (Theory only); Preparation of Profit and Loss Account and Balance Sheet (Vertical Form).

### UNIT 5: ACCOUNTING SOFTWARE

8Hrs.

Introduction to Tally - Company Creation, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, writing vouchers, voucher entry, making different types of vouchers, correcting sundry debtors and sundry creditors accounts, preparation of Trail Balance; Accounts books- Cash Book, Bank Books, Ledger Accounts, Group Summary, Journal Register, Statement of Accounts and Balance Sheet.

### SKILL DEVELOPMENT

- Maintaining practical record for the accounting exercises executed during tally classes.

### BOOKS FOR REFERENCE

1. Jawaharlal and Seema Srivastava: Financial Accounting, HPH
2. Anil Kumar, Rajesh Kumar and Mariyappa, Financial Accounting, HPH
3. Dr. S.N. Maheswari, Financial Accounting, HPH
4. Dr. Venkataraman R. and others, Fundamentals of Accounting, VBH5.
5. Grewal and Gupta, Advanced Accounting, Sultan Chand.
6. S. P Jain and K. L. Narang ; Financial Accounting, Kalyani Publishers.
7. Soundrarajan A and K. Venkataramana, Financial Accounting, SHB Publishers.
8. Manjunath, GunduRao – Computer Business Applications, HPH.
9. Sudaimuthu and Anthony: Computer Applications in Business, HPH

## 1.4 PRINCIPLES OF MANAGEMENT

**OBJECTIVES:** To familiarize the students with concepts and principles of management

### **UNIT 1: INTRODUCTION TO MANAGEMENT** **10 Hrs.**

Introduction –Meaning, Evolution of Management thought, pre-scientific management era, classical management era, neo-classical management era, modern management era; Nature and Characteristics of Management - Scope and functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.

### **UNIT 2: PLANNING AND DECISION MAKING** **08 Hrs.**

Nature, importance and purpose of planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- importance and steps; MBO and MBE (Meaning only)

### **UNIT 3: ORGANIZING AND STAFFING** **12 Hrs.**

Nature and purpose of organization; Principles of organizing; Delegation of authority; Types of organization- Departmentation, Committees; Centralization v/s Decentralization of authority and responsibility, Span of Control; Nature and importance of staffing

### **UNIT 4: DIRECTING COMMUNICATING AND COORDINATING** **10Hrs.**

Meaning and nature of direction, Principles of direction; Communication -Meaning and importance, Communication process, Barriers to Communication, Steps to overcome communication barriers, Types of Communication; Coordination–Meaning, importance and Principles

### **UNIT 5: CONTROLLING** **10 Hrs.**

Meaning and steps in controlling, Essentials of Effective Control system, techniques of control (in brief).

### **UNIT 6: BUSINESS SOCIAL RESPONSIBILITY AND MANAGERIAL ETHICS:** **4 Hrs.**

Business Social responsibility-meaning, arguments for and against business social responsibility; Green management- meaning, Green management actions; Managerial Ethics - Meaning-importance of ethics in business, factors that determine ethical or unethical behavior.

### **SKILL DEVELOPMENT**

- Two cases on the above syllabus should be analyzed by the teacher in the classroom and same needs to be recorded by the student in the skill development book.
- Different types of Organization structure.
- Draft Control charts for different industries / business groups.

### **BOOKS FOR REFERENCE**

1. Stephen P. Robbins, Management, Pearson
2. Koontz and O'Donnell, Management, McGraw Hill.
3. L M Prasad, Principles of management, Sultan Chand and Sons
4. V.S.P Rao/Bajaj, Management process and organization, Excel Books.
5. Appanniah and Reddy, Management, HPH.
6. T. Ramaswamy : Principles of Management, HPH.

## 1.5 CORPORATE ADMINISTRATION

**OBJECTIVE:** To familiarize the students with the existing Company Law and Administration.

### **UNIT 1: INTRODUCTION TO COMPANY**

**08 Hrs.**

Meaning and Definition – Features – Steps in formation of Joint Stock Company, High Lights of Companies Act 2013 - Kinds of Companies – One Person Company, Private Company, Public Company, Company limited by Guarantee, Company limited by Shares, Holding Company, Subsidiary Company, Government Company, Associate Company, Small Company, Foreign Company, Global Company, Body of Corporate, Listed Company (Meaning only)

### **UNIT 2: FORMATION OF A COMPANY**

**14 Hrs.**

Promotion Stage - Meaning of Promoter, Position of Promoter and Functions of Promoter; Incorporation Stage – meaning and contents of Memorandum of Association and Articles of Association, Difference between Memorandum of Association and Articles of Association, Certificate of Incorporation; Subscription Stage – meaning and contents of Prospectus, Statement in lieu of Prospects and Book Building; Commencement Stage – Documents to be filed, e-filing, Registrar of Companies, Certificate of Commencement of Business.

### **UNIT 3: COMPANY ADMINISTRATION**

**18 Hrs.**

Key Managerial Personnel – Managing Director, Whole Time Directors, Company Secretary, Chief Financial Officer, Resident Director, Independent Director; Auditors–Appointment, Powers, Duties and Responsibilities; Managing Director–Appointment, Powers, Duties and Responsibilities; Audit Committee; CSR Committee; Company Secretary - Meaning, Types, Qualification, Appointment, Position, Rights, Duties, Liabilities and Removal or dismissal.

### **UNIT 4: CORPORATE MEETINGS**

**08 Hrs.**

Corporate Meetings - Types of Meetings, Annual General Meeting, Extraordinary General Meetings, Board Meeting; Requisites of a valid meeting; resolutions and kinds of resolution; preparation Agenda and minutes.

### **UNIT 5: WINDING UP OF COMPANIES**

**08 Hrs.**

Meaning – Modes of Winding up; Official Liquidator-Powers and Duties; Consequences of Winding up

### **UNIT 6: CSR LEGISLATION IN INDIA**

**04 Hrs.**

Meaning of CSR, Scope for CSR Activities under schedule VII of the Companies Act, 2013, Provisions of CSR mandate.

### **SKILL DEVELOPMENT**

- Record specimen copy of Memorandum of Association and Articles of Association of any company.
- Drafting Notice of Company Meetings – Annual, Special, Extraordinary and Board meetings.
- Two cases related to corporate governance to be analyzed by the teacher in the classroom and same needs to be recorded by the student in the skill development record book.
- Write CSR summary of any two companies.

**BOOKS FOR REFERENCE**

1. N.D. Kapoor, Company Law and Secretarial Practice, Sultan Chand and Sons.
2. M.C. Shukla and Gulshan, Principles of Company Law, S. Chanda and Co.
3. C.L. Bansal, Business and Corporate law, Excel Books.
4. S.S Gulshan, Company Law, New Age International.
5. Maheshwari and Maheshwari, Elements of Corporate Laws, Himalaya Publishers
6. Dr. P.N. Reddy and H.R. Appanaiah, Essentials of Company Law and Secretarial Practice, Himalaya Publishers.
7. Pradeep K. Shinde, Corporate Environment, VBH.

## 1.6 PRODUCTION AND OPERATIONS MANAGEMENT

**OBJECTIVE:** To make the students understand the concepts of production and operations management.

### **UNIT 1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT 12Hrs.**

Introduction - Meaning and Definition; Classification - Objectives and Scope of Production and Operation Management; Automation: Introduction, Meaning and Definition, Needs, Types, Advantages and Disadvantages.

### **UNIT 2: PLANT LOCATION AND LAYOUT 08Hrs.**

Introduction – Meaning and Definition, Factors affecting location, theory and practices, cost factor in location- Plant layout principles, space requirement, Different types of facilities; Organization of physical facilities – building, sanitation, lighting, air conditioning and safety.

### **UNIT 3: MATERIALS MANAGEMENT 08 Hrs.**

Introduction – Meaning and Definition - Purchasing, Selection of Suppliers, Inventory Management, Material Handling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification, Inventory Control, Techniques of inventory Control (Concept only).

### **UNIT 4: PRODUCTION PLANNING AND QUALITY CONTROL 16 Hrs.**

Objectives and Concepts, capacity planning, corresponding production planning, controlling, scheduling routing – Quality Control Production Planning/operations planning and control-role of production planning and control in operation management-scope of production planning and control-main functions of PPC-Level of Production Planning-Production planning functions-production control functions-benefits of production planning and control-productions planning and control in different productions and system. Meaning of ISO and TQM.

### **UNIT 5: MAINTENANCE AND WASTE MANAGEMENT 12Hrs.**

Introduction – Meaning – Objectives - Types of maintenance, Break down, spares planning and control, preventive routine, relative advantages, maintenance scheduling, equipment reliability and modern scientific maintenance methods - Waste Management - Scrap and surplus disposal, salvage and recovery.

### **SKILL DEVELOPMENT**

- Two cases on the above syllabus should be analyzed by the teacher in the classroom and same needs to be recorded by the student in the skill development book.
- Draw a ISO specification chart
- Draw any two quality control charts

### **BOOKS FOR REFERENCE**

1. Ashwathappa. K and Sridhar Bhatt : Production and Operations Management, HPH.
2. Gondhalekar and Salunkhe : Productivity Techniques, HPH.
3. SN Chary, Production and Operations Management, McGraw-Hill.
4. U. Kachru, Production and Operations Management, Excel Books.
5. Alan Muhlemann, John Oaclank and Keith Lockyn, Production and Operations Management, PHI.
6. K KAhuja, Production Management, CBS Publishers.
7. S.A. Chunawalla and Patel: Production and Operations Management, HPH.
8. Everett E Adam Jr., and Ronald J Ebert, Production and Operations Management, Sage Publishers.
9. Dr. L. N. Agarwal and Dr. K.C. Jain, Production Management
10. Thomas E. Morton, Production Operations Management, South Western College.
11. K. Venkataramana, Production Operations Management, SHBP.

## 2.3 CORPORATE ACCOUNTING

### OBJECTIVES:

- To enable the students to have a comprehensive understanding about the provisions of the Company's Act and Corporate Accounts and Reporting.
- To analyse the Financial statements for economic decision at corporate level
- To enable the students to read annual report.

### UNIT 1: ISSUE OF SHARES

**8Hrs.**

Meaning of Share, Types of Shares – Preference shares and Equity shares – Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form (Practical Problems).

### UNIT 2: COMPANY FINAL ACCOUNTS

**20 Hrs.**

Statutory Provisions regarding preparation of Company Final Accounts – Treatment of Special Items, Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule -III) (Practical Problems).

### UNIT 3: FINANCIAL STATEMENTS ANALYSIS

**10 Hrs.**

Comparative Statements - Comparative Income Statement, Comparative Balance Sheet; Common size Statements – Common Size Income Statement, Common Size Balance Sheet – Trend Percentages. (Analysis and Interpretation)

### UNIT 4: INTERNATIONAL FINANCIAL REPORTING STANDARDS

**10 Hrs.**

International Financial Reporting Standards- meaning of IFRS, relevance of IFRS in India, merits and limitations of IFRS; Process of setting IFRS- practical challenges in implementing IFRS; Convergence of IFRS in India; List of International Financial Reporting Standards issued by IASB.

### UNIT 4: CORPORATE REPORTING (ANNUAL REPORTING)

**8 Hrs.**

Corporate Reporting - meaning, types, characteristics of financial report, users of corporate report; Components corporate report– general corporate information, financial highlights, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, and cash flow statement, notes to the financial statements; Auditor's report; Accounting Policies; Corporate Governance Report; Corporate Social Responsibility Report (Discuss only Role and Significance of above components of corporate report).

### SKILL DEVELOPMENT

- Collect financial statement of a company and analyse the same and write a summary for management decision making.
- Write a summary of two companies' annual report.
- List out the accounting policies in annual report of the company
- List 20 IFRSs

## **BOOKS FOR REFERENCE**

1. Anil Kumar, Rajesh Kumar & Mariyappa – Corporate Accounting, HPH.
2. Soundrarajan A and K. Venkataramana, Corporate Accounting, SHBP.
3. S. P. Jain and K. L. Narang – Corporate Accounting, Kalyani Publishers.
4. SP Iyengar, Advanced Accountancy, Sultan Chand and Sons, New Delhi.
5. Tulsian and Tulsian, “ Financial Reporting”, S.Chand
6. Ramachandran, and Kakani, “How to Analyze Financial Statements”, Tata McGraw Hill
7. Palat, Raghu, “How to Read Annual Reports and Balance Sheets”, JAICO Publishing House
8. Dash A.P., “Financial Wisdom – Finance for Non-Finance Executives”, Dreamtech Press

## 2.4 QUANTITATIVE ANALYSIS

**OBJECTIVE:** To provide basic knowledge of mathematics and their application to commercial situations.

### UNIT 1: NUMBER SYSTEM

**04 Hrs.**

Introduction – Natural Numbers - Even Numbers – Odd Numbers – Integers – Prime Numbers – Rational and Irrational numbers, Real Numbers, HCF and LCM ( Simple problems).

### UNIT 2: THEORY OF EQUATIONS

**10 Hrs.**

Introduction – Meaning - Types of Equations – Simple/ Linear Equations and Simultaneous Equations (only two variables), Elimination and Substitution Methods only. Quadratic Equation - Factorization and Formula Method ( $ax^2 + bx + c = 0$  form only). Simple problems

### UNIT 3: INDICES, MATRICES AND LOGRITHEMS

**16 Hrs.**

Meaning – types – operation on matrices – additions – subtractions and multiplication of two matrices – transpose – determinants – minor of an element – co-factor of an element –inverse – crammers rule in two variables – problems.

Indices and Logarithms: Meaning- Basic Laws of Indices and their application for simplification. Laws of Logarithms –Common Logarithm, Application of Log Table for Simplification.

### UNIT 4: COMMERCIAL ARITHMETIC

**16 Hrs.**

Simple Interest, Compound Interest including yearly and half yearly calculations, Annuities, Percentages, Bills Discounting, Ratios and proportions, duplicate-triplicate and sub-duplicate of a ratio. Proportions: third, fourth and inverse proportion - problems.

### UNIT 5: PROGRESSIONS

**10 Hrs.**

PROGRESSIONS: Arithmetic Progression - Finding the 'n<sup>th</sup>' term of AP and Sum to nth term of AP. Insertion of Arithmetic Mean Geometric Progression – Finding the 'n<sup>th</sup>' term of GP and sum to 'n<sup>th</sup>' term of GP and insertion of Geometric Mean.

### SKILL DEVELOPMENT:

- Develop an Amortization Table for Loan Amount – EMI Calculation.
- Secondary overhead distribution summary using Simultaneous Equations Method.
- Preparation of Bank Statement.
- Application of Matrix In Business Problems

### BOOKS FOR REFERENCE:

1. Saha: Mathematics for Cost Accountants, Central Publishers
2. R.G. Sahaand Others – Methods and Techniques for Business Decisions, VBH
3. Dr. SanchetiandKapoor: Business Mathematics and Statistics, Sultan Chand
4. Zamarudeen: Business Mathematics, Vikas
5. R.S Bhardwaj :Mathematics for Economics and Business
6. Madappa, mahadi Hassan, M. IqbalTaiyab – Business Mathematics, Subhash
7. G.R. Veena and Seema : Business Mathematics and Statistics I.K. Intl Publishers



## 2.5 ORGANIZATIONAL BEHAVIOR

### OBJECTIVES:

- To enable the students to learn the basics of individual behavior and group behavior.
- To understand the organizational dynamics

### UNIT 1: ORGANIZATIONAL BEHAVIOUR

04 Hrs.

Organization Behavior– Meaning, Definition of OB, Importance of OB, Foundations of OB.

### UNIT 2: FOUNDATIONS OF INDIVIDUAL BEHAVIOUR

22 Hrs.

Personal Factors, Environmental Factors, organization systems and resources

**Personality**-Meaning, Nature, Determinants and Traits of Personality

**Perception**- Meaning, Factors influencing perception, Perceptual Process, Perceptual Errors, Managing Perceptions.

**Learning**-Nature, Theories of Learning-classical conditioning theory, Operant conditioning theory, Cognitive learning theory, Social learning theory, Principles of Learning.

**Attitude** - Nature, Formation, Barriers to change in attitude and ways to overcome barriers.

### UNIT 3: MOTIVATION AND LEADERSHIP

10 Hrs.

Motivation theories- Maslow's Need hierarchy theory, Herzberg's Two factor theory, McGregor's X and Y theory; Leadership – Meaning, Formal and Informal Leadership, Characteristics of leadership; Leadership Styles – Autocratic style, Democratic style, Participative style, Laissez faire Leadership Styles, Transition Leadership, Transformative Leadership, Charismatic Leadership Style.

### UNIT 4: GROUP AND TEAM DYNAMICS

16 Hrs.

Group Dynamics-meaning, Types of Group, Development of Groups- Stages of Group Development, Determinants of Group Behavior, Team Dynamics- meaning, Types of Teams: Conflict-sources of conflict and ways of resolving conflict, managing interpersonal relationships

### UNIT 5: ORGANIZATIONAL CHANGE

04 Hrs.

Meaning, Nature of change, Factors influencing change, Resistance to change, Overcoming resistance,

### SKILL DEVELOPMENT

- Two cases on the above syllabus should be analyzed and record in the skill development
- Draw Blake and Mouton managerial grid
- List the determinants of personality

### BOOKS FOR REFERENCE

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

## 2.6 MARKETING MANAGEMENT

### OBJECTIVE:

- To enable the students to understand the concept of marketing, its applications and the recent trends in Marketing.

