



UNIVERSITY OF CALCUTTA

Notification No. CSR/69/2024

It is notified for information of all concerned that in terms of the provisions of Section 54 of the Calcutta University Act, 1979, (as amended), and, in the exercise of her powers under 9(6) of the said Act, the Vice-Chancellor has, by an order dated 02.09.2024 approved the new revised course structure and syllabus (semester 1 to 4) for BBA (4-year Honours & Honours with Research) Courses of Studies, under CCF, as laid down in the accompanying pamphlet.

The above shall take effect from the academic session 2024-2025. This CSR shall not be applicable for the students, took admission in the academic Session 2023-2024.

SENATE HOUSE

Kolkata-700073

12.09.2024

A handwritten signature in blue ink, appearing to be 'D 12/9/2024', written over a date stamp.

Prof.(Dr.) Debasis Das

Registrar

Revised Course Structure in Bachelors in Business Administration (Honours) under Curriculum and Credit Framework (CCF, 2022) Outline w.e.f 2024-2025 Academic Session.

Sl No	Subject	Full Marks	Type of Course	Credit	Paper Code
Semester 1					
1	Principles of Management & Organizational Behaviour	100	Core	4	BBAA101CC1
2	Business Ethics	100	Minor	4	BBAA102M1
3	Financial Institutions and Markets	75	Multi Disciplinary Course	3	BBAA103MD1
4	Business Communication	50	Ability Enhancement Course	2	BBAA104AEC1
5	Information Technology In Business	100	Skill Enhancement Course	4	BBAA105SEC1
6	Environmental Studies-1 (compulsory) vide CSR /17/2023 dt-20.7.2023	50	Value Added Course	2	BBAA106VA1
7	Constitutional Values (compulsory)CSR /17/2023 dt-20.7.2023	50	Value Added Course	2	BBAA107VA2
		525		21	
Semester 2					
1	Statistics for Business Decisions	100	Core	4	BBAA201CC2
2	Micro Economics	100	Minor	4	BBAA202M2
3	Entrepreneurship Development-Theory and Practices	75	Multi Disciplinary Course	3	BBAA203MD2
4	Case Analysis , Copy Writing and Content Writing in English	50	Ability Enhancement Course	2	BBAA204AEC2
5	Digital Empowerment/AI CSR/36/2023 dt 08.09.2023 CSR/35/2024 dt 24.06.2024	100	Skill Enhancement Course	4	BBAA205SEC2
6	Environmental Studies - 2(compulsory)CSR /17/2023 dt-20.7.2023	50	Value Added Course	2	BBAA206 VA3
7	One from pool of six subjects as per CSR/40/2023, dt 16.10.23	50	Value Added Course	2	BBAA207VA4
		525		21	

Semester 3					
1	Fundamentals of Financial Accounting	100	Core	4	BBAA301CC3
2	Cost Accounting	100	Core	4	BBAA302CC4
3	Banking Theories and Practices.	100	Minor	4	BBAA303M3
4	India's Diversity and Business	75	Multi Disciplinary Course	3	BBAA304MD3
5	MIL-1(Common for all UG programmes)	50	Ability Enhancement Course	2	BBAA305AEC3
6	Accounting Software/Statistical Software	100	Skill Enhancement Course	4	BBAA306SEC3
		525		21	
Semester 4					
1	Financial Management	100	Core	4	BBAA401CC5
2	Human Resource Management	100	Core	4	BBAA402CC6
3	Production and Operations Management	100	Core	4	BBAA403CC7
4	Marketing Management	100	Core	4	BBAA404CC8
5	Global Business Environment	100	Minor	4	BBAA405M4
6	MIL-2(Common for all UG programmes)	50	Ability Enhancement Course	2	BBAA406AEC4
		550		22	
Semester 5					
1	Quantitative Techniques in Management	100	Core	4	BBAA501CC9
2	Macro Economics	100	Core	4	BBAA502CC10
3	Corporate Accounting	100	Core	4	BBAA503CC11
4	Audit and Assurance	100	Core	4	BBAA504CC12
4	Research Methodology	100	Minor	4	BBAA504M5
5	International Joint Ventures & Acquisition	100	Minor	4	BBAA505M6
		600		24	

Semester 6

1	Legal Aspects of Business	100	Core	4	BBAA601CC13
2	Management Accounting	100	Core	4	BBAA602CC14
3	Tax Planning	100	Core	4	BBAA603CC15
4	Human Rights and Practices	100	Minor	4	BBAA604M7
5	Ecommerce and Case Study	100	Minor	4	BBAA605M8
6.	Summer Internship*(Internal and external from colleges only)	75		3	BBAA606SI
		575		23	

