



SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING
(Deemed to be University)

Syllabus for
BACHELOR OF BUSINESS ADMINISTRATION
(BBA)

(Effective from 2020 Batch onwards)

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SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING
(Deemed to be University)

DEPARTMENT OF MANAGEMENT AND COMMERCE

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Programme Outcomes

At the end of the BBA programme the student will be able to:

1. Clearly understand the fundamental concepts and theories of business practice
2. Build the ability to think critically and analyse problems systematically
3. Acquire leadership skills so as to enable for good managerial roles and entrepreneurship.
4. Communicate effectively and make impactful presentations
5. Exhibit human values in daily professional life.

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DEPARTMENT OF MANAGEMENT AND COMMERCE

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

(From the Batch 2020-2021 onwards)

The BBA Programme Structure consists of three parts.

PART-I: LANGUAGES#

(a) General English (four papers offered, one each in the first four semesters)

(b) Another Language (four papers offered, one each in the first four semesters – Any one out of: HINDI / SANSKRIT / TELUGU / ADDITIONAL ENGLISH)

PART-II: CORE SUBJECTS

(Offered in all the six semesters) – Title of the papers are given below in the Scheme of Instruction & Evaluation.

PART-III: AWARENESS COURSES and ENVIRONMENTAL COURSES ##

a) Awareness Courses – (six papers offered, one each in all the six semesters)

b) Environmental Courses – (two papers offered, one each in the first two semesters)

NOTE: The title of the papers of Part-I and Part-III are provided separately under Annexure-5

SCHEME OF INSTRUCTION AND EVALUATION

(Effective 2020/21 batch onwards)

ABSTRACT
for B.B.A.

	Credits	Hours	Maximum Marks
PART-I: LANGUAGES			
PART-I TOTAL	36	36	800
PART-II: CORE SUBJECTS			
PART-II TOTAL (UBBA)	105	128	2800
PART-III: AWARENESS COURSES and ENVIRONMENTAL COURSES			
PART-III TOTAL	16	16	450
GRAND TOTAL [UBBA]	157 credits	180 hours	4050 marks

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PART-I: LANGUAGES

Paper Code	Title of the Paper	Credits	Hours	Mode of Evaluation	Theory / Practicals	Maximum Marks
Semester I						
UGEN-101	General English-I #	5	5	IE1	T	100
	Another Language-I #	4	4	IE1	T	100
Semester II						
UGEN-201	General English-II #	5	5	IE1	T	100
	Another Language-II #	4	4	IE1	T	100
Semester III						
UGEN-301	General English-III #	5	5	IE1	T	100
	Another Language-III #	4	4	IE1	T	100
Semester IV						
UGEN-401	General English-IV #	5	5	IE1	T	100
	Another Language-IV #	4	4	IE1	T	100
PART-I TOTAL		36 credits	36 hours			800 marks

PART-III: AWARENESS COURSES and ENVIRONMENTAL COURSES

Paper Code	Title of the Paper	Credits	Hours	Mode of Evaluation	Theory / Practicals	Maximum Marks
Semester I						
UAWR-100	Awareness Course-I: Education for Transformation (Based on Life and Teachings of Bhagawan Sri Sathya Sai Baba)	2	2	I	T	50
UENT-101	Environment-I: Environmental Studies and Human Values	2	2	I	T	75

Semester II						
UAWR-200	Awareness Course-II: Unity of Religions	2	2	I	T	50
UENT-201	Environment-II: Environmental Studies and Human Values	2	2	I	T	75

Semester III						
UAWR-300	Awareness Course-III: Study of Classics – I: RamakathaRasa Vahini	2	2	I	T	50

Semester IV						
UAWR-400	Awareness Course-IV: Study of Classics – II: BhagavataVahini	2	2	I	T	50

Semester V						
UAWR-500	Awareness Course-V: Eternal Values for the Changing World	2	2	I	T	50

Semester VI						
UAWR-600	Awareness Course-VI: Life and its Quest	2	2	I	T	50

	PART-III TOTAL	16 credits	16 hours			450 marks
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PART II: CORE SUBJECTS

Paper Code	Title of the Paper	Credits	Hours	Mode of Evaluation	Theory / Practicals	Maximum Marks
Semester I						
UBBA -101	Values Oriented Management	4	4	IE1	T	100
UBBA -102	Financial Accounting for Management	4	4	IE1	T	100
UBBA -103	Business Communication	4	4	IE1	T	100
UBBA -104	Introduction to DBMS and Programming fundamentals	2	4	I	P	50
		14 credits	16 hours			350 Marks
Semester II						
UBBA - 201	Organisational Behaviour	4	4	IE1	T	100
UBBA - 202	Analytical Techniques for Management	4	4	IE1	T	100
UBBA - 203	Managerial Economics	4	4	IE1	T	100
UBBA - 204	Fundamentals of Data analysis tools	1	2	I	P	50
UBBA-205	Accounting Package	1	2	I	P	50
		14 credits	16 hours			400 Marks
Semester III						
UBBA - 301	Human Resources Management	4	4	IE1	T	100
UBBA - 302	Financial Management	4	4	IE1	T	100
UBBA - 303	Company Law and Corporate Accounting	4	4	IE1	T	100
UBBA - 304	Data Analysis using Spreadsheet application	2	4	I	P	50
		14 credits	16 hours			350 marks

Semester IV						
UBBA - 401	Commercial Law	4	4	IE1	T	100
UBBA - 402	Costing for Management	4	4	IE1	T	100
UBBA- 403	Principles of Marketing	4	4	IE1	T	100
UBBA – 404	Tools for Visual analytics – Tableau	2	4	I	P	50
		14 credits	16 hours			350 marks
Paper Code	Title of the Paper	Credits	Hours	Mode of Evaluation	Theory / Practicals	Maximum Marks

Semester V						
UBBA- 501	Principles of Income Tax	4	4	IE1	T	100
UBBA- 502	Rural Development	4	4	IE1	T	100
UBBA - 503	Banking Theory and Practice	4	4	IE1	T	100
UBBA - 504	Management of Operations	4	4	IE1	T	100
UBBA- 505	Elective: Paper I	3	3	IE1	T	100
UBBA - 506	Elective: Paper II	3	3	IE1	T	100
UBBA - 507	Decision Support Systems with Spreadsheet applications	1	2	I	P	50
UBBA - 508	Comprehensive Viva Voce	3	-	E1	COV	100
		26 credits	24 hours			750 marks

Semester VI						
UBBA - 601	Indian Economy	4	4	IE1	T	100
UBBA - 602	Management Accounting	4	4	IE1	T	100
UBBA- 603	Management Information Systems	4	4	IE1	T	100
UBBA - 604	Entrepreneurship Development	4	4	IE1	T	100

UBBA - 605	Elective: Paper III	3	3	IE1	T	100
UBBA - 606	Elective: Paper IV	3	3	IE1	T	100
UBBA - 607	Web Design using Content Management Systems	1	2	I	P	50
		23 credits	24 hours			650 marks

PART-II TOTAL (B.B.A.)		105 credits	128 hours			2800 marks
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Modes of Evaluation		Types of Papers	
Indicator	Legend	Indicator	Legend
IE1	CIE and ESE ; ESE single evaluation	T	Theory
IE2	CIE and ESE ; ESE double evaluation	P	Practical
I	Continuous Internal Evaluation (CIE) only Note: 'I' does not connote 'Internal Examiner'	V	Viva voce
E	End Semester Examination (ESE) only Note: 'E' does not connote 'External Examiner'	PW	Project Work
E1	ESE single evaluation	D	Dissertation
E2	ESE double evaluation		
Continuous Internal Evaluation (CIE) & End Semester Examination (ESE)			

PS: Please refer to guidelines for 'Modes of Evaluation for various types of papers', and 'Viva voce nomenclature and scope and constitution of the Viva voce Boards'.

LIST OF ELECTIVES

Marketing Group

- 1) M-CB Consumer Behaviour
- 2) M-PCRM Promotion & Customer Relationship Management
- 3) M-RUM Rural Marketing
- 4) M-REM Retail Management
- 5) M-DIGM Digital Marketing

Finance Group

- 6) F-AFS Accounting for Financial Services
- 7) F-FMI Financial Markets and Institutions
- 8) F-FS Financial Services
- 9) F-IAPM Investment Analysis and Portfolio Management
- 10) F-FOI Fundamentals of Insurance
- 11) F-RMI Regulation and Management of Insurance

Human Resources Management Group

- 12) H-HRD Human Resources Development
- 13) H-LWSS Labour Welfare and Social Security
- 14) H-IRLL Industrial Relations and
- 15)
- 16)
- 17)
- 18) Labour Law
- 19) H-ETD Employee Training and Development

Information Technology

- 16) IT-ECOM E-Commerce
- 17) IT-BA Business Analytics

Course Objectives:

- To provide an understanding of the basic principles of management and their application to real life situations.
- To develop an appreciation of the significance of values in management process

Course Outcomes:

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

- Identify and communicate the purpose, skill, role and functions of management;
- Describe the history of management theory to see how various theories have developed over time to the present day
- Build and apply knowledge in developing plans and strategy
- Explain how to develop and achieve organizational goals and objectives;
- Analyse Organisation with its structures and functions
- Elaborate on application of motivational theories in the Organisational Context
- Evaluate leadership styles to anticipate the consequences of each leadership style.

Contents:

I. MANAGEMENT – INTRODUCTION	14
1. Meaning, Scope and Importance of Management	3
2. Management: art, science or profession	1
3. Process of Management - Managerial skills, Role and Functions	3
4. Development of Management thought: Classical and Neo-classical (Taylor, Fayol and Weber), Behavioural (Hawthorne experiments, and Maslow's theory), Management Science approach, Systems and contingency approaches	6
5. Classroom Discussions and activities	1
II. PLANNING AND STRATEGY	12
1. Meaning of Planning, importance of Planning, Vision, Mission and Goal Setting	2
2. Types of plans - single use and standing plans	2
3. Strategic management – Meaning of Strategy- Michael Porter's Model, BCG Matrix and GE Matrix (all with examples from Industry)	7
4. Class room Discussions and activities	1
III ORGANISING	11
1. Organizing – meaning and process	2
2. Types of organizational structure:	5

a. Functional	
b. Divisional	
c. Matrix and Virtual Organizations	
d. Committee organizations	
e. Project Organizations	
3. Line and Staff organization, Differences between Line and Staff Organization	1
4. Delegation of Authority, Difference between power and authority, Centralization and Decentralization. Span of Management	1
5. Coordination and Approaches to Coordination	1
6. Class room Discussions and activities	1
IV. MOTIVATION AND LEADERSHIP	9
1. Meaning of motivation and basic assumptions about motivation	2
2. Theories of motivation –Theory X and Y, Herzberg’s two factor theory, Expectancy theory	3
3. Meaning of Leadership, Differences between leaders and managers	1
4. Trait approach, Managerial Grid, Transformational Leadership	2
5. Classroom Discussions and activities	1
V. CONTROL	4
1. Meaning and significance of control	1
2. Control Process	1
3. Types of control, Qualities of an effective control system	1
4. Class room Discussions and activities	1
VI VALUES AND MANAGEMENT	6
1. Meaning of Values - Role of values in management	2
2. Sri Sathya Sai Baba’s definition of M.A.N.A.G.E.R	2
3. Types of Values– scope and significance Management lesson from Indian Epic- Ramayana	2

Total Hours: 56 Hour

BASIC TEXT:

1. James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Amitabh DeoKodwani, Ranjeet Nambudiri, **Management**, Pearson education, India, 2018, **6e (Revised)**,

REFERENCES:

1. Stephen P. Robbins, Mary Coulter and Agna Fernandez, **Management**, Pearson India Education services Private ltd., 2017, Fourteenth Edition.
2. **Man Management** – A Values-Based Management Perspective: Based on the Discourses of Bhagawan Sri Sathya Sai Baba, Sri Sathya Sai Students and Staff Welfare Society, Sri Sathya Sai Institute of Higher Learning, Prasanthi Nilayam, 2009, First edition.

Course Objectives:

- To impart knowledge about fundamental principles of Accounting
- To equip the students to maintain Books of Accounts and to prepare Final accounts of sole proprietor concerns

Course Outcomes:

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

- Recall the fundamental principles of Accounting
- Extend the knowledge of principles and accounting processes and prepare books of accounts
- Make use of the knowledge of the rules of accounting in rectifying errors in the preparation of book of accounts
- Utilize the knowledge of information asymmetry in accounting in the preparation of a Bank reconciliation statement
- Evaluate the profitability of a sole proprietorship firm through the preparation of income statements
- Estimate the financial position of a sole proprietorship firm through the preparation of Balance Sheets

Contents:

I. CONCEPTUAL BASIS OF ACCOUNTING	7
1. Nature and scope of financial accounting	2
2. Accounting concepts, conventions and principles - Double entry book keeping	2
3. Accounting terminologies	1
4. Introduction to AS, IndAS and IFRS	2
II. ACCOUNTING RECORDS	9
1. Accounting equation, types of Accounts, Rules of Accounting	4
2. Journal - Meaning, features, simple and compound entries and Ledger	5
III. SUBSIDIARY BOOKS	6
1. Cash Book – Single column, double column and treble column cash book,	3
2. Subsidiary books - Sales book, Sales return book, Purchases book, Purchase returns book, Receivable book, Payable book, Journal proper, Trial Balance	3

IV. BILLS TRANSACTIONS	2
1. Bills issued - Bills Discounted-Bills endorsed- Bills retired	1
2. Dishonour of bills with recourse and without recourse	1
V. BANK RECONCILIATION STATEMENT	5
1. Causes for difference in bank balance as per cash book and pass book	1
2. Preparation of bank reconciliation statement – Problems	4
VI. DEPRECIATION	7
1. Meaning, terms, causes of depreciation	1
2. Factors influencing depreciable amount; Various methods of computing depreciation - SLM and WDV methods - Problems	6
VII. RECTIFICATION OF ERRORS	6
1. Types of Accounting Errors	2
2. Rectification of errors after preparing Trial Balance – Suspense account	4
VIII. FINANCIAL STATEMENTS OF PROFIT-MAKING ENTITIES	14
1. Trading a/c, Profit & Loss a/c and Balance Sheet - along with adjustments	3
2. Comprehensive Problems	11

Total Hours: 56 Hours

BASIC TEXT:

1. A. Mukerjee and M.Haniff, **Modern Accountancy, Vol I**, Tata McGraw, New Delhi, 2018, 3rd edition

REFERENCES:

1. Ashok Sehgal and Deepak Sehgal, **Advanced Accountancy – Financial Accounting**, Taxmann Allied Services Pvt Ltd., New Delhi, 2008, 6th edition
2. P.C.Tulsian, **Financial Accounting**, Pearson, New Delhi, 2016, 4th edition

Course Objectives:

- To make students realise the importance and nuances of communication skills in business.
- To enable the students to become benefactors and beneficiaries of good communication skills.