### UNIT 1: INTRODUCTION TO MARKETING

**10 Hrs.**

Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing.  
**Recent trends in Marketing**-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, social media marketing and E-tailing (Meaning only).

### UNIT 2: MARKETING ENVIRONMENT (MACRO)

**10 Hrs.**

Meaning, Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.

### UNIT 3: MARKET SEGMENTATION AND CONSUMER BEHAVIOUR

**10 Hrs.**

Meaning and Definition, Bases of Market Segmentation, Requisites of Sound Market Segmentation; Consumer Behavior-Factors influencing Consumer Behavior; Buying Decision Process.

### UNIT 4: MARKETING MIX

**20 Hrs.**

Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion.  
Product-Product Mix, Product Line, Product Lifecycle, New Product Development, Reasons for Failure of New Product, Branding, Packing and Packaging, Labeling,  
Pricing – Objectives, Factors influencing Pricing Policy, Methods of Pricing;  
Physical Distribution–Meaning, Factors affecting Channel Selection, Types of Marketing Channels.  
Promotion – Meaning and Significance of Promotion, Personal Selling and Advertising (Meaning Only)

### UNIT 5: SERVICES MARKETING

**06 Hrs.**

Meaning and definition of services, difference between goods and services, features of services, seven P's of services marketing (concepts only).

### SKILL DEVELOPMENT

- Two cases on the above syllabus should be analyzed and recorded in the skill development
- Design a logo and tagline for a product of your choice
- Develop an advertisement copy for a product.
- Prepare a chart for distribution network for different products.

### BOOKS FOR REFERENCE

1. Philip Kotler, Marketing Management, Prentice Hall.
2. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI
3. William J. Stanton, Michael J.Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill Education.
4. Bose Biplab, Marketing Management, Himalaya Publishers.
5. J.C. Gandhi, Marketing Management, Tata McGraw Hill.
6. Ramesh and Jayanti Prasad: Marketing Management, I.K. International
7. Sontakki, Marketing Management, Kalyani Publishers.
8. P N Reddy and Appanniah, Marketing Management, HPH.

## 3.2 CORPORATE COMMUNICATION SKILLS – I

### OBJECTIVES:

- To enable the students to understand the skills required for effective communication at different levels of an organization.
- To enhance listening, note taking and presentation skills.
- To build communication skills among the students required for Digital Platforms.
- To build Business Correspondence Skills among the students.

### UNIT 1: FUNDAMENTALS OF COMMUNICATION

08 Hrs.

Introduction - Meaning of Communication; Purpose or Objectives of Communication; Process or Stages of Communication; Principles of Effective Communication; Barriers to Effective Communication; Types of Communication (Meaning & Features) – Interpersonal, Intrapersonal, Internal, External, Upward, Downward, Lateral, One-way, Two-way, Formal & Informal, Cross Cultural Communication; Scope of Communication; Limitations of Communication

### UNIT 2: COMMUNICATION SKILLS

14 Hrs.

**Reading skills** – Meaning; Importance of Reading Skills; Reading comprehension skills – Literal, Evaluative, Inferential; Types of Reading Techniques – Skimming, Scanning, Intensive, Extensive and Guidelines for improving Reading Skills.

**Listening skills** – Meaning; Importance of Listening; Types of listening (Meaning and Benefits of each type of Listening) – Attentive, Reflective, Discriminative, Comprehension, Critical, Biased, Evaluative, Appreciative, Sympathetic & Empathetic; Barriers to listening; Overcoming barriers to listening.

**Note taking skills** – Meaning; Importance of note taking; Methods of note making – Outline Method, Cornell Method, Mapping Method, Charting Method, Box & Bullet Method.

**Presentation skills** – Meaning of Presentation in Business Communication; Importance of Presentation Skill in Business; Types of Presentations (Meaning, Pros & Cons of each type) – Informative, Instructional, Progress Reporting, Persuasive, Decision making, Problem Solving.

### UNIT 3: COMMUNICATION MEDIA AND PLATFORM

12 Hrs.

**Communication Media/Channel** – Meaning; Role of Communication Channel; Types of Communication Medium: (a) **Physical Media** – Meaning, Types – Large Meeting, Department Meeting, Up close and Personal (Exclusive Meeting), Video Conference, Viral Communication or Word of Mouth (b) **Mechanical Media** – Meaning, Types – Email, Weekly Letters/ news Letters, Personal letters, Bill Boards, Intranet, Magazines/Papers, SMS, Social Media (c) **Push and Pull Channels** – Meaning and Features.

**Communication Platform** – Internal & External Platforms – Meaning and importance

**Internal communication Platforms** – Intranet, Blogosphere, Portals, You tube, Google Hangouts, Skype, Webcasts and Zoom.

**External Communication Platforms** – Corporate Website, Face book, Twitter, LinkedIn, You tube Accounts, Corporate Blog. (Each of the types only Meaning and Importance to be discussed)

### UNIT 4: COMMUNICATION ETHICS

10 Hrs.

**Introduction** - Meaning; Importance of ethical communication;

**Ethical perspectives** – Religious, Economic, Legal, Utilitarian, Universalistic, Humanistic, Dialogic, Situational perspectives.

**Ethical issues in business communication** – Honesty, Respect, Sensitivity to Cultural Differences

**Ethical dilemmas involved in business communication** – Secrecy, Whistle blowing, Rumors & Gossip, Lying, Ambiguity.

#### **UNIT 5: BUSINESS CORRESPONDENCE**

**12 Hrs.**

**Business Letters** – Meaning; Importance and Advantages of Business Letters; Letter components and Layout.

**Types of Business Letters** – (a) Letters of Inquiries – Meaning; Forms of Inquiry Letters and Content (b) Replies to Inquiries – Meaning; Contents (c) Orders – Meaning; Contents (d) Complaints & Adjustment Letters – Meaning & Contents (e) Collection Letters – Meaning; Purpose and Different stages of Collection Writing.

#### **SKILL DEVELOPMENT:**

- Diagrammatic representation of communication process
- Preparation of presentation slides
- Creation of a Company Blog
- Drafting of inquiries, replies to inquiries, orders & complaints
- Drafting of adjustment letters & collection letters

#### **BOOKS FOR REFERENCE:**

1. C.S. Raydu, Corporate Communication, HPH
2. Rai & Rai, Business Communication, HPH
3. S.P. Sharman, Bhavani.H, Corporate Communication, VBH
4. K. Venkataramana, Corporate Communication, SHBP
5. Rajkumar, Basic Business Communication: Concepts, Applications and Skills, Excel Books
6. Taylor, Shirley, Communication for Business : A Practical Approach, Pearson Education
7. Peter URS Bender, Robert. A.Traez, Secrets of Face to Face Communication, Macmillan India
8. Vilanilam,J.V, More Effective Communication: A manual for Professionals, Response Books
9. Guptha.C.B, Business Communication and Customer Relations, Sulthan Chand
10. Guptha,C.B, Business Communication and Organization and Management, Sulthan Chand
11. Subhash Jagota, Succeeding Through Communication, Excel Books
12. Chopra,R.K, Communication Management, HPH
13. Nageshwara Rao Das, Rajendra.P, Communication Skills, HPH
14. Ghanekar, Anjali, Communication Skills for Effective Management, Everest Publishing House
15. Mandal.S.K, Effective Communication and Public Speaking, Jaico publishing House
16. Jetwaney, Jaishri, Corporate Communication, Oxford university Press
17. James.S.O. Rourke, Jaba Mukherjee Gupta, Management Communication A Case-Analysis Approach, Pearson India
18. Gower Handbook of Internal Communication, Ane Books
19. Tuleja, Elizabeth, Intercultural Communication For Business, Cenage Learning
20. Rosemary .T. Fruehling, Lacombe, Joan.M, Communication For Results, Response Books
21. Margerison, Charles.J, The Art of Effective Communication, Excel Books

### 3.3 COST ACCOUNTING

#### OBJECTIVE:

- To familiarize students with the various concepts and elements of cost and methods of ascertaining the costs

#### UNIT 1: INTRODUCTION TO COST ACCOUNTING

14 Hrs.

**Introduction:** Meaning, Objectives, Importance and Uses of Cost Accounting, Functions of Cost Accounting Department in an Organisation, Difference between Cost Accounting and Financial Accounting; Various elements of Cost and Classification of Cost; Cost Object, Cost Unit, Cost Driver, Responsibility Centres; Cost Reduction and Cost Control; Methods and Techniques of Costing (Meanings only); Use of IT in Cost Accounting; Limitations of Cost Accounting; **Cost Sheet:** Meaning and Cost Heads in a Cost Sheet, Presentation of Cost information in Cost Sheet/Statement- Problems on Cost Sheet, Tenders and Quotations.

#### UNIT 2: MATERIALS COST

12 Hrs.

**Materials:** Meaning, Importance and Types of Materials - Direct and Indirect Material.

**Materials Procurement:** Procedure for procurement of materials and documentation involved in procurement of materials- (Bill of materials, Material requisition note, Purchase requisition note, Purchase order, Goods received note); **Material Storage and Records:** Duties of Store keeper, Store records- (Bin cards, Stores Ledger, Stock Control Cards); **Material Issues and Valuation:** Procedure for material issues, Documents used in material issues- (Material Requisition Note, Material Transfer Note, Materials Return Note); Valuation of material issues- preparation of Stores Ledger/ Account - FIFO, LIFO, Simple Average Price and Weighted Average Price Methods- problems.

**Inventory Control:** Inventory control techniques and determination of various stock levels- Problems on Level Setting and Computation of EOQ; ABC Analysis, FSN Inventory, VED Inventory, HML Inventory, Physical Control- Two-Bin system, KANBAN, JIT Inventory Management technique, Perpetual Inventory system (Concepts only).

#### UNIT 3: EMPLOYEE COST

8 Hrs.

**Employee Cost:** Meaning, Components, Classification and Importance of Employee (Labour) Cost in Organisations; **Attendance Procedure-** Time keeping and Time Booking, Idle Time- Causes and treatment of Normal and Abnormal Idle Time, Overtime- Causes and treatment (Theory only); **Methods of Remuneration (Payment of Wages and Incentives)** Problems on calculation of earnings under Time Rate (Straight time rate, Halsey and Rowan Methods) and Piece rate systems (Straight piece rate and Taylor's differential piece rate); **Employee Turnover-** Meaning, Reasons and Effects of LTO/ETO.

#### UNIT 4: OVERHEADS

12 Hrs.

**Overheads:** Meaning and Classification of Overheads; Accounting and Control of Manufacturing Overheads: Estimation and Collection, Cost allocation, Apportionment, Re-apportionment and Absorption of Manufacturing Overheads; **Problems** on Primary and Secondary distribution and Secondary distribution using Reciprocal Service Methods only (Repeated Distribution Method and Simultaneous Equation Method); Accounting and Control of Administrative, Selling and Distribution overheads; Absorption of overheads: Meaning and Methods of Absorption of overheads; Problems on Machine hour rate.

## **UNIT 5: ACTIVITY BASED COSTING**

**10 Hrs.**

Introduction, Traditional System of absorbing overheads, Limitations of Traditional system of absorbing overheads, Activity Based Costing – Meaning and Definition, Absorption of overheads under Activity Based Costing system, Differences between Traditional system and Activity Based Costing system of absorbing overheads, Steps involved in installation or implementation of Activity Based Costing system, Advantages and Limitations of Activity Based Costing system – Problems.

### **SKILL DEVELOPMENT:**

- Prepare a Cost Sheet with imaginary figures.
- List the documents required in Inventory Management.
- Demonstrate the valuation of inventory using any one method of pricing material issues.
- Calculate the amount of Wages under Halsey / Rowan Plans, using imaginary data.
- Identify any 10 cost driver rates.

### **BOOKS FOR REFERENCE:**

1. Jain and Narang, Cost Accounting, Kalyani Publication House.
2. M.N Arora, Cost Accounting , HPH
3. N.K. Prasad, Cost Accounting, Books Syndicate Pvt. Ltd.
4. Dr. V Rajeshkumar, Dr. R K Srikanth, Cost Accounting, MH India
5. Ratnam, Cost Accounting, Kitab Mahal
6. P C Tulsian, Cost Accounting, MHE India
7. Nigam & Sharma, Cost Accounting, HPH
8. Dr. B. Mariyappa, Cost Accounting, HPH
9. Khanna, Ahuja & Pandey, Practical Costing, S Chand & Co. Ltd.
10. B.S. Raman, Cost Accounting, United Publisher
11. Ravi M. Kishore, Cost Management, Taxmann

### 3.4 HUMAN RESOURCE MANAGEMENT

#### OBJECTIVE:

- To familiarize the students with various aspects of Human Resource Management.

#### UNIT 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 10 Hrs.

Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager and Trends influencing HR practices.

#### UNIT 2: HUMAN RESOURCE PLANNING, RECRUITMENT & SELECTION 14 Hrs.

**Human Resource Planning:** Meaning and Importance of Human Resource Planning, Process of HRP

**HR Demand Forecasting-** Meaning and Techniques (Meanings Only) and HR supply forecasting.

**Succession Planning** – Meaning and Features.

**Job Analysis:** Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only).

**Recruitment** – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment

**Selection** – Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification – Meaning and Features.

#### UNIT 3: INDUCTION, TRAINING AND COMPENSATION 10 Hrs.

**Induction:** Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning.

**Training:** Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development.

**Compensation:** Direct and Indirect forms of Compensation (Concepts only) and Compensation Structure.

#### UNIT 4: PERFORMANCE APPRAISAL, PROMOTION & TRANSFERS 14 Hrs.

**Performance appraisal:** Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal.

**Promotion:** Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion.

**Transfer:** Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing.

#### UNIT 5: EMPLOYEE ENGAGEMENT AND PSYCHOLOGICAL CONTRACT 8 Hrs.

**Employee Engagement (EE):** Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE.

**Psychological contract:** Meaning and features

#### SKILL DEVELOPMENT:

- Preparation of Job Descriptions and Job specifications for a Job profile
- Choose any 2 MNCs and present your observations on training programs adopted.
- Develop a format for performance appraisal of an employee.
- Analyze any two Employee Engagement models.
- Analyze the components of pay structure based on the CTC of companies from different sectors.

**BOOKS FOR REFERENCE:**

1. Aswathappa, Human Resource Management, McGraw Hill
2. Edwin Flippo, Personnel Management, McGraw Hill
3. C.B.Mamoria, Personnel Management, HPH
4. Subba Rao, Personnel and Human Resources Management, HPH
5. Reddy & Appannaiah, Human Resource Management, HPH
6. Madhurimalal, Human Resource Management, HPH
7. S.Sadri & Others: Geometry of HR, HPH
8. Rajkumar : Human Resource Management I.K. Intl
9. Michael Porter, HRM and Human Relations, Juta & Co.Ltd.
10. K. Venkataramana, Human Resource Management, SHBP



### 3.5 FINANCIAL MARKETS AND SERVICES

#### OBJECTIVES:

- To provide an insight into the functioning of Indian financial system and various components of the financial system.
- To make the students to understand the inter-relationship among different components and the impact on business enterprise.

#### UNIT 1: OVERVIEW OF FINANCIAL SYSTEM

**06 Hrs.**

Financial System – Features, Constituents of Financial System; Financial Institutions; Financial Services; Financial Markets and Financial Instruments.

#### UNIT 2: FINANCIAL INSTITUTIONS

**12 Hrs.**

Characteristics of Financial Institutions, Broad Categories – Money Market Institutions and Capital Market Institutions.

Objectives and Functions of Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, National Small Industrial Development Corporation, National Industrial Development Corporation, RBI Measures for NBFCs.

#### UNIT 3: FINANCIAL SERVICES

**14 Hrs.**

Financial Services – Meaning, Objectives, Functions, Characteristics; Types of Financial Services - Merchant Banking – Functions and Operations, Leasing, Mutual Funds, Venture Capital & Credit Rating.

#### UNIT 4: FINANCIAL MARKETS AND INSTRUMENTS

**18 Hrs.**

Meaning and Definition, Role and Functions of Financial Markets, Constituents of Financial Markets; Money Market Instruments, Capital Market and Instruments; SEBI guidelines for Listing of Shares and Issue of Commercial Papers.

#### UNIT 5: STOCK MARKETS

**06 Hrs.**

Introduction - Functions of Stock Exchange; Stock Market Operations - Trading, Settlement and Custody (Brief discussion on NSDL & CSDL); Brief discussion of BSE, NSE and OTCEI.

#### SKILL DEVELOPMENT:

- Visit any financial institution and prepare a report regarding its structure, functions and performance.
- Analyze the ratings given by any credit rating agency, for at least 5 companies.
- Conduct a mock stock-trading session and record the outcome.
- Identify a company of your choice and record its share prices for one month.