Semester 7

1	International Trade Policy and Strategy	100	Core	4	BBAA701CC16
2.	Corporate Social Responsibility and Practices	100	Core	4	BBAA702CC17
3	Managerial Economics	100	Core	4	BBAA703 CC18
5	Customer Relationship Management	100	Core	4	BBAA 705 CC19
6	Research Proposal(1000 words) OR DSC1A/2A/3A	100	Core	4	BBAA706DSC OR BBAA706DSC1A/2A/3A
		500		20	

Semester 8

1.	Data Base Management Concept, Theory and Practices	100	Core	4	BBAA801CC20
2.	Public Relations- Concept and Practices	100	Core	4	BBAA802 CC21
3	Financial Analysis and Reporting	100	Core	4	BBAA803 CC22
4	Research(5000 words) and VIVA OR DSC1B&1C/2B&2C/3B & 3C	100+100	Core	8	(BBAA804 DSC &BBAA805DSC) OR (BBAA804DSC1B/2B/3B And BBAA805DSC 1C/2C/3C) **
5		500		20	
	TOTAL	4300		172	

(contd..4)

Discipline Specific Courses

DSC-1 (Finance)	DSC-2 (Marketing)	DSC-3 (Human Resource)
A Strategic Corporate Finance (BBAA706 DSC 1 A)	A Consumer Behaviour (BBAA706 DSC 1 B)	A HRD: Systems & Strategies (BBAA706 DSC 1C)
B Investment Analysis and Portfolio Management (BBAA 804 DSC 2 A)	B Advertising and Brand Management (BBAA 804 DSC2B)	B Management of Industrial Relations (BBAA 804 DSC2C)
C Investment Banking and Financial Services (BBAA 805 DSC3 A)	C Marketing of Services (BBAA 805 DSC 3B)	C Performance and Compensation Management(BBAA 805 DSC3C)

*Students may opt for a Summer Internship in Sem-2/4/6. Summer Internship will have two components of marking/evaluations (i) Viva-voce of 25 marks and (ii) report writing of 50 marks. The award slip is the joint average marking of both internal and external and joint signature.

** Research and Dissertation (1x 8)=8 (1 credit is 25 marks) i.e. 25x8=200

Semester Workload/credit defined in terms of hours

Semester Work-load= 15 weeks duration

4 credit course = 60 hours (45 hours of lecture and 15 hours tutorial) proportionate allotment be made for

3 credit course = 45 hours (Approx- 34 hours lecture and 11 hours tutorial)

2 credit course =30 hours (Approx- 22 hours lecture and 08 hours tutorial)

BBAA101CC1. Principles of Management & Organizational Behaviour

Credits-4

Marks-100

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Course contents:

Unit -1

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit-2

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types. Control: Function, Process and types of Control; Principles of organizing: Common organizational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation, coordination & communication. Different functional areas of Management, Teams & Groups.

Unit -3

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Trait Theory Learning: Concept. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Transactional Leadership. Managerial Grid.

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert. A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management-Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Wehrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus, National Publishing House, New Delhi

BBA102 M1 Business Ethics.

Credits-4

Marks-100

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course Contents

Unit -1:

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Teleological and Deontological Theories of ethical reasoning ; ethics of care, Integrating utility, rights, justice and caring; Virtue ethics, Ethical issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit 2:

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading; The Board –

Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit 3:

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistleblowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring, And Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Readings:

1. Manuel G Velasquez: Business ethics - concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm AH Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanumurthy KV: Ethics and Social Responsibility of Business, Pearson Education India.

BBAA103 MD1 FINANCIAL INSTITUTIONS AND MARKETS

Credits -3

Marks-75

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content:

Unit I: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

Unit II: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments

Unit III: Traded in stock markets: Equity Shares, Debentures, Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

- 1.Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
- 2.Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
- 3.Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
- 4.Goel, Sandeep. (2012). Financial services. PHI.
- 5.Gurusamy, S. (2010). Financial Services. TMH.

BBAA104 AEC1 Business Communication

Credits-2

Marks-50

Unit1: Introduction

Objectives, importance, elements, process, forms, models, principles of effective communication, barriers to communication and remedial measures, role of communication in conflict resolution Formal and informal communication, Grapevine, Characteristics of corporate communication, Characteristics of corporate communication, Communication network

Unit2: Tools of Communication

Emergence of communication technology, Modern Forms of communication, Fax, Email, Video Conferencing, English for Special and Technical Purpose Official letter, Paragraph writing, Note-making, Topic Sentence. Telephonic Conversation, Group Discussion regarding job interview

Unit3: Drafting

Business Meetings, Meeting Etiquettes, Notice, Circular, Resolution and minutes, Business letter writing- Offer letter, Quotation, Status enquiry, Confirmation, Execution, Refusal and cancellation of order, Recommendation, Credit collection, Claim, Bank loan. C.V. Writing. Scientific and technical subjects, Formal and informal writings Reports, handbooks, manuals, letters, memorandum.