Course Outcome:

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

- Relate various communication patterns and their purposes.
- Comparing various options of communication and choosing the appropriate ones as per the context.
- Apply their learnings in real life scenarios and learn to minimize communication gaps.
- Evaluate any chunk of information and organise it by classifying it into appropriate parts thereby making apt conclusions.
- Decide on criteria to validate information while presenting or receiving.
- Formulate the ideas innovatively by compiling information in a new pattern and present it in a more acceptable way.

Contents:

I. INTRODUCTION TO BUSINESS ENVIRONMENT AND COMMUNICATION	4
1. Introduction	1
2. Importance, Communication in organisation, External communication	1
3. Flow of Information within organisation, Challenges	1
4. Effective business communication, Impact of technology on communication	1
II. BASICS OF COMMUNICATION	5
1. Communication and organisation culture, Communication theories and applications	2
2. Perception and conception, Characteristics and principles of communication, Miscommunication, Strategies for improving communication	2
3. Process of communication, Communication barriers, Feedback	1
III. LISTENING	5
1. Types of listening, Listening process	2

2. How to identify poor listeners	2
Barriers to listening and advantages of listening	
3. Overcoming barriers to listening	1
IV. VERBAL AND NON-VERBAL COMMUNICATION	9
1. Characteristics, Principles and Types of oral communication	2
2. Strategies to handle different styles, Telephone etiquette, Voicemails, Cell phones, Advantages and disadvantages of oral communication	2
3. Nonverbal communication- Characteristics, Classification	4
4. Exercises	1
V. WRITING DIFFERENT MESSAGES	8
1. Types of written messages	2
-Direct and routine messages	
-Persuasive Messages	
-Negative Messages	
2. Responding to messages	3
-Direct and routine messages	
-Persuasive Messages	
-Negative Messages	
-Other types of direct messages (Good news, Thank you notes, Goodwill messages)	
3. Formats of messages, Writing for the web, The world of electronic messages	2
4 Exercises	1
VI. WRITING REPORTS, PROPOSALS AND RESUMES	8
1. Definition and Characteristics	1
2. Reports	2
3. Proposals	2

4. Preparing resumes	1
5. Exercises	2
VII. GROUP DISCUSSION AND INTERVIEW	8
1. Recruitment Process	1
2. Group Discussion	3
3. Interview and types, what employers look for, getting ready for interview, Interview phases, Following up	2
4. Exercises	2
VIII. TECHNOLOGY IN BUSINESS COMMUNICATION	4
1. Advantages & Disadvantages, Changing role of technology	1
2. Classification	1
3. Internet and Communication	1
4. Blogs, Podcasts, Outsourcing, Latest trends	1
IX. EXERCISES ON PRESENTATION SKILLS	5

Total Hours: 56 Hours

BASIC TEXT:

1. Hory Sankar Mukerjee, **Business communication- connecting at work**, Oxford University Press, 2016, 2nd edition, Chapters: 1,2,4,5,8,9,16,17,18.

REFERENCES:

1. Courtland L. Bovee, John V. Thill, Abha Chatterjee, **Business Communication Today**, Pearson India Education, 2011, Tenth edition.
2. Rajendra Pal, J. S. Korlahalli, **Essentials of Business Communication**, Sultan Chand & Sons, 2011, 13th edition

UBBA–104 INTRODUCTION TO DBMS and PROGRAMMING 2 Credits FUNDAMENTALS

Course Objective:

- To empower the students with and database concepts, its applications and programming skills.

Course Outcomes:

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

- Relate various DBMS and programming concepts.
- Outline the understood concepts in any given SQL code or programming code snippet.
- Interpret any basic programming snippets given, by identifying the control structures involved.
- Apply these techniques (normalization, E-R diagrams etc.) in the real world scenarios to analyse and suggest apt solutions.
- Draw appropriate conclusions for the choices (control structures, variables, modules etc.) made.
- Build simple applications like a login screen connecting frontend design and backend database.

Contents:

I	DBMS Concepts (database concepts normalization, E-R diagrams)	15
II	Querying (MS-Access Query & Tables design)	11
III	Front end design (MS Access forms)	12
IV	Connecting Forms, tables and queries	4
V	Visual Basic Application programming in MS Access -Concept of variables, statements -Control structures (if-else, nested ifs, case, loops) -Functions and Subroutines	14

Total Hours: 56 Hours

References:

1. <https://support.office.com/en-us/article/access-video-training-a5ffb1ef-4cc4-4d79-a862-e2dda6ef38e6>
2. https://www.tutorialspoint.com/ms_access/index.htm

Course Objectives:

- To provide a foundation of fundamental skills needed for understanding/ diagnosing and managing organizational behaviour.
- To become familiar with individual and group/team behaviour including behaviour systems, structures, and cultures.

Course Outcomes:

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

- To explain the basics of Organizational behaviour and various challenges for OB in national and global environment.
- To illustrate the foundations of Individual Behaviour and analyse the influence of individual level factors viz. Learning, personality, perception, attitude and motivation on behaviour in organizations.
- To examine the dynamics of group development, group properties and formation of organizational culture, how to understand conflict and resolve

Contents:

I. ORGANIZATIONAL BEHAVIOUR	6
1. Introduction, Definition and Meaning	1
2. Disciplines that contribute to OB i.e. Psychology, Sociology, Socio Psychology and Anthropology	1
3. Developing an OB Model-Inputs, Process and outcomes	3
4. Classroom discussions and activities	1
II. ATTITUDES AND JOB SATISFACTION	5
1. Job attitudes-Meaning and Components (Cognitive, affective and Behaviour)	3
2. Job satisfaction and Organisational Commitment- meaning, Causes of Job satisfaction	1
3. Classroom discussions and activities	1
III. PERSONALITY, LEARNING AND VALUES	13
1. Meaning of Personality, Determinants and Characteristics	2

2. Personality Framework-The Myers-Briggs Type Indicator and The Big Five Personality	4
3. Learning-meaning, Theories of learning –Classical conditioning, Operant Conditioning and social learning	5
4. Values- Terminal values Versus Instrumental values	1
5. Classroom discussions and activities	1
IV. PERCEPTION	5
1. Meaning-Factors that influence perception-Perceiver, target and concept	2
2. Common Shortcuts in Judging Others-Selective perception, Halo and Horns effects, Contrast effect, Stereotyping	2
3. Classroom discussions and activities	1
V. FOUNDATIONS OF GROUP BEHAVIOUR	6
1. Defining and Classifying Groups- formal and informal group and Social identity theory	2
2. Stages of Group Development- punctuated-equilibrium model-Roles-Roles perception, Role expectations and Role conflict	3
3. Classroom discussions and activities	1
VI. CONFLICT	5
1. Definition- Conflict process-Potential opposition, Cognition and personalisation, Intentions, Behaviour, Outcomes	4
2. Conflict Resolution Techniques	1
3. Classroom discussions and activities	1

VII. ORGANISATIONAL CULTURE 6

1. Meaning-How employees learn Culture-Stories, Rituals, Symbols , Language influencing an organisational Culture- Developing ethical culture, positive culture, Spiritual culture 5
2. Classroom discussions and activities 1

VIII. ORGANISATIONAL CHANGE, DEVELOPMENT AND STRESS MANAGEMENT 10

1. Meaning of Change- Forces for change-Resistance to change- Over coming Resistance to change 4
2. Organisational Development-meaning and OD techniques 2
3. Stress at work-Meaning, Causes of Stress , Consequences of Stress at work and Individual and organisational approaches to managing stress 3
4. Classroom discussions and activities 1

Note: Discussion of relevant caselets on the above topics

Total Hours: 56 Hours

BASIC TEXT:

1. Robbins Stephen P., Judge, Timothy A., and Neharika Vohra., **Organizational Behaviour**, Pearson India Education Services Pvt Ltd, 2019, 18th Edition.

REFERENCES:

1. Fred Luthans, **Organisational Behavior- An Evidence - Based Approach**, McGraw Hill,2017,12th edition
2. Udai Pareek And Sushama Khanna, **Understanding OB**, Oxford University Press,2016,4th Edition

UBBA-202 ANALYTICAL TECHNIQUES FOR MANAGEMENT 4 Credits

Course Objective:

- To provide a comprehensive knowledge of the quantitative and analytical techniques used by managers and introduce their application to business decision making.

Course Outcomes:

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

- Relate the role of analytical techniques in business decision making
- Solve problems related to central tendency, probability, correlation, regression and optimisation
- Apply these concepts in the context of business decision making
- Evaluate relationship between variables that are important to decision making
- Compare decision making choices and evaluate them using optimization techniques
- Construct PERT diagrams to help plan and manage projects and its components

Contents:

I. INTRODUCTION TO BUSINESS STATISTICS	10
1. Definition, basic terms – data, variable, array, population, classification and tabulation	2
2. Computing Mean, Mode, Median, and Standard Deviations	6
3. Graphical presentation of data - Bar charts, pie diagrams, histograms, Ogives	2
II. INTRODUCTION TO PROBABILITY	8
1. Basic concepts - classical, relative frequency and subjective approach	2
2. Probability rules	1
3. Probability and statistical independence and dependence	1
4. Bayes' theorem, Problems on Probability	4
III. INTRODUCTION TO PROBABILITY DISTRIBUTION	6
1. Discrete – Poisson, Binomial and Hyper-geometric- Basic Problems	3
2. Continuous- Normal Distribution- Assumptions and Central Limit Theorem	3

IV. ESTIMATION OF POPULATION PARAMETERS	5
1. Sample and Population – Definition	1
2. Probability and Non-Probability Sampling	1
3. Sampling Error	1
4. Sampling with Population size known and unknown – Problems	2
V. HYPOTHESIS TESTING	5
1. Basic concepts, Type I and Type II errors	1
2. Hypothesis testing of Means	2
3. Hypothesis testing of Proportions	2
VI. CORRELATION AND REGRESSION	7
1. Meaning, types and significance of correlation	1
2. Karl Pearson’s coefficient of correlation	1
3. Rank correlation – uses and computation	2
4. Regression – meaning, uses; difference between regression and correlation	1
5. Problems on simple regression	2
VII OPTIMISATION AND LINEAR PROGRAMMING	9
1. Operation Research and Linear Program- Definition and its importance	1
2. Assumptions of LP	1
3. Criteria for maxima and minima; Simple applications	1
4. LP Problem Formulation	2
5. Graphical solution for 2 decision variables	4

VIII INTRODUCTION TO PROJECT MANAGEMENT 6

1. Project definition, Importance of Planning, Prerequisites for Project Management 2
2. Salient features of PERT and CPM 1
3. Steps to construct graphs of precedence and find the critical path with the help of simple examples 3

Total Hours: 56 Hours

BASIC TEXT:

1. Srivastava U.K, Shenoy G.V, Sharma S.C, **Quantitative Techniques for Managerial Decisions**, New Age International (P) Ltd, 2011, 3rd edition

REFERENCES:

1. Gupta, S.P., **Statistical Methods**, Sultan Chand & Sons, New Delhi, 2014, 43rd edition
2. Levin and Rubin – **Statistics for Management**, Prentice Hall, New Delhi, 2017, 8th edition

Course objectives:

- To provide an understanding of basic economic concepts and their application to business.
- To make optimal business decisions by integrating the concepts of economics
- To understand the internal and external decisions to be made by managers in different market structures

Course Outcomes:

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

- Understand and apply supply and demand analysis to relevant economic issues.
- Learn the concepts of cost, nature of production and its relationship to business operations.
- Understand the causes and consequences of different market conditions.
- Apply marginal analysis to the “firm” under different market conditions
- Analyse the price and output decisions of firms under various market structures.

Contents:

I. INTRODUCTION: ECONOMICS FOR MANAGEMENT	5
1. Definition and characteristics of managerial economics	2
2. Relationship between economics and other managerial subjects	1
3. Basic principles of managerial economics	2
II. DEMAND ANALYSIS AND DEMAND FORECASTING	14
1. Demand Determinants	1
2. Law of demand and Demand schedule	2
3. Elasticity of Demand - based on price and income Substitutes and Complementary goods- Cross elasticity of demand Activity to understand elasticity concept	6
4. Demand forecasting (theory) and methods of forecasting – Survey method, Delphi method, Collective opinion, Time series, Barometric method, Regression method, Controlled experiments, Judgmental approach	3

5. Demonstration of the Demand and Supply concepts using spreadsheet application	2
III PRODUCTION ANALYSIS	7
1. Meaning of production function	1
2. Law of variable proportions	1
3. MRTS and Isoquants - Types of Isoquants - Linear, Right-angle, Convex, Kinked	1
4. Law of Returns to scale, Managerial use of production function	1
5. Law of supply and Elasticity of supply	2
6. Demonstration of stages of production concept using spreadsheet application	1
IV. COST OUTPUT RELATIONSHIP	8
1. Cost Meaning - Accounting and Economic View and Types of costs	2
2. Cost-output relationship - short run, long run time horizon	2
3. Economies and diseconomies of scale - Internal and external factors affecting the same	3
4. Demonstration of cost-output concept using spreadsheet application	1
V. MARKET STRUCTURES	6
1. Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly	5
2. Activity to understand the different market structures	1
VI. PRICING ANALYSIS	16
1. Determinants of price	1
2. Pricing and output determination under the different market structures	5

- | | |
|--|---|
| 3. Equilibrium of firm –in short and long run time horizons in different market structures | 5 |
| 4. Decision making based on cost and pricing curves | 4 |
| 5. Duopoly and Monopsony | 1 |

Total Hours: 56 Hours

BASIC TEXT:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri, Anindya Sen, **Economics**, McGraw hill publications, 2019, 20th Edition (Special Indian Edition)

REFERENCES:

1. Varsheny R.L. and Maheshwari K.L., **Managerial Economics**, Sultan Chand & Sons, 2014
2. Keat Paul, K Young Philip, Erfle Steve, College Dickinson, Banerjee Sreejatha, **Managerial Economics**, Pearson publications, 2017, 7th Edition

UBBA 204 FUNDAMENTALS OF DATA ANALYSIS TOOLS 1 Credit

Course Objective:

- To introduce programming using Python tools for data analysis

Course Outcomes:

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

- Understand the working environment of Python
- Use basic inbuilt functions in Python
- Program and implement functions using basic python packages

Contents

- | | |
|---|----|
| 1. Introduction to python environment – Python editors- jupyter notebook. | 5 |
| 2. Working with numbers, strings, lists, tuples, dictionary, data and time. | 18 |
| 3. Basic data visualization using Python packages. | 5 |

Total Lab hours: 28

References

1. do1.dr-chuck.com/pythonlearn/EN_us/pythonlearn.pdf
2. http://www.tutorialspoint.com/python3/python_tutorial.pdf?fbclid=IwAR1eiiOIUuzFmtkIsMqNB0iJgF5v9c4eGNY3QTMrfyR-xfxv7P8XFM4syU
3. https://www.davekuhlman.org/python_book_01.pdf

Course Objective:

- To enable the students to have a hands on of an accounting package i.e. educational version of Tally

Course Outcome:

At the end of the course the student will:

- Be able to pass accounting and GST entries for various types of business transactions

Contents:

I.	Introduction to basics of Tally - Creation of new company, ledgers and stock items	4
II.	Introduction to various types of vouchers	4
III.	Passing various accounting entries in Tally	4
IV.	Passing stock relating purchase and sales entries	4
V.	Passing purchases and sales entries incorporating GST	10
VI.	Viewing and analysing the statements of final accounts of the company like Trial Balance, Profit and Loss Account and Balance Sheet	2

Total Hours: 28 Hours

Course Objectives:

- To provide a complete and comprehensive review of essential human resource management concepts and techniques for effective man management in modern organizations with particular reference to India.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues

Course Outcomes:

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

- Understand the concept of human resource management and its relevance in organizations.
- Develop necessary skill set for application of various HR functions.
- Integrate the knowledge of HR concepts to take correct business decisions.