#### BOOKS FOR REFERENCE:

1. L.M. Bhole, Financial Institutions & Markets, McGraw Hill
2. Khan, M.Y, Indian Financial System, McGraw Hill
3. Sharma, Meera, Management of Financial Institutions, Eastern Economy Edition
4. Bhole and Mahakud, Financial Institutions and Markets – Structure, Growth and Innovations, McGraw Hill
5. Guruswamy, S., Financial Services and System, McGraw Hill
6. Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill
7. Khan. M.Y, Indian Financial System, Vikas Pub. House
8. H.R Machiraju, Indian Financial System, Vikas Pub. House
9. E.Gorden & K. Nataraj, Financial Markets and Services, HPH

### 3.6 BUSINESS DATA ANALYSIS

#### OBJECTIVES:

- To help the students to acquire knowledge on the various statistical tools used for data analysis that can be applied in Business.
- To help the students to understand the statistical tools available for business data testing

#### UNIT 1: INTRODUCTION TO STATISTICS

12 Hrs.

**Introduction-** Meaning, functions, Types of Statistics- Descriptive and Inferential, Difference between Descriptive and Inferential, uses of Statistics, Role of estimation in Statistics, Scale of measurement - Nominal, Ordinal, Interval and Ratio.

**Collection of Data-** Types of Data – Structured Data (Cross Section, Time series and Longitudinal), Unstructured Data, Techniques of data collection- Census technique (Meaning) and Sampling- Meaning and Methods of Sampling, Estimation in statistics, Characteristics of sample.

**Classification-** Meaning, Objectives and Methods of Classification of data.

**Tabulation-** Meaning, Parts of a Table and Types; Simple Problems on Tabulation.

**Diagrammatic Presentation-** Application of each chart Bar Diagrams: Simple Bars, Multiple Bars, Sub-divided Bar Diagram, Percentage Bar Diagram, Two Dimensional Diagrams, Pie Diagram, Scatter plot, Box plot, when to use what kind of Chart.

#### UNIT 2: MEASURES OF CENTRAL TENDENCY AND DISPERSION

16 Hrs.

**Measures of Central Tendency- Arithmetic Mean:** Calculation of Arithmetic Mean for Individual, Discrete and Continuous Series-Problems using Direct Method only.

**Median:** Calculation of Median for Individual, Discrete and Continuous Series.

**Mode:** Calculation of Mode for Individual, Discrete and Continuous Series using Inspection Method only (Excluding problems using Grouping Tables), Empirical relation between Mean, Median and Mode

**Measures of Dispersion:** Calculation of Standard deviation and Coefficient of Variation in Individual, Discrete and Continuous Series- Problems using Direct Method only.

**Measures of Skewness:** Calculation of Karl Pearson's method of Skewness (Uni-Modal only).

#### UNIT 3: CORRELATION AND REGRESSION ANALYSIS

14 Hrs.

**Correlation Analysis-** Meaning, Types of Correlation, Calculation of Karl Pearson's coefficient of Correlation- Problems using Direct Method only, Probable error.

**Regression Analysis -** Obtaining the Regression coefficients, Formulating Regression Equations and Estimations.

#### UNIT 4: PROBABILITY AND DISTRIBUTION

07 Hrs.

Probability, Basic Theories of Probability, Bayesian Theory of Probability, Probability Distribution- Normal Distribution, Binomial Distribution, Exponential (Simple Problems).

#### UNIT 5: TESTING OF HYPOTHESIS

07 Hrs.

Hypothesis – Meaning, Factors determining testing of Hypothesis, Types of Hypothesis. Formulation of Hypothesis and identifying the applicable test; Types of Errors, Z test, t test, chi-square test and ANOVA (Direct Substitution Problems only).

**SKILL DEVELOPMENT:**

- Draw a Bi-Variate table for an imaginary situation.
- Draw a bar graph depicting 5 years sales figures of a company
- For imaginary data of Students' marks in any one subject, compute Measures of Central Tendency.
- Compute correlation coefficient between the height and weight of 10 students using imaginary figures
- For imaginary data of any two variables, calculate 'Co-efficient of Correlation'.

**BOOKS FOR REFERENCE:**

1. S P Gupta, Statistical Methods, Sultan Chand
2. Dr. B N Gupta, Statistics, Sahithya Bhavan
3. S.C Gupta, Business Statistics, HPH
4. Elhance, Statistical Methods, Kitab Mahal
5. Sanchethi and Kapoor, Business Mathematics, Sultan Chand
6. S. Jayashankar, Quantitative Techniques for Management, Excel Books
7. D.P Apte, Statistical Tools for Managers, Excel Books
8. Chikkodi & Satya Prasad, Quantitative Analysis for Business Decision, HPH
9. Dr. Alice Mani, Quantitative Analysis for Business Decisions - I, SBH

### 3.7 CORPORATE FINANCIAL MANAGEMENT

#### OBJECTIVE:

- To enable students to understand the basic concepts of Financial Management and the role of Financial Management in decision-making.

#### UNIT 1: INTRODUCTION TO FINANCIAL MANAGEMENT

08 Hrs.

Introduction – Meaning of Finance, Business Finance, Finance Functions, Organization structure of Finance Department; Financial Management – Goals of Financial Management, Financial Decisions, Role of a Financial Manager; Financial Planning – Steps in Financial Planning, Principles of Sound Financial Planning, Factors influencing a Sound Financial Plan.

#### UNIT 2: TIME VALUE OF MONEY

08 Hrs.

Meaning, Need, Future Value (Single Flow, Uneven Flow & Annuity); Present Value (Single Flow – Uneven Flow & Annuity); Doubling Period; Concept of Valuation - Valuation of Bonds, Debentures and Shares (Simple Problems)

#### UNIT 3: FINANCING & DIVIDEND DECISIONS

14 Hrs.

**Financing Decision:** Sources of Long Term Finance - Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure – EBIT, EPS Analysis, Leverages - Problems

**Dividend Decision:** Meaning & Determinants of Dividend Policy, Types of Dividends, Bonus Shares (Concept only)

#### UNIT 4: INVESTMENT DECISION

16 Hrs.

Meaning and Scope of Capital Budgeting, Features & Significance, Techniques - Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index – Problems.

#### UNIT 5: WORKING CAPITAL MANAGEMENT

10 Hrs.

Concept of Working Capital, Significance of Adequate Working Capital, Problems of Excess or Inadequate Working Capital, Determinants of Working Capital, Sources of Working Capital, Estimation of Working Capital (Simple Problems)

#### SKILL DEVELOPMENT:

- Calculate Equated Installment and prepare Loan Repayment schedule for the loan borrowed by your family / friend.
- Identify the capital budgeting and capital structure practices followed in any firm/company of your choice (using primary/secondary data)
- Visit a business entity and estimate working capital requirement for the entity.
- Develop spreadsheet models for different components of time value of money and capital budgeting.

#### BOOKS FOR REFERENCE

1. I M Pandey, Financial Management. Vikas Publication.
2. Prasanna Chandra, Financial Management, TMH
3. S N Maheshwari, Financial Management, Sultan Chand
4. Khan and Jain, Financial Management, TMH
5. Dr. V Rajeshkumar and Nagaraju V, Financial management, MH India
6. Dr. Aswathanarayana.T ,Financial Management, VBH
7. K. Venkataramana, Financial Management, SHBP
8. G. Sudarshan Reddy, Financial Management, HPH
9. Sharma and Shashi Gupta, Financial Management, Kalyani Publication

## 4.2 CORPORATE COMMUNICATION SKILLS - II

### OBJECTIVE:

- To help the students to gain comprehensive knowledge and skill about corporate communication.

### UNIT 1: CORPORATE COMMUNICATION

12 Hrs.

**Introduction** – Meaning & Definition, Characteristics, Importance and Guidelines for effective Corporate Communication; Segmenting Stakeholders in Corporate Communication – Meaning, Need & Importance of Segmenting Stakeholders; Scope of Corporate Communication - Employee Communication, Public Relations, Internet Marketing, Customer Communication, Investor Relations; Internal Communication – Memos – Meaning & Structure; Reports – Formal & Informal (Meaning & Structure), External Communication – Circular Letters; Writing Press Releases; Newsletters – Staff & Customers (Meaning and Contents to be discussed).

### UNIT 2: STRATEGIC COMMUNICATION

10 Hrs.

Introduction – Meaning, Importance, Principles of Strategic Communication – Credible, Understanding, Dialogue, Pervasive, Unity of Effort, Results Based, Responsive, Continuous Components of Strategic Communication – Nomination, Restriction, Turn-Taking, Topic Control, Topic Shifting, Repair, Termination.

Employee Communication relating to Productivity; Employee Recognition; HR Policies; Payroll; Investor Communication relating to Company Profitability; Corporate Identity and Branding; Public Relations Communication relating to Media Inquiries; Press Conference; Media Packets; News Release; News Monitoring.

### UNIT 3: LEADERSHIP COMMUNICATION

12 Hrs.

Meaning and Importance of Leadership Communication, Principles of Leadership Communication, Skills required:

- a. Listening – Meaning and Types of Listening Skills, Importance of Listening.
- b. Non-Verbal Communication (Body Language) – Meaning, Types of Non-Verbal Communication or Body Language and Importance of Non-Verbal Communication.
- c. Stress management – Meaning and Importance of stress management.
- d. Emotional Intelligence – Meaning and Components of Emotional Intelligence, Importance of Emotional Intelligence in Leadership Communication.
- e. Straight Talking – Meaning and Essentials of Straight Talk, Importance of Straight Talk in Leadership Communication.

Meetings – Meaning and Types of Corporate Meetings, Notice of Meetings – Meaning, Contents & Format  
Agenda – Meaning and Format, Minutes of the Meeting – Meaning and Process of Recording the Minutes

### UNIT 4: MARKETING COMMUNICATION

11 Hrs.

Meaning and Elements of Marketing Communication Mix; Creativity – Meaning, Importance, Steps and Types of Creativity; Forms of Marketing Communication:

- a. Marketing Campaign – Meaning, Types of Marketing Campaign – Product Launch, Brand Launch, Rebranding, Repositioning, Turnaround/Re launch, Seasonal Push, Brand Awareness & Revenue Push (Only Meaning to be discussed).
- b. Digital Marketing – Meaning, Channels of Digital Marketing – Websites (Content Marketing), Email, Social Media, Organic Search (SEO), Paid Search (SEM), Display Ads (Concept, Advantages & Disadvantages of each of the Channels).

- c. Product promotion – Meaning, Types of Promotion – (a) Advertising – Meaning, Features of Advertising, Objectives of Advertising, Medium of Advertising, Merits & Demerits of Advertising (b) Sales Promotion – Meaning, Objectives, Importance & Strategies of Sales Promotion. (c) Personal Selling – Meaning and Features. (d) Publicity – Meaning, Features, Objectives & Importance.
- d. Printed Materials – Meaning, Types of Marketing Materials used in Business (Only Concepts to be discussed).

## **UNIT 5: CRISIS COMMUNICATION**

**10 Hrs.**

Meaning; Need, Types of Crisis communication, Principles to be followed in Crisis Communication; Crisis Communication Stages – Pre-Crisis, Crisis Response, Post-Crisis; Steps of Crisis Communication – Crisis Anticipation, Choosing the Crisis Communication Team, Selection of the Spokesperson, Training the Spokesperson; Monitoring of Notification System, Identifying the Target Audience, Preparing the Messages; Post Crisis Steps.

### **SKILL DEVELOPMENT:**

- Preparation of notice & agenda of a corporate meeting;
- Draft the minutes of any one student's event meeting.
- Design an advertisement copy for the product of your choice.
- Draft a sample circular, memo & press release.
- Analyze a case study relating to communication in crisis management.

### **BOOKS FOR REFERENCE:**

1. Sharma R.C, Krishna Mohan, Business Communication and Report Writing, McGrawHill
2. Courtland .L. Bovee, John .V. Thill, Business Communication Today, Irwin
3. Raymond .v. Lesikar, John .D. Petit Jr., Business Communication : Theory & Applications, Tata Mc GrawHill
4. Rodriques M.V, Effective Business Communication, Concept Publishing Company
5. Woolcott Law Unwin W.R, Mastering Business Communication, Palgrave publishers
6. Poe, Roy Wamp, Frunchling, Rosemary.T, Business Communication, AITBS
7. Sehgal.M.K, Vandana Khetarpal, Business communication, Excel Books
8. Raman, Meenakshi Singh, Prakash, Business Communication, Oxford University Press
9. Lowe, Susan, Pile, Louise, Presenting Delta Business Communication Skills, Viva Books
10. Krishnamacharyulu,C.S.G and Dr.Lalitha Ramakrishnan, Business Communication, HPH
11. Rayadu C.S, Media and Communication Management, HPH
12. Dalmar Riseher, Communication in Organization, Jaico Publishing House
13. Andress, Organizational Communication, AITBS Publishers
14. Lonis . A. Allen, Effective Communication on the Job, Taraporewala Publishers
15. Venkatramani, Corporate Communications : The Age of the Image, Sterling publishers

### 4.3 BUSINESS RESEARCH METHODS

#### OBJECTIVE:

- To create an awareness of the Process of Research, the tools and techniques of research and generation of reports.

#### UNIT 1: INTRODUCTION TO BUSINESS RESEARCH

**06 Hrs.**

Meaning, Characteristics and Significance of Business Research; Types of Research – Exploratory, Descriptive and Causal Research; Steps in research process.

#### UNIT 2: PROBLEM IDENTIFICATION AND RESEARCH DESIGN

**08 Hrs.**

Literature Review – Process, Identification of Research Gap and Problem, Cited Reference Software-Zotero and Mendeley.

Research Design – Statement of the Problem, Objectives of the Study, Scope of the Study, Research Methodology – Types of Data: Primary Data & Secondary Data, Sampling, Tools & Techniques of Data Analysis and Report Presentation.

#### UNIT 3: DATA COLLECTION

**16 Hrs.**

Census Method - Advantages and Disadvantages

Sampling - Sampling Process, Methods of Sampling - Probability and Non-probability Sampling, Determination of Sample Size, Errors in Sampling

Methods of Collecting Primary Data – Survey Method, Observation Method and Experimental Method

Tools for Data Collection – Questionnaire (with brief discussion on Scales of Measurement – Nominal, Ordinal, Interval and Ratio), Schedule and Check-list, Preparation of Questionnaire for Attitude and Measurement using Likert Scale.

#### Unit 4: DATA ANALYSIS & INTERPRETATION:

**18 Hrs.**

Tabulation and Diagrammatic Representation

Format for Data Analysis (Introduction for each question, Data for each question, Format of Table for presenting the Data, Analysis of the Data and Inference).

Hypothesis – Meaning, Types of Hypothesis. Formulation of Hypothesis and Identifying the applicable test; Types of Errors, Z test, t test, chi-square test, ANOVA and Drawing Inferences.

#### UNIT 5: REPORT PREPARATION AND PRESENTATION

**08 Hrs.**

Structure of Business Research Report – Introduction, Research Design, Profiles, Data Analysis, Findings and Conclusions, Bibliography, Annexure.

Ethics in Research – Plagiarism and Tools for Plagiarism check.

#### SKILL DEVELOPMENT:

- Prepare a sample research proposal.
- Design a questionnaire using Google form for collection of primary data keeping in mind the topic chosen for research.
- Use imaginary data and prepare diagrams using MS Excel.
- Select a research paper of your choice & execute a plagiarism check using Zotero and Mendeley

**BOOKS FOR REFERENCE:**

1. O.R.Krishnaswamy, Research methodology in Social Sciences, HPH
2. Cooper, Business Research Methods 6th edition, MC Graw Hill
3. C.R. Kothari, Research Methodology, Vikas Publications
4. Uma Sekaran and Roger Bougle, Research Methods for Business: A Skill Building Approach, Wiley Publications
5. Tripathi P.C, A Textbook of Research Methodology, Sultan Chand & Sons
6. William G Zikmund, Business Research Methods, Dryden Press
7. R. Dvivedi, Research Methods in Behavior Science, Macmillan India Ltd.
8. J.K. Sachdeva, Business Research Methodology, HPH
9. S.N. Murthy, V. Bhojanna, Business Research Methods, Excel Books
10. Levin & Rubin, Statistics for Management, Prentice Hall of India
11. Usha Devi N, Santhosh Kumar, Business Research Methodology, VBH
12. Gupta S, Research Methodology and Statistical Techniques, Deep & Deep Publications
13. Thakur D, Research Methodology in Social Sciences, Deep & Deep Publications



## 4.4 BANKING LAW AND OPERATIONS

### OBJECTIVE:

- To familiarize the students with the operations and innovations in Banking Sector

### UNIT 1: BANKER AND CUSTOMER

16 Hrs.

#### A. Banker and customer relationship:

Introduction – Meaning of Banker & Customer, General and Special relationships between Banker & Customer, (Rights and Obligations of Banker & Customer).

#### B. Customers and account holders:

Types of Customer and Account Holders – Procedure and Practice in Opening and Operating Accounts of different Customers – Minor, Joint Account Holders, Partnership Firms, Joint Stock Companies, Clubs, Non-Resident Account – NRI & NRE Accounts.