Suggested Readings•

- Anjane, S. & Bhavana Adhikari, Business Communication, TMH
- Chaturvedi & Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson
- M.K. Shegal & Vandana Khetarpal, Business Communication, Excel Books
- R.K. Madhukar, Business Communication, Vikash Publishing House Pvt. Ltd.
- Rao, Kumar & Bindu, Business Communication, Cengage
- Khanna, Puja., Business Communication, Vikash
- Raman & Sharma, Technical Communication, Oxford
- Lesikar, Flatley et al, Business Communication, McGraw Hill

BBAA105 SEC1. Information Technology in Business

Credits-4

Marks-100

Module I

Information Technology in Business (Theory)

(Marks: 50)

Unit1: Information Technology and Business

Concepts of data, information and computer based information system, impact of information technology on business [business data processing, intra-organizational and inter-organizational communication by using network technology, business process outsourcing and knowledge process outsourcing], types of Information System- Transaction Processing System (TPS), Management Information System (MIS), Decision Support System (DSS), Knowledge Management System (KMS) and their implementation at managerial levels [operational, tactical and strategic].

Unit 2: Data Organization and Database Management System

- (a) **Data Organisation:** Character, field, record, file and database, types of data processing systems [Serial, Batch, Real-time, Online, Centralized, Distributed], File Organizations [Sequential, Direct, Indexed-Sequential, Relative], Traditional file organisation vs. Database file organisation.
- (b) **Database Management System:** Concept of database management system (DBMS), definition, importance of DBMS, important terms of database [Entity, Attribute, Keys- Primary, Foreign and Candidate, Referential Integrity, Table, Views, Data Dictionary], types of database [Hierarchical, Network and Relational], basic ideas of Data Warehouse and Data Mining (definition, importance, advantages and disadvantages), Big data analysis-Concept.

Unit 3: Internet and Its Applications

Meaning of Internet, IP Address [IPv4, IPv6], URL, Domain Name System, Internet Protocols - TCP/IP, UDP, FTP, TELNET [briefly only], HTML, DHTML and XML [Concept only], Ethical Hacking, Cloud Computing, Mobile Computing, Internet of Things, Ethical issues in Social Networking.

Unit 4: Security and Encryption

Need and concepts, dimension, definition and scope of e-security, security threats- Malicious Codes (Virus, Trojan Horse, Worm, Spyware, Ransomware), Hacking, Spoofing, Sniffing, Phishing, Spamming, Denial of Service (DoS) attacks, Technology solutions [Confidentiality: (Data Encryption & Decryption, Symmetric and asymmetric encryption), Security Implementation: Firewall, DMZ (Demilitarized Zone), SSL, HTTPs, Significance of Website Auditing].

Unit 5: IT Act, 2000 and Cyber Crimes

IT Act 2000- Definitions of different terms, Digital signature, Electronic Governance, Attribution, Acknowledgement and Dispatch of Electronic Records, Regulation of Certifying Authorities,

Digital Signatures Certificates, Duties of Subscribers, Penalties and Adjudication, Appellate Tribunal, Offences and Cyber-crimes.

Module II

Information Technology in Business (Practical)

(Marks: 50)

Unit 1: Word Processing

Working with word document- Editing text, Find and Replace text, Formatting, Spellcheck, Autocorrect, Auto text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Macros, Drop cap; Tables: Inserting, Filling and formatting a Table, Inserting Pictures and Video; Mail Merge- including linking with Database, Printing documents.

Unit 2: Preparing Presentations

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation, Hyperlink and Slideshow.

Creating Business Presentations using above facilities.

Unit 3: Spreadsheet and its Business Applications

Managing worksheets- Formatting, Entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs, Pivot Table.

Spreadsheet Functions: Mathematical [SUMIF, SQRT, SUBTOTAL, SUMPRODUCT etc.], Statistical [AVERAGE, STDEV, VAR, CORRELATION, REGRESSION etc.], Financial [PMT, RATE, PV, FV, NPER, IRR, NPV, Data Table Etc.] Logical [AND, OR, IF etc.], Date and Time, lookup and reference, Database and Text functions.

