



AMITY UNIVERSITY
— R A J A S T H A N —

Bachelor of Business Administration

Programme Code: BBA

Duration - 3 Years Full Time

Programme Structure
and
Curriculum & Evaluation

2018



Program Name: Bachelor of Business Administration

Semester I						
Code	Course	Category	L	T	P/F W	Credit Units
BBA101	Management Foundations	CC	2	1	-	3
BBA103	Micro Economics for Business	CC	2	1	-	3
BBA104	Computers in Management	CC	2	-	2	3
BBA105	Financial Accounting	CC	2	1	-	3
BCS101	English	VA	1	-	-	1
BSS101	Behavioral Science - I	VA	1	-	-	1
FLN101 FLG101 FLS101 FLC101	Foreign Language - I French German Spanish Chinese	VA	2	0	0	2
BBA102	Business Environment	CC	2	1	-	3
BBA108	Readings in management	CC	2	-	4	3
Total Credits						22



AMITY BUSINESS SCHOOL (ABS)

Semester II						
Code	Course	Category	L	T	P/F W	Credit Units
BBA201	Macro Economics for Business	CC	2	1	-	3
BBA280	Management Accounting	CC	2	1	-	3
BBA203	Organizational Behavior	CC	2	1	-	3
BCS201	English	VA	1	0	0	1
BSS201	Behavioral Science - II	VA	1	0	0	1
FLN201 FLG201 FLS201 FLJ201 FLC201	Foreign Language - II French German Spanish Japanese Chinese	VA	2	0	0	2
BBA205	Business Statistics	CC	2	1	-	3
BBA204	Analysis & Design of Business Systems	CC	2	-	2	3
BBA265	Data Analytics	CC	1	-	4	3
		OE	3	0	0	3
Total Credits						25



AMITY BUSINESS SCHOOL (ABS)

Semester III						
Code	Course	Category	L	T	P/F W	Credit Units
BBA301	Operations Research	CC	2	1	-	3
BBA302	Financial Management - I	CC	2	1	-	3
BBA304	Marketing Management - I	CC	2	1	-	3
BBA371	Public Relations & Corporate Image	CC	2	1	-	3
EVS001	Environment Studies	CC	4	-	-	4
BCS301	Business Communication - I	VA	1	0	0	1
BSS301	Behavioral Science - III	VA	1	0	0	1
FLN301	Foreign Language - III	VA	2	0	0	2
FLG301	French					
FLS301	German					
FLJ301	Spanish					
FLC301	Japanese					
BBA380	Public Finance	CC	2	1	-	3
BBA381	Reading and Analysis of Cases	CC	-	2	4	3
		OE	3	0	0	3
Electives: Student has to select 1 courses from the list of Domain Electives						
BBA303	Management Information Systems	DE	2	-	2	3
BBA306	Business Laws	DE	2	1	-	3
Total Credits						32



AMITY BUSINESS SCHOOL (ABS)

Semester IV						
Code	Course	Category	L	T	P/F W	Credit Units
BBA401	Financial Management - II	CC	2	1	-	3
BBA402	Marketing Management - II	CC	2	1	-	3
BBA403	Research Methodology & Report Preparation	CC	2	1	-	3
BBA406	Human Resource Management	CC	2	1	-	3
BCS401	Business Communication - II	VA	1	0	0	1
BSS401	Behavioral Science - IV	VA	1	0	0	1
FLN401 FLG401 FLS401 FLJ401 FLC401	Foreign Language - IV French German Spanish Japanese Chinese	VA	2	0	0	2
BBA 493	Business Modeling in Excel	CC	0	1	4	3
		OE	3	0	0	3
Electives: Student has to select 1 courses from the list of Domain Electives						
BBA405	E-Commerce	DE	2	-	2	3
BBA491	Industry & Company Analysis	DE	1	-	4	3
Total Credits						25



AMITY BUSINESS SCHOOL (ABS)

Semester V						
Code	Course	Category	L	T	P/F W	Credit Units
BBA501	Operations Management	CC	3	0	0	3
BBA596	Entrepreneurship Development	CC	3	0	0	3
BBA550	Summer Training (Evaluation)	CC	0	0	12	6
BCS501	Business Communication - III	VA	1	0	0	1
BSS501	Behavioral Science - V	VA	1	0	0	1
FLN501 FLG501 FLS501 FLJ501 FLC501	Foreign Language - V French German Spanish Japanese Chinese	VA	2	0	0	2
		OE	3	0	0	3
Electives: Student has to select 2 courses from the list of Domain Electives						
BBA502	Personal Financial Planning	DE	3	0	0	3
BBA503	Sales & Distribution Management	DE	3	0	0	3
BBA504	Consumer Behaviour	DE	3	0	0	3
BBA505	Service Marketing	DE	3	0	0	3
BBA506	International Marketing	DE	3	0	0	3
BBA507	Financial Services	DE	3	0	0	3
BBA508	Principles of Investment Management	DE	3	0	0	3
BBA509	Banking & Financial Institutions	DE	3	0	0	3
BBA510	Organizational Development & Change	DE	3	0	0	3
BBA511	Training & Development	DE	3	0	0	3
BBA512	International Human Resource Management	DE	3	0	0	3
BBA590	Case Presentations (1 Credit for 5 cases)	DE	2	0	2	3
BBA591	Workshop and Certifications (1 credit for 1 workshop or conference)	DE	0	0	0	3
BBA592	Analytical Skill Building	DE	0	2	2	3
BBA594	Management of Domestic and	DE	2	1	0	3

	Foreign Exchange Market-I					
BBA595	BUSINESS DATA PROCESSING - I	DE	2	0	2	3
Total Credits						25



AMITY BUSINESS SCHOOL (ABS)

Semester VI						
Code	Course	Category	L	T	P/F W	Credit Units
BBA601	Business Policy & Strategic Management	CC	3	0	0	3
BBA604	International Business Management	CC	3	0	0	3
BBA655	Dissertation	CC	0	0	12	9
Electives: Student has to select 2 courses from the list of Domain Electives						
BBA605	Brand Management	DE	3	0	0	3
BBA606	Advertising & Sales Promotion	DE	3	0	0	3
BBA607	Retail Management	DE	3	0	0	3
BBA608	Corporate Tax Planning	DE	3	0	0	3
BBA609	Financial Derivatives	DE	3	0	0	3
BBA610	Advanced Corporate Finance	DE	3	0	0	3
BBA611	Real Estate and Infrastructure Investment	DE	3	0	0	3
BBA612	Industrial Relations & Labour Law	DE	3	0	0	3
BBA613	Performance Management System	DE	3	0	0	3
BBA614	Compensation & Reward Management	DE	3	0	0	3
BBA615	Management of Domestic and Foreign Exchange Market-II	DE	2	1	0	3
BBA695	BUSINESS DATA PROCESSING - II	DE	2	0	2	3
Total Credits						21

MANAGEMENT FOUNDATIONS

Course Code: BBA101

L:2, T:1, P/FW:0 C:03

Course Objective:

The aim of the course is to orient the students in theories and practices of Management so as to apply the acquired knowledge in actual business practices. This is a gateway to the real world of management and decision-making.

Course Contents:

Module I: Introduction

Concept, Nature, Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories - Classical and Neo - Classical Theories, Systems Approach to organization, Modern Organization Theory.