### Unit 2: COLLECTING BANKER

08 Hrs.

Meaning – Duties and Responsibilities of Collecting Banker, Holder for Value, Holder in Due Course, Statutory Protection to Collecting Banker.

### Unit 3: PAYING BANKER

12 Hrs.

Meaning, Precautions, Statutory Protection to the Paying Banker; Cheques, Crossing of Cheques – Types of Crossing; Endorsements - Meaning, Essentials and Kinds of Endorsement; Dishonor of Cheque - Grounds for Dishonor.

### Unit 4: LENDING OPERATIONS

12 Hrs.

Principles of Bank Lending; Kinds of Lending - Loans, Cash Credit, Overdraft, Bills Discounting, Letters of Credit; Types of Securities and Methods of Creation of Charge, Secured and Unsecured Advances; Procedure--Housing, Education and Vehicle loans; Non-Performing Asset (NPA) - Meaning, Circumstances & Impact; Government Regulations on Priority Lending for Commercial Banks.

### Unit 5: BANKING INNOVATIONS

08 Hrs.

New Technology in Banking, Core Banking, Universal Banking and Offshore Banking; E-Services – Debit and Credit Cards, Internet Banking, ATM, Electronic Fund Transfer (NEFT, RTGS, IMPS), DEMAT, E-Wallet – Meaning, Types of E-Wallet's & Procedure of making E-Payments: BHIM, PAYTM, GOOGLE PAY (TEZ) and PHONE PE (Concepts only).

### SKILL DEVELOPMENT:

- Application for opening a Bank Account.
- Application for Bank Loan.
- Form of a Cheque and Types of Crossing of Cheque
- Debit and Credit Cards
- Form of RTGS
- Draw specimen of Traveler's Cheques / Gift cheques

### BOOKS FOR REFERENCE:

1. Gordon & Natarajan, Banking Theory Law and Practice, HPH
2. Sheldon H.P, Practice and Law of Banking, MacDonald and Evans
3. S. P Srivastava, Banking Theory & Practice, Anmol Publications
4. Shekar. K.C, Banking Theory Law and Practice, Vikas Publication
5. Tannan M.L, Banking Law and Practice in India, Indian Law House
6. K. Venkataramana, Banking Operations, SHBP
7. Kothari N. M, Law and Practice of Banking, LexisNexis
8. Neelam C Gulati, Principles of Banking Management, Excel Books
9. Maheshwari. S.N, Banking Law and Practice, Vikas Publication
10. M. Prakash and Bhargavi R, Banking law & Operation, Vision Book House

## 4.5 ENTREPRENEURSHIP DEVELOPMENT

### OBJECTIVE:

- To enable students to understand the basic concepts of Entrepreneurship and prepare Business Plan to start a Small Industry.

### UNIT 1: INTRODUCTION TO ENTREPRENEURSHIP

12 Hrs.

Introduction – Meaning & Definition of Entrepreneurship, Entrepreneur & Enterprise ; Differences between Entrepreneurship, Entrepreneur & Enterprise; Functions of Entrepreneur; Role of Entrepreneur for Economic Development; Factors influencing Entrepreneurship; Pros and Cons of being an Entrepreneur; Differences between Manager and Entrepreneur; Qualities of an Entrepreneur; Types of Entrepreneurs. Entrepreneurship Development -- Need, Problems, National and State Level Institutions.

### UNIT 2: MICRO, SMALL, MEDIUM ENTERPRISES

10 Hrs.

**Micro Small and Medium types of Business units (MSMEs):** Meaning, Definition, Characteristics, Establishment procedures, Challenges faced by MSMEs, Comparison between Small and Large scale business units. **Industrial Estates:** Meaning, Role and Types.

### UNIT 3: STARTING A NEW BUSINESS VENTURE

14 Hrs.

**Business opportunity:** Meaning and Process of identifying Business opportunity; Scanning the Environment, Evaluation and Selection of the best Alternative/Project.

**Steps involved in starting a Business Venture** – Identification of Project/Service, Location, Project Formulation – Feasibility studies and reasons to do feasibility studies (Product/Service, Financial, Technical, Social and Market feasibility), Decision on form of Ownership, Completion of Legal Formalities(Clearances and Permits required, Formalities, Licensing and Registration Procedures), Arranging for Infrastructure, Preparation of Project Report, Applying and Obtaining Financial Assistance.

### UNIT 4: PREPARATION OF BUSINESS PLAN AND DEVELOPMENT OF BUSINESS MODEL 10 Hrs.

**Business Plan (BP):** Meaning, Importance, Preparation and Component of Business Plan, Common pitfalls to be avoided in preparation of a BP and the possible solutions to overcome them.

**Formulation of Business Model:** Meaning of Business Model, Importance and Diversity of Business Model and Components of Business Model.

### UNIT 5: INSTITUTIONAL ASSISTANCE FOR ENTREPRENEURSHIP

10 Hrs.

Need and Importance, **Financial Assistance and Concessions:** SFC's, SIDBI, Commercial Banks, KSIDC, KSSIC, IFCI, **Non-financial assistance:** DIC, SISI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC, Trade related Entrepreneurship Development and Assistance (TREAD), Pradhan Manthri Kausal Vrudhhi Yojana (PMKVY) and National Skill Development Mission(NSDM).

### SKILL DEVELOPMENT

- Preparation of a Project Report to start a SSI Unit
- Preparing a letter to the concerned authority-seeking license to the SSI Unit, you propose to start
- Format of a Business Plan
- Chart showing Financial Assistance available to SSI along with rates of interest
- Chart showing Tax Concessions to SSI both Direct and Indirect

### **BOOKS FOR REFERENCE**

1. Udai Pareek and T.V. Rao, Developing Entrepreneurship, Learning Systems
2. Desai Vasant , Entrepreneurial Development, HPH
3. K. Venkataramana, Entrepreneurial Development, SHB Publications
4. Bruce R Barringer, R Duane Ireland, Entrepreneurship- Successfully Launching New Ventures, Pearson
5. Donald F. Kuratko, Richard M Hodgetts, Entrepreneurship, Thomson South-Western
6. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition
7. Satish Taneja: Entrepreneur Development, HPH
8. S.V.S. Sharma, Developing Entrepreneurship, Issues and Problems, SIET
9. Srivastava, A Practical Guide to Industrial Entrepreneurs, Sultan Chand
10. N.V.R. Naidu, Management and Entrepreneurship, I.K. International
11. Anil Kumar, Small Business and Entrepreneurship, I.K. International
12. Rekha & Vibha, Entrepreneurial Management, VBH
13. Vidya Hattangadi, Entrepreneurship, HPH

## 4.6 MANAGEMENT ACCOUNTING

### OBJECTIVE:

- To enable the students to understand the analysis and interpretation of Financial Statements with a view to prepare Management Reports for Decision making

### UNIT 1: INTRODUCTION TO MANAGEMENT ACCOUNTING

**8 Hrs.**

Meaning, Definition, Objectives, Nature and Scope, Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting; Management Reporting – Requisites of a Good Reporting System, Principles of Good Reporting System, Kinds of Reports, Drafting of Reports under Different Situations.

### UNIT 2: RATIO ANALYSIS

**16 Hrs.**

Ratio Analysis–Meaning and Definition of Ratio, Meaning of Accounting Ratio, Ratio Analysis Uses and Limitations, Classification of Ratios– Liquidity Ratios, Profitability Ratios and Solvency Ratios Problems

### UNIT 3: CASH FLOW ANALYSIS

**8 Hrs.**

Meaning and Definition of Cash Flow Statement, Concept of Cash and Cash Equivalents, Uses and Limitations of Cash Flow Statement, Difference between Cash Flow Statement and Fund Flow Statement; Provisions of Ind. AS-7; Procedure for Preparation of Cash Flow Statement – Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities; Preparation of Cash Flow Statement according to Ind. AS-7

### UNIT 4: MARGINAL COSTING

**14 Hrs.**

Meaning and Definition of Marginal Cost, Marginal Costing, Features of Marginal Costing, Terms used in Marginal Costing – P/V Ratio, BEP, Margin of Safety, Angle of Incidence; Break Even Analysis – Assumptions and Uses - Problems. Break Even Chart Problems  
Decision Making under Marginal Costing – Make or Buy Decisions, Profitable Product Mix, Addition of a New Product, Discontinuance of an Existing Product – Simple Problems

### UNIT 5: BUDGETARY CONTROL

**10 Hrs.**

Introduction – Meaning & Definition of Budget and Budgetary Control, Objectives of Budgetary Control, Essential Requirements of Budgetary Control, Advantages and Disadvantages of Budgetary Control, Types of Budgets- Functional Budget, Cash Budget, Sales Budget, Purchase Budget and Production Budget; Fixed and Flexible Budgets - Problems on Flexible budget and Cash budget only

### SKILL DEVELOPMENT:

- Collect financial statements of an Organization and Calculate Important Accounting Ratio's
- Draft a report on any financial/operational crisis in an organization
- Prepare a Break-Even-Chart of a product-based organization using hypothetical data (Imaginary figures)
- Prepare a Flexible budget/Cash budget based on hypothetical data (Imaginary figures)

## **BOOKS FOR REFERENCE**

1. Dr. S.N. Maheswari , Management Accounting, Mahavir Publications
2. V.K.Saxena and C.D.Vashist, Advanced Cost and Management Accounting, Sultan Chand & Sons
3. Sudhindra Bhat, Management Accounting, Excel Books
4. Dr. S.N. Goyal and Manmohan, Management Accounting, S N Publication
5. B.S. Raman, Management Accounting, United Publishers
6. M.N.Arora, Management Accounting, HPH
7. Sharma and Gupta, Management Accounting, Kalyani Publishers
8. M Muniraju & K Ramachandra, Management Accounting, HPH
9. P N Reddy & Appanaiah, Essentials of Management Accounting, HPH

## 4.7 CUSTOMER RELATIONSHIP MANAGEMENT

### OBJECTIVES:

- To make the students understand the concepts, role, principles and changing face of CRM as an IT enabled function.
- To make the students to learn the skills required for effective management of Customer Relationship

### UNIT 1: CRM CONCEPTS

**10 Hrs.**

Acquiring Customers, Customer Loyalty and Optimizing Customer Relationships; CRM Definition; Success Factors -- The three levels of Service/ Sales Profiling; Service Level Agreements (SLAs), Creating and Managing effective SLAs.

### UNIT 2: CRM IN MARKETING

**12 Hrs.**

One-to-one Relationship Marketing; Cross Selling & Up Selling; Customer Retention; Behavior Prediction - Customer Profitability & Value Modeling; Channel Optimization; Event-based marketing; CRM and Customer Service - The Call Centre, Call Scripting, Customer Satisfaction Measurement.

### UNIT 3: SALES FORCE AUTOMATION

**12 Hrs.**

Sales Process, Activity; Contact- Lead and Knowledge Management; Field Force Automation; CRM links in E-Business; E-Commerce and Customer Relationships on the Internet; Enterprise Resource Planning (ERP); Supply Chain Management (SCM); Supplier Relationship Management (SRM); Partner Relationship Management (PRM)

### UNIT 4: ANALYTICAL CRM

**12 Hrs.**

Managing and Sharing Customer Data; Customer Information Databases - Ethics and Legalities of Data use; Data Warehousing and Data Mining concepts; Data Analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering

### UNIT 5: CRM IMPLEMENTATION

**10 Hrs.**

Defining Success Factors; Preparing a Business Plan Requirements, Justification and Processes; Choosing CRM Tools - Defining Functionalities - Homegrown versus Out-Sourced Approaches; Managing Customer Relationships - Conflict, Complacency; Resetting the CRM Strategy; Selling CRM Internally; CRM Development Team, Scoping and Prioritizing, Development and Delivery, Measurement

### SKILL DEVELOPMENT:

- Present any two CRM models in a Diagrammatic form.
- Present any case study of Effective Customer Relationship Management
- Present the flow-chart of CRM implementation.
- Develop an imaginary customer database for any product of student's choice

### BOOKS FOR REFERENCE:

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited
4. Jagdish Seth, et al, Customer Relationship Management
5. V. Kumar & Werner J., Customer Relationship Management, Willey India

## 5.1 INCOME TAX - I

### OBJECTIVE:

- To expose students to various provision of Income Tax Act relating to the computation of Income of Individual Assessee.

### UNIT 1: INTRODUCTION TO INCOME TAX

10 Hrs.

Brief History of Indian Income Tax – Legal Frame Work – Types of Taxes - Cannons of Taxation – Important Definitions: Assessment, Assessment Year, Previous Year (Including Exceptions), Assessee, Person, Income, Casual Income, Gross Total Income, Total Income, Agricultural Income (Including Scheme of Partial Integration – Theory only) – Scheme of Taxation. Meaning and Classification of Capital & Revenue. Income Tax Authorities: Powers & Functions of CBDT, CIT & A.O.

### UNIT 2: EXEMPTED INCOMES

03 Hrs.

Introduction – Exempted Incomes u/s 10 - Restricted to Individual Assessee.

### UNIT 3: RESIDENTIAL STATUS

10 Hrs.

Determination of Residential Status of an individual & Incidence of Tax – Problems.

### UNIT 4: INCOME FROM SALARY

20 Hrs.

Meaning – Definition – Basis of Charge – Advance Salary – Arrears of Salary – Allowances – Perquisites – Provident Fund – Profits in Lieu of Salary – Gratuity – Computation of Pension – Encashment of Earned leave – Compensation for Voluntary Retirement – Deductions from Salary u/s 16 – Problems on Income from Salary.

### UNIT 5: INCOME FROM HOUSE PROPERTY

12 Hrs.

Basis of Charge – Deemed Owners – Exempted Incomes from House Property – Composite Rent – Annual Value – Determination of Annual Value – Treatment of Unrealized Rent – Loss due to Vacancy – Deductions from Annual Value – Problems on Income from House Property.

### SKILL DEVELOPMENT:

- Form No. 49A (PAN) and 49B.
- Filling of Income Tax Returns.
- List of enclosures to be made along with IT returns (with reference to salary & H.P).
- Preparation of Form 16.
- Chart on perquisites.

### BOOKS FOR REFERENCE:

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxman's publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P) Ltd.
3. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
4. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
5. Gaur & Narang: Income Tax, Kalyani Publisher s
6. 7 Lecturer – Income Tax – VBH
7. Dr.V.Rajesh Kumar and Dr.R.K.Sreekantha: Income Tax – I, Vittam Publications

## 5.2 BUSINESS REGULATIONS

### OBJECTIVE:

- To introduce the students to the various Legislations affecting Business and to familiarize them with such Regulations.

### UNIT 1: CONTRACT LAW

12 Hrs.

**Indian Contract Act 1872** – Definition of Contract, Essentials of a Valid Contract (all essentials need to be explained in great detail) Classification of Contract, Breach of Contract and Remedies for Breach of Contract.

### UNIT 2: LAW OF SALE OF GOODS

08 Hrs.

**Sale of Goods Act 1930** – Definition of Contract of Sale, Essentials of Contract of Sale, Conditions and Warranties, Rights and Duties of the Buyer, Rights of Unpaid Seller.

### UNIT 3: INFORMATION LAW

10 Hrs.

**Rights to Information Act 2005** – Objectives of RTI Act, Scope, Suo Motu Disclosure, Methods of seeking Information, Eligibility to obtain Information from Authorities under the Act.

**Information Technology Act 2000** – Objectives & Features of Information Technology Act 2000. Provisions - Digital & Electronic Signature, Offences and Penalties. Introduction to Cyber Crimes.

### UNIT 4: COMPETITION AND CONSUMER LAWS

10 Hrs.

**The Competition Act 2002** – Objectives, Features and Components of Competition Act, CCI, CAT, Offences and Penalties under Competition Act.

**Consumer Protection Act 1986** – Definitions of the terms: Consumer, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices and Services, Consumer Protection Act, Consumer Redressal Agencies – District Forum, State Commission, National Commission.

### UNIT 5: ECONOMIC AND ENVIRONMENTAL LAWS

16 Hrs.

**WTO patent rules – Indian Patent Act, 1970** – Meaning and Scope of Intellectual Property Rights (IPR), Procedure to get Patent for Inventions and Non-Inventions.

**FEMA ACT 1999** – Objectives of FEMA, Definition of important terms: Authorized Dealer. Currency, Foreign Currency, Foreign Exchange, Foreign Security, Directorate of Enforcement, Salient features of FEMA, Offences and Penalties.

**Environment Protection Act 1986** – Objectives of the Act, Definitions of important terms: Environment, Environment Pollutant, Environment Pollution, Hazardous Substance and Occupier, Types of Pollution, Global Warming, Causes for Ozone Layer Depletion, Carbon Trade, Rules and Powers of Central Government to protect Environment in India.

### SKILL DEVELOPMENT:

- Discuss a case law on Minor's capacity to contract
- Discuss a case law against misleading advertisement
- Collect leading Cybercrimes cases and conduct group discussion
- Draft a complaint to district consumer forum and how to lodge a complaint online
- Draft innovative suggestion to reduce Global warming and Ozone Depletion.