Contents:

I. INTRODUCTION	6
1. Nature and Scope of Human Resource Management	1
2. Meaning of Human Resources – Definition of HRM, Role and Scope, Functions, Approaches	2
3. Changing Environment of HRM	1
4. Strategic Human Resource Management	1
5. HR Manager Roles	1
II. HUMAN RESOURCE PLANNING	12
1. Process of Human HRP	2
2. Employment Planning and Forecasting	4
a. Qualitative and quantitative methods	
b. Simple Ratio analysis and flow model problems	
3. Recruitment and Selection Process	2
4. Job Analysis and Job Design	1
5. Selection, Placement and Induction	1
6. Employee Testing and Selection, Interviewing Candidates	2

III. APPRAISING PERFORMANCE	7
1. Appraisal Process	1
2. Methods – Role of Appraisal in Managing Performance	3
3. Career Planning and Development- Steps and Actions	2
4. Promotion, Transfer and Demotion	1
IV. HUMAN RESOURCE DEVELOPMENT	8
1. Scope, Need, Techniques and Framework	2
2. Employee Training Process	2
3. Training Techniques	3
4. Managerial Development and Training Techniques	1
V. COMPENSATION MANAGEMENT	9
1. Establishing Pay Plans	1
2. Basic Factors in Determining Pay Rates	2
3. Establishing Pay Rates (Time and Output based)	3
4. Pricing Managerial and Professional Jobs	1
5. Financial Incentives – Benefits and Services	2
VI. QUALITY OF WORK LIFE - AN OVERVIEW	2
VII. WORKER’S PARTICIPATION IN MANAGEMENT, EMPLOYEES SAFETY AND HEALTH, GRIEVANCE AND DISCIPLINE – AN OVERVIEW	2
VIII. HR CASE STUDIES	10

Total Hours: 56 Hours

BASIC TEXT:

1. Aswathappa, K., **Human Resource and Personnel Management**, Tata McGraw-Hill Publishing Company Limited, 2017, 8th Edition

REFERENCES:

1. Gary Dessler, **Human Resource Management**, Pearson Education Asia, New 2017, 15th Edition
2. Subba Rao, P., **Personnel and Human Resource Management**, Himalaya Publishing House, 2015, 5th Revised Edition
3. HR reports by noted consultancy firms like People Matters, Kearney, PricewaterhouseCoopers, McKinsey & Company (latest reports)
4. Harvard Business Publishing Education cases on HRM

Course Objective:

- To provide an understanding of the principles of financial management and their application.

Course Outcomes:

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

- Make use of the concept of time value of money in financial decision making
- Determine the operating, financial and combined risk of a firm
- Compare the various approaches to capital structure theories
- Apply concepts of capital budgeting to investment decisions
- Explain the importance and role of working capital management and dividend decisions
- Justify the critical role of ethics and transparency in corporate finance

Contents:

I. NATURE OF FINANCIAL MANAGEMENT	4
1. Nature and scope of financial management	1
2. Finance function, Organisation of finance function	2
3. Objectives of financial management	1
II. TIME VALUE OF MONEY	7
1. Future value – Present value - Lump sum, Annuities, Perpetuity, Uneven cash flows	5
2. Intra-year compounding and Discounting	2
III. LEVERAGE	10
1. Operating, Financial leverage and Combined leverage- Meaning and computation	4
2. EBIT – EPS analysis	3
3. Indifference level of EBIT	2
4. Financial Break-even point	1
IV. CAPITAL STRUCTURE	11
1. Factors determining capital structure	1
2. Cost of Capital - Cost of Debt, Equity and Preference shares	2

3. Capital structure theories (Including problems)	8
a. Net income approach	
b. Net operating income approach	
c. MM approach (arbitrage, reverse arbitrage, shortcomings, corporate tax and bankruptcy cost considerations)	
d. Traditional approach	
V. CAPITAL BUDGETING	11
1. Nature of Capital Budgeting, Identifying cash flows	2
2. Accounting Rate of Return, Payback, NPV, IRR - Problems	8
3. Profitability Index, Capital rationing decisions (Overview)	1
VI. PLANNING OF WORKING CAPITAL (THEORY ONLY)	3
1. Need for Working Capital	1
2. Determinants of Working Capital	1
3. Operating Cycle/ Working capital Cycle	1
VII. DIVIDEND DECISION (THEORY ONLY)	3
1. Importance of retained earnings	1
2. Dividend Policy	1
3. Factors affecting dividend policy	1
VIII. ETHICS IN FINANCIAL MANAGEMENT	2
1. Stockholder Value Vs Stakeholder Value, Sustainability Issues in Financial Management	2
IX. CASE STUDIES - Practical cases – on concepts covered in Units I – VIII	5

Total Hours: 56 Hours

BASIC TEXT:

1. Khan & Jain, **Financial Management**, Tata McGraw Hill Publishers, New Delhi, 2019, 8th edition

REFERENCES:

1. Prasanna Chandra, **Financial Management**, Tata McGraw Hill Publishers, New Delhi, 2019, 10th edition
2. Pandey, I.M. **Financial Management**, Vikas Publications, New Delhi, 2018, 11th edition
3. Eugene, F., Brigham, and Louis, **Financial Management**, The Dryden Press, Harcourt Brace College Publishers, Florida, 2016, 9th edition

Course Objective:

- To develop in the students a basic understanding of the provisions of Companies Act, 2013 relating to formation, working and management of Companies in India.
- To make the student apply the provisions of Companies Act, 2013 to prepare basic accounts of a corporate entity.

Course Outcome:

At the end of the course, the student should be able to

- Develop an understanding of the law pertaining to the formation and management of companies in India.
- Prepare basic accounts of a company relating to
 - Issue and forfeiture of equity and preference shares
 - Issue and redemption of debentures
- Prepare the final accounts of a company as per the format laid out in the Companies Act, 2013.

Contents:

I. JOINT STOCK COMPANY	5
1. Definition and characteristic features of a company, Advantages of incorporating a company	1
2. Lifting the corporate veil of the company	1
3. Types of companies; distinction between public and private limited company	3
II. INCORPORATION OF A COMPANY	10
1. Process of Incorporation; Promoter – duties and remuneration	1
2. Memorandum of Association – contents and alteration	3
3. Articles of Association – contents and alteration	2
4. Legal Effects of Memorandum of Association and Articles of Association:	2

Doctrine of Ultra-Vires, Doctrine of Constructive Notice and Doctrine of Indoor Management

5. Prospectus – Contents; Consequences for misstatements in a prospectus 2

III. SHARES 4

1. Equity shares, Preference shares, Bonus Shares, Rights shares 2
2. Allotment of shares - provisions and procedure, Calls on shares - provisions and procedure 1
3. Forfeiture of Shares – provisions and procedure, Transfer of shares - provisions and procedure 1

IV. BORROWING POWERS 2

1. Debentures- Types of charges – fixed and floating; Difference between shareholder and debenture holder 2

V. ACCOUNTING OF ISSUE OF SHARES 10

1. Issue of shares at par, premium and discount 5
2. Issue of shares for consideration other than cash; Issue of Bonus shares 1
3. Forfeiture and Reissue of shares 4

VIII. ACCOUNTING OF ISSUE AND REDEMPTION OF DEBENTURES 10

1. Journal entries for issue of debentures at par, premium and discount 1
2. Treatment of discount and premium on redemption 1
3. Sinking Fund for redemption of debentures 2
4. Purchase of own debentures without sinking fund - Ex- interest and Cum interest 3
5. Sale and cancellation of Own debentures 3

IX. ACCOUNTING OF ISSUE AND REDEMPTION OF PREFERENCE SHARES	5
1. Redemption fully out of divisible profits	2
2. Redemption fully out of fresh issue of shares	1
3. Redemption - Partly out of divisible profits and partly out of fresh issue of shares	2
X. COMPANY FINAL ACCOUNTS	10
1. Preparation of company final accounts in statutory format (Theory)	1
2. Adjustments - Simple and Advanced	4
3. Preparation of company final accounts in statutory format – Profit and Loss account and Balance Sheet with adjustments	5

Total Hours: 56

BASIC TEXTS:

1. Kapoor G.K., and Sanjay Dhamija, **Company Law and Practice**, Taxmann Publications, New Delhi, **24th Edition, 2019**
2. Shukla, Grewal and Gupta, **Advanced Accountancy, Volume II**, S. Chand & Company, New Delhi, **19th Edition, 2016** (Reprint 2018)

REFERENCE TEXTS:

1. Kapoor, N.D., **Company Law and Secretarial Practice**, Sultan Chand & Company, New Delhi. **31st Revised Edition, 2020**
2. Gupta, R.L. and Radhaswamy, M., **Advanced Accountancy – Volume II**, Sultan Chand & Company, New Delhi, **17th Revised Edition, 2018**

Course Objectives:

- To introduce the use of computer based Spread Sheet application packages for productivity and decision support.
- To use spreadsheet software to manage data.
- To explore functions required to take decision in a business setup

Course Outcomes:

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

- Use spreadsheet application for managing data and deriving meaningful insights using logical, mathematical, statistical, date and time, text and financial functions
- Visualize the given data using charts and graphs
- Analyse the data in different scenarios and use it in decision making

Contents:

1. Introduction to electronic spreadsheets	2
2. Entering Data and series, Navigating in a sheet and across sheets	2
3. Editing and Formatting Data	2
4. Cell Referencing	4
5. Select functions-	
a. Logical,	3
b. Mathematical,	3
c. Statistical,	4
d. Date and Time,	2
e. Text,	3
f. Financial	4
6. Basic array functions	2
7. Auto Sum	1
8. Lookup functions	4
9. Creating Table	1
10. Graphs and Charts	4
11. What-if analysis	1
12. Analysis using Pivot tables	5
13. Basic use of Solver Add-in	3
14. Data Analysis package and utilities	3

15. Practice sessions

3

Total Lab hours: 56

Text and References:

1. John Walkenbach, Excel 2016 Bible , Wiley publications, 2016,1st Edition (or latest edition)
2. <https://people.highline.edu/mgirvin/ExcelsFun.htm>

Course Objective:

- To provide basic knowledge of the provisions of the Indian Contract Act, 1872, and other selected business laws as amended to date.

Course outcomes:

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

- Know the basic terms in Indian Contract Act
- Develop an understanding of the Law of Contract, Law of Agency, Bailment and Pledge, Indemnity and Guarantee, Sale of Goods Act and Consumer Protection Act
- Apply basic legal knowledge to business organizations
- Develop analytical and problem-solving skills, based on understanding of legal environment
- Apprise on the leading practical application-oriented case studies in Indian Contract Act

Contents:

I. ESSENTIALS OF A CONTRACT	28
1. Definitions and essentials of a contract	2
2. Offer	2
3. Acceptance	2
4. Consideration	2
5. Capacity to contract	2
6. Free consent – coercion and undue influence	2
7. Misrepresentation and fraud	1
8. Mistake	1
9. Legality of object – agreements opposed to public policy	2
10. Void agreements, void contracts, and contingent contracts	2
11. Performance of a contract	2
12. Discharge of a contract	2
13. Breach of contract – remedies	1

14. Quasi contracts	1
Relevant Case Discussion	4
II. INDEMNITY AND GUARANTEE	4
1. Contract of indemnity, Features, Rights of Indemnity Holder and Liabilities of indemnifier	2
2. Contract of Guarantee- features, Rights of Surety, Difference between Indemnity and Guarantee	2
III. BAILMENT AND PLEDGE	4
1. Bailment -features, types, duties and rights of bailor and bailee	2
2. Pledge - duties and rights of pledger and pledgee, Pledge by non-owners	2
IV. AGENCY	8
1. Definitions – creation of agency	2
2. Classification, and termination of agency	2
3. Duties, rights and liabilities of an agent	2
4. Duties and rights of principal	2
V. SALE OF GOODS ACT,1930	8
1. Sale and agreement to sell – essentials	2
2. Conditions and warranties	2
3. Rights and duties of the buyer and seller	2
4. Rights of an unpaid seller	2
VI. CONSUMER PROTECTION ACT, 1986	4
1. Background – definitions-consumer, consumer dispute, complaint, deficiency, defect, District forum, State Commission, National Commission	2
2. Consumer Protection council, remedies and reflections available to consumers	2

Total Hours: 56 Hours

NOTE: A detailed analysis of the following case studies to be covered.

1. Offer and Acceptance:
 - Carbolic smoke ball company
 - Lalman Vs Gauridutt
 - Harvey Vs Facey
2. Consideration
 - Kedarnath Vs Gauri Mohamed
 - Chinnaya Vs Ramayya
3. Stranger to contract
 - Dunlop pneumatic tyre company limited Vs Selfridge & Company limited
4. Capacity to Contract
 - Mohiribibi Vs Dharmodas Ghose
5. Misrepresentation
 - Derry Vs Peek
6. Mistake
 - CundyVs Lindsay
7. Remedies for breach of contract
 - Hadley Vs Baxendale

BASIC TEXT:

1. Kapoor, N.D. **Elements of Mercantile Law**, Sultan Chand & Co. New Delhi. (Latest edition)

REFERENCES:

1. Avtar Singh, Law of Contract & Specific Relief, Eastern Book Company, Lucknow, India, 2019, 12th edition.
2. Bare Acts published by the Government of India

Course Objective:

- To provide an understanding of the basic principles and concepts of cost accounting and their managerial applications.