Module II: Management Planning Process

Planning objectives and characteristics, Planning process & Decision Making, the concept of MBO & MBE. and techniques of forecasting.

Module III: Organization

Meaning, Importance and Principles, Departmentalization, Span of Control, Types of Organization, Authority, Delegation of Authority, Responsibility & Accountability, Centralization Vs. Decentralization of authority & responsibility.

Module IV: Staffing

Meaning, Job analysis, Manpower planning, Recruitment & selection, Induction and Placement, Transfers and Promotions, Job Rotation, Compensation, Concept of Training & Management Development.

Module V: Directing

Co-ordination, Communication, Directing and Management Control, Motivation and Leadership

Module VI: Management Control

Meaning, Nature, Features, Objectives and Process of Management Control, Techniques and Behavioural Aspects of Management control. and Concept of change management

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	10	-	-	5	15	70

Text & References:

- Luthans, F. (2011). Organizational Behaviour – An Evidence Based Approach, 12th Ed. McGraw – Hill Irwin
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour, 15th Ed. Pearson
- Koontz, H., O'Donnel, C., & Wehrich, H. (1992). Management, 5th Edition, Tata Mc Graw Hill
- Newstrom, J. W. & Davis, K. (1993). Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill

MICRO ECONOMICS FOR BUSINESS

Course Code: BBA103

L:2, T:1, P/FW:0 C:03

Course Objective:

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

Course Contents:

Module I: Demand Analysis and Consumer Behaviour

Nature and scope of economics, Demand Analysis: law of demand, type of demand, Determinants of demand, Movement and shift in demand. Elasticity of demand: concept, type (price elasticity, Income elasticity & cross elasticity), Measurement of elasticity of demand, determining factors. Application of the concept of elasticity of demand in business decision making, Measurements of price elasticity of demand, Consumer Behaviour: Diminishing Marginal utility theory and equi-marginal utility theory, Indifference curve theory for consumer equilibrium. Consumer's surplus

Module II: Theory of Production & Cost

Production function: Law of variable proportions and law of return to scale, Concept of Isoquants, Cost Concepts: Types. Short run and long run cost curve. Supply: law of supply, determinants of supply, elasticity of supply.

Module III: Pricing in Different Market Structure

Perfect competition: Characteristics, Price and Output decisions in short run and long run; Monopoly Market: Features. Price and Output decisions in short run and long run, Price discrimination, Market efficiency analysis in perfect competition and monopoly; Monopolistic competition: Features, Price and Output decisions in short run and long run; Features of oligopoly, kinds of oligopoly, price rigidity under oligopoly

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References:

- Pindyck, Robert and Daniel Rubinfeld (2001), "Microeconomics", 7th edition, Prentice Hall.
- Ahuja, H.L. (2006) "Modern Microeconomics: Theory and Application", 14th edition, S. Chand Publication.
- Koutsoyiannis, A. (2005), "Modern Microeconomics", 2nd edition, Macmillan Press LTD
- Parkin, M. (2008), "Microeconomics", 8th edition, Pearson International.
- Baumol, William J. (2010), "Economic Theory and Operations Analysis", 4th edition, Prentice Hall UK & PHI Learning Private Ltd. New Delhi.
- Varian, H.R. (2009), "Intermediate Microeconomics: A Modern Approach", 9th edition, Affiliated East-West Press, New Delhi.

COMPUTERS IN MANAGEMENT

Course Code: BBA104

L:2, T:0, P/FW:2 C:03

Course Objective:

The objective of this subject is to provide conceptual knowledge of the information technology to the future Managers. This subject highlights the topics like Database Management, Networking, Internet, E-commerce etc., which can help managers to take routine decisions very efficiently.

Course Contents:

Module I: World of Computers

Introduction to world of Computers, Computers in Home (Reference, Education & Communications, Entertainment and Digital Media Delivery, Smart Appliances, Home Computers), Computers in Education, Computers in workplace (productivity and decision making, customer services, communications), Computers on the move (Portable and Hand held computers, Self-Service kiosks, GPS Applications), Support Systems - Hardware and Software, Computer Peripherals, Memory Management.

Module II: Computer Networks

Introduction to Computer Networks, Networking components, Classification and types of Networks, Network Topologies – Overview with Advantages and Disadvantages, Communication Channels, Client Sever Architecture, LAN concepts.

Module III: Internet Technology & World Wide Web

Introduction to internet intranet and Extranet, Myths about the Internet, Basic concepts of internet, Domain Name Service, Internet Protocols and Addressing, Services of internet, Internet and support Technologies, Censorship and Privacy issues.

Module IV: E-commerce and Enterprise Resource Planning

Introduction, E-Commerce Vs E-Business, Advantages & Disadvantages, E-Commerce Business Models, E-Commerce Technologies, Hosting E-Commerce Site – Planning and constructing web services, E-Commerce Applications, E-Core Values – Ethical, Legal, Taxation and International issues, E-Commerce Security Issues, Internet based Payment System, Introduction, Scope and Benefit, ERP and related technologies (BPR, MIS, DSS, EIS, SCM, OLAP, etc), ERP implementation methodology – implementation life cycle, ERP and its success factors, Pitfalls and management concerns, ERP Market – renowned vendors and the packages.

Module V: Database Management System

Introduction, Need for DBMS, Components of DBMS, Benefits of DBMS over Tradition File System, classification and types of Database Models, Database Approach – Its benefits and Disadvantages.

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References:

- Hunt and Shelly. (1994). Computers and Commonsense, 5th edition, Prentice Hall of India.
- Morley, D. (2007). Understanding Computers: Today & Tomorrow. Course Technology, 13th Edition,
- Nagpal. (1999). Computer Fundamentals, 5th Edition,. New Delhi.: Wheeler Publishing, .
- Rajaraman, V. (1998). An Introduction to Computers,5th edition, Prentice Hall of India.

FINANCIAL ACCOUNTING – I

Course Code: BBA105

L:2, T:1, P/FW:0 C:03

Course Objective:

To understand the basics of accounting and concepts of double entry system. The students will be given a detailed grounding on recording of transactions and preparation of final accounting statements for business organizations

Course Contents:

Module I: Introduction to Accounting

Understanding the meaning, nature, functions and usefulness of accounting, branches of accounting, accounting equation, accounting concepts and Generally Accepted Accounting Principles. IFRS

Module II: Recording Of Transactions

Concept of double entry system, Preparation of journal, ledger and trial, subsidiary books including purchase book, sales book, purchase returns book and sales return books. Cash book, types of cash book and balancing of cashbook.

Module III: Financial Statements

Preparation of trading account, manufacturing account, profit and loss account and balance sheet along with adjustments and numerical on the same and non-profit making organizations an overview.AS-1,AS-21(**no numerical**);

Module IV: Reconciliation of Bank Accounts & accounting for Depreciation

Reasons for difference in the balance as per pass book and as per cashbook, Procedure for preparation of bank reconciliation statement including favorable balance and overdraft, Meaning and objectives of providing depreciation, Causes of depreciation, Numerical on Straight Line Method Diminishing Balance Method

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References:

- Tulsian , P. C. & Tulsian, B. (2014) Financial Accounting. 5th Ed, Sultan Chand and Sons.
- Maheshwari, S. N, Maheshwari S. K., & Maheshwari S. K. (2012) Financial Accounting, 5th Ed, Vikas Publishing
- Narayanaswamy, R. (2012). Financial Accounting – A Managerial Perspective, 5th Ed, Prentce Hall India.
- Ramachandran, N., & Kakani, R.K. (2006). Financial Accounting for Management, Tata McGraw Hill.