**BOOKS FOR REFERENCE:**

1. N.D. Kapoor, Business Laws, Sultan Chand Publications
2. K. Aswathappa, Business Laws, HPH,
3. Information Technology Act/Rules 2000, Taxmann Publications Pvt. Ltd.
4. Chanda.P.R, Business Laws, Galgotia Publishing Company
5. Maheshwari and Maheshwari, Business Law, National Publishing House
6. S.C. Sharma: Business Law I.K. International Publishers
7. Lee Reach, Business Laws, Oxford University Press
8. Tulsian. P. C Business Law, TMH

## 5.3 INDIRECT TAXES

### OBJECTIVES:

- To impart Students knowledge on GST and Customs Duty.
- To make the students to understand the rules, regulation and procedures relating to GST and Customs Duty.

### UNIT 1: BASICS OF TAXATION

06 Hrs.

Tax – Meaning and Types, Differences between Direct and Indirect Taxation, History of Indirect Taxation in India, Taxonomy of Indian Indirect Taxation.

### UNIT 2: GOODS AND SERVICES TAX – FRAMEWORK AND DEFINITIONS 12 Hrs.

Introduction to Goods and Services Tax, Salient Features, Constitutional Framework, Definitions, Orientation to CGST, SGST and IGST, Meaning & Scope and types of Supply. Exemptions from GST.

### UNIT 3: TIME, PLACE AND VALUE OF SUPPLY

18 Hrs.

Time of Supply – in case of Goods and in case of Services – Problems on ascertaining Time of Supply, Place of Supply – in case of Goods and in case of Services (both General and Specific services) – Problems on Identification of Place of Supply, Value of Supply – Meaning, Inclusions and Exclusions. Problems on Calculation of ‘Value of Supply’.

### UNIT 4: GST LIABILITY, INPUT TAX CREDIT AND GST PROCEDURES 12 Hrs.

Rates of GST – Classification of Goods and Services and Rates based on Classification; Problems on Computation of GST Liability, Input Tax Credit – Meaning, Process for availing Input Tax Credit – Problems on Calculation of Input Tax Credit and Net GST Liability, Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST

### UNIT 5: CUSTOMS DUTY

08 Hrs.

Import and Export Procedures, Customs Duty – Meaning and Background, Types of Customs Duty, Valuation for Customs Duty. Calculation of Customs Duty Liability - Problems.

### SKILL DEVELOPMENT:

- Present the framework of indirect taxation in India.
- Give any 5 examples each for mixed supply and composite supply.
- Identify the ‘time of supply’ for at least five transactions under forward charge and reverse charge.
- Show the calculation of ‘value of supply’ and ‘GST Liability’ with imaginary figures and applicable rates.
- Show the calculation of GST payable after adjusting ‘Input-Tax Credit’ with imaginary figures.
- List the types of customs duties applicable after GST.

### BOOKS FOR REFERENCE:

1. Dr. Vinod K. Singhania: Students’ Guide to Income Tax, Taxmann publication.
2. V Rajesh Kumar and Mahadev, “Indirect Taxes”, Mc Graw Hill Education
3. Datey, V S, “Indirect Taxes”, Taxmann Publications.
4. Dr. B Mariyappa, “Goods and Services Tax”, HPH.
5. Haldia, Arpit, “GST Made Easy”, Taxmann Publications.
6. Chaudhary, Dalmia, Girdharwal, “GST – A Practical Approach”, Taxmann Publications.
7. Garg, Kamal, “Understanding GST”, Bharat Publications.
8. Hiregange, Jain and Naik, “Students’ Handbook on Goods and Services Tax”, Puliani and Puliani.

## 5.4 INFORMATION TECHNOLOGY FOR BUSINESS – I

### OBJECTIVES:

- To familiarize students with nature and purpose of database Systems and how they work
- To develop skills among the students to design and implement simple Computer based business Information Systems using MS EXCEL.
- To familiarize students in latest aspects of Information Technology used in business context.

### **UNIT 1: INFORMATION TECHNOLOGY AND INFORMATION SYSTEM** **10 Hrs.**

Introduction to IT, Introduction to IS, Difference be IS and IT, Need for Information System, Information Systems in the Enterprise, Impact of Information Technology on Business (Business Data Processing, Intra and Inter Organizational communication using network technology, Business process and Knowledge process outsourcing), Managers and Activities in IS, Importance of Information systems in decision making and strategy building, Information systems and subsystems.

### **UNIT 2: SUBSYSTEMS OF INFORMATION SYSTEM** **12 Hrs.**

Transaction Processing Systems (TPS), Management Information System (MIS), Decision Support Systems (DSS), Group Decision Support System (GDSS), Executive Information System (EIS), Expert System (ES), Features, Process, advantages and Disadvantages, Role of these systems in Decision making process

### **UNIT 3: DATABASE MANAGEMENT SYSTEM** **14 Hrs.**

Introduction to Data and Information, Database, Types of Database models, Introduction to DBMS, Difference between file management systems and DBMS, Advantages and Disadvantages of DBMS, Data warehousing, Data mining, Application of DBMS, Introduction to MS Access, Create Database, Create Table, Adding Data, Forms in MS Access, Reports in MS Access.

### **UNIT 4: MICROSOFT EXCEL IN BUSINESS** **14 Hrs.**

Introduction to MS Excel, features of MS Excel, Cell reference, Format cells, Data Validation, Protecting Sheets, Data Analysis in Excel: Sort, Filter, Conditional Formatting, Preparing Charts, Pivot Table, What if Analysis(Goal Seek, Scenario manager), Financial Functions: NPV, PMT, PV,FV, Rate, IRR, DB,SLN,SYD.

Logical Functions: IF, AND, OR, Lookup Functions: V Lookup, H Lookup, Mathematical Functions, Text Functions.

### **UNIT 5: RECENT TRENDS IN IT** **05 Hrs.**

Virtualization, Cloud computing, Grid Computing, Internet of Things, Green Marketing, Artificial Intelligence, Machine Learning.

**SKILL DEVELOPMENT:**

- Creating Database Tables in MS Access and Entering Data
- Creating Forms in MS Access
- Creating Reports in MS Access
- Creating charts in Excel
- What if analysis in Excel
- Summarizing data using Pivot Table
- VLookup and HLookup Functions
- Rate of Interest Calculation using Financial Function
- EMI calculation using Financial Function
- Data Validation in Excel
- Sort and Filter
- Conditional Formatting in Excel

**BOOKS FOR REFERENCE:**

1. Lauaon Kenneth & Landon Jane, "Management Information Systems: Managing the Digital firm", Eighth edition, PHI, 2004.
2. Uma G. Gupta, "Management Information Systems – A Management Prespective", Galgotia publications Pvt., Ltd., 1998.
3. Louis Rosenfel and Peter Morville, "Information Architecture for the World wide Web", O'Reilly Associates, 2002.
4. C.S.V.Murthy: Management Information Systems, HPH
5. Steven Alter, "Information Systems – A Management Perspective", Pearson Education, 2001.
6. Uma Gupta, "Information Systems – Success in 21st Century", Prentice Hall of India, 2000.
7. Robert G. Murdick, Joel E. Ross and James R. Claggett, "Information Systems for Modern Management", PHI, 1994.
8. Introduction to Database Systems, CJ Date, Pearson
9. Database Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGraw Hill 3rd Edition
10. The Database Systems – The Complete Book, H G Molina, J D Ullman, J Widom Pearson
11. Database Systems design, Implementation, and Management, Peter Rob & Carlos Coronel 7th Edition.
12. Fundamentals of Database Systems, Elmasri Navrate Pearson Education
13. Introduction to Database Systems, C.J.Date Pearson Education
14. Microsoft Access 2013 Step by Step by Cox, Joyce, Lambert, Joan.
15. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 (English Edition) by Lokesh Lalwani
16. Microsoft Excel 2016 - Data Analysis and Business Modeling by Wayne L. Winston (Author)

## **FN 5.5 ADVANCED CORPORATE FINANCIAL MANAGEMENT**

### **OBJECTIVES:**

- To provide knowledge on valuation of business enterprises.
- To make students understand the various models of value-based management.
- To give insight on various forms of corporate restructuring.

### **UNIT 1: INTRODUCTION AND FUNDAMENTAL TOOLS OF FINANCE 08 Hrs.**

Meaning of Financial Management – Goals of Financial Management - Analysis of Financial Statements – DU PONT ANALYSIS; Time Value of Money – Compounding, Discounting, Annuity and Perpetuity; Weighted Average Cost of Capital – CAPM based calculation. Beta – Un-levering and Re-levering

### **UNIT 2: CORPORATE VALUATION 18 Hrs.**

Valuation of Firm and Valuation of Equity – Net Assets Method, Earnings Capitalization Method, Relative Valuation, Chop Shop Method. Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method.

### **UNIT 3: VALUE BASED MANAGEMENT 10 Hrs.**

Marakon Approach, Alcar Approach, McKinsey Approach, Stern-Stewart Approach (EVA Method) and BCG Approach. Performance Measurement and Analysis. Balanced Scorecard.

### **UNIT 4: CORPORATE RESTRUCTURING - I 10 Hrs.**

Forms of Corporate Restructuring. Asset Restructuring – Securitization, Sale and Lease; Financial Restructuring – Designing and re-designing capital structure; Restructuring of companies incurring continuous losses, restructuring in the event of change in law, Buy-back of shares.

### **UNIT 5: CORPORATE RESTRUCTURING - II 10 Hrs.**

Mergers and Acquisitions – Meaning and differences, Reasons for Mergers, Types of Mergers, Valuation of firms – Assets Approach, Market Price Approach & EPS Approach– Problems.

### **SKILL DEVELOPMENT:**

- Perform Du Pont Analysis for any listed company and identify the areas of concern.
- Calculate Beta for a listed company using spreadsheet and ascertain its cost of equity.
- Find value of any company of your choice using DCF method, making necessary assumptions.
- Make a list of domestic and international mergers and acquisitions over the last 5 years in an industry of your choice.

**BOOKS FOR REFERENCE:**

1. V. Rajesh Kumar, "Strategic Financial Management", Mc Graw Hill Publishers.
2. Bender, Ruth and Ward, Keith, "Corporate Financial Strategy", Butterworth Heinemann.
3. Damodaran, Aswath, "Damodaran on Valuation", John Wiley.
4. Damodaran, Aswath, "The Dark Side of Valuation", John Wiley.
5. Chandra, Prasanna, "Corporate Valuation and Value Creation", Mc Graw Hill.
6. Allen, David, "An Introduction to Strategic Financial Management – The Key to Long Term Profitability", The Chartered Institute of Management Accountants, Kogan Page.
7. Allen, David, "Financial Decisions – A Guide to the Evaluation and Monitoring of Business Strategy", The Chartered Institute of Management Accountants, Kogan Page.
8. Hampton, John, "Financial Decision Making – Concepts, Problems and Cases", Prentice Hall of India.
9. Jakhotiya, G.P., "Strategic Financial Management", Vikas Publishing House Private Limited.
10. Vedpuriswar, A.V, "Strategic Financial Management – Achieving Sustainable Competitive Advantage", Vision Books.

## **FN 5.6 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **OBJECTIVES:**

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.

### **UNIT 1: BASICS OF INVESTMENTS**

**05 Hrs.**

Investments –Meaning, Differences between Investment, Trading and Speculation. Process of Making and Managing Investments, Investment Goals and Constraints.

### **UNIT 2: INVESTMENT ALTERNATIVES**

**04 Hrs.**

Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.

### **UNIT 3: STOCK SELECTION AND PORTFOLIO CONSTRUCTION**

**20 Hrs.**

Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction Theories – Markowitz Theory, Sharpe’s Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

### **UNIT 4: BONDS**

**14 Hrs.**

Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy.

### **UNIT 5: MUTUAL FUNDS**

**12 Hrs.**

Mutual Funds – Net Asset Value. Mutual Fund Returns – Dividend payment plan, Dividend Reinvestment Plan, Bonus Plan and Growth Plan. Mutual Fund Evaluation – Sharpe’s Measure, Treynor’s Measure, Jensen’s Measure

### **SKILL DEVELOPMENT:**

- Summarize the parameters of ‘Economy Analysis’ of any five countries and give your inference.
- Apply Porter’s Five Forces Model for an industry of your choice and present the prospects of the industry.
- Analyze a company in respect of various financial and non-financial parameters and suggest investment decision in the company.
- Identify the best 5 mutual fund schemes on the basis of different selection criterion.

## **BOOKS FOR REFERENCE:**

1. V. Rajesh Kumar, "Strategic Financial Management", Mc Graw Hill Publishers.
2. Chandra, Prasanna (2008), "Investment Analysis and Portfolio Management", Tata McGraw Hill Publishing Limited, 3<sup>rd</sup> Edition.
3. Avadhani V.A (2006), "Securities Analysis and Portfolio Management", Himalaya Publishing House, Eighth Revised Edition.
4. Ranganatham and Madhumathi (2005); "Investment Analysis and Portfolio Management", Pearson Education, First Edition.
5. Pandian, Punithavathy (2007); "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited, Fifth Reprint Edition.
6. Kevin (2008); "Security Analysis and Portfolio Management", Prentice Hall of India Private Limited, First Reprint Edition.
7. Maheshwari, Yogesh (2008); "Investment Management", PHI Learning Private Limited, First Edition.
8. Rao, Balaji, "Financial Markets and Investment Instruments – An Industry Integrated Working Knowledge Study Material", Balaji Rao Publishers.
9. Fischer, E Donald and Jordan, J Ronald (2005); "Security Analysis and Portfolio Management", Prentice Hall of India Private Ltd., 6<sup>th</sup> Edition.
10. Bodie, Kane, Marcus and Mohanty (2009); "Investments", Tata-McGraw Hill Publishing Company Limited, 8<sup>th</sup> Edition.
11. Reily and Brown (2007); "Investment Analysis and Portfolio Management", Thomson South Western, 8<sup>th</sup> Edition, First Indian Reprint.
12. Hirt and Block (2009), "Fundamentals of Investment Management", Tata-McGraw Hill Publishing Company Limited, Eighth Edition.
13. Sharpe, Alexander and Bailey (1996); "Investments", Prentice Hall of India Private Limited, 5<sup>th</sup> Edition.
14. Indian Institute of Banking and Finance (2004); "Technical and Fundamental Analysis of Companies", Taxmann Publications, First Edition.



## **MK 5.5 CONSUMER BEHAVIOUR**

**OBJECTIVE:** To develop an understanding about the consumer decision-making process and its applications in marketing function of firms.

### **UNIT 1: INTRODUCTION**

**10 Hrs.**

Introduction to Consumer Behaviour - A Managerial & Consumer perspective; Need to study Consumer Behaviour; Applications of Consumer Behaviour Knowledge; Current Trends in Consumer Behaviour; Market Segmentation & Consumer Behaviour.

### **UNIT 2: INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOUR**

**11 Hrs.**

Consumer Needs & Motivation; Personality and Self-Concept; Consumer Perception; Learning & Memory; Nature of Consumer Attitudes; Consumer Attitude Formation and Change.

### **UNIT 3: ENVIRONMENTAL DETERMINANTS OF CONSUMER BEHAVIOUR**

**12 Hrs.**

Family Influences; Influence of Culture; Subculture & Cross-Cultural Influences; Group Dynamics and Consumer Reference Groups; Social Class & Consumer Behaviour.

### **UNIT 4: CONSUMER'S DECISION-MAKING PROCESS**

**12 Hrs.**

Problem Recognition; Search & Evaluation; Purchase Processes; Post-Purchase Behaviour; Personal Influence & Opinion Leadership Process; Diffusion of Innovations; Models of Consumer Behaviour; Researching Consumer Behaviour; Consumer Research Process.

### **UNIT 5: CONSUMER SATISFACTION & CONSUMERISM**

**10 Hrs.**

Concept of Consumer Satisfaction; Working towards enhancing Consumer Satisfaction; Sources of Consumer Dissatisfaction; Dealing with Consumer Complaint. Concept of Consumerism; Consumerism in India; The Indian Consumer – Characteristic Features; Reasons for Growth of Consumerism in India; Consumer Protection Act 1986.