Course Outcome:

At the end of the course the student should be able to:

- Demonstrate an understanding of cost management in businesses
- Understand the concepts of various costing methods and techniques
- Prepare basic cost sheets
- Prepare statements of basic cost analysis and cost allocations for a business entity
- Prepare Accounts for Materials Issues

Contents:

I. INTRODUCTION	10
1. Objectives of Cost Accounting; Difference between Financial Accounting and Cost Accounting	2
2. Cost Accounting System, Relation between Cost Accounting and managerial functions	1
3. Costing Methods and Techniques	2
4. Value Chain Analysis for Cost Management	5
II. COSTING TERMINOLOGY	4
1. Cost, Cost Unit, Cost Driver, Cost Centre and Profit Centre, Cost Classification, Cost Accumulation and Cost Assignment, Cost Tracing and Cost Allocation	2
2. Relevant range, Total cost and Unit cost, Inventoriable costs and Period costs, Other cost terms.	1
3. Types of Costs; Factors affecting direct and indirect costs	1

III. COST SHEET	8
1. Elements of Cost Sheet	2
2. Preparation of Cost sheet (Problems)	6
IV. COST ALLOCATION I	10
1. Purposes of cost allocation and criteria to guide cost allocation decisions	2
2. Allocation of costs of single support department: Single rate and Dual rate Methods	2
3. Allocation of costs of more than one support department: Direct Allocation Method, Step Down Method and Reciprocal Methods	6
V. COST ALLOCATION II	10
1. Joint cost basics, Joint products and by products	1
2. Approaches to allocating joint costs:	
a) Sales at split-off Point Method, Physical measures Method	2
b) Net Realizable Value Methods	4
3. Irrelevance of joint costs for decision making	1
4. Accounting for by products	2
VI. MATERIALS COSTING	8
1. Objectives of material issue control	1
2. Problems on pricing material issues - LIFO, FIFO, Simple Average, Weighted Average and Standard Cost	7
VII. ACTIVITY BASED COSTING	6
1. Concept and characteristics	2
2. Implementation of ABC system	1
3. Problems on ABC technique	3

BASIC TEXTS:

1. S P Jain and K L Narang, **Cost Accounting – Principles and Practice**, Kalyani Publishers, Chennai, **26th edition, 2019**
2. Horngren, Charles T., Foster and Datar, **Cost Accounting – A Managerial Emphasis**, Prentice Hall, New Delhi, **16th edition, 2017. (For Unit II Ch. 03; Unit IV and Unit V)**

REFERENCES:

1. Ravi M Kishore, **Cost and Management Accounting**, Taxmann's Publications, New Delhi, **6th edition, 2019**

Course Objectives:

- To provide knowledge of the basic principles of marketing and their application
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision situations
- To understand the marketing strategies

Course Outcomes:

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

- Demonstrate strong conceptual knowledge in the functional area of marketing management
- Apply effective understanding of relevant functional areas of marketing management in relevant areas
- Apply analytical skills in identification and resolution of problems pertaining to marketing management
- Interpret and implement effective application capabilities of their conceptual understanding to the marketing

Contents:

I. INTRODUCTION	3
1. What is marketing? – Needs, Wants, Products, Value, Satisfaction, Quality	1
2. Marketing management philosophies	1
3. Difference between selling and marketing, 4P Mix	1
II. MARKETING STRATEGY	5
1. Overview of marketing strategy development process	1
2. BCG Growth-share Matrix, Product-market expansion grid, SWOT analysis	3
3. Meaning of - Segmentation, Targeting and Positioning	1
III. INDIAN MARKETING ENVIRONMENT	4
1. Company's Demographic and Economic environment, Natural, Technical environment	2
2. Political, Cultural and Social environment and Micro environment	2
IV. CONSUMER BEHAVIOUR	6

1. Consumer behaviour - cultural, social, personal and psychological factors	3
2. The Buyer decision process & Types of buying decision	3
V. DESIGNING PRODUCTS, BRANDS, PACKAGING	8
1. What is a product? Product classification – consumer & industrial products	2
2. Product attributes, Branding, Packaging, Labelling, and Support services	3
3. Product line and mix decision	3
VI. NEW PRODUCT DEVELOPMENT and PRODUCT LIFE CYCLE (PLC)	8
1. New product development -process and steps	5
2. Product life cycle – introduction, growth, maturity and declining stages	3
VII. DISTRIBUTION	4
1. The nature of distribution channels	1
2. Channel behaviour, Channel management	2
3. Vertical Marketing Systems	1
VIII. MARKETING COMMUNICATION	8
1. Components of Marketing Communications Systems	2
2. Steps in designing effective Integrated Marketing Communications (IMC)	2
3. Role of Advertising, Public Relation, Personal Selling, Sales Promotion and Online Marketing	4
IX. Discussions on Ethics in Marketing and Case Studies	10

Total Hours: 56 Hours

BASIC TEXT:

1. Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri, **Principles of Marketing**, Pearson publication, 2018, 17th Edition

REFERENCES

1. V. S. Ramaswamy, S. Namakumari; **Marketing Management: Indian Context Global Perspective**, Sage Publications, 2018, 6th Edition
2. Philip T. Kotler, **Marketing 4.0: Moving from Traditional to Digital**, John Wiley and Sons, 2017
3. Gupta Prachi, Aggarwal Ashita , Majra Hufrish , Jacob Isaac , Jain Varsha , Krishna G.Radha , Narang Ritu , Venkatesh Shanthi , Paul A Suresh , Goswami Susobhan, **Marketing Management: Indian Cases**, Pearson publication, 2017
4. Marketing reports by noted consultancy firms like Nielsen Holdings Plc, Kearney, PricewaterhouseCoopers, McKinsey & Company
5. Harvard Business Publishing Education cases on Marketing

UBBA-404 TOOLS FOR VISUAL ANALYTICS- TABLEAU 2 Credits

Course Objective:

- To expose the students to use Tableau as a tool for visual analytics to display the data.

Course Outcome:

- At the end of this course, the student will be able to use appropriate visual aids in displaying data and able to retrieve meaningful patterns from the data.

Contents:

I: Introduction	4
II: Connecting to data	12
III: Visualisations	14
IV: Table calculations	14
V: Dashboard example	12

Total Hours: 56 Hours

BASIC TEXT:

1. Joshua N. Milligan, **Learning Tableau 2019**, Packt publications, 3rd edition

Course Objectives:

- To provide a basic understanding of the provisions of Income Tax Act, 1961 and computation of tax liability from the viewpoint of an individual.

Course Outcomes:

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

- Make basic Income Tax computations for individuals based on the provisions of Income Tax Act, 1961.

Contents:

I Purpose and Principles of Taxation, Overview of types of Taxes and Structure of Tax	2
II. Definitions: Assessee, Assessment Year, Previous year, Person, Income	2
III. Tax Incidence:	
a) Determination of Residential status of an individual	
b) Indian Income, Foreign Income, Income deemed to accrue or arise in India	5
IV. Heads of Income, Basis of Charge, Finance Act	1
V. Incomes exempt from tax u/s 10	2
VI. Computation of Total Income of an individual:	
a. Income from Salary	8
b. Deductions from Gross Total Income, Computation of Tax	4
c. Income from House Property – Self occupied and Let out	6
d. Income from Business or Profession	8
e. Income from Capital Gains - Short term and Long term	8
f. Income from other sources	4
VII. Comprehensive Problems on tax computation for individuals	6

Total Hours: 56 Hours

BASIC TEXTS:

1. Singhania, V.K. **Students Guide to Income Tax**, Taxmann Publications, New Delhi. **Latest Edition for the current Assessment Year.**

Course objectives:

- To expose the students to a range of problems and concerns of rural areas.
- To make the students identify solutions utilizing ancient wisdom and modern management techniques for the above.

Course outcomes:

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

- Relate concepts and connotations of rural development to real time scenarios.
- Explain the phenomenon of development and its measuring concepts.
- Analyse the challenges and opportunities involved in rural development.
- Assess the developmental policies and schemes on sustainability measures.
- Design a suitable model for rural development for a given context.

Contents:

I. INTRODUCTION	5
1. Why Rural Development?	2
2. Concepts and Connotation of Rural Development	1
3. Some dilemmas in Development	2
a. Rural Vs Urban Development	
b. Agricultural Vs Industrial Development	
c. Capital Vs Labour Dogma	
d. Autonomous Vs Induced Development	
II. RURAL ECONOMY OF INDIA	6
1. Characteristics of the Rural sector,	1
2. The Role of the Agricultural Sub-sector	1
3. The Role of the Non-Agricultural Sub-sector	2
4. Challenges and Opportunities	2

III. MEASURES OF DEVELOPMENT	7
1. Introduction and measures of level of rural development	2
2. Measures of income distribution	2
3. Measures of development simplified	1
4. Concepts and measures of rural poverty	2
IV. PARADIGMS ON RURAL DEVELOPMENT BASED ON GANDHIAN AND BHAGAVAN SRI SATHYA SAI BABA'S VIEWS AND SSSVIP	5
1. The Gandhian model of rural development	2
2. Bhagawan Sri Sathya Sai Baba's speeches	2
3. Sri Sathya Sai Village Improvement Program (SSSVIP)	1
V. STRATEGIES FOR SUSTAINABLE DEVELOPMENT	8
1. Concepts of sustainability and sustainable development	2
2. Indicators of non-sustainable development	2
3. Review of India's strategies of rural development	2
4. Elements of sustainable development	2
VI. ORGANISING FOR RURAL DEVELOPMENT	7
1. Different Organizational models, Search for a new paradigm, Criteria for designing an appropriate organization,	2
2. Government Organizations, Panchayati Raj Institutions (PRI)	2
3. Cooperatives, NGOs, Corporate Social Responsibility	3
VII. FINANCING OF RURAL DEVELOPMENT	6
1. Domestic institutional sources	4

2. Foreign sources of funds	2
VIII. THE IMPACT OF INFORMATION AND TECHNOLOGY ON RURAL DEVELOPMENT	3
IX. CASE STUDIES AND EXERCISES ON RURAL CHALLENGES, IMMERSION TOOLS AND TECHNIQUES	6
X. FIELD VISIT	3

Total Hours: 56 Hours

BASIC TEXT:

1. Katar Singh, **Rural Development- Principles, Policies and Management**, Sage Publications, 2009, 3rd edition.
2. Rural immersion manual for rural engagement, Mahatma Gandhi National Council for Rural Education, Ministry of Human Resource Development.

REFERENCES:

1. Vasant Desai, **Rural Development in India**, Himalaya Publishing House, 2010, 2nd edition.

Course Objectives:

- To prepare the students to acquire required knowledge and skills for practical banking operations.
- To provide an understanding of core banking
- To provide an understanding of Indian Monetary policy
- To acquaint the students with the legal provisions of the Negotiable Instruments Act, 1881 (including latest amendments)

Course Outcomes:

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

- To understand nuances of relations between banker and customer
- To demonstrate understanding of various functions of banking
- To apply laws relating Negotiable Instruments Act to multifarious situations
- To evaluate the actions of RBI to achieve monetary policy goals
- To understand the dynamics of retail banking growth in India
- To examine the impact of technology on banking operations

Contents:

I. THE INDIAN BANKING SYSTEM	15
1. The Financial Institutional Structure in India	3
2. Banking Defined. Who is a customer? Who is eligible to be a customer?	2
3. General Guidelines for opening Deposit account – filling up a bank account application form - KYC compliance	2
4. Types of Deposit account – Term deposits, Current deposits, Savings deposits, Certificates of Deposits, Deposit schemes for NRIs, Recurring deposits, Cash Certificates. Deposit Insurance (In Indian context)	3
5. Classification Of Banks- Public Sector Banks, Private Sector Banks, Small Finance Banks (SFB) ,Payments Banks, Foreign Banks, Indian Banks operating overseas	4
Regional Rural Banks (RRBs), Non-Banking Financial Institutions (NBFI), Non-Banking Finance Companies (NBFC), Housing Finance Companies (HFC), Co-operative Credit Institutions	

6. Termination of banker-customer Relationship	1
II. THE LENDING FUNCTION	8
1. Uses of Bank Funds—The Lending Function	1
2. Banks' Role as Financial Intermediaries	1
3. Principles of Good Lending	1
4. Gains from Lending	1
5. Who Needs Credit? Features of Bank Credit	1
6. Types of Lending	2
7. Secured and Unsecured Loans	1
III. NEGOTIABLE INSTRUMENT ACT, 1881	11
Types and Features: Cheques, Bills of Exchange and Promissory Note	3
Crossing of cheques	1
Wrongful dishonor of cheques	1
Endorsement and types of Endorsement	2
Duties of paying banker; Statutory Protection to Paying Banker	2
Statutory Protection to collecting Banker	1
Bouncing of cheques	1
IV. CENTRAL BANK	4
1. Evolution and functions of a central bank	2
2. Functions of the Reserve Bank of India	2
V. MONETARY POLICY—IMPLICATIONS FOR BANK MANAGEMENT AND APPLICATION OF MONETARY POLICY TOOLS IN INDIA	7
1. Money Supply – measures of money supply	1
2. Credit Creation by commercial banks	1
3. Central Bank Tools to Regulate Money Supply	2
4. RBI's Monetary policy	3

VI. RETAIL BANKING IN INDIA	5
1. Why Banks focus on Retail Business	1
2. Emerging issues in Retail Banking	1
3. SWOT Analysis of Retail Banking	2
4. Strategies for success in Retail Banking	1
VII. RECENT TRENDS IN BANKING:	6
1. Use of Technology; Mobile Banking; Anytime Banking, Payment banks and Fintech companies	6

Total Hours: 56 Hours

BASIC TEXT:

1. Suresh Padmalatha and Paul Justin, **Management of Banking and Financial Services**, Pearson Education Limited, **Fourth Edition**

REFERENCES:

- 1.E.Gordon and K. Natarajan, **Banking Theory, Law & Practice**, Himalaya Publishing House, Mumbai, 24th revised edition, 2015.
- 2.K.P.M. Sundaram and P.N.Varshney, **Banking Law and Practice**, Sultan Chand & Sons Publishing House, New Delhi, 18th edition 2014.