BUSINESS ENVIRONMENT

Course Code: BBA102

L:2, T:1, P/FW:0 C:03

Course Objective:

The aim of the course is to orient the students towards the basic concepts of Indian and global business environment.

Course Contents:

Module I: Overview of Business Environment

Meaning and types of business environment, Internal and external environment, Micro and macro environment, Factors (Cultural, social, Political economic legal, demographic and technological) effecting business environment.

Module II: Indian Industrial and Financial environment

Industrial policy up to 1991, New industrial policy, Liberalisation, Privatisation and Globalization process in India, Disinvestment, Industrial sickness, MRTP act 1969, Competition law 2002, Foreign Exchange Regulation Act and Foreign Exchange Management Act (FERA and FEMA).

Indian money and capital markets: meaning, functions and constituents, Stock exchange- importance and functions, SEBI, Capital market reforms and development, Industrial financial institutions (IDBI, SIDBI, ICICI, IFCI etc.).

Module III: Labour Environment and Economic Planning

Labour legislation in India, Social security benefits, Industrial disputes- causes and preventive measures, Settlement of disputes, International Labour Organisation (ILO), Trade union- meaning and functions, Trade Union Act.

Planning in India- needs and objectives, five year plans, planning commission, 11th five year plan, Green and white revolution- achievements and failures, Second green revolution, foreign trade policy 2009, Export processing zones, Export oriented units, Special economic zones (EPZ's, EOU's, SEZ's) and trading houses in India.

Module IV: Global Environment

Bretton woods system, features of Uruguay round of negotiations, GATT/ WTO- role, functions and ministerial conferences, IMF, World Bank (International Bank for Reconstruction and Development), Regional economic cooperation institutions, SAARC, EU, NAFTA and ASEAN.

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References:

- Francis, C. (2014). Business Environment - Text and Cases, Himalaya Publishing House
- Francis, C. (2003). International Business Environment, 1st Ed., Himalaya Publishing House Mumbai.
- Shaikh, S. (2010). Business Environment, Dorling Kindersley (India)
- Mishra S. K., & Puri V. K. (2014). Indian Economy, Himalaya Publishing House
- Datt, G., & Mahajan, A. (2014). Indian Economy, S. Chand & Co. Ltd
- Kapila, U. (2014). Indian Economy – Performance and Policies, 14th Ed, Academic Foundation.

Readings in Management

BBA108

L:2, T:1, P/FW:0 C:03

Course Objective:

The objective of this concentration elective is to inculcate reading habit along with value addition to the existing understanding of the subject. The book would be a kind of knowledge enhancer that would envision the student about some current thoughts related to the discipline. The book reading and its critical analysis would help broaden the intellectual horizon of the student. The selection of the book will be department specific so that it can be discipline specific.

Guidelines:

The student is expected to thoroughly go through the discipline related prescribed book/Material with the objective of critically reviewing each aspect and character of the book. The student is supposed to have a detailed insight into the following:

1. Content
2. Writing style
3. Information/learning
4. Content handling
5. Characters (if any)
6. Thematic Clarity

The report is to be submitted in about 3000 words on A4 size sheets, Font 12pt., Times New Roman, 1.5 spacing. Headings in Font Size 16

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	50	-	45	5	-	-

CPA: Report on the Book in 3000 words

Q/S/CA: Written Test on Understanding of Readings

ENGLISH

Course Code: BCS101

L:1, T:0, P/FW:0 C:01

Course Objective:

The course is intended to give a foundation of English Language. The literary texts are intended to help students to inculcate creative & aesthetic sensitivity and critical faculty through comprehension, appreciation and analysis of the prescribed literary texts. It will also help them to respond from different perspectives.

Course Contents:

Module I: Vocabulary

Use of Dictionary

Use of Words: Diminutives, Homonyms & Homophones

Module II: Essentials of Grammar - I

Articles

Parts of Speech

Tenses

Module III: Essentials of Grammar - II

Sentence Structure

Subject -Verb agreement

Punctuation

Module IV: Communication

The process and importance

Principles & benefits of Effective Communication

Module V: Spoken English Communication

Speech Drills

Pronunciation and accent

Stress and Intonation

Module VI: Communication Skills-I

Developing listening skills

Developing speaking skills

Module VII: Communication Skills-II

Developing Reading Skills

Developing writing Skills

Module VIII: Written English communication

BEHAVIOURAL SCIENCE - I

(UNDERSTANDING SELF FOR EFFECTIVENESS)

Course Code: BSS101

Credit Units: 01

Course Objective:

This course aims at imparting an understanding of:

- Self and the process of self exploration
- Learning strategies for development of a healthy self esteem
- Importance of attitudes and its effect on personality
- Building emotional competence

Course Contents:

Module I: Self: Core Competency

- Understanding of Self
- Components of Self – Self identity
- Self concept
- Self confidence
- Self image

Module II: Techniques of Self Awareness

- Exploration through Johari Window
- Mapping the key characteristics of self
- Framing a charter for self
- Stages – self awareness, self acceptance and self realization

Module III: Self Esteem & Effectiveness

- Meaning & Importance
- Components of self esteem
- High and low self esteem
- Measuring your self esteem

Module IV: Building Positive Attitude

- Meaning and Nature of Attitude
- Components and Types of Attitudes
- Relevance and Importance of Attitudes

Module V: Building Emotional Competence

- Emotional Intelligence – Meaning, Components, Importance and Relevance
- Positive and Negative Emotions

Healthy and Unhealthy expression of Emotions

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

Text & References:

- **Dressler, David and Cans, Donald: The Study of Human Interaction**
- **Lindzey, G. and Borgatta, E: Sociometric Measurement in the Handbook of Social Psychology, Addison – Welsley, US.**
- **J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company**

FRENCH - I

Course Code: FLN101

Credit Units: 02

Course Objective:

To familiarize the students with the French language

- with the phonetic system
- with the syntax
- with the manners
- with the cultural aspects

Course Contents:

Module A: pp. 01 to 37: Module 1, 2, Module 3 Object if 1, 2

Only grammar of Module 3: object if 3, 4 and 5

Contenu lexical : Module 1: Découvrir la langue française : (oral et écrit)

1. se présenter, présenter quelqu'un, faire la connaissance des autres, formules de politesse, rencontres
2. dire/interroger si on comprend
3. Nommer les choses

Module 2: Faire connaissance

1. donner/demander des informations sur une personne, premiers contacts, exprimer ses goûts et ses préférences
2. Parler de soi: parler du travail, de ses activités, de son pays, de sa ville.

Module 3 : Organiser son temps

1. dire la date et l'heure

Contenu grammatical:

1. organisation générale de la grammaire
2. article indéfini, défini, contracté
3. nom, adjectif, masculin, féminin, singulier et pluriel
4. négation avec « de », "moi aussi", "moi non plus"
5. interrogation : Inversion, est-ce que, qui, que, quoi, qu'est-ce que, où, quand, comment, quel(s), quelle(s)
Interro-négatif : réponses : oui, si, non
6. pronom tonique/disjoint- pour insister après une préposition
7. futur proche

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- **le livre à suivre : Campus: Tome 1**

GERMAN - I

Course Code: **FLG101**

Credit Units: **02**

Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Course Contents:

Module I: Introduction

Self introduction: heissen, kommen, wohnen, lernen, arbeiten, trinken, etc.