Creating Spreadsheet in the area of: Loan and Lease statement; Ratio Analysis; Payroll Statements; Depreciation Accounting; Graphical Representation of Data; Frequency Distribution and its Statistical Parameters; Correlation and Regression

Unit 4: Database Management System

Creation of Tables, Multiple Table Handling - Defining Relationship [Foreign Key], Simple and Conditional Queries, Types of Queries [Update, Delete, Append], Forms, Reports, Introduction to SQL through Basic Commands.

Suggested Readings

- Thareja, IT & Application, Oxford
- Aurora, Computer Fundamentals, Vikash
- Sinha & Sinha, Fundamentals of Computers, BPB Publications
- Dhar, P., Fundamental of IT and Its Application in Business, APH

BBAA201CC2 Statistics for Business Decisions

Credits-4

Marks-100

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit 1: Definition of Statistics; Importance and scope of Mathematics and Statistics in business decisions; Limitations. Primary and Secondary data; Methods of data collection; Tabulation of data; Graphs and charts; Frequency distributions; Diagrammatic presentation of frequency distributions.

Unit 2: Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

Unit 3: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression vs. Correlation. Linear Regression, Regression lines (X on Y , Y on X).

Unit-4: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least

squares, Parabolic trend and logarithmic trend.

Readings:

1. S.P.Gupta(S.P.):Statistical Methods,Sultan Chand&Sons,34th Edition.
2. Richard Levin&David Rubin:Statistics for management,Prentice Hall.
3. Anderson,Sweeny&Williams:Statistics for Business and Economics,South Western

Micro Economic BBA202M2

Credits -4 Marks-100

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course Contents

Unit 1:

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity's of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;

Unit 2:

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and Giffen goods), revealed preference theory.

Unit 3: Theory of Production and Cost: Factor of Production, Concept of total product, average product, and Marginal product, Law of Variable proportion, Law of Variable proportion, Concepts of Isoquant and Isocost.

Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium. Theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Unit 4:

Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, Multiplan monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity), oligopoly (Carnot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma).

Readings:

- 1.Dominick Salvatore (2009). Principles of Microeconomics (5thed.) Oxford University Press
- 2.Lipsey and Chrystal. (2008). Economics. (11thed.) Oxford University Press
- 3.Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
- 4.Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7thed.). Pearson.
- *5. Mark Hershey, Managerial Economics

BBAA 203MD2ENTREPRENEURSHIPDEVELOPMENT-Theory & Practice

Credits-3

Marks-75

Objective:

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

UNIT-1 ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team/Leadership; Harvesting and Exit Strategies; Corporate Entrepreneurship/Intrapreneur, Risk Analysis.

UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Innovation, Creativity; Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT-3 FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium Finance. Loan application process, Venture capital

UNIT-4 EMERGING ISSUES IN START UP IN INDIA

Concept of Start up. Definition & mechanisms of start up as GOI initiatives. Role of start up in business environment.

Suggested Readings

1. Drucker, P.F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
2. Holt, D.H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
3. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
4. Prahalad, C.K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton school Publishing.

Case Analysis, Copy writing and Content Writing in English (Code: BBAA204AEC2)

Credit :2

Marks:50

Objective : The course delves into developing a base of knowledge about cases,, followed by persuasive case-based essays. Further the course is intended to develop the knowledge regarding copywriting and content writing)

1. Case Analysis,: What is a case? The ways to recognize a 'Decision Scenario', 'Evaluation Scenario', 'Problem-Diagnosis Scenario'. How to analyse 'Decision Scenario', 'Evaluation Scenario', 'Problem- Diagnosis Scenario'. How to write 'Case -Based Essays', 'Decision Scenario Essays', 'Evaluation Scenario Essays' and ' Problem-Diagnosis Scenario'. 16 hours
2. Copy Writing: Pre-requisites to copy writing. Writing the 'Headline' for print and the web. Writing the Body Copy for Web and print. Length of the Copy, Layout of the copy for the web and the print.(8 hours)

3. Content Writing: Research on the issue/topic/business problem. Literature reviews,. Drawing on the contemporary position. Content analysis of the interviews of opinionated persons and authorities on the issue/topic/business problem. Synthesizing all the above.(6 hours)

Books:

- 1) The Case Study Handbook; Student's Guide, William Ellet, HBR Press.
- 2) How to write a Good Advertisement? Victor O Schweb
- 3) Making Ads Pay: Timeless Tips or Successful Copywriter, John Caples, Dover Books.
- 4) How to write better copy? Steve Harrison, Bluebird Books.
- 5) All about Content Writing, Sujeet Govindani.