Course Objectives:

- To be acquainted with the fundamentals of managing production and operations in an organization.
- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning, work study, capacity planning, quality management and inventory management

Course Outcomes:

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

- Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- Analyse and evaluate various facility alternatives and their capacity decision
- Plan and implement suitable quality control measures
- Utilize right inventory management techniques in operations

Contents:

I. PRODUCTION FUNCTION	3
1. Production function – characteristics – distinction between manufacturing and service organizations, historical evolution of production function	1
2. Relationship of production management with marketing, finance, personnel and material management	1
3. Long term, intermediate and short term decisions in production	1
II. PLANT LOCATION	4
1. Location choice for an organization with one or more facilities existing – steps in location choice for the first time (Choice of country, region, locality, site)	1
2. Site location models – Bridgeman’s Dimensional Analysis – Brown & Gibson’s Model – Breakeven analysis –Center of Gravity - simple problems	3

III. PLANT LAYOUT	5
1. Factors influencing layout decisions – basic principles of layout – AEIUOX principles, S,U,V,M – layouts	2
2. Types of layout and their suitability - Process layout, Product layout, Fixed position layout, Group technology layout, Service facility layout – merits and limitations	2
3. Materials handling and equipment required – Factors influencing selection of materials handling equipment.	1
IV. WORK STUDY	5
1. Time and Motion study – Therbligs, work measurements, normal time, standard time - problems – computation of standard time, normal time - allowances and types of allowances	3
2. Charts used in production management - Materials Flow Process chart, Man Flow Process chart, Work Station Flow Process chart, Man – Machine Flow Process chart, Operator Flow Process chart, Simultaneous Motion Cycle chart (SIMO)	2
V. PRODUCTION PLANNING AND SCHEDULING	12
1. Role of forecasting in planning and scheduling, kinds of production plans, capacity planning, aggregate planning, monthly and weekly scheduling- problems – Regular, Overtime and Subcontracting with varied costs. Forecasting with simple average, moving average, weighted average, weighted moving average; chase and level strategy and problems	4
2. Preparation of Master production plan, Gantt Chart, Transportation (Least Cost Method and Northwest Corner Methods) and Assignment (Hungarian Method), Theory of Sensitivity analysis (Just basic problems with no Sensitivity analysis with maximum 4x4 Matrix)	4
3. Problems on Master Production Scheduling(MPS) and Available To Promise (ATP)	2

4. Scheduling- prioritizing jobs using Johnson's rule (2 Work Centres), FCFS, MINPRT, MINSOP, Critical ratio, MINDD, LOT - calculation of average tardiness, job flowtime.	2
VI. QUALITY ASSURANCE	8
1. What is quality? Requirements of quality assurance program. Inspection and control – types of errors –alpha and beta – producers and consumers risk.	2
2. Application of statistical quality control, construction of control charts for variables and attributes, acceptance sampling – upper control and lower control limits, X-bar and R-chart, A and D constants, P and C charts.	2
3. Total Quality Management perspectives – Deming, Juran, Crosby, Ishikawa, Taguchi	2
4. Tools for implementation of TQM (a) ISO 9000 (b) KAIZEN (c) Zero defect program (d) Quality Circle (e) Six Sigma framework	2
VII. SUPPLY CHAIN MANAGEMENT	4
1. Role, scope and importance of supply chain management, make or buy decisions. Concept and scope of purchasing management, principles and objectives of purchasing	2
2. Purchase procedure, requisitioning, selecting sources of supply, ordering, delivery, and scientific purchasing – problems on vendor rating – problems based on criteria selection similar to location analysis.	2
VIII. INVENTORY MANAGEMENT	8
1. Meaning and functions, Inventory planning and control	2
2. P and Q system	1
3. EOQ with discount, backorder and probabilistic approach- with variations in lead time and lead-time-demand, Minimum and Maximum level, Reorder level - simple problems	4
4. Perpetual Inventory System, ABC, VED, XYZ, SOS, HML analysis	1
IX. Case study and Activities	7

Total Hours: 56 Hours

BASIC TEXT:

1. S.N. Chary; **Production and Operation Management**, Tata McGraw-Hill, 2019, 6th Edition

REFERENCES:

1. Pannerselvam; **Production and Operation Management**, Prentice Hall, 2012, 3rd Edition
2. Jay Heizer, Barry Render, Chuck Munson, Amit Sachan, **Operations Management**, Pearson publications, 2017, 12th Edition
3. G. Srinivasan, **Quantitative Models in Operations and Supply Chain Management**, Prentice Hall India, 2018, 2nd Edition
4. B. Mahadevan, **Operations Management : Theory and Practice**, Pearson publications, 2015, 3rd Edition
5. E.S. Buffa; Sarin, **Modern Production and Management**, John Wiley, 2007, 8th Edition
6. Harvard Business Publishing Education cases on Operations management

UBBA – 507

1 Credit

**DECISION SUPPORT SYSTEMS WITH SPREADSHEET
APPLICATION**

Course Objectives:

- To understand the generic characteristics of Decision Support System (DSS) and recognize various cases of DSS
- Understand the characteristics and usage of DSS in an organization
- To provide hands-on experience in working with MS Excel as a decision support system.

Course Outcome:

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

- Model business scenarios using spreadsheet applications
- Utilize spreadsheets in business decision making
- Design simple dashboards to aid sound tracking of business trajectory and progress

Contents:

1. Introduction to DSS	4
2. Modelling Decision Processes	6
3. Excel as Decision Support System	6
4. Sensitivity Analysis and Pivot Tables	5
5. Working with Solver	7

Total hours: 28 hours

BASIC TEXT:

1. Winston, W., **Microsoft Excel 2016 Data Analysis and Business Modelling**, New Delhi, Prentice Hall of India, 2014, 5th edition

REFERENCES:

1. Christian, A.S., **VBA for Modelers: Developing Decision Support Systems with Microsoft Excel**, New Delhi: Cengage Learning, 2015, 5th edition

Course Objectives:

- To acquaint the students with a good understanding of the key characteristic features of the Indian economy.
- To acquaint the students with the dynamics of the primary, secondary and tertiary sectors of the Indian economy.

Course Outcomes:

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

- Identify the key drivers of growth and development of the Indian economy
- Assess the contribution of agriculture, industry and service sectors to the economic development of India
- Get an overview of the formulation of economic policies and their impact on different sectors
- Examine economic reforms and policies in the context of Ease of Doing Business

Contents:

I. INDIA AS AN EMERGING ECONOMY	9
1. Characteristic features of the Indian economic system	2
2. Issues of development concerning Indian economy	2
3. Unemployment: causes and types	1
4. National Income of India - concepts of GDP, GNP, Per Capita Income	2
5. Human Development in India – concepts of HDI and indicators of Human Development, Demographic Dividend	2
II. INFRASTRUCTURE IN THE INDIAN ECONOMY	6
1. Public and Private investment in Infrastructure	1

2. Energy and Power infrastructure; Transportation infrastructure; Communication System - in India	2
3. Social Infrastructure – meaning and importance	1
4. Development of Education and Health infrastructure in India	2
III. ROLE OF THE MAIN SECTORS OF THE INDIAN ECONOMY	
1. Agriculture:	10
a) Role and contribution of agriculture sector	1
b) Green Revolution and its impact	3
c) Food Security in India	3
d) Present status of Indian agriculture	1
e) Impact of the WTO on India's agriculture	2
2. Industrial Sector:	6
a) Role of industrialization and its pattern in India	1
b) Role of large industries	2
c) Role of small scale industries	2
d) The self-employed and unorganized sector	1
3. Tertiary Sector:	8
a) The role and contribution of services sector	2

4. India's Monetary and Fiscal System	
a) India's monetary and currency system	6
b) Inflation- its types and control through monetary policy	2
c) India's fiscal system	2
	2
IV. ECONOMIC REFORMS FOR DEVELOPMENT	10
1. Economic Reforms – changes to industrial policy, trade policy, fiscal policy, monetary policy	3
2. Redefining the role of the State	1
3. Role of public sector in India; Disinvestment of public enterprises	2
4. Privatization and economic reforms	1
5. The impact of Globalization	1
6. Foreign Direct Investments	2
V. FOREIGN TRADE OF INDIA	7
1. Balance of Payments Crisis and Trends	2
2. Composition of India's foreign trade	1
3. Export promotion measures and agencies	2
4. WTO and India's foreign trade	2

Total Hours: 56 Hours

BASIC TEXT:

1. Gaurav Dutt and Ashwini Mahajan; Dutt and Sundaram's **Indian Economy, Sultan Chand and Company**, New Delhi, **72nd Edition and Reprint with updates, 2020**

REFERENCES:

1. Sriram Srirangam, Manish Kumar, Rohit Deo Jha; **Indian Economy; Pearson India Education Services (P) Ltd., 2020**

UBBA-602

MANAGEMENT ACCOUNTING

4 Credits

Course Objective:

- To gain knowledge of the application of accounting techniques for management decision making.

Course Outcomes:

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

- Use of ratios in evaluating the financial health of a firm
- Analyse the financial statements of a firm for managerial decision making
- Analyse the components of a cash flow statement
- Evaluate the adherence to standards using variance analysis
- Develop marginal cost and standard cost statements and understand their relevance in business decision making

Contents:

I. INTRODUCTION	4
1. Meaning and scope of management accounting	1
2. Difference between management accounting & financial accounting	1
3. Difference between management accounting & cost accounting, cost control	2
II. RATIO ANALYSIS	15
1. Ratio analysis, importance and limitations	2

2. Problems on computation of ratios and interpretation of - Liquidity ratios, Solvency ratios, Profitability ratios and Proprietary or Balance sheet ratios	8
3. Problems on preparation of financial statements from ratios	5
III CASH FLOW STATEMENT	9
1. Meaning and Significance	2
2. Cash Flow Activities- Operating, Investing and Financing in AS-3 format - Comprehensive Problems	7
IV. CVP ANALYSIS	12
1. Meaning of CVP	1
2. Contribution margin, P/V ratio, Break Even Point, Margin of safety - Problems	5
3. Applications of CVP in Decision making – relevant cost, sunk cost, opportunity cost	1
4. Problems on dropping a product line/department, Make or Buy decision, Equipment replacement and Acceptance of offer	5
V. STANDARD COSTING	10
1. Material Cost Variance- Cost, Price, Usage, Mix and Yield variances	}
2. Labour cost Variance- Rate, Efficiency, Mix, Yield, and Idle time variances	}
3. Problems on Material & Labour variances	5
4. Overview of Overhead variances (No problems)-	
Variable overhead variance- total, spending and efficiency variance	}
Fixed overheads variance	}
-total, expenditure, volume, efficiency and Capacity variance	}
VI. BUDGETS AND BUDGETARY CONTROL	6
1. Meaning and types of budgets	2

2. Budget process and preparation of Cash Budget

4

Total Hours: 56 Hours

BASIC TEXT:

1. Khan, M Y & Jain, P K., **Management Accounting**, Tata McGraw Hill, New Delhi, 2015, 6th edition

REFERENCES:

1. Pandey, I.M. **Management Accounting**, Vikas, New Delhi, 2018, Revised 3rd edition
2. Colin Drury, **Management and Cost Accounting**, Thompson Learning, New Delhi, 2007, 7th edition

UBBA-603 MANAGEMENT INFORMATION SYSTEMS 4 credits

Course objectives:

- To give students a broad perspective of how to use information technologies to improve managerial decision making and to monitor and benefit from the interconnectedness of data in organisations.

Course outcomes:

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

- Recall the relevant digital-information/knowledge-asset management concepts.
- Translate the goals and objectives of organizations for information systems.
- Analyse the opportunities for information systems in organizations to yield benefit.
- Determine the criteria for selection of suitable information systems.

Contents:

I. INFORMATION SYSTEMS IN GLOBAL BUSINESS TODAY	8
1. Role of Information	2
2. Perspectives on Information Systems	3
3. Contemporary approaches	3
II. INFORMATION SYSTEMS, ORGANIZATIONS AND STRATEGY	9

1. Features of organizations that play a key role in developing successful information systems	2
2. Impact of information systems on organizations	2
3. Using information systems to achieve competitive advantage	3
4. Challenges posed by strategic information systems	2
III. ACHIEVING OPERATIONAL EXCELLENCE AND CUSTOMER INTIMACY: ENTERPRISE APPLICATIONS	7
1. Enterprise systems	1
2. The Supply chain	2
3. Customer relationship management system	2
4. Challenges for enterprise applications	2
IV. SECURING INFORMATION SYSTEMS	8
1. System vulnerability and abuse	2
2. Business value of security and control	1
3. Establishing a framework for security and control	2
4. Technologies and tools for protecting information resources.	3
V. MANAGING KNOWLEDGE	9
1. The Knowledge management landscape	2
2. Enterprise-wide knowledge management systems	1
3. Knowledge work systems	2
4. Intelligent techniques.	4
VI. ENHANCING DECISION MAKING	7
1. Decision making and information systems	2

2. Business intelligence in the enterprise	3
3. Business intelligence constituencies.	2
VII. ETHICAL AND SOCIAL ISSUES IN INFORMATION SYSTEMS	8
1. Understanding ethical and social issues related to information systems	2
2. Ethics in an information society	2
3. The moral dimensions of information systems	4

Total Hours: 56 Hours

BASIC TEXT:

1. Kenneth C. Laudon and Jane P. Laudon, **Management Information Systems-Managing the digital firm**, Pearson Publications, 2017, 15th edition.

REFERENCES:

1. Efraim Turban, Linda Volonino, **Information Technology for Management**, Wiley Publications, 2015, 1st edition.
2. Stephen Haag, Maeve Cummings, Amy Phillips, **Management Information Systems**, Tata McGraw Hill Publications, 2010, 8th edition.

Course objectives:

- To expose the students to the entrepreneurial mind-set and the impact it has on the society.
- To provide an overview of the entrepreneurial activities and the various schemes available at local and central government levels.

Course outcomes:

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

- Recall terminology, legal forms, IPRs related to entrepreneurship.
- Experiment the theories proposed with the real time scenarios.
- Examine the role of creativity and innovation in exploring scalable business opportunities.
- Develop ideas into well-conceived business plans.
- Adapt entrepreneurial behaviour and become an impactful entrepreneur or intrepeneur.