All personal pronouns in relation to the verbs taught so far.

Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!),

Hallo, wie geht's?: Danke gut!, sehr gut!, prima!, ausgezeichnet!,

Es geht!, nicht so gut!, so la la!, miserabel!

Module II: Interviewspiel

To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview – game for self introduction.

Module III: Phonetics

Sound system of the language with special stress on Diphthongs

Module IV: Countries, nationalities and their languages

To make the students acquainted with the most widely used country names, their nationalities and the language spoken in that country.

Module V: Articles

The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport

Module VI: Professions

To acquaint the students with professions in both the genders with the help of the verb “sein”.

Module VII: Pronouns

Simple possessive pronouns, the use of my, your, etc.

The family members, family Tree with the help of the verb “to have”

Module VIII: Colours

All the color and color related vocabulary – colored, colorful, colorless, pale, light, dark, etc.

Module IX: Numbers and calculations – verb “kosten”

The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.

“Wie viel kostet das?”

Module X: Revision list of Question pronouns

W – Questions like who, what, where, when, which, how, how many, how much, etc.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

SPANISH – I

Course Code: FLS101

Credit Units: 02

Course Objective:

To enable students acquire the relevance of the Spanish language in today's global context, how to greet each other. How to present / introduce each other using basic verbs and vocabulary

Course Contents:

Module I

A brief history of Spain, Latin America, the language, the culture...and the relevance of Spanish language in today's global context.

Introduction to alphabets

Module II

Introduction to '*Saludos*' (How to greet each other. How to present / introduce each other).

Goodbyes (*despedidas*)

The verb *llamarse* and practice of it.

Module III

Concept of Gender and Number

Months of the years, days of the week, seasons. Introduction to numbers 1-100, Colors, Revision of numbers and introduction to ordinal numbers.

Module IV

Introduction to *SER* and *ESTAR* (both of which mean To Be).Revision of '*Saludos*' and '*Llamarse*'. Some adjectives, nationalities, professions, physical/geographical location, the fact that spanish adjectives have to agree with gender and number of their nouns. Exercises highlighting usage of *Ser* and *Estar*.

Module V

Time, demonstrative pronoun (*Este/esta, Aquel/aquella* etc)

Module VI

Introduction to some key AR /ER/IR ending regular verbs.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- **Español, En Directo I A**
- **Español Sin Fronteras**

CHINESE – I

Course Code: FLC101

Credit Units: 02

Course Objective:

There are many dialects spoken in China, but the language which will help you through wherever you go is Mandarin, or Putonghua, as it is called in Chinese. The most widely spoken forms of Chinese are Mandarin, Cantonese, Gan, Hakka, Min, Wu and Xiang. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

Course Contents:

Module I

Show pictures, dialogue and retell.

Getting to know each other.

Practicing chart with Initials and Finals. (CHART – The Chinese Phonetic Alphabet Called “Hanyu Pinyin” in Mandarin Chinese.)

Practicing of Tones as it is a tonal language.

Changes in 3rd tone and Neutral Tone.

Module II

Greetings

Let me Introduce

The modal particle “ne”.

Use of Please ‘qing’ – sit, have tea etc.

A brief self introduction – Ni hao ma? Zaijian!

Use of “bu” negative.

Module III

Attributives showing possession

How is your Health? Thank you

Where are you from?

A few Professions like – Engineer, Businessman, Doctor, Teacher, Worker.

Are you busy with your work?

May I know your name?

Module IV

Use of “How many” – People in your family?

Use of “zhe” and “na”.

Use of interrogative particle “shenme”, “shui”, “ma” and “nar”.

How to make interrogative sentences ending with “ma”.

Structural particle “de”.

Use of “Nin” when and where to use and with whom. Use of guixing.

Use of verb “zuo” and how to make sentences with it.

Module V

Family structure and Relations.

Use of “you” – “mei you”.

Measure words

Days and Weekdays.

Numbers.

Maps, different languages and Countries.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- **“Elementary Chinese Reader Part I” Lesson 1-10**

MACRO ECONOMICS FOR BUSINESS

Course Code: BBA201

L:2, T:1, P/FW:0 C:03

Course Objective:

This course deals with principles of macroeconomics. The coverage includes determination of and linkages between major macro economic variables, the level of output and prices, inflation, unemployment, GDP growth, interest rates and exchange rates.

Course Contents:

Module I:

Introduction: concepts and variables of macroeconomics. Circular Flow of Income National Income Accounting: Concepts, aggregates and measurement of National Income, Difficulties in measurement of National Income in developing countries.

Module II:

Say's law, Keynesian approach of income determination - Multiplier, The complete Keynesian Model: IS – LM approach. Consumption and Investment function.

Investment –determinants of business fixed investment, effect of tax, determinants of residential investment and inventory investment. Demand for Money: Portfolio and transactions theories of demand for real balances.

Module III:

Inflation: Concept, type and causes of rising and falling inflation. Phillips curve: the trade-off between inflation and unemployment, Concept of stagflation and supply side economics.

Monetary and Fiscal policy: objective, instruments and role in economic stability. Business cycles: Meaning and Impact.

Module IV:

Balance of payments: Concept, Types of disequilibrium in Balance of payments, Causes, Methods of correcting disequilibrium, Foreign exchange: Floating vs fixed exchange rate system.

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References

- Dornbusch, R., Fischer, S., & Startz, R. (2004). Macroeconomics, 9th edition, McGraw-Hill
- Ahuja H.L. (2006). Macro Economics, S. Chand & Company Ltd
- Agarwal, V. (2010). Macroeconomics Theory and Policy, Pearson
- Mankiw, N. G. (2007). Macroeconomics, Macmillan Worth Publishers
- Barro, R. J. (1997). Macroeconomics, MIT Press
- Salvatore, D. (2009). International Economics, John Wiley & Sons
- Branson, W. H. (1989). Macroeconomic Theory and Policy, 3rd edition, HarperCollins India
- Shapiro, E. (1982). Macro Economic Analysis, 5th edition, Tata McGraw Hill

MANAGEMENT ACCOUNTING

Course Code: BBA 280

Credit:03

Course Objective:

This course aims to enable you to contribute to value-creation in your organisation by understanding how costs, their behaviour and their (accounting) treatment impact on management planning and control decisions and in turn, impact organisational performance.

Learning outcomes:

On successful completion of this course, participants will be able to:

1. Recognise and explain the role of management accounting in the planning, control and decision-making activities of organisations;
2. Explain cost behaviour, its application to breakeven analysis and budgeting, and its importance in management decisions;
3. Apply alternative methods of calculating the costs of products, services and other cost objects and evaluate how the method used might affect management decisions and organisational performance; and
4. Evaluate the need for management accounting information, systems and practices to change in response to changes in the operating and business environments.

Course Contents:

Module I: A framework for Financial Decision Making

Financial Statements preparation, analysis and Interpretation: Comparative, common size statements, Analysis techniques- Ratio Analysis, Cash flow Statement analysis as per AS3 and Trend analysis.