### **SKILL DEVELOPMENT:**

- Conduct an informal interview of a local retail store owner and determine what demographic and socio economic segments the store appears to satisfy. How did the owner select this segment or segments?
- Conduct formal interview to the managers of three retail-clothing stores. Determine the degree to which they believe consumer's personality and self-image are important to the marketing activities of the stores.
- Visit three local restaurants and assess how each attracts clientele in different stages of the family life cycle.
- You are the owner of two furniture stores, one catering to upper-middle class consumers and the other to lower-middle class consumers. How do social class differences influence each store's
  - Product lines & styles
  - Advertising media selection
  - The copy & communication styles used in the advertisements
  - Payment policies
- For each of the following Products & services, indicate who you would go to for information and advice and for each situation; indicate the person's relationship to you and your reasons for selecting him/her as the source of information and advice.
  - The latest fashion in clothes
  - Banking
  - Air travel
  - Vacation destinations
  - A personal computer

**BOOKS FOR REFERENCE:**

1. Leon. G. Schiffman & Leslve Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000.
2. Suja.R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2003.
3. Batra/Kazmi; Consumer Behaviour.
4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delhi, 1993.
5. K. Venkatramana, Consumer Behaviour, SHBP.
6. Assael Henry; Consumer behaviour and marketing action; Asian Books(P) Ltd, Thomson learning, 6<sup>th</sup> Edition; 2001.
7. Jay D. Lindquist & M. Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, 2003.
8. Blackwell et al; Consumer Behaviour, 2nd Edition.
9. S.A.Chunawalla : Commentary on Consumer Behaviour, HPH.
10. Sontakki; Consumer Behaviour, HPH.
11. Schiffman; Consumer Behaviour, Pearson Education.

## **MK 5.6 INTEGRATED MARKETING COMMUNICATION**

### **OBJECTIVES:**

- To familiarize students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication program.
- To provide the learning about various communication tools and its effectiveness
- Foster creative ideas among learners for development of effective marketing communication program

### **UNIT-1: INTRODUCTION**

**6 Hrs.**

An Introduction to Integrated Marketing Communication (IMC): Meaning and Role of IMC in Marketing Process, Introduction to IMC tools – Advertising, Sales Promotion, Publicity, Public Relations and Event Sponsorship.

### **UNIT- 2: COMMUNICATION PROCESS**

**15 Hrs.**

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy; Consumer Involvement - The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

### **UNIT- 3: MARKETING COMMUNICATION**

**10 Hrs.**

Developing the Integrated Marketing Communication Program: Creative Strategies in Advertising, Sales Promotion, Publicity, Event Sponsorships etc, Types of Appeals and Execution Styles.  
Media planning and Selection Decisions

### **UNIT – 4: MARKETING COMMUNICATION MIX**

**14 Hrs.**

Marketing communication mix - Tools and Application: Advertising and Strategy, Advertising messages and creative approach traditional media, interactive media, media planning,  
Sales Promotion: Foundations and Approaches, Methods and Techniques  
Public Relations, Sponsorship, Direct Marketing, Personal Sales, Exhibitions, Product Positioning, Field Marketing, Packaging.  
Completing Marketing Communication Plan: SOSTAC planning model - Situation Analysis, Objectives, Strategy, Tactics, Actions, Control, Execution and Monitoring.

### **UNIT-5: Digital Media & Advertising**

**10 Hrs.**

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising.

### **SKILL DEVELOPMENT:**

- List out innovative sales promotion ideas
- Demonstrate process of launching a new product by giving special emphasis to sustainable packaging models.
- Explain importance of Digital marketing by illustrating it in a case study of your choice.
- How marketing and sales are different? Demonstrate through a role play

### **BOOKS FOR REFERENCE:**

1. Advertising Management, Aakar, Batra and Myers, Prentice
2. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
3. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
4. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

## **HR 5.5 INDUSTRIAL RELATIONS AND EMPLOYEE LEGISLATION**

**OBJECTIVE:** To familiarize students with the Industrial Relations and Legislations relating to Regulatory and Social Security of Employees in India.

### **UNIT 1: INTRODUCTION TO INDUSTRIAL RELATIONS 06 Hrs.**

Background of Industrial Relations – Definition, Scope, Objectives, Factors affecting IR, Participants of IR, Importance of IR. System of IR in India –Historical Perspective & Post-Independence Period, Code of Discipline and Historical Initiatives for Harmonious IR. International Labour Organization, Functions, Conventions & Ratification by Member-Nations, Participation & role of India.

### **UNIT 2: INDUSTRIAL RELATIONS REGULATIONS 12 Hrs.**

**Industrial Disputes Act, 1947** - Applicability, Coverage, Definitions with special reference to Industry, Workmen, Wages. Machineries for Resolution of Disputes - Conciliation, Arbitration, Adjudication. Settlements - Bilateral & Tripartite, Strikes & Lockouts, Lay off, Retrenchment & Closures, Compensations, Protected Workmen, Unfair Labour Practices, Penal Provisions.

**Trade Union Act, 1926** - Historical Background, Definitions - Trade Disputes, Industry Formation & Registration of Trade Unions, Grounds for the Withdrawal and Cancellation of Registration, Union Structure, Rights and Responsibilities of TUs, Problems of Trade Unions, Employee Relations in IT Sector

### **UNIT 3: INDUSTRIAL CONFLICTS AND NEGOTIATIONS 05 Hrs.**

Conflict and Cooperation, Collective Bargaining: Concept, Function and Process of Collective Bargaining, Collective Bargaining Practice in India. Techniques of Negotiation, Negotiation Process, Essential Skills for Negotiation, Workers Participation in Management.

### **UNIT 4: REGULATORY LEGISLATIONS 16 Hrs.**

**Factories Act, 1948** - Objectives, Background, Applicability, Definitions, Licensing, Occupier – Duties & Responsibilities, Health & Safety- Preventive steps, Safety Measures, Hazardous & Dangerous Operations, Ambulance, Occupational Centers, Welfare - Canteen, Crèches, Working hours, Weekly holidays, Overtime & Restrictions, Payment of Overtime Allowance, Leave with Wages, Accidents & Reporting, Enforcement Authority, Penal Provisions. Legal Compliances under the Act.

**The Sexual Harassment of women at workplace [Prevention, Prohibition & Redressal] Act, 2013** - Background, Objectives, Applicability, Definitions, Duties of Employers, Compliant Redressal Process- Internal Compliant Committee, Roles & Responsibilities of the Committee, Procedure of conducting enquiry into the Compliant, Penal provisions.

**Contract Labour (Regulation & Abolition) Act, 1971; The inter-state Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979** – Objectives, Applicability and Major Provisions of the Act.

### **UNIT 5: SOCIAL SECURITY LEGISLATIONS 16 Hrs.**

Basic Objectives and major provisions of the following Legislations: Employee Compensation Act 1923; Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Gratuity Act 1972; Employees' Provident Fund and Miscellaneous Provisions Act 1952; Payment of Bonus Act, 1965; Employees' State Insurance (ESI) Act, 1948; Maternity benefit Act, 1961.

**SKILL DEVELOPMENT:**

- List the changing characteristics of Industry and Workforce in India
- List the problems of trade unions in India.
- List the major indicators of the state of Industrial relations in a manufacturing industry.
- Study the Impact of Liberalization, Privatization and Globalization on Indian Industrial Relations.
- Present a Live Case study of successful trade unions that have resolved lockouts, strikes and closures in automobile industry.

**BOOKS FOR REFERENCE:**

1. Mamoria, Mamoria and Gankar,(2007) “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi.
2. Monappa Arun, (2007) “Industrial Relations”, Tata McGraw Hill Edition, New Delhi.
3. Sarma, A.M. (2011) “Industrial Jurisprudence and Labour Legislation”, Himalaya Publishing House, Mumbai.
4. Sen Ratna, (2003)“Industrial Relations in India”, MacMillan, New Delhi.
5. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004) “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
6. Srivastava, S. C. (2008) “Industrial Relations and Labour Laws”, Vikas Publishing House Pvt Ltd, New Delhi.
7. Taxmann (2009) “Labour Laws”, Taxmann Allied Services Pvt. Ltd.
8. Venkata Ratnam, C.S., (2006). “Industrial Relations”, Oxford University Press, New Delhi,

## **HR 5.6 COMPENSATION AND PERFORMANCE MANAGEMENT**

**OBJECTIVE:** To enable the students to understand the various methods and practices of Compensation and Performance Management

### **UNIT 1: INTRODUCTION TO COMPENSATION MANAGEMENT** **12 Hrs.**

Compensation - Definition - Classification - Types - Wages, Salary, Benefits, DA, Consolidated Pay; Equity based programs, Commission, Reward, Remuneration, Bonus, Short term and Long term Incentives, Social Security, Retirement Plan, Pension Plans, Profit Sharing Plan, Stock Bonus Plan, ESOP, Employer Benefits and Employer Costs for ESOP, Individual Retirement Account, Savings Incentive Match Plan for Employees

Compensation Management- Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation Issues, Compensation Management in Multi-National organizations

Compensation Strategy: Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

### **UNIT 2: JOB EVALUATION** **06 Hrs.**

Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Point Factor Method of Job Evaluation: Combining Point factor and Factor Comparison Methods, Job Evaluation Committee, Factor Evaluation System (FES), Using FES to determine Job Worth, Position Evaluation Statements

### **UNIT 3: WAGE AND SALARY ADMINISTRATION** **12 Hrs.**

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration. Difference between Salary and Wages - Basis for Compensation Fixation- Components of Wages - Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes - Effect of various Labour Laws on Wages-Preparation of Pay Roll

### **UNIT 4: PERFORMANCE MANAGEMENT** **13 Hrs.**

Evolution of Performance Management, Definitions of Performance Management, Importance of Performance Management, Aims and Purpose of Performance Management, Employee Engagement and Performance Management, Principles and Dimensions of Performance Management

Performance Appraisal Methods: Traditional Methods, Modern Methods, Performance Appraisal Feedback: Role, Types and Principles, Levels of Performance Feedback, 360-Degree Appraisal, Ethics in Performance Appraisal

### **UNIT 5: ISSUES IN PERFORMANCE MANAGEMENT** **12 Hrs.**

Team Performance Management, Performance Management and Learning Organizations, Performance Management and Virtual Teams, Role of Line Managers in Performance Management, Performance Management and Reward, Linking Performance to Pay –A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward

### **SKILL DEVELOPMENT:**

- List the various components of total compensation in Multinational Companies.
- Construct a questionnaire for a salary survey on nurses.
- Design a performance appraisal plan using any Modern Performance Appraisal Tool for an IT company.
- Study any one contemporary practice of Performance Management System (Balance scorecard, Lean Management, BPRE, Six Sigma and so on)

### **BOOKS FOR REFERENCE**

1. Joseph J. Martocchio, *Strategic Compensation*, 3rd Edition, Pearson Education
2. Michael Armstrong & Helen Murlis: *Hand Book of Reward Management* – Crust Publishing House.
3. Milkovich & Newman, *Compensation*, Tata McGraw Hill
4. Richard I. Anderson , *Compensation Management in Knowledge based world*, 10th edition, Pearson Education
5. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: *People, Performance & Pay* – Free Press.
6. Aguinis Herman, *Performance Management*, 2nd Edition, 2009 Pearson Education, New Delhi.
7. Aziz A, *Performance Appraisal: Accounting and Quantitative Approaches*, 1993, Pointer.
8. Bhatia S.K, *Performance Management: Concepts, Practices and Strategies for Organisation Success*, 2007, Deep & Deep, New Delhi.
9. BD Singh, *Compensation & Reward Management*, Excel Books
10. Cardy R.L, *Performance Management: Concepts, Skills and Exercises*, 1st Edition, 2008, PHI, New Delhi.
11. Goel Dewkar, *Performance Appraisal and Compensation Management: A Modern Approach*, 2 nd Edition, 2008, PHI, New Delhi.
12. Sarma A.M, *Performance Management System*, 1st Edition, 2008, Himalaya Pub, Mumbai.

## DA 5.5 BUSINESS ANALYTICS

**OBJECTIVE:** To familiarize students with data extraction, interpretation, predictive analysis and modelling, data base using SQL

**UNIT 1: INTRODUCTION TO BUSINESS ANALYTICS** **12 Hrs.**  
Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence, Meaning, Importance, Scope, Uses of Business Analytics, Architecture of Business Analytics, Types of Analytics: Descriptive, Diagnostics, Predictive, Prescriptive, Application of Business analytics, Introduction to Data Science and Big Data.

**UNIT 2: ROLE OF DATA IN THE ORGANIZATION** **10 Hrs.**  
Sources of data, Use of Data in Decision making, Importance of data quality, dealing with missing or incomplete data, Types of Digital Data- Structured, Semi Structured, Unstructured Data. Data warehouse, Data mining, Data Integration – What, need, advantages, approaches of Data integration, Data profiling.

**UNIT 3: TECHNOLOGIES AND TOOLS USED FOR DATA ANALYTICS** **11 Hrs.**  
Mention software for Cross Sectional data, Time Series data  
a. Open source R, Jamovi ,GRET, Python  
b. Proprietary SPSS, EVIEW.

**UNIT 4: DATABASE ORIENTATION** **12 Hrs.**  
Database definition, types of structures, DBMs, RDBMS, Relational Database Language , Introduction to SQL, Features of SQL, SQL Languages, DDL commands- Create, Add, Drop, Constraints in SQL, DML Commands – Insert, Delete, Update, Data Query Language – Where clause, Order by, Group by, DCL commands – Grant, Revoke, TCL Commands – Commit, Roll Back, Savepoint. Aggregate Functions, Relational Algebra.

**UNIT 5: DATA VISUALIZATION USING TABLEAU (PUBLIC VERSION)** **10 Hrs.**  
Introduction to Dimensions and measures, Types of Charts, (Pie Chart, Column Chart, Line Chart, Bar Chart, Area Chart, Scatter Chart, Bubble Chart, Stock Chart), Basic understanding in dashboard and storyboard. (Explain using practical examples and students executes the examples using tableau.)

### BOOKS FOR REFERENCE:

1. Business Analytics : Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication
2. Business Analytics, U Dinesh Kumar,Publication: Wiley
3. Business Analytics, R. Evans James,Publisher: Pearson
4. Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley
5. Business Analytics: Data Analysis and Decision Making,Albright and Winston published by Cengage Learning



## DA 5.6 MARKETING ANALYTICS

### OBJECTIVES:

1. To familiarize students with Marketing Analytics
2. To impart the skills of R Programming, Descriptive analytics, Predictive analytics relating to Marketing

### UNIT 1: INTRODUCTION TO MARKETING ANALYTICS AND DATA MINING **7 Hrs.**

Introduction to Marketing Analytics, Need of Marketing Analytics, Benefits of Marketing Analytics, Data mining –Definition, Classes of Data mining methods – Grouping methods, Predictive modeling methods, Linking methods to marketing applications. Process model for Data mining – CRISP DM.

### UNIT 2: INTRODUCTION TO R **12 Hrs.**

About R, Data types and Structures, Data coercion, Data preparation: Merging, Sorting, Splitting, Aggregating, Introduction to R Libraries – How to install and invoke, Introduction to R Graph – Basic R charts – Different types of charts.

### UNIT 3: DESCRIPTIVE ANALYTICS **10 Hrs.**

Exploratory Data Analysis using summary table and various charts to find the insights, slicing and dicing of the Customer data. Inferential Statistics: T-Test, ANOVA, Chi-Square using marketing data and exploring relationship (Correlation)

### UNIT 4: PREDICTION AND CLASSIFICATION MODELLING USING R **12 Hrs.**

Introduction to Prediction and Classification modelling, data splitting for training and testing purpose, Prediction modelling: Predicting the sales using Moving Average Model and Regression Model(Simple and Multiple Regression model), Classification modelling: Customer churn using Binary logistic regression and decision tree.

### UNIT 5: APPLICATION OF ANALYTICS IN MARKETING **12 Hrs.**

Association Rules – Market Basket Analysis for Product Bundling and Promotion, RFM (Recency Frequency Monetary) Analysis, Customer Segmentation using K-Means Cluster Analysis, Key Driver Analysis using Regression Model.

### BOOKS FOR REFERENCE:

1. Marketing Analytics: Data-Driven Techniques with Microsoft® Excel® Published by John Wiley & Sons, Inc
2. Marketing Data Science, Thomas W. Miller Published by Pearson
3. Marketing Metrics, Neil T Bendle, Paul W. Farris, Phillip E. Pfeifer published by Pearson
4. Marketing Analytics, Mike Grigsby published by Kogan Page

## 6.1 INCOME TAX - II

### OBJECTIVE:

- To make students understand the computation of Taxable Income and Tax Liability of individuals.

### UNIT 1: PROFITS AND GAINS FROM BUSINESS AND PROFESSION 16 Hrs.

Meaning and Definition of Business, Profession – Vocation - Expenses Expressly Allowed – Allowable Losses – Expenses Expressly Disallowed – Expenses Allowed on Payment Basis - Problems on Business relating to Sole Trader and Problems on Profession relating to Chartered Accountant, Advocate and Medical Practitioner.

### UNIT 2: CAPITAL GAINS 15 Hrs.

Basis of Charge – Capital Assets – Transfer of Capital Assets – Computation of Capital Gains – Exemptions U/S 54, 54B, 54D, 54EC, 54F– Problems on Capital Gains.

### UNIT 3: INCOME FROM OTHER SOURCES 08 Hrs.

Incomes – Taxable under the head Other Sources – Securities – Kinds of Securities – Rules for Grossing Up – Ex-Interest Securities – Cum-Interest Securities – Bond Washing Transactions – Problems on Income from Other Sources.