Contents:

I. INTRODUCTION	4
1. Concepts- entrepreneur and entrepreneurship	1
2. Importance of entrepreneurship, classification of entrepreneurship	1
3. Myths of entrepreneurship, approaches to entrepreneurship	1
4. Problems faced by entrepreneur and capacity building for entrepreneurship	1
II. THE SOCIAL AND ETHICAL PERSPECTIVES OF ENTREPRENEURSHIP	4
1. Social entrepreneurship, Social entrepreneurship challenges	1
2. Ethics and business decisions	1
3. Ethical considerations in corporate entrepreneurship	1
4. Ethical leadership by entrepreneurs	1
III. CREATIVITY AND INNOVATION	5

1. Opportunity identification	1
2. Entrepreneurial imagination and creativity	1
3. Role of creative thinking	1
4. Innovation Process	1
5. Major myths about innovation, principles of innovation	1
IV. FINANCE AND ORGANIZATION	7
1. Search for capital, Debt Vs Equity	3
2. Venture capital market	2
3. Informal risk capital : Angel financing, Alternate sources of Financing for Indian context	2
V. LEGAL CHALLENGES IN ENTREPRENEURSHIP	7
1. Overview of legal challenges for entrepreneurial venture	}
2. Intellectual property protection - patents, copyrights and trademarks	} 1
3. Identifying legal structures for entrepreneurial ventures	4
4. Final thoughts on legal forms, understanding bankruptcy, keeping legal expenses down	2
VI. THE ASSESSMENT FUNCTION WITH OPPORTUNITIES	6
1. Pitfalls in selecting new ventures, critical factors for new venture development	2
2. The evaluation process of new ventures	4
VII. BUSINESS PLAN PREPARATION FOR NEW VENTURES	10
1. Purpose of a business plan	1
2. Benefits of a business plan	1
3. Developing a well-conceived business plan	2
4. Elements of business plan	4

5. Updating the business plan, Presentation of a business plan: pitch	2
VIII. SMALL SCALE INDUSTRY	4
1. Concepts of SSI	1
2. Financial support and taxation benefits, incentives and schemes for MSMEs	1
3. Problems and Prospects	2
IX. CASE STUDIES	9
Contemporary issues and articles on Entrepreneurship Development	9

Total Hours: 56 Hours

BASIC TEXT:

1. D.F. Kuratko & T.V.Rao, **Entrepreneurship- A South Asian Perspective**, Cengage Learning India Publications, 2016, 1st edition.

REFERENCES:

1. Poornima M. Charantimath, **Entrepreneurship Development and Small Business Enterprises**, Pearson Publications, 2013, 2nd edition.
2. Rajeev Roy, **Entrepreneurship**, Oxford press, 2011, 2nd edition.
3. Arya Kumar, **Entrepreneurship: Creating and Landing Entrepreneurial organization**, Pearson Publications, 2012, 1st edition.

Course Objective:

- To familiarise students with the learning of website development without having to learn coding.

Course Outcome:

- At the end of this course, the student will be able to make his own website with basic and advanced features.

Contents:

1. Creating a website on Joomla	6
2. Adding plugins, empowering the site, making an ecommerce site on Joomla	6
3. Creating a website on WordPress	6
4. Adding plugins, empowering the site, making an ecommerce site on WordPress	6
5. Project	4

Total hours: 28**REFERENCES:**

1. Jisse Reitsma, **Programming Joomla! Plugins**, Yireo Education, 2014, 1st edition.
2. Ric Shreves, **Joomla! Bible: The comprehensive Tutorial Resource**, Wiley Publication, 2010, 1st edition.
3. <https://www.wpbeginner.com/guides/>
4. <https://wordpress.org/support/>

ELECTIVE-MARKETING

UBBA M-CB

CONSUMER BEHAVIOUR

3 Credits

Course Objectives:

- To provide an overview of buying behaviour of consumers
- To analyse personal, socio-cultural, and environmental dimensions that influence consumer decision making.
- To enable students in designing and evaluating marketing strategies based on fundamentals of consumer buying behaviour.
- To make students understand about ethical consumer behavior

Course outcomes:

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

- Demonstrate how knowledge of consumer behaviour can be applied to marketing decision making
- Develop understanding of consumer and business buying behaviour
- Develop skills to understand consumer perception, learning, culture and social class
- Understand ethical issues relating to consumer behaviour
- Understand the complexity of consumer behaviour

Contents:

I. FUNDAMENTALS OF CONSUMER BEHAVIOR	7
1. Introduction to consumer behaviour	3
2. Consumer behaviour and marketing strategy- consumer buying behaviour Vs organizational buying behaviour	3
3. Applications of consumer behaviour	1
II. CONSUMER NEEDS, THEORIES OF MOTIVATION AND THEIR APPLICATIONS	12
1. Consumer needs, theories of motivation and their applications	6

2. Elements of perception (sensation, absolute threshold, differential threshold, subliminal perception)	4
3. Dynamics of perception (perceptual selection, perceptual interpretation, perceptual organization)	2
III. CONSUMER LEARNING	4
1. Meaning of consumer learning, elements of consumer learning	2
2. strategic marketing applications of classical conditioning, and instrumental conditioning	2
IV. SOCIAL CLASS	5
1. Social class basics, (social class and social status, the dynamics of status consumption, features of social class)	2
2. Five social class categories in India, measurement of social class (subjective measures, reputation measures and objective measures)	2
3. Social class mobility, geo-demographic clustering, social stratification, social class role	1
V. CULTURE	6
1. Culture and sub-culture - major focus on Indian perspective	1
2. Culture: basics, meaning, characteristics, factors affecting culture, role of customs, values and beliefs in consumer behaviour, measurement of culture	2
3. Sub-culture: meaning, sub-culture division and consumption pattern in India, Types of sub-cultures (Nationality sub-cultures, Religious sub-cultures, geographic and regional sub-cultures, racial sub-cultures, age sub-cultures, sex as a sub-culture)	2
Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems	1
VI. REFERENCE GROUPS AND OPINION LEADERSHIP	5
1. Reference Groups:	2
a) Understanding the power and benefits of reference groups	

b) A broadened perspective on reference groups	
c) Factors that affect reference group influence	
d) Types of reference groups	
2. Opinion Leadership:	2
a) Dynamics of opinion leadership process	
b) Motivation behind opinion leaders	
3. The needs of opinion leaders and opinion receivers, Purchase Pals, Surrogate buyers vs. opinion leaders, measurement of opinion leadership	1
VII. ETHICAL ISSUES IN CONSUMER BEHAVIOUR	3
1. Ethical and other related issues in Consumer Behaviour	1
2. Privacy – meaning and dimensions	1
3. Study of buyer behaviour Vs Rights of individuals to privacy	1

Total Hours: 42 Hours

BASIC TEXTS:

1. S. Ramesh Kumar Leon Schiffman, Leslie Lazar Kanuk, **Consumer Behaviour (4-Colour)**, Pearson India Education services Private limited, 2017, 11th Edition.

REFERENCES:

1. S. Ramesh Kumar, **Consumer Behaviour: The Indian Context (Concepts and Cases)**, Pearson India Education services Private limited, Noida, India 2017, 2nd edition.
2. Ramanuj Majumdar, **Consumer Behaviour: Insights from Indian Market**, PHI learning Pvt Limited, New Delhi, India, 2009, 1st edition.

UBBA M - PCRM

3 Credits

PROMOTION AND CUSTOMER RELATIONSHIP MANAGEMENT

Course Objectives:

- To provide an overview of the various promotional mix elements, their applications and management.
- To provide an understanding of customer relationship management.
- To provide insights on customer retention practices.

Course outcomes:

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

- Understand the need for communication process
- Learn basics of advertising
- Demonstrate the preparation of advertising strategy
- Understand the basics of customer relationship management (CRM).
- Develop and demonstrate how CRM solutions are implemented

Contents:

I. Introduction to integrated marketing communication (IMC) and CRM: Basic concepts – understanding the need for proper communication with consumers and all stakeholders of an organization; understanding the communication process	8
II. Understanding the role and functions of Advertising and promotion agencies	3
III. Understanding the basic concepts in Promotion Management	5
IV. Fundamentals of advertising - ad campaign – Preparation of Advertising strategies	3
V. Introduction to the roles of print, radio, television, internet, social networks as channels of communication	3
VI. Overview of how Advertising Objectives & Budget are prepared	2
VII. Understanding the roles of other promotion tools: Sales promotion, direct marketing, public relations, publicity and corporate advertising, unconventional and innovative promotional media	4
VIII. Media Planning & Scheduling	2
IX. Basic concepts in Relationship Management and alternative processes	3
X. Overview of how CRM solutions are implemented	3
XI. Ethical Issues in Promotion Management and CRM	4
XII. Case Studies (integrated into the respective sections).	2

Total Hours: 42 Hours

BASIC TEXT:

1. George Belch and Michael Belch, **Advertising and Promotion: An Integrated Marketing Communications Perspective**, McGraw-Hill Education, 2018, 11th edition.

REFERENCES:

1. Kaj Storbacka & Jarmo R. Lehtinen, Customer **Relationship Management: Creating competitive advantage through win-win relationship strategies**, McGraw Hill, 2001, 1st edition
2. Christopher, M., Payne, A.F.T. and Ballantyne, D. **Relationship Marketing: Bringing Quality, Customer Service and Marketing Together**. Butterworth Heinemann/CIM, Oxford, (1991), 1st edition
3. Sheth J.N. and Parvatiyar A., **The Handbook of Relationship Marketing**, Sage Publications, New Delhi, 2003 ,1st edition

Course Objectives:

- To gain an understanding of the opportunities and challenges in rural marketing as compared with urban marketing, in addition to highlighting the key issues specific to rural marketing.
- To gain an insight into rural consumer Behaviour

Course outcomes:

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

- Understand the basics of rural marketing.
- explore the difference between rural and urban marketing
- Develop understanding of rural market segments
- Identify the challenges and opportunities in the field of rural marketing for the budding managers
- Acquaint the students with the appropriate concepts and techniques in the area of rural marketing.

Contents:**I. INTRODUCTION TO RURAL MARKETING:**

Opportunities and Challenges. What does “rural” imply? Overview of macroeconomics of rural India – a brief profile of rural India. The differences between urban markets and rural markets. Nature and characteristics of rural markets and consumers

4**II. THE RURAL MARKET SEGMENTS.**

Segmentation variables applicable to rural markets. Approaches to segmenting rural markets. The benefits of market segmentation. Target marketing. Case examples.

10**III. THE CHALLENGES AND OPPORTUNITIES IN RURAL MARKETING:**

Overcoming challenges of logistics, distribution, understanding rural culture, the communication barriers, economics of marketing in rural areas. Rising rural prosperity, increasing rural consumption, consumer behaviour in rural markets. Case examples

10**IV. Rural Consumer Behaviour in Rural Markets.**

Fundamentals of consumer behaviour. Lifestyles of rural consumers, their needs and wants. Their shopping habits and trends. Case examples

8**V. Structuring a Marketing Strategy for Rural Markets.**

The marketing mix, positioning, managing stages of the PLC. Marketing of consumer products, durables, and agri-products

10**Total Hours: 42 Hours****BASIC TEXT:**

1. Pradeep Kashyap, Rural Marketing, Pearson India Education Private Ltd, 2016, 3rd Edition

REFERENCE:

1. Balram Dogra and Karminder Ghuman, Rural Marketing – Concepts and Practices. Tata McGraw-Hill Publishing Company, 2011, 1st edition

Course Objectives

- To understand the concepts of retail management
- To know and assimilate the recent trends in retailing in India
- To learn the key skills required in the modern retail formats in Indian context

Course Outcomes:

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

- Identify the elements of retail management and various functions of retailing
- Analyse and evaluate retail strategies in Indian market
- Plan and implement suitable retail location and layout strategies
- Apply the concepts of management of human resources and marketing in retail industry

Contents:

I. INTRODUCTION	3
1. Retail functions	1
2. Role of retail in the channel of distribution	1
3. Retail as a service	1
II. RETAIL STRATEGY	6
1. Theories of retailing- The wheel of retailing, retail life cycle	2
2. Retail formats- Store-based, non-stores based and web-based	3
3. Retail growth strategies- Mergers, Diversification and Downsizing	1
III. RETAILING IN INDIA	8
1. Evolution of retail in India, Rural-retailing	3
2. Retail Environment – factors affecting retail business in Indian context	1
3. Legal, Social, Technological, Economic, Political, Environment- PESTLE analysis	4
IV. RETAIL LOCATION ANALYSIS	6
1. Importance of location in retailing	1
2. Types of location	1
3. Location and site evaluation	1

4. Trading Area Analysis- Analog, regression and gravity model (Simple problems using Reilly's law and Huff's law)	3
V. RETAIL HUMAN RESOURCES MANAGEMENT	6
1. Tasks performed by retail employees	1
2. Different forms of retail Organization	2
3. Recruitment, selection, training and motivating retail employees	3
VI. RETAIL COMMUNICATION	8
1. Retail image and its components	1
2. Retail store layout- Store atmospherics	1
3. Visual Merchandizing – Interior and exterior displays, Planogramming	2
4. Retail promotion mix – planning and executing	2
5. Sales promotion, personal selling, advertising, media, public relation, word of mouth	2
VII. Case study (integrated with respective chapters)	5
	Total Hours: 42 Hours

BASIC TEXT:

1. Barry Berman, Joel R Evans, Patrali Chatterjee, Ritu Srivastava, **Retail Management**, Pearson, 2017, 13th Edition

REFERENCES:

1. Swapna Pradhan, **Retailing Management-Text and Cases**, 2017, 4th Edition
2. Gibson G. Vedamani, **Retail Management**, Pearson, 2017, 5th Edition
3. Michael Levy, Barton Weitz, Ajay Pandit, **Retailing Management**, Special Indian Edition, 2012, 8th Edition
4. Retail reports by noted consultancy firms like Nielsen Holdings Plc, Kearney, PricewaterhouseCoopers, McKinsey & Company
5. Harvard Business Publishing Education cases on Retail marketing

Course Objectives:

- To be acquainted with the fundamentals of digital marketing and its implementation in an organization.
- To understand the evolution of digital landscape and its effect on marketing.

Course Outcomes:

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

- Identify the fundamental elements of digital marketing and framework
- Plan and implement suitable digital marketing techniques for organizations.