Digital EmpowermentBBAA205SEC2

Credits -4

Marks-100

This course aims to develop students' skills and understanding of digital technologies, focusing on their effective and responsible use in various aspects of life. Students will learn essential digital literacy skills, online communication, digital security, ethical considerations and some of the disruptive technologies of the digital world.

LearningObjectives

TheLearningObjectivesofthiscourseareasfollows:

- Understand the fundamentals of digital technologies and their impact on society.
- Enhance online communication and collaboration skills.
- Promote digital citizenship and responsible online behavior.
- Gain awareness of digital security risks and implement best practices.
- Explore ethical considerations in the use of digital technologies.

Learningoutcomes

TheLearningOutcomesofthiscourseareasfollows:

- Use ICT and digital services in daily life.
- Develop skills to communicate and collaborate in cyberspace using social platforms, teaching/learning tools.
- Understand the significance of security and privacy in the digital world.
- Evaluate ethical issues in the cyber world

UNIT-IDigitalLiteracy andDigitalEmpowerment

(6 Hours)

- Definition of Digital Literacy
- Current Trends of Digital Technology

- Evaluating the credibility of online information
- Copyright and plagiarism awareness
- Imp application of our country DigiLocker, E-Hospitals, e-Pathshala, SHIM, e-Kranti (Electronic Delivery of Services}, e-Health Campaigns

UNIT-II Online Communication and Collaboration (6 Hours)

- Electronic Communication: electronic mail, blogs, social media
- Collaborative Digital platforms
- Tools/platforms for online learning
- Collaboration using file sharing, messaging, video conferencing

UNIT- III Digital Security (6 Hours)

- Online security and privacy
- Threats in the digital world: Data breach and Cyber Attacks
- Blockchain Technology
- Security Initiatives by the Govt of India

UNIT-IV Digital Citizenship and Ethics (6 hours)

- Responsible online behavior and digital etiquette
- Understanding online communities and their norm
- Ethical considerations in digital technology usage

Unit - V Emerging Technology (6 Hours)

- Exploring emerging technology and it's impact
- AI and Machine Learning
- IOT and Connected Devices

Books

- Understanding Digital Literacies: A Practical Introduction , by Rodney H. Jones (Author), Christoph A. Hafner (Author)

or

BBA 205SEC2: AI

Credits --4

Marks-100

This course aims to introduce the fundamental concepts of artificial intelligence (AI) to individuals from all academic backgrounds. Participants will develop a broad understanding of AI technologies, their implications, and their potential applications in various fields. The course will emphasize practical examples and real-world case studies to facilitate comprehension and inspire innovative thinking.

Course Objectives:

- Understand the basics of artificial intelligence and its subfields.
- Explore real-world applications of AI across different industries.
- Gain insights into the ethical, social, and economic implications of AI.
- Develop an appreciation for the potential of AI to drive innovation and transformation.

Course Outcome:

- Define and explain the fundamental concepts and subfields of AI.
- Identify real-world applications of AI across various industries.
- Analyze the ethical, social, and economic implications of AI.
- Recognize the potential of AI to drive innovation and transformation in different domains.

Unit 1 : Introduction to Artificial Intelligence (6 Lectures): Definition and scope of AI; Historical overview and key milestones; Differentiating AI from human intelligence

Unit 2: AI Subfields and Technologies (6 Lectures): Machine learning: Supervised, unsupervised, and reinforcement learning; Deep learning and neural networks; Natural language processing (NLP) and computer vision

Unit 3: Applications of AI (8 Lectures): AI in healthcare: Diagnosis, treatment, and medical imaging; AI in finance: Fraud detection, algorithmic trading, and risk assessment; AI in transportation: Autonomous vehicles and traffic optimization; AI in customer service and chatbots; AI in education: Personalized learning and intelligent tutoring systems

Unit 4: Ethical and Social Implications of AI (5 Lectures): Bias and fairness in AI systems; Privacy and data protection concerns; Impact of AI on employment and the workforce; AI and social inequality

Semester 3
Fundamentals of Financial Accounting BBAA301CC3

Credits-4

Marks-100

Objective:

To familiarize students with the basics of accounting, mechanics of preparation of financial statements and role of Accounting Standards in accounting discipline.

Course Contents

Unit-1

Introduction to Financial Accounting:

Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance.

Unit-2

Preparation of -Trading Account, -Profit & Loss Account and -Balance Sheet. Accounting cycle from journal to balance sheet and its continuity over the years.