### UNIT 4: DEDUCTIONS FROM GROSS TOTAL INCOME 06 Hrs.

Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 U. (Theory Only)

### UNIT 5: SET-OFF & CARRY FORWARD OF LOSSES AND ASSESSMENT OF INDIVIDUALS 10 Hrs.

Meaning –Provision for Set-off & Carry forward of losses (Theory only)

Computation of Total Income and Tax Liability of an Individual Assessee (Problems – in case of Income from Salary & House Property - Computed Income may be given).

### SKILL DEVELOPMENT:

- Table of rates of Tax deducted at source.
- Filing of IT returns of individuals.
- List of Enclosures for IT returns.

### BOOKS FOR REFERENCE

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P) ltd.
3. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
4. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
5. Gaur & Narang: Income Tax.
6. 7 Lecturers – Income Tax – I, VBH
7. Dr.V.Rajesh Kumar and Dr.R.K.Sreekantha: Income Tax – I, Vittam Publications.
8. Dr. B Mariyappa, Income Tax II – HPH.

## 6.2 STRATEGIC MANAGEMENT

### OBJECTIVE:

- To enable the students to understand the various strategic issues such as Strategic Planning, Implementation and Evaluation.

### UNIT 1: INTRODUCTION TO STRATEGIC MANAGEMENT 10 Hrs.

Introduction - Meaning and Definition – Need – Process of Strategic Management – Strategic Decision Making – Business Ethics – Strategic Management.

### UNIT 2: ENVIRONMENTAL APPRAISAL 12 Hrs.

The concept of Environment – The Company and its Environment – Scanning the Environment, Technological, Social, Cultural, Demographic, Political, Legal and Other Environments Forces. SWOT Analysis – Competitive Advantage – Value Chain Analysis.

### UNIT 3: STRATEGIC PLANNING 12 Hrs.

Strategic Planning Process – Strategic Plans during recession, recovery, boom and depression – Stability Strategy – Expansion Strategy – Merger Strategy – Retrenchment Strategy – Restructure Strategy – Levels of Strategy – Corporate Level Strategy – Business Level Strategy and Functional Level Strategy – Competitive Analysis – Porter’s Five Forces Model.

### UNIT 4: IMPLEMENTATION OF STRATEGY 14 Hrs.

Aspects of Strategy Implementation – Project Manipulation – Procedural Implementation – Structural Implementation – Structural Considerations –Organizational Design and Change – Organizational Systems. Behavioral Implementation – Leadership Implementation – Corporate Culture – Corporate Policies and Use of Power. Functional and Operational Implementation – Functional Strategies – Functional Plans and Policies. Financial – Marketing – OPERATIONAL and Personnel dimensions of Functional Plan and Policies – Integration of Functional Plans and Policies.

### UNIT 5: STRATEGY EVALUATION 07 Hrs.

Strategy Evaluation and Control - Operational Control - Overview of Management Control – Focus on Key Result Areas.

### SKILL DEVELOPMENT:

- Present a chart showing Strategic Management Process.
- Select any organization and undertake SWOT analysis.
- Analyse the corporate, business and functional level strategies of any one Indian Company..
- Select any sector and make competitive analysis using Porter’s five forces model.
- List social responsibility actions initiated by any one company in India.
- Select any organization and identify the Key Result Areas

## **BOOKS FOR REFERENCE**

1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
2. Subbarao: Business Policy and Strategic Management, HPH.
3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning
4. Learning
5. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill
6. AppaRao; Strategic Management and Business Policy, Excel Books.
7. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill.
8. Pillai, Strategic Management,
9. Lawrence, Business Policy and Strategic Management, Tata McGraw Hill.
10. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt.Ltd

## 6.3 INTERNATIONAL BUSINESS

### OBJECTIVE:

- To facilitate the students in understanding Globalization and International Business Management

### UNIT 1: INTRODUCTION TO INTERNATIONAL BUSINESS

14 Hrs.

Meaning and Definition of International Business – need & importance of International Business, stages of internationalization, Theories of International Trade – Mercantilism, Absolute Cost Advantage, Comparative Cost Theory, Huckster – Ohlin Theorem, EPRG Framework, Tariff and non-tariff and barriers of International Business.

### UNIT 2: MODES OF ENTERING INTERNATIONAL BUSINESS

08 Hrs.

Mode of Entry – Exporting (direct and indirect) – Licensing – Franchising – Contract Manufacturing – Turn Key Projects – Foreign Direct Investment – Mergers, Acquisitions and Joint Ventures – Comparison of different modes of Entry. Entry Strategies for BRICS Economies

### UNIT 3: GLOBALIZATION

15 Hrs.

Meaning - Features – Stages, Advantages and Disadvantages – Methods and Essential Conditions for Globalization. Merits and Demerits of globalization in India. Introduction to Political, Economic, Social-Cultural & technological environment of international business. GATT and WTO. OECD Guidelines for Multinational Enterprises

### UNIT 4: INTERNATIONAL MARKETING INTELLIGENCE

08 Hrs.

Information required Sources of information-ITPO, CII Chambers of commerce, state trading corporations and Export promotion councils, International Trade Centre, International marketing information System, International Marketing Research.

### UNIT 5: INTERNATIONAL FINANCE AND DOCUMENTATION

10 Hrs.

Export credits, Method and sources of credit, Methods of payments in International Business, Financing techniques. ECGC, DGFT, IIFT, RBI, EXIM Bank, ECGC & EPCs and their role. Forex market, IMF Disequilibrium of the balance of payments and rectification (Concept only). Export Trade, Procedure, Steps & Documentation

### SKILL DEVELOPMENT

- Tabulate the foreign exchange rate of rupee for dollar and euro currencies for 1 month
- List any two Indian MNC's along with their products or services offered.
- Prepare a chart showing currencies of different countries
- Collect and Paste any two documents used in Import and Export trade.

### BOOKS FOR REFERENCE

1. Rakesh Mohan Joshi. (2011). *International Business*, Oxford University Press, New Delhi.
2. Francis Cherunilam; *International Business*, Prentice Hall of India
3. P. SubbaRao – *International Business* – HPH
4. Sumati Varma. (2013). *International Business* (1st edi), Pearson.
5. Charles Hill. (2011). *International Business: Text & Cases*, Tata McGraw Hill, New Delhi.
6. *International Business* by Daniel and Radebaugh –Pearson Education- 10th Edition

## 6.4 INFORMATION TECHNOLOGY FOR BUSINESS – II

### OBJECTIVES:

- To familiarize with the aspect of Internet, Email, Search Engine
- To provide an analytical and technical framework to understand the emerging world of E-commerce.
- To develop skills in E marketing Techniques.
- To familiarize with the aspect of Online Social Networks.

### UNIT 1: INTERNET AS A NETWORK INFRASTRUCTURE 12 Hrs.

Internet-Technology Background, The Internet Today, The Future Infrastructure, The Intranet-Definition, Application of Intranet, Industry Specific Solutions, The Extranet - Definition, Application of Intranet, Industry Specific Solutions, Introduction to Email, Common Email Features, Google and its features(Google Drive, Google Docs, Google Forms, Google Sheets, Google Hangouts)

### UNIT 2: INTRODUCTION TO ECOMMERCE 12 Hrs.

Introduction to E Commerce Framework for E Commerce, Difference Between E Commerce and M Commerce, Features of E Commerce, Types of E Commerce, Types of B2C Business Models, B2B Business Models, E Business Revenue Models.

### UNIT 3: ELECTRONIC PAYMENT SYSTEMS 12 Hrs.

Introduction to Electronic Payment Systems, Process & Phases of Electronic payment systems, Benefits of Electronic Payment Systems, Risk Involved in Electronic Payment Systems, Types of B2C Electronic Payment Systems- Credit Card, Debit Card, E Cash, E Wallet, Smart Card, E Banking, E Check.

### UNIT 4: E MARKETING AND ADVERTISING 10 Hrs.

Advertising and Marketing on the Internet, B2C and B2B Marketing Strategies, Permission marketing, Affiliate marketing, Viral Marketing, Blog marketing, Email Marketing, Social Media Marketing, Search Engine marketing. Customer Relationship Management system, Customer Retention: Strengthening the Customer Relationship, Personalization and One-to-One Marketing, Customization and Customer Co-Production, Transactive Content, Customer Service.

### UNIT 5: SOCIAL NETWORKS AND ONLINE COMMUNITIES 10 Hrs.

What Is an Online Social Network? The Difference Between Social Networks and Portals, The Growth of Social Networks and Online Communities, Turning Social Networks into Businesses, Types of Social Networks and Their Business Models, Social Network Features and Technologies, The Future of Social Networks.

### SKILL DEVELOPMENT:

- Creating Email Account and Sending Email with file Attachment
- Create Google Forms
- Create Google Sheets
- Create Google Docs
- Different types of E marketing techniques

**BOOKS FOR REFERENCE:**

1. Dr. B Mariyappa – E- Business and Accounting – HPH.
2. R. G. Saha, E-Business, HPH
3. Kalakota Ravi and A. B. Whinston : “Frontiers of Electronic Commerce”, Addison
4. Watson R T : “Electronic Commerce – the strategic perspective.” The Dryden press
5. Agarwala K.N and Deeksha Ararwala: “Business on the Net – Whats and Hows of E-Commerce”
6. Murthy CSV: “E. Commerce” Himalaya Publishing House Pvt.Ltd.
7. P. Diwan, S. Sharma; “E-Commerce”, Excel Books.
8. JanalD.S : “Online Marketing Hand book.” Van Nostrand Reinhold Network
9. Kosiur David, “Understanding Electronic Commerce Microsoft”, press Washing-ton.
10. Minoli and Minol, “Web Commerce Technology Handbook”, TMH New Delhi.
11. Schneider Gary P, “Electronic Commerce- course Technology, Delhi.
12. Young Margaret Levine: “The complete reference to Internet”, TMH.
13. C.S.Rayudu: “Ecommerce and E Business”, HPH.
14. Kalakota Ravi: “E-business 2: Road map for success.” Pearson Education Ltd.
15. Mariammal & Soundra Rajan, E-business, SHB.

**References:**

- Google Apps Express: The Fast Way to Start Working in the Cloud by James Beswick
- Google In Your Classroom: A Guide to Google Apps and Chromebook for Teachers by Scott La Counte
- Google Apps Made Easy: Learn to work in the cloud (Computers Made Easy) by James Bernstein

## **FN 6.5 RISK MANAGEMENT AND DERIVATIVES**

### **OBJECTIVES:**

- To make the students to understand the various risks associated with business.
- To provide knowledge on risk measurement and evaluation in making capital budgeting decisions.
- To provide knowledge on risks associated with investments outside the business and strategies for hedging the same with derivatives.

### **UNIT 1: RISK – MEANING, TYPES. RISK ANALYSIS IN CAPITAL BUDGETING 14 Hrs.**

Meaning of Risk. Types of Risks of a Business Enterprise. Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks – Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk-Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method.

### **UNIT 2: INVESTMENT RISKS AND DERIVATIVES 08 Hrs.**

Meaning of Derivatives. Types of Derivatives. – Forward Agreements, Future Contracts – Terms associated with Futures – Stock Futures and Index Futures, Differences between Forwards and Futures, Margin and Settlement Mechanism of Futures.

### **UNIT 3: FUTURE CONTRACTS – HEDGING AND TRADING\_ 10 Hrs.**

Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk. Pricing of Futures.

### **UNIT 4: OPTIONS – BASICS AND STRATEGIES 12 Hrs.**

Option Contracts – Meaning, Types – Call, Put, American, European. Pay-off and Pay-off Diagrams. Hedging Strategies – Protective Put Strategy and Covered Call Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads.

### **UNIT 5: OPTION PRICING 12 Hrs.**

Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks.

### **SKILL DEVELOPMENT:**

- Perform a simulation analysis on Excel for an imaginary data of Cash Outflows and Cash Inflows.
- Demonstrate Stock Hedging with Futures with the data elicited from National Stock Exchange.
- Demonstrate the effect of Straddle and Strangle for an underlying of your choice.
- List out three months future prices of 10 stocks/commodities



**BOOKS FOR REFERENCE:**

1. V. Rajesh Kumar, "Strategic Financial Management", Mc Graw Hill Publishers.
2. Damodaran, Aswath, "Corporate Finance", John Wiley & Sons Inc.
3. Damodaran Aswath, "Applied Corporate Finance", John Wiley & Sons Inc.
4. Chandra, Prasanna, "Financial Management – Theory and Practice", Tata McGraw-Hill Publishing Company Limited.
5. Pandey, I M, "Financial Management", Vikas Publications.
6. Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.
7. Chance/Brooks, *An Introduction to Derivatives & Risk Management*, Thomson.
8. Hull J, *Options, Futures and Other Derivatives*, 6 ed., Prentice Hall.
9. Dubosky and Miller, "Derivatives – Valuation and Risk Management", Oxford University Press.
10. Kumar, SSS, "Financial Derivatives", Prentice Hall of India.
11. Parasuraman, N.R; "Fundamentals of Financial Derivatives", Wiley India.
12. Vohra, and Bagri, "Futures and Options", Tata Mc Graw Hill.

## **FN 6.6 INTERNATIONAL FINANCE**

### **OBJECTIVES:**

- To orient the students on global business environment and international markets.
- To make students understand the various risks an enterprise is exposed to on account of international transactions.
- To provide knowledge and skills for hedging foreign currency risks.

### **UNIT 1: GLOBAL FINANCIAL ENVIRONMENT**

**06 Hrs.**

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, the current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime.

### **UNIT 2: INTERNATIONAL FINANCIAL DECISIONS**

**14 Hrs.**

International Capital Budgeting – Influence of Inflation on Capital Budgeting Decisions; Evaluation of Foreign Projects: Home Currency Approach and Foreign Currency Approach, International Financing Decisions – Source of Finance – ADRs, GDRs, ECBs, FCCBs, Masala Bonds; International Working Capital Management – Netting, Leads and Lags.

### **UNIT 3: EXCHANGE RATE DETERMINATION**

**06 Hrs.**

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect and Pure Expectations Theory.

### **UNIT 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES**

**18 Hrs.**

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps.

### **UNIT 6: INTEREST RATE RISK AND RISK HEDGING STRATEGIES**

**12 Hrs.**

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.

### **SKILL DEVELOPMENT:**

- List the currencies of different countries and their conversion value into INR.
- List the Indian companies which have issued ADRs, GDRs and International Bonds.
- Demonstrate hedging foreign currency risk with data taken from Stock or Commodity Exchanges.
- Demonstrate Interest rate swapping of two companies with transaction risk.

### **BOOK FOR REFERENCE:**

1. V. Rajesh Kumar, "Strategic Financial Management", Mc Graw Hill Publishers.
2. Madura, Jeff, "International Corporate Finance", Thomson South-Western.
3. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.
4. Jain, Peyrard, and Yadav' "International Financial Management", MacMillan
5. J. Fred Weston, Bart: Guide to International Financial Management.
6. Robery O. Edmister: Financial Institutions - markets and Management.
7. A.V. Rajwade: Foreign Exchange International Finance and Risk Management, Prentice Hall.

## MK 6.5 DIGITAL MARKETING

### OBJECTIVE:

- To facilitate the ability to identify the importance of digital marketing for marketing success and to manage customer relationships across all digital channels and to create a digital marketing plan.

### UNIT 1: INTRODUCTION TO DIGITAL MARKETING

**08 Hrs.**

Meaning of Digital Marketing-its importance. Digital Marketing platforms, Changing trends in Digital Marketing era.

### UNIT 2: SEARCH ENGINE OPTIMIZATION (SEO)

**12 Hrs.**

Meaning of SEO. Trends in SEO Different kinds of traffic on and off Page Optimization (OPO)-Linking Strategies, Competitor Analysis.

### UNIT 3: SEARCH ENGINE MARKETING (SEM)

**10 Hrs.**

Introduction to SEMSEM platforms – paid platforms, Introduction to Google Ad-Words Campaign creation process, Demographic Targeting.

### UNIT 4: CONVERSIONS

**08 Hrs.**

Types of Conversions, Conversion Tracking, Optimizing Conversions, Track Offline Conversions, Analyzing Conversion data.

### UNIT 5: SOCIAL MEDIA MARKETING & DIGITAL COMMUNITIES

**18 Hrs.**

Meaning, importance creation, streaming and measuring of Mobile Ads, YouTube Advertising, BING AdCenter, Facebook Marketing, LinkedIn Marketing, Content Marketing, Email Marketing, Social Media Marketing, Facebook Marketing

**Digital Communities** - Evolution of online communities, How ideas travel, Virality

**Social Media Measurement** -The ROI in Social Media Marketing, Tools and Dashboards, Reputation and crisis management.

### SKILL DEVELOPMENT:

- List out 10 companies who optimized their sales through SEO
- Simulate a product and apply social media marketing strategies to increase the sales
- Do a real time comparative study (collect primary data using questionnaire) on Digital marketing with traditional marketing.
- List out recent trends in digital marketing by virtually interviewing a Digital marketing expert

### BOOKS FOR REFERENCE:

1. Ryan Deiss and Russ Hennesberry, 2017,digital Marketing for Dummies
2. Jan Zimmerman and Deborah: Social Media Marketing
3. Understanding Digital Marketing Marketing Strategies For Engaging The Digital Generation 4th Edition by Damian Ryan, Kogan Page Ltd
4. David Meerman Scott'The New Rules of Marketing and PR – David Meerman Scott

## **MK 6.6 SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

### **OBJECTIVE:**

- To introduce the students to the Fundamentals of Logistics and Supply Chain Management Strategies and the Market Environment for Logistics and Supply Chain Management

### **UNIT: 1 INTRODUCTION TO SUPPLY CHAIN MANAGEMENT: 14 Hrs.**

Concept of Supply Chain Management, Importance and Scope of Supply Chain Management, Decision Phases in Supply Chain, Process view of Supply Chain, A Model of Supply Chain; Function of SCM, Integrated Supply Chain/Value chain, Supply Chain Management as a Management Philosophy, Focus areas of SCM, Enablers in Supply Chain, Supply Chain trends and challenges in India, Autonomous Supply Chain.