Contents:

I. INTRODUCTION TO DIGITAL MARKETING	5
1. Evolution of Digital Marketing	1
2. Emergence of Digital marketing tool	2
3. Digital Marketing framework	2
II. DIGITAL MARKETING MODELS CREATION	6
1. Factors influencing digital marketplace	2
2. Value chain digitization	1
3. Digital marketing business models	3
III. CONSUMER FOR DIGITAL MARKETING	7
1. Consumer behaviour on the internet	1
2. Evolution of consumer behaviour models	2
3. Managing consumer demand	1
4. Integrated Marketing communications	1
5. Omni channel, Impact of digital channels on IMC	2

IV. DIGITAL MARKETING ASSESSMENT	6
1. Elements of assessment phase	1
2. Internal assessment	1
3. Indian view of Digital marketing	2
4. Objectives planning, web analytics	2
V. DIGITAL MARKETING STRATEGY DEFINITION	5
1. Strategy groundwork	1
2. Digital Marketing Mix	1
3. Strategy roadmap	1
4. Search Engine optimization	2
VI. DIGITAL MARKETING COMMUNICATIONS AND CHANNEL MIX	6
1. Planning development for digital marketing	2
2. Designing communication mix	2
3. Digital marketing channels	2
VII. DIGITAL MARKETING CAMPAIGN MANAGEMENT	7
1. Basics elements of digital campaign and its management	1
2. Implementing intent based campaigns	2
3. Brand based campaigns	1
4. Campaign execution for emerging marketing models	1
5. Campaign analytics and marketing ROI	2
Total Hours: 42 Hours	

BASIC TEXT:

1. Puneet Singh Bhatia, **Fundamentals of Digital Marketing**, Pearson publications, 2019, 2nd Edition

REFERENCES:

1. Seema Gupta, **Digital Marketing**, Tata Mc-Graw Hill, 2017, 1st Edition
2. Philip Kotler, **Marketing 4.0: Moving from Traditional to Digital**, John Wiley & Sons, 2017
3. Ian Dodson, **The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns**, Wiley & Sons, 2016
4. Marketing reports by noted consultancy firms like Nielsen Holdings Plc, Kearney, PricewaterhouseCoopers, McKinsey & Company
5. Select HBR readings
 - i. Marketing in the Age of Alexa, Niraj Dawar, from the May–June 2018 Issue
 - ii. Stitch Fix’s CEO on Selling Personal Style to the Mass Market, Katrina Lake, from the May–June 2018 Issue

ELECTIVE-FINANCE

UBBA F-AFS ACCOUNTING FOR FINANCIAL SERVICES 3 Credits

Course Objective:

- To understand specific accounting techniques used in different business situations.

Course outcomes:

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

- Understand the accounting process involved with branches of business.
- Apply the principles of accounting to special situations like hire purchase and instalment transactions and departmental accounts.
- Determine the amount of claim for loss of stock or consequential loss.
- Develop basic skills in lease accounting

Contents:

I. BRANCH ACCOUNTING

Types of Branches; Branches selling only for cash; Branches selling for cash and credit; Goods invoiced to a Branch at a Price higher than Cost; Branch maintaining independent accounts **8**

II. FIRE INSURANCE CLAIMS

Loss of Stock / Loss of Profits **8**

III. DEPARTMENTAL ACCOUNTS

Apportionment of costs, inter-departmental transfers at cost or at given transfer price **6**

IV. LEASING

Meaning and characteristics of Leasing, Types of leases, Advantages and disadvantages of Leasing, Accounting Treatment of Leases **8**

V. HIRE PURCHASE & INSTALMENT PURCHASE

Calculation of Cash Price and Hire Purchase Price; Accounting entries for Hire Purchase transactions including repossession of goods; Preparation of Hire Purchase Trading Account; Accounting entries for Instalment purchase (Interest Suspense method) **12**

Total Hours: 42 Hours

BASIC TEXTS:

1. Gupta R.L., and Radhaswamy, M., **Advanced Accountancy - Volume I & II** Sultan Chand and Company, New Delhi, **17th Revised Edition, 2018**

2. Shukla, Grewal and Gupta, **Advanced Accounts**, S.Chand & Company., New Delhi, **19th Edition, 2016** (Reprint 2018)

UBBA F-FMI FINANCIAL MARKETS AND INSTITUTIONS 3 Credits

Course Objectives:

- To introduce students to the wide spectrum of financial institutions and the services being provided by them.
- To provide an overview of the Indian and global financial system and its operations, including concepts covering capital and money markets, institutions and instruments.
- To provide an appreciation of current developments in this area.

Course outcomes:

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

- Understand the basics of financial markets and financial institutions in India.
- Understand the role played by regulatory institutions in the Indian financial system.
- Understand the impact of global financial markets and institutions in India.

Contents:

I. NATURE AND ROLE OF FINANCIAL SYSTEMS 5

Structure of financial system, equilibrium in financial markets, Financial systems and economic development, theories and impact of financial development, process of financial development

II.CALL MONEY MARKET: 3

Meaning, participation, call rates and markets in India

III.TREASURY BILL MARKET 4

Nature and characteristics, types of treasury bills, system of marketing Size and participation, funding of treasury bills, bank deposits and monetary policy

IV.COMMERCIAL BILLS MARKET 4

Bill of exchange, classification, purpose, acceptance, maturity of a bill, Factors behind under development

V.MARKET FOR COMMERCIAL PAPER AND CERTIFICATE OF DEPOSIT 3

VI.MARKET FOR FINANCIAL GUARANTEES 4

Nature and types of guarantees, suppliers of guarantees, Guarantee by government, guarantee by financial institutions

VII.GOVERNMENT (GILT EDGED) SECURITY MARKET **4**

Nature and organization of government security market, Volume and composition of issues, Ownership and maturity pattern

VIII. FOREIGN EXCHANGE MARKET **5**

Nature, organization and participation, Global foreign exchange model, Exchange rates, Devaluation and depreciation, Currency convertibility, recent developments in the foreign exchange market

IX.MISCELLANEOUS NON-BANK FINANCIAL INTERMEDIARIES (A BRIEF OVERVIEW) **5**

Loan companies, investment companies, hire-purchase, Lease, housing, venture capital, factors

X.FINANCIAL INSTITUTIONS **5**

Stock Market Institutions - SEBI, BSE, NSE, OTCEI

Discounting Institutions - DFHIL

Credit Rating Agencies

Others - RBI, NHB, EXIM Bank, NABARD

Total: 42 Hours

BASIC TEXT:

1. Bhole L.M., **Financial Institutions and Markets**, Tata McGraw Hill, New Delhi, **6th Revised Edition, 2017.**

REFERENCES:

1. Gordon E. and Natarajan K., **Financial Markets and Institutions**, Himalaya Publishing House, Chennai, **3rd Edition, 2015.**

Course Objective:

- To enable the students to have an understanding of the scope and benefits of various types of financial services for businesses and individuals

Course Outcome:

At the end of the course the student will be

- Aware of various financial services available in India
- Able to make decisions to choose the right financial services for a business or individuals.

Contents:

I. FINANCIAL MARKETS AND INTERMEDIATION IN INDIA	2
1. Types of financial markets in India: Banking companies, Non-Banking Financing Companies, Insurance companies, Capital markets, Other intermediaries	2
II. LEASING	12
1. Meaning and elements of Leasing; Types of Leasing	4
2. Problems on Lease Vs Buy Decision (Lessee's Point of view)	8
III. MERCHANT BANKING	6
1. Meaning and Nature of Merchant Banking; Registration with SEBI	1
2. Functions of a Merchant Banker	1
3. Role of Merchant Bankers in Issue Management as Lead Managers, Brokers, Underwriters, Registrars and Bankers to an Issue	1
4. Issue Management and Merchant Banking operations – SEBI ICDR Regulations	3
IV. MUTUAL FUNDS	6
1. Meaning and Terminology	2

2. Growth and structure of Mutual Funds in India	1
3. Types of Mutual Funds and classification of schemes	3
V. FACTORING	6
1. Meaning and Types of Factoring	2
2. Problems on Decision Analysis – Factoring Vs In-House Management of Receivables	4
VI. CREDIT RATING	4
1. Meaning and Functions	1
2. Factors considered in rating of manufacturing companies and service companies	1
3. Credit Rating Process and Symbols	1
4. Credit Rating Agencies in India	1
VII. VENTURE CAPITAL AND ANGEL FINANCING	5
1. Meaning and functions	1
2. Stages of Venture Capital Financing	2
3. How to value a Start-up venture (Overview)	1
4. Angel Financing - Case Study	1
VIII ETHICAL CONSIDERATIONS IN FINANCIAL SERVICES	1

Total Hours: 42 Hours

BASIC TEXT:

1. Khan M Y, **Financial Services**, Tata McGraw Hill, New Delhi, **9th Edition, 2017.**

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT 3 Credits

Course Objective:

- To provide a sound knowledge of the practical aspects of investment, pricing and valuation of financial securities and principles governing them

Course Outcomes:

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

- Assess the risk and return associated with securities
- Compare the dynamics of financial investment alternatives and their role in building an effective investment portfolio
- Estimate the performance of an investment portfolio
- Evaluate the risk and return associated with investment in fixed income securities
- Build bond portfolios insulated from interest rate changes

Contents:

I. INTRODUCTION	4
1. Overview of Investment Environment	1
2. Investment Vs Speculation	1
3. Investment market and Instruments	1
4. Clients of the financial system, Market Participants in the Securities Market	1
II. RISK AND RETURN	7
1. Security Risk - sources and types of risk	1
2. Computation of security risk and Return (Historic and Expected)	3
3. Portfolio - Computation of risk and return	3
III PORTFOLIO BUILDING AND MANAGEMENT	8
1. Specification of investment objectives and constraints	1
2. Selection of asset mix	1

3. Formulation of portfolio strategy	1
4. Selection of securities	1
5. Portfolio execution	1
6. Portfolio revision	1
7. Performance evaluation	2
IV. INVESTING IN COMMON STOCK	10
1. Fundamental analysis – Economic, Industry and Company analysis	3
2. Technical analysis -Dow Theory, Bar and Line chart, Point and Figure chart }	
Moving average, Relative strength analysis, Breadth of the market }	3
4. Problems on valuation of Common Stock - Dividend discount model	4
V. INVESTING IN FIXED INCOME SECURITIES	10
1. Bond - meaning and structure	1
2. Risks associated with Bond investments	1
3. Bond yields and valuation	4
4. Macaulay's Duration, Modified Duration and Immunization, Problems	4
VI. DERIVATIVES- AN OVERVIEW	3
1. Features of Option and Futures contract	2
2. Option Strategies – Protective Put - covered Call	1

Total Hours: 42 Hours

BASIC TEXT:

1. Prasanna Chandra, **Investment Analysis and Portfolio Management**, Tata McGraw Hill Publishers, New Delhi, 2017, 5th edition

REFERENCES:

1. William P. Sharpe, Gordon J. Alexander, Jeffery V. Bailey, **Investments**, Prentice Hall, New Delhi, 2016, 7th edition
2. Zvi Bodie, Alex Kane, Alan J. Marcus, **Investments**, Tata McGraw Hill Publishers, New Delhi, 2019, 11th edition

Course Objective:

- To provide a basic understanding of the different types of insurance and their operation.

Course outcomes:

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

- Understand the fundamental principles of Insurance
- Determine the mathematical basis of Insurance
- Identify elements of an Insurance contract
- Distinguish between Life and General Insurance
- Discuss the features and characteristics of life, motor, marine cargo and fire insurance.
- Analyse different functions in the insurance business and interpret their impact on different types of insurance.

Contents:

I. OVERVIEW OF RISK MANAGEMENT:	2
Definition of risk; types of risks; Risk management process, risk transfer	
II. PRINCIPLES OF INSURANCE:	6
1. Insurance as compared to wagering contracts;	
2. Insurance on indemnity basis or on “benefit” basis;	
3. Insurable risks; Insurable interest, Utmost good faith Due diligence, Coinsurance	
4. Salvage and subrogation rights	
5. Reinsurance – An overview	
III. INSURANCE CONTRACT:	4
1. Proposal and acceptance, formation of contract;	
2. Sum insured and reinstatement of cover;	
3. Duration of contract;	
4. Premium;	
5. Policy conditions, clauses and warranties, endorsements;	
6. Dispute resolution clause	
IV. TYPES OF INSURANCE:	2
Life insurance, General insurance	
V. MATHEMATICAL BASIS OF INSURANCE:	
Life insurance, General insurance	4
VI. FUNCTIONS IN INSURANCE BUSINESS:	
Underwriting, Claims processing and settlement, Policyholders servicing, Accounts and internal audit	4

VII. WORKING OF LIFE INSURANCE, FIRE INSURANCE, MARINE CARGO INSURANCE, MOTOR INSURANCE

20

1. Fire Insurance-Scope, Type, Claim procedure
2. Marine and cargo-Subject matter, Types, Clause, types of marine losses
3. Motor Insurance- meaning, type and claim procedure

Total Hours: 42 Hours

BASIC TEXT:

1. Publications of the Insurance Institute of India (latest edition)

REFERENCES:

1. Tyagi, C.L. and Madhu Tyagi, **Insurance Law and Practice**, Atlantic Publishers, New Delhi, 2010, 2nd revised edition
2. Emmet Vaughan and Therese Vaughan, **Essentials of Risk Management**, John Wiley and Sons, New Delhi, 2002, 2nd edition
3. Scott Harrington and Gregory Neihaus, **Risk Management and Insurance**, Irwin- McGraw Hill, New Delhi, 2003, 2nd edition

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UBBA F-RMI REGULATION AND MANAGEMENT OF INSURANCE

3 Credits

Course Objective:

- To provide an understanding of the statutory and regulatory framework of insurance and managerial issues facing insurance companies in India.

Course outcomes:

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

- Explain the growth of insurance industry in India
- Understand the role of different intermediaries in the insurance industry
- Identify the need for regulation of the insurance industry
- Distinguish between solvency margins of life and general insurance
- Evaluate ethical issues in insurance
- Compile the elements that constitute the health/liability insurance products.

Contents:

I.	Evolution and growth of Insurance Industry in India	7
II.	Organization of the Insurance Market and various entities active in the Market	4
III.	Regulation of the Insurance Industry	5
IV.	Insurance Accounts and Solvency Margin	5
V.	Insurance office administration and Management controls	2
VI.	Marine Insurance other than cargo	4
VII.	Liability Insurances	4
VIII.	Health Insurances	4
IX.	An overview of Engineering and Rural Insurance	3
X.	Reinsurance	4

Total Hours: 42 Hours

BASIC TEXT:

1. Publications of the Insurance Institute of India (latest edition)

REFERENCES:

1. Tyagi, C.L. and Madhu Tyagi, **Insurance Law and Practice**, Atlantic Publishers, New Delhi, 2010, 2nd revised edition
2. Emmet Vaughan and Therese Vaughan, **Essentials of Risk Management**, John Wiley and Sons, New Delhi, 2002, 2nd edition
3. Scott Harrington and Bregory Neihaus, **Risk Management and Insurance**, Irwin- McGraw Hill, New Delhi, 2003, 2nd edition

ELECTIVE – HRM GROUP

UBBA H- HRD

3 Credits

HUMAN RESOURCES DEVELOPMENT

Course Objective: To be familiar with the application of Human Resource Development (HRD) tools and principles for helping employees develop their personal and organizational skills, knowledge, and abilities.