Module II: Introduction to Management Accounting

Management Accounting: Evolution, Meaning, Objectives and Scope, Tools and Techniques of Management Accounting, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management, Conflicts in Profit versus Value Maximisation Principle, Role of Management Accountant in Decision Making

Module III: Activity Cost Behaviour and Costing Systems

Activity-based Product Costing: Meaning, Importance, Characteristics, Elements and Steps involved, ABC vs. Traditional Costing, Uses and Limitations. **Job-order Costing:** Job Cost Cards, Collecting Direct Costs, Allocation of Overheads and its Applications. **Process Costing:** Features, Applications and Types of Process Costing, Process Loss, Abnormal Gains and Losses, Equivalent Units, Inter-Process Profit, Joint Products, By-Products and Accounting

Module IV: Budget, Budgeting and Budgetary Control

Budgetary basics; Preparing operational and financial budgets, Flexible Budgeting, Budgetary Control and Responsibility Accounting; Standard Cost and Balance Scorecard, Computation of various types of Variances (Material variance, Labour variance)

Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	30	-	-	5	15	50

Text Books:

- ✓ Gupta SP and KL Gupta "Management Accounting", Sahitya Bhawan Publications

Reference Books/Journals/Other Study Material:

- ✓ Arora, M. N. (2015) Cost and Management Accounting (Theory and Problems), 4th Edition, Himalaya Publishing House.
- ✓ Maheshwari, S.N. & Maheswari, S.K. (2012) Cost Accounting, 10th Edition, Sultan Chand Publication.

ORGANISATIONAL BEHAVIOUR

Course Code: BBA203

L:2, T:1, P/FW:0 C:03

Course Objective:

The objective of this course is to familiarize the students with the behavioural patterns of Human beings at individual and group levels.

Course Contents:

Module I: Understanding Human Behaviour

The concept, Nature and Significance of Human Behaviour, Factors Effecting Human Behaviour, Levels of Human Behaviour; S-O-B-A Model of Human Behaviour.

Module II: Individual Behaviour

Personality, individual differences and theories of Personality; Perception; Learning & theories of learning.

Module III: Motivation

Concept, Significance and Theories of Motivation, Motivation and Behaviour, Motivation at Work, Behaviour Modification, Attitudes formation and change in attitudes, Job related attitudes.

Module IV: Interpersonal Behaviour

Interpersonal Dimensions of Behaviour; Transactional Analysis Implications of TA, Organizational communication, Barriers in communication making communication effective, Types of communication.

Module V: Group Behaviour and Leadership

Group Behaviour; Types, Functions, Determinants of Group Behaviour, Inter Group Problems, Leadership: Nature and Significance of Leadership, Leadership Styles, Theories of Leadership; Trait Theory, Behavioural Theory, Managerial Grid.

Module VI: Change and Conflicts

Organizational conflict, Nature and types of conflict, Management of organizational conflict, Approaches to conflict management, Organizational culture, Learning and maintaining organizational culture, Organizational change, Planned change, Resistance to change, Organization development, Definition, Need for organization development, Organization development process.

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References:

- Luthans, F. (2011). Organizational Behaviour – An Evidence Based Approach, 12th Ed. McGraw – Hill Irwin
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour, 15th Ed. Pearson
- Robbins, S. P. (2002). Organizational Behaviour: Concepts, Controversies, Applications, Prentice Hall
- Koontz, H., O'Donnel, C., & Weihrich, H. (1992). Management, Tata Mc Graw Hill
- Newstrom, J. W. & Davis, K. (1993). Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill
- Agarwal, R. D. (1995). Organisation and Management, Tata McGraw Hill

ANALYSIS AND DESIGN OF BUSINESS SYSTEMS

Course Code: BBA204

L:2, T:0, P/FW:1 C:03

Course Objective:

The course aims at preparing students conceptualize and define scope and domain of system analysis and design. It also focuses on system development life cycle using conventional and structural look.

Course Contents:

Module I: The systems development Environment. (Information system development life cycle)

System & its parts, Types of Systems, Characteristics of a System, System Analyst in system Development, Developing Systems- SDLC, Approaches to System Development (Prototyping, Joint Application Design (JAD), Participatory Design (PD)), System Development Models (Waterfall model & Spiral Model), System Planning & Selection (Identifying, Selecting, Initiating & Planning System Development Project).

Module II: System Planning and Selection (Graphic technology modeling tool)

Identifying and Selecting Projects (Identifying potential development projects, classifying and ranking projects, and selecting projects for development), Methods for project identification and selection, Evaluation criteria for classifying and ranking projects, Initiating and Planning System Development Projects (Process & performed Activities, Deliverables & Outcomes), Assessing Project Feasibility (Economic, Operational, Technical, Schedule, Legal & Contractual, Political Feasibility)

Module III: System & Data Analysis (Data Analyzing Modeling)

Determining System Requirements (Traditional Methods, Modern & Radical Methods), Structuring System Requirements (Process Modeling – DFD, Logic Modeling – Structured English & Decision Tables, Conceptual Modeling – ER Model), Data Analysis & Techniques (Interpretive, Coding, Recursive Abstraction and Mechanical Technique), Types of Analysis (Descriptive, Exploratory, Confirmatory and Predictive), Modeling Methodologies (Bottom Up method & Top Down Method), Generic and Schematic Data Modeling.

Module IV: System & Database Design

System Design (Design Objectives, Phases in Designing, Purpose of System Design), System Design Goals, Type of Design, Design Strategy, System Decomposition (Modeling, Connection and Coupling of a System), System Design Methodologies, Database Design, Database Management System – an introduction, Overview of Data Models, Relational Database Model – Well structured relations, Keys, Schema & Subschema, Structure, Facilities & Users, Constraints, Anomalies, Functional Dependency, Normalization, Roles & Duties of System Administration.

Module V: System Implementation & Operation (System Management)

Activities in implementing (Coding, Testing & Installation, Documentation, Training, Support, Maintenance), Types of testing, planning installation, approaches to installation, Documenting a system, Training and Supporting users, Types & Frequencies of Training Methods, Reasons of System Implementation Failures, Project Closedown, Conducting System Maintenance – Types of Maintenance (Corrective, Adaptive and Perfective Maintenance), effective maintenance, Evaluation of System's Success, System Enhancement, Quality Assurance in System Cycle.

Module VI: System Security and Auditing

System Security: Data Security, Backup & Recovery during System & Database failure, Ethical Issues in System Development, Threat and Risk Analysis, Audit, System Audit, System Audit Standards (Planning, Implantation and Reporting Standards), System Analysis and Programming (Overview, Role & Duties of System Experts as Analyst and Programmer).

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References:

- Kroeber, D. W., & Watron, H. J. (2010). Computer Based Information Systems., Macmillan Pub. Co.
- Senn, J. A. (2010). Analysis and Design of information systems., McGraw-Hill.
- Valacich, G. H. (2003). Essentials of System Analysis & Design. Prentice-Hall

BUSINESS STATISTICS

Course Code: BBA205

L:2, T:1, P/FW:0 C:03

Course Objective:

The objective of this course is to familiarize the students with various statistical tools which can help them in analysis and interpretation of business data. This course will provide students with hands-on experience to promote the use of statistical thinking and techniques to apply them to make educated decisions whenever there is variation in business data. Therefore, it is a course in statistical thinking via a data-oriented approach.

Course Contents:

Module I: Introduction to Statistics

Definitions, Functions of Statistics, Statistics and Computers, Limitation of Statistics, Application of Statistics

Module II: Data Collection and Analysis

Methods of Data Collection, Primary And Secondary Data, Measures of Dispersion-Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation.(Absolute & Relative Measure of Dispersion), Skewness-Karl-Pearson's Coefficient of Skewness, Bowley's Coefficient of Skewness, Kurtosis.