### **UNIT: 2 INTRODUCTION TO LOGISTICS: 10 Hrs.**

Meaning of Logistics and Logistics Management, Logistics Management to Supply Chain Management, Decision areas in Logistics; Key Players in Logistics; Role of Logistics in (a) Supply Chain, (b) the Economy, (c) the Organization; Role of Government in Logistics; Classification of Logistics Applications.

### **UNIT: 3 CUSTOMER FOCUS IN SUPPLY CHAIN MANAGEMENT: 10 Hrs.**

Customer service dimensions from a supply chain perspective (Order delivery lead time, Responsiveness, Delivery Reliability and Product Variety), Buyers Perspective, Suppliers Perspective, Stages of Development in Supplier Relations

### **UNIT: 4 SUPPLY CHAIN STRATEGIES: 10 Hrs.**

(i) Cycle View (ii) Push & Pull View of the Supply Chain, Supply Chain Responsiveness. Strategic Fit between Business Strategy and Supply Chain Strategy, Achievement of Strategic Fit through different steps, Obstacles to achieving Strategic Fit.

### **UNIT: 5 DEMAND MANAGEMENT IN SUPPLY CHAIN: 12 Hrs.**

Types of Demand, Role of Demand Forecasting in Supply Chain, Factors of Demand Forecast, Forecasting Methods, Basic approach to Demand Forecasting, Collaborative Planning, Forecasting and Replenishment (CPFR), Role of Aggregate Planning in a Supply Chain, CODP (Customer order decoupling point) and Marketing Environment for SCM.

### **SKILL DEVELOPMENT:**

- Draw a diagram showing the process view of Supply Chain
- Show the inbound and outbound supply chain players in a chart form
- Write any one model of Supply Chain Management
- Identify the industry verticals following supply chain practices
- Study the “Toyota Production System” and draw a chart showing the flow of supplier improvement in production process

**BOOKS FOR REFERENCE:**

1. Sunil Chopra & Peter Meindl, Supply Chain Management- Strategy, Planning and Operation, PHI
2. Dr. R.P. Mohanty&Dr. S.G. Deshmukh, Essentials of Supply Chain Management, Jaico Publishing House
3. David Simchi-Levi, Philip Kamiusky, Edith Simchi-Levi, Designing & Managing the Supply Chain, McGraw Hill
4. Janat Shah, Supply Chain Management Text and Cases, Pearson Education
5. Rahul V Altekar, Supply Chain Management – Concepts and Cases, PHI
6. Martin Christopher, Logistics and Supply Chain Management, Pitman Publishing, 2<sup>nd</sup> Edition

## **HR 6.5 INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

### **OBJECTIVE:**

- To familiarize the students with various concepts and issues relating to International Human Resources Management

### **UNIT 1: INTRODUCTION TO IHRM**

**8 Hrs.**

Defining IHRM, Difference between Domestic and IHRM; Functional positioning of IHRM; Organizational context of IHRM; Enduring context of IHRM

### **UNIT 2: MULTICULTURALISM**

**10 Hrs.**

Nature of culture; Multiculturalism; Cultural Predispositions; Cultural Dimensions; Managing Across Cultures; Strategies for dealing with Cultural Differences; Hofstede's Model of four Cultural Dimensions

### **UNIT 3: INTERNATIONAL HUMAN RESOURCE PLANNING, SELECTION & TRAINING & DEVELOPMENT**

**12 Hrs.**

Global HR Planning; Recruitment and Selection - Issues in Staff Selection, Approaches to Staffing, Role of - Expatriate, Non Expatriate and Corporate HR Functions, Recent trends in International Staffing; Training Strategies, Expatriate Training – Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Effectiveness of Pre-departure Training

### **UNIT 4: PERFORMANCE MANAGEMENT AND COMPENSATION**

**12 Hrs.**

Organizational Strategy and Performance Management, Identifying Variables affecting Performance, Appraising the Performance, Providing Feedback, Issues in Managing Performance in the Global Context, Assessing of Subsidiary Performances

Compensation – Objectives, Key Components, Theories, Compensation Strategy, Compensation Administration, Issues in International Compensation

### **UNIT 5: REPATRIATION, INDUSTRIAL RELATIONS AND OTHER GLOBAL HR ISSUES**

**14 Hrs.**

Understanding Repatriation, Benefits from Repatriation, Repatriation Process, Managing Repatriation, Tips for Successful Repatriation

Industrial Relations – Nature, Key Issues in International IR, Key Players in International IR, Trade Unions and International IR, Strategic Issues before MNCs/Employers and Employees, Issues of Social Dumping  
Global HR Issues – Standardization and Adaptation of Work Practices, Retaining, Developing and Retrenching Staff. Emerging Trends in IHRM

### **SKILL DEVELOPMENT:**

- Analyse a Case Study relating to Multiculturalism and record the same.
- Design a Compensation Structure of an MNC Employee with imaginary figures
- Provide a list of top 10 best International Companies to work and substantiate with reasons.
- Discuss the various dimensions of International Adjustment

### **BOOKS FOR REFERENCE**

1. Dr.K.Ashwathappa and Sadhna Dash, International Human Resource Management, Tata McGraw-Hill
2. Peter. J. Dowling and Denice. E.Welch, International Human Resource Management, Thomson Learning
3. P.Subba Rao, International Human Resource Management, HPH
4. N. Senguptha and Mousumi S Bhattacharya, International Human Resource Management, Excel Books
5. Tony Edwards, Chris Rees, International Human Resource Management, Pearson

## HR 6.6 ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

### OBJECTIVE:

- To enable the students to understand the need for Organizational Change and Development and the OD Interventions for creating Successful Organizations.

### UNIT 1: ORGANIZATIONAL DEVELOPMENT

12 Hrs.

**OD:** Meaning and Nature of Organizational Development (OD), Competencies of an OD Practitioner, Ethical Guidelines for OD Practitioners

#### **Process of Organizational Development: Overview of Entering and Contracting**

**Diagnosing:** Meaning of Diagnosing, Comprehensive Model for Diagnosing Organizational Systems (Organizational Level, Group Level and Individual Level)

**Collecting and Analyzing Diagnostic Information: Methods of Collecting Diagnostic Data** (Questionnaire, Interviews, Observations, Unobtrusive measures)

**Feeding Back Diagnostic Information:** Determining the Content of Feedback, Possible Effects of Feedback, Characteristics of Feedback Process, Survey Feedback.

### UNIT 2: CHANGE MANAGEMENT

10Hrs..

**Introduction to Change Management:** OD and Change, Importance and Nature of Planned Change; Theories of Planned Change - Action Research Model, Kurt Lewin's Change Model

**Introducing Change Effectively:** Basic steps, Factors Influencing Change - Resistance to Change, Overcoming Resistance to Change; Empowering People to Manage Change, Activities Contributing to Effective Change Management

**Strategies for Effecting Change:** Empirical-Rational strategies, Normative - Re-Educative Strategies of Changing, Power - Coercive Strategies (Meanings only).

### UNIT 3: OD INTERVENTIONS

14 Hrs.

**Designing Effective OD Interventions:** How to Design Effective Interventions, Overview of OD interventions - Human Process Interventions, Techno Structural Interventions, HRM Interventions and Strategic Change Interventions, Conditions for optimal success of OD

#### **(a) Human Process Interventions**

T-Groups, Process Consultation, Third-party Intervention; Team building; Organization Confrontation Meeting, Inter-group relation Intervention: Microcosm Group; Large Group Intervention: Open-Systems Method, and Open-Space Method

#### **(b) Techno Structural Interventions**

**Restructuring Organization:** Structural Design: Functional structures, Divisional structure - Product structure, Geographic and Market structure, Metrics structure, Network structure, Boundary less organization;

**Downsizing:** Meaning and Tactics - Workforce Reduction, Organizational Redesign, System Redesign;

**Re-Engineering** - Meaning and Application Stages;

**Employee Involvement** - Parallel Structures, TQM and High Involvement Organizations;

**Work Design Approaches:** Engineering Approach, Motivational Approach, Sociotechnical Systems Approach.

#### **(c) Human Resource Management Interventions**

**Overview of Performance Management Interventions:** Performance Management Model, Goal Setting, Performance Appraisal Process, Reward Systems.

**Developing and Assisting Members** - Career Planning, Workforce Diversity Dimensions and Interventions, Employee Stress and Wellness Interventions

## **UNIT 4: STRATEGIC CHANGE INTERVENTIONS, EVALUATION & INSTITUTIONALIZATION**

**12Hrs.**

### **Strategic Change Interventions:**

**Transformational Change:** Characteristics and Differentiation with Transactional Change, Culture Change.

**Continuous Change:** Dynamic Strategy Making, Self- Designing Organizations, Learning Organizations, Trans-Organizational Change, Mergers and Acquisitions, Strategic Alliance Interventions, Network Interventions

### **Evaluating and Institutionalizing Organization Development**

Behavioral Outcomes for Measuring OD interventions, Institutionalization framework (Organization Characteristics, Intervention Characteristics, Institutionalization process, indicators of Institutionalization.)

## **UNIT 5: OD IN GLOBAL SETTINGS**

**08 Hrs.**

Dimension/Value, Definition and Customs for- Cultural Context, Power Distance, Uncertainty Avoidance, Achievement Orientation, Individualism

**World-wide OD:** Strategies and OD interventions (listing of OD); **Global social Change.**

**Future of OD:** The changing environment, Implications for OD's future, OD trends in the context of OD (Economy, Workforce, Technology, Organization), Implications for OD's future.

## **SKILL DEVELOPMENT**

- List out the recent OD interventions in Organizations.
- Discuss case studies on Impact of change on Organizational effectiveness.
- Discussion of case studies on any one OD intervention
- List out the employees responses to change using a real time change in any organization, preferable educational institution.
- Develop an OD structure for a family business or a Business school

## **BOOKS FOR REFERENCE**

1. Cummings and Worley (2007), Organization Development and Change, Thomson- South western
2. Dunnette, M.D. (Ed.) (1976). Handbook of Industrial and Organizational Psychology. Chicago: Rand McNully.
3. French, W.L.; & Bell, C.H. Jr. (1980). Organizational Development. London, Prentice Hall.
4. Herbert, T.T. (1981). Dimensions of Organizational Behavior. London: MacMillan.
5. Khandwalla, P.N. (1988). Organizational effectiveness. In J. Pandey (Ed.) Psychology in India: The State-of-the Art (Vol.3, pp. 97-215). New Delhi: Sage.
6. Luthans, F. (1989). Organizational Behaviour. London: McGraw Hill.
7. Margulies, N.; & Raia, A.P. (1975). Organizational Development: Values, process and technology. New Delhi: Tata McGraw Hill,
8. McGill, M.E. (1977). Organizational Development for Operating Managers. AMACO (a division of American Management Association).
9. Pareek, U. & Rao, T.V. (1986). Designing and Managing Human Resources Systems. New Delhi: Oxford.
10. Rudrabasavaraj, M.N. (1977). Executive Development in India. New Delhi: Himalaya Publishing House.
11. Sharma, R.A. (1982). Organizational Theory and Behaviours. New Delhi: Tata McGraw Hill.



## DA 6.5 FINANCIAL ANALYTICS

### OBJECTIVE:

- To enable the students understand the importance of Financial Analytics and impart the skills of application Excel and Python in Finance

### UNIT 1: INTRODUCTION TO FINANCIAL ANALYTICS

**08 Hrs.**

Introduction: Meaning-Importance of Financial Analytics uses-Features-Documents used in Financial Analytics: Time value of money – Discounted and Non-discounted (computation using Excel).

### UNIT 2: ACCESS TO FINANCIAL DATA USING LATEST TECHNOLOGY

**06 Hrs.**

Public domain data base (RBI, BSE, NSE, Google finance), Prowess, downloading data from NSE and Yahoo finance. IMF and World Bank data base, Kaggle, Bloomberg, FINTECH companies (ROBO, ALGO trade)

### UNIT 3: INTRODUCTION TO TIME SERIES MODELLING

**12 Hrs.**

Meaning of Data- types of data- time series, panel, cross sectional-components of Time series data. Simple time series concepts – moving average, exponential moving, WMA (Theory and Practices), data - differencing, logarithm, lagging, stationary v/s non stationary data (detailed explanation with examples) computing return series data (simple returns and logarithm returns) (using Excel)

### UNIT 4: INTRODUCTION TO PYTHON

**15 Hrs.**

Installation of Python, types of data and structures, basic analysis using NUMPY and PANDAs (financial examples), data preparation for time series data,

### UNIT 5: PYTHON FOR FINANCE

**15 Hrs.**

Descriptive statistics, Time series graphs in Python, understanding between correlation and covariance, basics of regression and its assumptions, Stationary and non-stationary data, basics of Time series using Python. Credit default using binary logistic regression

### BOOKS FOR REFERENCE:

1. Python for finance: Yves hil pisces
2. Hands on Data analysis with Pandas: Stefanie molin.
3. Hands on Python for finance, Krish Naik, Packt
4. Python For Finance, Yuxing Yan, Packt
5. Mastering Python for Finance, James Ma Weiming ,Pack Publishing
6. Financial Reporting and Financial Statement Analysis,M Hanif , A Mukherjee, McGraw Hill
7. Haskell Financial Data Modelling and Predictive Analytics,Pavel Ryzhov,PACKT

## DA 6.6 HR ANALYTICS

### OBJECTIVES:

- To familiarize students with Human Resource Analytics
- To impart the skills of MS Excel and JAMOVI, Descriptive analytics, Predictive analytics relating to HR.

### UNIT 1: HR ANALYTICS OVERVIEW

8 Hrs.

Meaning, Evolution of HR Analytics, Data sources for HR, HR Metrics Meaning, Difference between HR metrics and HR Analytics, Popular Frameworks for HR Analytics – LAMP, HCM: 21 and Talentship Framework.

### UNIT 2: HR DATA AND VISUALIZATION (only visualisation)

10 Hrs.

HR data: Primary and secondary data, Psychometric and sources, HR Metrics for measuring Efficiency and Effectiveness, Understanding Key Performance indicators Creating a dashboard and scoreboard using Tableau, General employee data fields, creating employee dash board using Excel, Tableau

### UNIT 3: DESCRIPTIVE ANALYTICS IN HR (Actual analysis using Excel)

12 Hrs.

Understanding HR Data Variables using basic Statistics, Cross tabulation using Pivot Table(How many men and women working in department, how many joined and left), Testing of Hypothesis using T-Test, ANOVA, Chi Square using Excel

### UNIT 4: PREDICTIVE ANALYTICS IN HR (Using JAMOVI Software)

12 Hrs.

What is Predictive modelling and Classification modelling, Predictive modelling using Regression model, Classification modelling using Binary logistics regression, Examples/Cases to be used for Predictive modelling – Determination of Potential Employee salaries, Examples/Cases to be used for Classification modelling – Employee Attrition & following that attrition rate by Understanding of Classification matrix which includes Sensitivity, Specificity, Precision, Recall, Accuracy.

### UNIT 5: ROLE OF PSYCHOMETRIC TECHNIQUES IN HR

14 Hrs.

Meaning of Psychometric, Why Psychometric technique, Psychometric technique in recruitment and assessment centres, EFA for Data Reduction using HR data: Scale of Measurements and Rating Scale, Eigen Values, Measure of Sample Adequacy, Rotation Method, Factor Loadings, Factor Score, Factor Naming (Take one data set and execute all the above concepts using JAMOVI)

### BOOKS FOR REFERENCE:

1. Jac Fitz-Enz,(2010), The New HR Analytics, American Management Association
2. Jac Fitz-Enz and John R. Mattox II, Predictive Analysis for Human Resources, John Wiley & Sons
3. Deepak Kumar Bhattacharya, HR Analytics-Understanding Theories and Applications, Sage Publications
4. Martin. R. Edwards and Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page Limited
5. Erik Van Vulpen, The Basic Principles of People Analytics, AIHR
6. Jaynata Chakraborti, Dr.Rashmi Tripathi and Saman Khan, HR@Analytics: Leveraging the power of technology to create super performers, Global Vision Publishing House
7. Gene Pease, Boyce Byerly, Jac Fitz-Enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Wiley Publishers
8. Fermin Diez, Mark Bussin, Venessa Lee, Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Publishing Limited