Course outcomes:

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

- Understand the basics of Human Resources Development.
- Identify the aspects to provide framework for HRD
- Apply HRD in different scenarios of the company such as Training and Development, Career management, Appraisal and Organization Development.

Contents:

I. FOUNDATIONS OF HRD	4
1. Concepts of HRD- Evolution of HRD	2
2. The Relationship between HRM and HRD- HRD functions	1
3. Role and Competencies of an HRD Professional – Challenges to organization and to HRD Professionals	1
II. FRAMEWORK OF HRD	6
1. Assessing HRD Needs- Strategic organizational analysis –Task analysis – Personal analysis – Prioritizing HRD Needs	2
2. Deciding the objectives of HRD interventions- Implementing HRD Programmes	2
3. Evaluation of HRD Programs- Purpose, models and Ethical issues in Evaluation	2
III. HRD APPLICATIONS	22
1. Training and Management Development Programs- Purpose of Training- Role of HR managers in preparing action plan of training- Training methodologies – Evaluation of training effectiveness	6
2. Career Management – Defining Career Concepts – Stages of life and career development- Models and process of career management – Issues in career development.-Counselling - Coaching. - Mentoring.	6
3. Appraisal: Performance Appraisal-concept, techniques, merits and demerits. –potential appraisal.	5

–Managing Performance in organizations-a challenge.- Linkage to Reward system

4. Organizational Development and Change- Concepts, Theories and Models- OD interventions 5

IV. RETAINING EMPLOYEES 5

Employee Assistance programs – Stress Management Interventions – Employee wellness and Health promotion programs

V. HRD IN INDIA 5

HRD Movement in India- HRD Challenges for India - Suggestions to make HRD effective in Indian Organizations- HRD Climate Development Measures – HRD Vision of India

Total Hours: 42 Hours

BASIC TEXT:

1. Werner and Desimone, “**Human Resource Development**”, Cengage Learning India Private Limited, 2016, Sixth edition

REFERENCES:

1. T.V. Rao, “**Human Resources Development-Experiences- Interventions Strategies**” Sage Publication, New Delhi, 2006
2. Kalgani Mohanty, “**Human Resource Development Organisational effectiveness**” Excel Books, 2009
3. T.V. Rao, “**Readings in Human Resource Development**”, Oxford & IBH Publishing Co. Pvt .Ltd. New Delhi-2001
4. T.V. Rao, “**Future of HRD**”, Macmillan India Ltd-2003
5. Randy L. Desimone, Jan M. Werner, Dravid M. Hariis “**Human Resource Development**”, Thomson Asia Pvt Ltd-2002
6. Wendell, L. French & Ceil H.Bellor Jr., “**Organisational Development**”, Prentice Hall of India-2006
7. Paul Turner et al “**Encyclopedia of Human Resource Development**”, Jaico Publishing House, 2007
8. Prem Chadha, “**Performance Management, It’s about Performing – Not Just Appraising**”, Macmillan India Ltd. New Delhi.

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UBBA H- LWSS LABOUR WELFARE AND SOCIAL SECURITY 3 Credits

Objective: To familiarize the application of Human Resource Development (HRD) tools and principles for helping employees develop their personal and organizational skills, knowledge, and abilities.

Course outcomes: At the end of the course, the student will be able to

- Understand the basics of labour welfare in India.
- Assess the role of labour welfare officers.
- Determine the options for worker's participation in management.
- Distinguish between statutory and non-statutory welfare amenities.
- Analyse the role of ILO and CSR activities in industrial relations.

Contents:

I	LABOUR WELFARE	3
1	Introduction, History, Definition,	1
2	Scope, Objectives,	1
3	Principles and Theories	1
II	LABOUR WELFARE OFFICER	2
1	Role, Qualifications	1
2	Functions, Duties	1
III	WORKERS PARTICIPATION IN MANAGEMENT	3
IV	WORKERS EDUCATION SCHEME -HISTORY AND PROGRAMMES	3
V	STATUTORY WELFARE AMENITIES AS PER	6
1	Factories Act, 1948	2
2	Plantation Act, 1951	2
3	Motor Transport Workers Act, 1961	2

VI	NON-STATUTORY WELFARE AGENCIES	4
1	Role of Trade Unions,	2
2	NGOs and Local-self-government	2
VII	ILO & ILC	4
1	Introduction, History	2
2	Scope, Objectives	1
3	Structure	1
VIII	CORPORATE SOCIAL RESPONSIBILITY, INDUSTRIAL SOCIAL WORK	4
IX	IMPACT OF INDUSTRIALIZATION ON DEVELOPING COUNTRIES	3
X	RELATIONSHIP BETWEEN MENTAL, PHYSICAL SOCIAL AND INDUSTRIAL HEALTH	5
XI	SOCIAL SECURITY – CONCEPTS AND COMPONENTS	5

Total Hours: 42 hours.

BASIC TEXT:

- 1.S.D. Puneekar, S.B. Deodhar, Saraswathi Sankaran, **Labour welfare, Trade Unionism and Industrial Relations**, Himalaya Publishing House, 2011, 14th edition.

REFERENCES:

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, **Industrial Relations and Labour Laws**, Tata McGraw Hill Education Private Limited, 2005, 2nd edition.

UBBA H-IRLL INDUSTRIAL RELATIONS AND LABOUR LAWS 3 Credits

Course Objective: To provide an understanding of basic concepts of industrial relations and the fundamentals of the legal framework pertaining to Indian Industries.

Course outcomes: At the end of the course, the student will be able to

- Understand the basics of labour and industrial laws in India
- Differentiate various structures of industrial relations
- Assess the need of IR interventions in industrial conflicts
- Develop practical understanding of a few labour laws

Contents:

I	Introduction	7
1	Indian Industrial Relations- An Overview	2
2	Industrial Relations: Concepts, Structures and Functions	2
3	Employers' Federation	3
II	Salient features of IR	9
1	Collective Bargaining	3
2	Discipline	3
3	Industrial Conflict	3
III	Recent trends in IR	7
1	Workers' Participation in Management	5
2	Technology and Industrial Relations	2
IV	IR's international role	7
1	India and ILO	4
2	Worker Development	3
V	Objectives, Provisions and Applicability of few labour laws	12
1	Factories Act, 1948	3
2	Industrial Relations code, 2020	3
3	Wage code, 2019	1
4	Industrial Disputes Act, 1947	2
5	Industrial Employment (Standing Orders) Act, 1946	3

Total hours: 42

BASIC TEXT:

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, **Industrial Relations and Labour Laws**, Tata McGraw Hill Education Private Limited, 2005, 2nd edition (Chapters: 1, 2, 4, 5, 6, 7, 9, 10, 11, 12, 14, 15, 16)

REFERENCES:

1. S.D. Punekar, S.B. Deodhar, Saraswathi Sankaran, **Labour welfare, Trade Unionism and Industrial Relations**, Himalaya Publishing House, 2011, 14th edition.

Course Objectives:

- To examine the basic concepts of training and development and understand its role in organizations.
- To learn how to assess training needs and how to evaluate results.
- To describe the various methods of training and understand which method is most appropriate for different audiences and developing a training plan.

Course outcomes:

- Understand the basics of training and development
- Describe different approaches to employee training
- Evaluate the need for training
- Design effective training methods

Contents:

I	INTRODUCTION TO EMPLOYEE TRAINING AND DEVELOPMENT	9
	1 Introduction , Training and Development: Key Components of learning	4
	2 Designing Effective Training	2
	3 The Forces Influencing Working and Learning	3
II	STRATEGIC TRAINING	7
	1 The Evolution of Training: From an Event to Learning	2
	2 The Strategic Training and Development Process	2
	3 Examples of the Strategic Training and Development Process	3
III	Designing Effective Training	8
	1 Needs Assessment	4
	2 Learning and Transfer of Training	4

IV	TRAINING AND DEVELOPMENT METHODS	8
1	Traditional Training Methods	4
2	Technology-Based Training Methods	4
V	THE FUTURE OF TRAINING AND DEVELOPMENT	10
1	Increased Use of New Technologies for Training Delivery and Instruction	2
2	Increased Use of Just-In-Time Learning and Performance Support and Social learning	2
3	Increased Emphasis on Performance Analysis: Big Data and Learning for Business enhancement	2
4	Implications of Future Trends for Trainers' Skills and Competencies	4

Total Hours: 42 Hours

BASIC TEXT:

1. Raymond Noe and Amitabh Deo Kodwani, Employee Training and Development , McGraw-Hill Education, 2018 , 5th edition

REFERENCES:

1. Ibraiz Tarique, Seven Trends in Corporate Training and Development: Strategies to Align Goals with Employee Needs, Pearson FT Press, 2014, 1st Edition
2. P. L. Rao, Enriching Human Capital Through Training and Development, Excel Books India, 2008, 1st edition
3. Rishipal, Training and Development Methods, S. Chand Publishing, 2011, 1st edition

ELECTIVE-IT

UBBA-IT - ECOM

E-COMMERCE

3 credits

Objectives:

- To make the students well equipped with information about E-Commerce.
- To promote ideas to venture into E-Commerce space with the support of lab courses.

Course outcomes:

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

- Understand the basics of e-commerce management.
- Identify various parties involved in the space.
- Distinguish among various types of transactions in E-Commerce.
- Analyse and understand the security concerns involved in the process.

Contents:

I	BASIC CONCEPTS IN ELECTRONIC COMMERCE	8
1	What is E-Commerce (Introduction And Definition), Main activities of E-Commerce	2
2	Goals of E-Commerce, Technical Components of E-Commerce, Functions of E-Commerce, Advantages and disadvantages of E-Commerce	3
3	E-Commerce Essentials, E-commerce vs E-business, E-commerce vs traditional commerce	3
II	THE INTERNET AND WWW	8
1	Types of Network, Internet Service Provider, World Wide Web	5
2	Traffic building techniques, Strategic capabilities of Internet, Application service providers	3
III	BUILDING OWN WEBSITE	7
1	Reasons for building own website	2

2	Benefits of Website, Cost-Time-Reach	2
3	Registering a Domain Name, Web promotion	3
IV	INTERNET SECURITY	11
1	Secure Transaction, Computer Monitoring, Privacy on Internet	2
2	Corporate Email privacy, Computer Crime (Laws, Types of Crimes), Threats, Attack on Computer System	3
3	Software Packages for privacy ,Hacking, Computer Virus(How it spreads, Virus problem, virus protection)	3
4	Encryption and Decryption, Secret key Cryptography, DES, Public Key Encryption, RSA, Authorisation and Authentication, Firewall, Digital Signature (How it Works)	3
V	ELECTRONIC PAYMENT SYSTEM	8
1	Introduction, Types of Electronic Payment System, Payment Types,	2
2	Traditional Payment, Value Exchange System, Payment security	3
3	Credit Card System, Electronic Fund Transfer, Paperless bill, Modern Payment Cash, Electronic Cash	3

Total Hours: 42 Hours

BASIC TEXT:

1. CSV Murthy, **e-Commerce concepts, models and strategies**, Himalaya Publishing House Private Limited, 2015, 1st edition (Chapters: 2, 4, 9, 10, 21).

REFERENCES:

1. P.T. Joseph, S.J, **E-Commerce An Indian Perspective**, PHI Learning, 2015, 5th Edition

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Objectives:

- To provide basic understanding of data analytics in business applications

Course outcomes:

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

- Understand the basics of digital data.
- Differentiate between OLAP and OLTP.
- Determine various KPIs to assess the performance.
- Analyse the IT enabled services and take advantage of them.
- Develop a basic model for enterprise reporting (a corporate dashboard).

Contents:

I	BUSINESS VIEW OF INFORMATION TECHNOLOGY APPLICATIONS	4
1	Business Enterprise Organization, Its Functions and Core Business Processes	1
2	Key Purpose of Using IT in Business	2
3	Information users and their requirements	1
II	TYPES OF DIGITAL DATA	6
1	Getting to know Structured Data	1
2	Getting to know Unstructured Data	3
3	Getting to Know Semi Structured Data	2
III	INTRODUCTION TO OLTP AND OLAP	7
1	OLTP (Online Transaction Processing)	1
2	OLAP (Online Analytical Processing)	1
3	Different OLAP Architectures	1

4	OLTP Vs OLAP	1
5	Data models & Should OLAP be performed Directly on Operational Databases?	1
6	A Peek into the OLAP Operations on Multidimensional Data	1
7	Leveraging ERP Data using Analytics	1
IV	GETTING STARTED WITH BI	7
1	Using Analytical Information for Decision Support	1
2	Information sources before dawn of BI	1
3	BI defined & Evolution of BI and role of DSS , EIS, MIS and digital dashboards	1
4	Need for BI at virtually all levels	1
5	BI for past, present and future	1
6	The BI value Chain, Introduction to Business analytics	1
7	Introduction to Business Analytics	1
V	MEASURES, METRICS, KPIS AND PERFORMANCE MANAGEMENT	6
1	Understanding Measures and Performance	1
2	Measurement System Terminology	1
3	Navigating a business enterprise, Role of Metrics and Metrics Supply Chain	1

4	Fact Based Decision making and KPIS & KPI Usage in Companies	1
5	Where do business Metrics and KPIS come from?	1
6	Connecting the dots: Measures to Business Decisions and beyond	1
VI	BASICS OF ENTERPRISE REPORTING	7
1	Reporting perspectives common to all levels of Enterprise	1
2	Report Standardization and Presentation practices	1
3	Enterprise Reporting characteristics in OLAP World	1
4	Balanced scorecard and Dash boards	1
5	How do you create Dashboards	1
6	Scorecards vs Dashboards	1
7	The buzz behind Analysis	1
VII	BI ROAD AHEAD	5
1	Understanding BI and Mobility	2
2	BI and Cloud Computing	1
3	Business Intelligence for ERP Systems	2

Total Hours: 42 Hours

BASIC TEXT:

1. RN Prasad & Seema Acharya, **Fundamentals of Business Analytics**, Wiley, 2016, 2nd edition (Chapters: 1, 2, 3, 4, 8, 9, and 10).

REFERENCES:

1. U. Dinesh Kumar, **Business Analytics-The Science of Data-Driven Decision Making**, First edition, Wiley, 2017, 1st edition.