Module III: Correlation Analysis and Regression Analysis

Introduction-Importance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson's coefficient of Correlation (Grouped and Ungrouped), Spearman's Coefficient of Rank Correlation, Rank Correlation for Tied Ranks, Regression Analysis- Concepts of Regression, Difference b/w Correlation and Regression, Regression Lines.

Module IV: Time Series Analysis

Meaning and Significance, Components of Time Series, Trend Measurement, Moving Average Method, Least Square Method (Fitting of Straight Line Only)

Module V: Probability and Probability Distribution

Introduction, Terminology used in Probability, Definitions of Probability, Mathematical, Statistical and Axiomatic Approach to Probability, Probability Rules-Addition Rule, Multiplication Rule of Probability, Conditional Probability- Bayes Theorem, Problems on Bayes Theorem; Discrete Probability Distributions- Binomial Probability Distribution, Poisson Probability Distribution, Properties, Applications, Continuous Probability Distributions-Normal Probability distribution, Properties of the Normal Curve, Applications, Relation b/w distributions.

Evaluation:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

Text & References:

- Rao, A. B. (2012) Quantitative Techniques in Business, Second Edition, Jaico Publications
- Gupta S. P. (2010). Statistical Methods, S. Chand & Co.
- Kapoor, V. K. & Sancheti, (2011). Business Statistics, Sultan Chand & Sons
- Anderson, D. R., Sweeney, D. J, & Williams, T. A. (2002), Statistics for Business and Economics, 11th Ed, South-Western Cengage Learning
- Kothari C. R. (2012). Quantitative Techniques, Third edition, Vikas Publishing House
- Hooda R. P. (2002). Introduction to Statistics, Macmillan
- Sharma, J. K. (2007), Business Statistics, Pearson Education India

DATA ANALYTICS

Course Code: BBA265

L:1, T:0, P/FW:4 C:03

Course Objective:

This course has been designed with an objective to familiarize students with MS Excel and SPSS for carrying out data analysis for research and business decision making.

Course Contents:

Module I: Basics of MS Excel

Understanding Basics of Spreadsheet; Sorting Data; Filtering Data; Conditional Formatting; Inserting and Copying Formulas; Freeze Panes; Range Names, Paste Special Command, Text Functions, Count Functions, Text Functions

Module II: Data Presentations: Graphs & Charts

Bar Chart, Line Chart, Column Chart, Pie Chart, Area Chart, Stock Chart, Surface Chart, Doughnut Chart, Scatter Diagram, Bubble Diagram, Radar diagram,

Module III: Data Analysis using MS Excel

Basic Pivot Tables, Pivot Charts, What if Analysis: Goal Seek, Data Table, Scenario Manager; Using Data Analysis Tool for Statistical Analysis; Using Solver, NPV, IRR,

Module IV: Data Analysis Using SPSS

Basics of SPSS, Building Variable View; Summarizing Non Parametric Data; Descriptive Statistics, Cross Tabulation, Inferential Statistics: Chi Square Test, t-test, One Way ANOVA, Correlation & Regression Analysis

Examination Scheme

Components	CP	Q/S/CA	Attd.	ME	ETE
Weightage (%)	10	5	5	15	70

Text & Reference Books

- Winston, W. L., (2014). Microsoft Excel 2013: Data Analysis & Business Modeling
- Landau, S., & Everitt, B.S., (2004), A Handbook of Statistical Analysis Using SPSS, Chapman & Hall/CRC

ENGLISH

Course Code: BCS 201

Credit Units: 03

Course Objective:

The course is intended to give a foundation of English Language. The literary texts are indented to help students to inculcate creative & aesthetic sensitivity and critical faculty through comprehension, appreciation and analysis of the prescribed literary texts. It will also help them to respond form different perspectives.

Course Contents:

Module I: Vocabulary

Use of Dictionary

Use of Words: Diminutives, Homonyms & Homophones

Module II: Essentials of Grammar - I

Articles

Parts of Speech

Tenses

Module III: Essentials of Grammar - II

Sentence Structure

Subject -Verb agreement

Punctuation

Module IV: Communication

The process and importance

Principles & benefits of Effective Communication

Module V: Spoken English Communication

Speech Drills

Pronunciation and accent

Stress and Intonation

Module VI: Communication Skills-I

Developing listening skills

Developing speaking skills

Module VII: Communication Skills-II

Developing Reading Skills

Developing writing Skills

Module VIII: Written English communication

Progression of Thought/ideas

Structure of Paragraph

Structure of Essays

Module IX: Short Stories

Of Studies, by Francis Bacon

Dream Children, by Charles Lamb

The Necklace, by Guy de Maupassant

A Shadow, by R.K.Narayan

Glory at Twilight, Bhabani Bhattacharya

Module X: Poems

All the Worlds a Stage

Shakespeare

To Autumn

Keats

O! Captain, My Captain.

Walt Whitman

Where the Mind is Without Fear

Rabindranath Tagore

Psalm of Life

H.W. Longfellow

Examination Scheme:

Components	A	CT	HA	EE
Weightage (%)	05	15	10	70

Text & References:

- **Madhulika Jha, Echoes, Orient Long Man**
- **Ramon & Prakash, Business Communication, Oxford.**
- **Sydney Greenbaum Oxford English Grammar, Oxford.**
- **Successful Communications, Malra Treece (Allyn and Bacon)**
- **Effective Technical Communication, M. Ashraf Rizvi.**

BEHAVIOURAL SCIENCE - II

(PROBLEM SOLVING AND CREATIVE THINKING)

Course Code: BSS 201

Credit Units: 01

Course Objective:

To enable the students:

Understand the process of problem solving and creative thinking.

Facilitation and enhancement of skills required for decision-making.

Course Contents:

Module I: Thinking as a tool for Problem Solving

What is thinking: The Mind/Brain/Behaviour

Thinking skills

Critical Thinking and Learning:

Making Predictions and Reasoning

Memory and Critical Thinking

Emotions and Critical Thinking

Module II: Hindrances to Problem Solving

Perception

Expression

Emotion

Intellect

Work environment

Module III: Problem Solving Process

Recognizing and Defining a problem

Analyzing the problem (potential causes)

Developing possible alternatives

Evaluating Solutions

Resolution of problem

Implementation

Module IV: Plan of Action

Construction of POA

Monitoring

Reviewing and analyzing the outcome

Module V: Creative Thinking

Definition and meaning of creativity

The nature of creative thinking

Convergent and Divergent thinking

Idea generation and evaluation (Brain Storming)

Image generation and evaluation

Debating

The six-phase model of Creative Thinking: ICEDIP model

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

Text & References:

- **Michael Steven: How to be a better problem solver, Kogan Page, New Delhi, 1999**
- **Geoff Petty: How to be better at creativity; Kogan Page, New Delhi, 1999**
- **Phil Lowe Koge Page: Creativity and Problem Solving, New Delhi, 1996**
- **Bensley, Alan D.: Critical Thinking in Psychology – A Unified Skills Approach, (1998), Brooks/Cole Publishing Company.**

FRENCH - II

Course Code: FLN201

Credit Units: 02

Course Objective:

To enable the students to overcome the fear of speaking a foreign language and take position as a foreigner speaking French.