Unit-3

Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Inventory valuation (LIFO, weighted Avg. Cost) Revenue recognition.

Unit-4

Introduction to International Financial Reporting Standards (IFRS) and Ind AS. IFRS – Concept and need. Ind AS – Convergence, benefits and applicability to different class of entities. Conceptual Framework (theoretical part only)

Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K.

Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.

3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.

4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.

5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

2. Cost Accounting BBAA302CC4

Credits -4 Marks-100

Unit 1 INTRODUCTION

Definition of Costing, Objectives of Cost Accounting; Installing a Cost Accounting System, Essentials of a good Cost Accounting System. . Cost concepts, terms and classification of costs: Cost, Cost object, Cost units and Cost Centres, Types of costs, classification of costs- Direct-Indirect, Element-wise, Function wise, Behaviour-wise, Sunk Cost, opportunity Cost, Incremental and Differential cost. Costing Methods and Techniques (introduction only).

Unit 2 Material Costs Purchase of materials:, purchase procedure, documentation, determination of material purchase costs. Storage of materials: Need for storage, location and types, functions of a storekeeper, requisition, receipt, issue and transfer of materials, storage record, accounting for materials cost. Materials control: Organisation; Tools: Just-in-Time Purchase; various stock levels, Economic Ordering Quantity and ABC Analysis; Periodic Inventory, Perpetual Inventory, Physical verification; Discrepancies in stock and their treatment. Methods

of Pricing Material Issues: FIFO, LIFO, and Weighted Average. Treatment of Normal and Abnormal Loss of Materials

Unit-3

Labour cost: Attendance and payroll procedures (Time-keeping, Time-Booking, Payroll procedure, Payment of wages-Piece rate, differential piece rate, time rate); Idle time (causes and treatment in Cost Accounting), Overtime (its effect and treatment in Cost Accounting), Labour turnover (Causes, impact and methods of calculating labour turnover). Main Principles for sound system of wage incentive schemes, labour utilisation; System of Wage Payment and Incentives (Halsey, Halsey-weir, Rowan and Efficiency based); Group Bonus scheme (simple). System of Incentive Schemes for Indirect Workers; Component of wages cost for costing purpose

Unit 4

Overhead: Definition, Classification of Overhead- Functional and Behavioural. Manufacturing Overheads: Allocation and apportionment of Overhead; Absorption of Overhead: Blanket and Departmental rate; various methods of absorption and their applications; Under absorption/over absorption of overheads and their treatment. Administration and Selling & Distribution Overheads and their charging.

Suggested Readings

- Horngren, Foster, Datar, et al., Cost Accounting,- A Managerial Emphasis, Pearson
- B.Banerjee, Cost Accounting: Theory and Practice, PHI
- Drury, Colin., Management and Cost Accounting, Cengage
- Jawahar Lal & Seema Srivastava, Cost Accounting, TMH
- M.Y.Khan & P.K.Jain, Management Accounting, TMH
- Atkinson, Management Accounting, Pearson
- Bhattacharyya, Ashish K., Cost Accounting for Business Managers, Elsevier
- Ravi M Kishore, Cost and management Accounting, Taxmann
- Mitra, J.K., Cost & Management Accounting, Oxford
- Hanif, M., Cost & Management Accounting, McGraw Hill

Bhattacharya Debarshi, Cost & Management Accounting I, Law Point

Banking Theories and Practices BBAA303M3

Credits -4 Marks-100

COURSE OBJECTIVE:

The course will help students to understand: To acquire knowledge of working of Indian Banking system. The impact of government policy and regulations on the banking industry

UNIT-1: INTRODUCTION: Origin and Growth of Banking in India - Unit Vs Branch Banking - Functions of Commercial Banks - Nationalization of Commercial Banks in India - Emerging Trends in Commercial Banking in India: E-Banking – Mobile Banking - Core Banking – Bank Assurance – OMBUDSMAN.

UNIT-2: RESERVE BANK OF INDIA: RBI Constitution - Organizational Structure – Management - Objectives – Functions – Monetary Policy.

UNIT-3: TYPES OF BANKS: District Co-Operative Central Banks – Contemporary Banks - Regional Rural Banks - National Bank for Agriculture and Rural Development (NABARD) – SIDBI – Development Banks.

UNIT-4: NEGOTIABLE INSTRUMENTS: Descriptions and their Special Features - Duties and Responsibilities of Paying and Collecting Banker - Circumstances under which a Banker can refuse Payment of Cheques - Consequences of Wrongful Dishonors - Precautions to be taken while Advancing Loans Against Securities – Goods - Documents of Title to Goods - Loans against Real Estate - Insurance Policies - Against Collateral Securities – Banking Receipts. Loans against Equitable Mortgage - Legal Mortgage - Distinction between them - Latest Trends in Deposit Mobilization.

READINGS: 1. Banking Theory & Practices: Dr. P. K. Srivatsava, Himalaya Publishers

2. Banking Theory & Practices: K.E. Shekar, Vikas Publications
3. Banking theory & Practices: SanthiVedula, HPH.
4. Banking Theory & Practices: Dr. J. Jayanthi, PBP.
5. Banking Theory, Law & Practices: R. R Paul, Kalyani Publishers
6. Money Banking and Financial Markets: Averbach, Rabort. D, MacMillan. Landon
7. Banking: N.T. Somashekar, New AgeInternational Publishers

INDIA'S DIVERSITY AND BUSINESS

BBAA304MD3

Credits -3

Marks-75

Objective:

The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit 1 Recognizing, Accommodating and valuing diversity. Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements. Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

Unit 2 People, Livelihood and Occupational Diversity. Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

Unit 3 Linkages between Diversity and India's Socio-economic challenges. Regional variations in terms of geographic and socio-economic factors- trends and emerging options; Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

Unit 4 Diversity and Business. Indian Consumers and marketing; Rural and Urban context. Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management.

References:

1. Bhatt, B. L. (1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘An Exploration of India- Geographical Perspectives on Society and Culture’. Cornell. Pages- 35-61 for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969)
4. Rural Sociology in India, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
5. Chakravarti AK (2004) Regional Preferences for Food: Some Aspects of Food Habit Patterns In Indiain Grover N and KN Singh (eds) 2004, Cultural Geography: Form and Process, Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375)
6. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
7. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3
8. Kaul, Vijay Kumar, ‘Innovation Revolution: Harnessing India's Diversity’ Yojana, November 2014, also available at SSRN, <http://ssrn.com/abstract=2517855>
9. Kaul, Vijay Kumar, INDIA'S DIVERSITY AND GLOBALISATION: UNIFYING FORCES AND INNOVATION, Working paper in Social Sciences Research Network (SSRN), June 2014 <http://ssrn.com/abstract=2444668>
10. Kaul, Vijay Kumar, INDIA'S DIVERSITY: FROM CONFLICT TO INNOVATION, Working paper in Social Sciences Research Network (SSRN), June 2014 <http://ssrn.com/abstract=2444099>
11. Kaul, Vijay Kumar, Managing Diversity, in Business Organisation and Management, chapter 35, Pearson Education, 2012.
12. Nehru J (1946) The Discovery of India, OUP, chaps 4-8

13.Sopher, D.E-“The Geographical Patterning of Culture of India” in David E. Sopher ‘An Exploration of India- Geographical Perspectives on Society andCulture’. Cornell, Pages- 289-326.

14. Thomas Kochan, KaterinaBezrukova, Robin Ely, et el, The EFFECTS OF DIVERSITY ON BUSINESS PERFORMANCE: REPORT OF THE DIVERSITYRESEARCH NETWORK, Human Resource Management, Spring 2003, Vol 42, No.1. pp3-21

5.MIL-1 BBAA305AEC3
(Common for all UG programmes)

Credits -2

Marks-50

6.ACCOUNTING SOFTWAREBBAA306SEC3

Credits -4 Marks-100

Objective: familiarise students with an Accounting Software

Unit 1: Basic Concepts - Creating, Altering and Deleting Company, Group & Ledgercreation, creation of opening Balance Sheet

Unit2. Inventory – Creation of Stock Items, Stock Group, Stock Category, Units of Measurement, Godown, Transfer of materials across Godown, Manufacturing Voucher (Bill of Materials), Accounting voucher, inventory voucher, memorandum voucher, invoicing.

Unit-3. Order Processing – Purchase Order Processing, Sales Order Processing, Purchase Bill and Sales Invoice Creation,Bank Reconciliation, Tax implementation – GST (Interstate & Intrastate), GST Reports, TDS,

Unit-4. Payroll Accounting, Stock Analysis and Reports, Financial Reports (Trial Balance, Profit & Loss, Balance Sheet), Backup and Restore, Security Control Setup

Or

6. STATISTICAL SOFTWAREBBAA306SEC3

Credits -4

Marks-100

Objective: familiarise students with a statistical package for data analysis related to the Statistics and Market Research papers and which will also help in the Research Project. Any user friendly statistical package depending on resources available at each institution can be used. For example SPSS, PSPP (opensource)/ or any other equivalent. Some of the statistical analysis functions are also available in add in tools in Excel.