To make them learn the basic rules of French Grammar.

Course Contents:

Module A: pp.38 – 47: **Module 3** : Object if 3, 4, 5, 6

Module B: **pp. 47 to 75 Module 4, 5**

Contenu lexical: **Module 3: Organiser son temps**

1. donner/demander des informations sur un emploi du temps, un horaire
SNCF – Imaginer un dialogue
2. rédiger un message/ une lettre pour ...
 - i) prendre un rendez-vous/ accepter et confirmer/ annuler
 - ii) inviter/accepter/refuser
3. Faire un programme d'activités
4. imaginer une conversation téléphonique/un dialogue
5. Propositions- interroger, répondre

Module 4: Découvrir son environnement

1. situer un lieu
2. s'orienter, s'informer sur un itinéraire.
3. Chercher, décrire un logement
4. connaître les rythmes de la vie

Module 5 : s'informer

1. demander/donner des informations sur un emploi du temps passé.
2. donner une explication, exprimer le doute ou la certitude.
3. découvrir les relations entre les mots
4. savoir s'informer

Contenu grammatical:

1. Adjectifs démonstratifs
2. Adjectifs possessifs/exprimer la possession à l'aide de :
 - i. « de » ii. A+nom/pronom disjoint
3. Conjugaison pronominale – négative, interrogative - construction à l'infinitif
4. Impératif/exprimer l'obligation/l'interdiction à l'aide de « il faut.... »/ «il ne faut pas... »
5. passé composé
6. Questions directes/indirectes

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

GERMAN – II

Course Code: FLG201

Credit Units: 02

Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Grammar to consolidate the language base learnt in Semester I

Course Contents:

Module I: Everything about Time and Time periods

Time and times of the day.

Weekdays, months, seasons.

Adverbs of time and time related prepositions

Module II: Irregular verbs

Introduction to irregular verbs like to be, and others, to learn the conjugations of the same, (fahren, essen, lessen, schlafen, sprechen und ähnliche).

Module III: Separable verbs

To comprehend the change in meaning that the verbs undergo when used as such

Treatment of such verbs with separable prefixes

Module IV: Reading and comprehension

Reading and deciphering railway schedules/school time table

Usage of separable verbs in the above context

Module V: Accusative case

Accusative case with the relevant articles

Introduction to 2 different kinds of sentences – Nominative and Accusative

Module VI: Accusative personal pronouns

Nominative and accusative in comparison

Emphasizing on the universal applicability of the pronouns to both persons and objects

Module VII: Accusative prepositions

Accusative propositions with their use

Both theoretical and figurative use

Module VIII: Dialogues

Dialogue reading: ‘In the market place’

‘At the Hotel’

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant - 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

SPANISH – II

Course Code: FLS201

Credit Units: 02

Course Objective:

To enable students acquire more vocabulary, grammar, Verbal Phrases to understand simple texts and start describing any person or object in Simple Present Tense.

Course Contents:

Module I

Revision of earlier modules.

Module II

Some more AR/ER/IR verbs. Introduction to root changing and irregular AR/ER/IR ending verbs

Module III

More verbal phrases (eg, Dios Mio, Que lastima etc), adverbs (bueno/malo, muy, mucho, bastante, poco). Simple texts based on grammar and vocabulary done in earlier modules.

Module IV

Possessive pronouns

Module V

Writing/speaking essays like my friend, my house, my school/institution, myself....descriptions of people, objects etc, computer/internet related vocabulary

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- **Español, En Directo I A**
- **Español Sin Fronteras**

CHINESE – II

Course Code: FLC201

Credit Units: 02

Course Objective:

Chinese is a tonal language where each syllable in isolation has its definite tone (flat, falling, rising and rising/falling), and same syllables with different tones mean different things. When you say, “ma” with a third tone, it mean horse and “ma” with the first tone is Mother. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

Course Contents:

Module I

Drills

Practice reading aloud

Observe Picture and answer the question.

Tone practice.

Practice using the language both by speaking and by taking notes.

Introduction of basic sentence patterns.

Measure words.

Glad to meet you.

Module II

Where do you live?

Learning different colors.

Tones of “bu”

Buying things and how muchit costs?

Dialogue on change of Money.

More sentence patterns on Days and Weekdays.

How to tell time. Saying the units of time in Chinese. Learning to say useful phrases like – 8:00, 11:25, 10:30 P.M. everyday, afternoon, evening, night, morning 3:58, one hour, to begin, to end etc.

Morning, Afternoon, Evening, Night.

Module III

Use of words of location like-li, wais hang, xia

Furniture – table, chair, bed, bookshelf,.. etc.

Description of room, house or hostel room.. eg what is placed where and how many things are there in it?

Review Lessons – Preview Lessons.

Expression ‘yao’, ‘xiang’ and ‘yaoshi’ (if).

Days of week, months in a year etc.

I am learning Chinese. Is Chinese difficult?

Module IV

Counting from 1-1000

Use of “chang-chang”.

Making an Inquiry – What time is it now? Where is the Post Office?

Days of the week. Months in a year.

Use of Preposition – “zai”, “gen”.

Use of interrogative pronoun – “duoshao” and “ji”.

“Whose”??? Sweater etc is it?

Different Games and going out for exercise in the morning.

Module V

The verb “qu”

Going to the library issuing a book from the library

Going to the cinema hall, buying tickets

Going to the post office, buying stamps

Going to the market to buy things.. etc

Going to the buy clothes Etc.

Hobby. I also like swimming.

Comprehension and answer questions based on it.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader Part I” Lesson 11-20

OPERATIONS RESEARCH

Course Code: BBA 301

Credit Units: 03

Course Objective:

The objective of this paper is to make students familiar with basic concept and tools in Operations Research. These techniques assist in solving complex problems and help in decision making.

Course Contents:

Module I: Introduction

Introduction to Operations Research, Definition, scope and limitations of Operations Research

Module II: Linear Programming

Linear Programming – Basic Concepts, Model formulation; Solution methods – Graphical Solution method, Simplex method (problems involving only upto 3 constraints and of inequality <), Application of LPP in business decision making.

Module III: Transportation Problem

Transportation problem- Initial Basic feasible solution (North west corner rule, Vogels approximation method), Test for optimality (The Modified Distribution (MODI) method)

Module IV: Assignment Problem

Assignment Problem – Introduction, Approach of the Assignment model, Solution Methods (Hungarian method)

Module V: Game Theory

Game Theory - Concept and definition; Solution methods of Pure Strategy games (with saddle point), Significance of Game Theory.

Module VI: Queuing & Simulation

Introduction, Elementary queuing system, Introduction to Single – channel queuing model (with Poisson arrivals and Exponential service times), (no numerical); Introduction to Simulation, applications, advantages and drawbacks of simulation, Introduction to Monte – Carlo Simulation, Role of computers in Simulation.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Kapoor V K, Operations Research (Techniques for Management), Seventh edition, Sultan Chand & Sons.

References:

- Sharma J K, Operations Research (Theory & Practices), Second edition, Macmillan India Ltd.
- Hamdy A Taha, Operations Research, Seventh edition, Prentice Hall India
- Kothari C R, An introduction to Operations Research, Third edition, Vikas Publishing House

FINANCIAL MANAGEMENT – 1

Course Code: BBA 302

Credit Units: 03

Course Objective:

To take decisions which are effective, a manager in any of the functional areas be it Marketing, HR or IT requires a thorough cost and benefit analysis and a feel for Finance so as to look at the long term implications of his/her decision. This course is a "nut and bolts" course on Finance where the basic Financial decisions will be explained through problems and exercises, thus giving the student an understanding and a feel for Financial decision making. This syllabi is only for the Third semester and the course will continue in the Fourth Semester as well.