Course contents:

1. Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables
2. Running Statistical Procedures – data entry and interpretation of the output Descriptive Statistics
 - T-tests
 - Chi-Square test One way Anova Correlation
 - Linear regression including multiple regression Cluster analysis
 - Discriminant Analysis
 - Factor analysis/Principal Components Analysis

Semester-4

1.FINANCIAL MANAGEMENTBBAA401CC5.

Credits -4

Marks-100

Objective:

To acquaint students with the techniques of financial management and their applications for business decision making.

Course Content:

Unit I

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk (Concept)

Unit 2

Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method. Concept and Measurement of Cost of Capital:Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit 3.

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani- Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 4

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Readings

1 M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.

2.R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.

3.I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House

4.R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education

5.J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice

2. Human Resource Management BBAA402CC6

Credits-4

Marks-100

Objective:

The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Course Contents

Unit 1

Human Resource Management: Concept, Functions, roles, Knowledge, Skill, Ability & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, Work life balance, HR role in strategy formulation & gaining competitive advantage.

Unit 2

Human Resource Planning: Process, Forecasting demand & supply, Human Resource Information System (HRIS) succession planning. Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e-recruitment, selection process, orientation process.

Unit 3

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview. Career planning: career anchors, career life stages. Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit 4

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essential of effective collective bargaining welfare.

Readings:

3. DeCenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
4. Dessler, G: Human Resource Management, Pearson.
5. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
6. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Robert M. Noe: Human Resource Management, Pearson.
6. K. Aswathapa:
7. Biswajit Pattanayak:
8. S.S. Khanka

3. Production and Operations Management. BBAA403CC7

Credits-4 Marks-100

Objective:

To understand the production and operation function and familiarize students with the technique for planning and control.

Course Contents:

Unit 1

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies- Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit 2

Forecasting- Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit 3

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit 4

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory : Poisson- Exponential Single Server Model with Infinite Population. (question based on M/M/1).

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry, Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J, Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill

- 4.S.P.Gupta,Statisticalmethods,SultanChand&Sons.
- 5.Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India,NewDelhi
- 6.S.N. Chary, Production & operations management– Tata McGraw Hill, New Delhi
- 7.Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition)JohnWiley,1994
- 8.Gaither and Frazier, Operations Management, Thomson South-Western
- 9.OperationsResearch,P.K.Gupta,ManMohan,KantiSwarup,SultanChand
- 10.OperationsResearch,V.K.Kapoor.Sultan Chand& Sons

4. Marketing ManagementBBAA404CC8

Credits -4 Marks-100

Objective:

This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Contents:

Unit 1:

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demo graphic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

Unit 2:

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

Unit 3:

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit 4:

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations &

Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms 7Ps.

Readings:

- 1.Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
- 2.Kotler, P., Armstrong, G., Agnihotri, P. Y., &UIHaq, E.: Principles of Marketing:A South Asian Perspective, Pearson.
- 3.Ramaswamy, V.S. &Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
- 4.Zikmund, W.G. & D'Amico, M.: Marketing, Ohio: South-Western College Publishing.

5.Global Business Environment BBAA405M4

Credits -4 Marks-100

Objective of course

Unit-I

Introduction : Global Environment -Characteristics and Components Strategies for India going global
Multinational Enterprises(MNE) - Benefits to host and home country Demerits of MNE

Unit-II

International Investment - Factors effecting foreign Investment Growth of foreign investment -
Significance of foreign investment Foreign Investment in India

Unit-III

World Trade Organisation General Agreement on Trade and Tariffs (GATT) - Concept World Trade
Organization (WTO)- Functions, Principles, Organizational Structure The WTO Agreements - A Bird's
eye view Salient feature of Uruguay Round Agreement Dispute Settlement Mechanism, Ministerial
Conferences

Unit-IV

International Economic Organisations Introduction, Objectives, Organisational Structure and Functions of
following organisation - International Monetary Fund (IMF) International Bank for Reconstruction and
Development (IBRD) South Asian Association for Regional Cooperation (SAARC) European Union
(EU)

1. Francis Chunilam - International business Environment
2. R Chandran - International business Environment
3. Francis Chunilam - Business Environment
4. Ahswathappa K - Business Environment
5. Ahswathappa K - Business Environment
6. R Daft and K P M Sundaram - Indian Economy
7. A N Agrawal - Indian Economy
8. D M Mithani - Money, Banking, International Trade and Finance K Subbarao – International
Business, Himalaya Publication

MIL-2BBAA406AEC4

(Common for all UG programmes)

Credits -2

Marks-50