Course Contents:

Module I: Introduction to Financial Management

Evolution of Financial Management , Key activities of Finance Manager Changing Role of Finance Managers, Key Decision Areas in Financial Management, Objectives of the firm.

Module II: Tools for financial decision making

A framework for Financial Decision Making - Financial Statement Analysis: Interpretation & Analysis of fund flow statement, cash flow statement, financial ratio, common size statement, Comparative statement, trend analysis, time series.

Concept of Time value of Money, Process of Compounding and Discounting, Future Value of a Single amount, Future Value of an Annuity, Present Value of a Single Amount, Present Value of an Annuity.

Module IV: Analysis of Capital budgeting

Basics of Capital Budgeting, Types of capital budgeting decisions, Preparation of capital budgeting proposal, Estimating cash flows for project appraisal, Green capital budgeting.

Module IV: Techniques of Capital Budgeting

Non-discounted Cash Flow Techniques: Payback Period, ARR, Discounted Cash Flow Techniques: NPV, IRR, PI. Risk Analysis of Capital Budgeting : Risk adjusted discount rate, Certainty Equivalent Approach, Real Options: An Introduction to Decision Tree Approach, Sensitivity Analysis, Scenario Analysis & Simulation including Monte Carlo Simulation.

Module V: Working Capital Management Decision

Sources of short term finance: Accruals, Trade credit, Working capital advance by commercial banks, Public Deposits, Inter-corporate deposits, Short term loan from financial institutions, Commercial Paper, Factoring & Forfeiting. Factors influencing working capital requirement, Estimating working capital requirement (numerical), Operating cycle analysis

Module VI: Management of Cash, Receivables & Inventory

Methods of inventory management: An Introduction to EOQ, ABC analysis; Receivables management: Credit Standards & Analysis, Credit Terms, Collection Policy & Procedures. Management of cash: Cash Planning, Managing the cash flows, Optimum Cash Level, Investing surplus cash.

Examination Scheme:

Components	P-1	C-1	CT-1	Attendance	EE1
Weightage (%)	10	5	10	5	70

Text & References:

Text:

- Pandey, I. M, Financial Management. Ninth Edition, Vikas Publishing House Pvt. Ltd.

References:

- Van Horne, J.C Financial Management & Policy Twelfth Edition, Prentice Hall
- Chandra, P. Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.

MARKETING MANAGEMENT – I

Course Code: BBA 304

Credit Units: 03

Course Objective:

The main objective of this course is to give students an elementary knowledge of the fundamentals in the field of marketing. The focus will be both on developing and helping them imbibe basic marketing principles and establishing an appreciation of contemporary realities. However, in order to do justice to the varying diversity of a real market place, the course shall be taught over two semesters- semester III and IV. In semester III, emphasis will be on the core concepts in marketing, thereby giving the students an understanding of the environment in which marketing works.

In semester IV, the students will be introduced to the greater and finer details of how marketing works.

Course Contents:

Module I: Introduction to Marketing

Meaning of marketing, Core concepts of marketing, Evolution and its role in the changing business environment, Various marketing management philosophies, viz., the production concept, the product concept, selling concept and the marketing concept, The newer definitions of marketing- societal marketing and relationship marketing.

Module II: Relationship between Marketing and Strategic Planning

Introduction to Strategic Planning with marketing perspective, Marketing process and Marketing Plan.

Module III: Analyzing marketing opportunities

Internal and External Marketing Environment Analysis, Introduction to Marketing Information System and Marketing Research.

Module IV: Studying Consumer Behaviour

Buying Behaviour for Consumer Markets and Industrial Markets, Types of Buying Situations, Buying Decision Process and Factors Affecting Buyer Behaviour, Consumer Adoption Process.

Module V: Segmentation, Targeting and Positioning

Concept of Market Segmentation, Bases for segmenting Consumer and Business markets, Approaches for Targeting, Differentiation and Positioning.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Marketing Management, Philip Kotler, Eleventh Edition

References:

- Principles of Marketing, Philip Kotler and Gray Armstrong
- Marketing Management, Michael R. Czinkota and Masaaki Kotabe
- Marketing, Charles W. Lamb, Joseph F. Hair, and Carl McDaniel
- Fundamentals of Marketing, Stanton, Ezel, etc.

PUBLIC RELATIONS AND CORPORATE IMAGE

Course Code: BBA 371

Credit Units: 03

Course Objective:

The course is aimed at developing in students an understanding of Corporate Image and the tools of Public relations applicable in today's business scenario.

Course Contents:

Module I: Corporate image

Understanding Corporate Image, Corporate Image Building: A Marketing Exercise, an overview to Marketing, understanding the Marketing Mix – Product, Price, Place, Promotion

Module II: Marketing Communications

Role in Corporate Image Building, introduction to the tools used for marketing communication – Advertising, Visual Corporate Identity, Public Relations, Sales Promotion, Direct Marketing, Sales Management, Sponsorships, Exhibitions, Packaging, Merchandising and Point-of-Purchase Materials, E-Marketing and Customer Service

Module III: Corporate Image and Society

Module IV: Public Relations

Understanding Public Relations, Role and Scope of PR, Corporate Image and PR, PR as part of Marketing Communications

Module V: Exercising PR

In-house PR, PR Agencies, Modes of PR and Media Handling, PR Events, Crisis Management in Public Relations

Module VI: PR Publications

In-house Journals, Ghost Writing, Media Writing, Press releases, brochures.

Module VII: Research in Public Relations

Building Information Resources, Areas of PR research: Public Opinion Research, Media Tracking, Content Analysis, Campaign Examination, Benchmark Studies,

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Public Relations: Principles, Cases and Problems, H. Frazier Moore, Frank B. Kalupa

References:

- Marketing Management, Philip Kotler
- Integrated Marketing Communications, PR Smith with Jonathan Taylor
- IMC, Tom Duncan

ENVIRONMENT STUDIES

Course Code: EVS001

Credit Units: 04

Course Objective:

The term environment is used to describe, in the aggregate, all the external forces, influences and conditions, which affect the life, nature, behaviour and the growth, development and maturity of living organisms. At present a great number of environment issues, have grown in size and complexity day by day, threatening the survival of mankind on earth. A study of environmental studies is quite essential in all types of environmental sciences, environmental engineering and industrial management. The objective of environmental studies is to enlighten the masses about the importance of the protection and conservation of our environment and control of human activities which has an adverse effect on the environment.

Course Contents:

Module I: The multidisciplinary nature of environmental studies

Definition, scope and importance

Need for public awareness

Module II: Natural Resources

Renewable and non-renewable resources:

Natural resources and associated problems

Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.

Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.

Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.

Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.

Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

- Role of an individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

Module III: Ecosystems

Concept of an ecosystem

Structure and function of an ecosystem

Producers, consumers and decomposers

Energy flow in the ecosystem

Ecological succession

Food chains, food webs and ecological pyramids

Introduction, types, characteristic features, structure and function of the following ecosystem:

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

Module IV: Biodiversity and its conservation

Introduction – Definition: genetic, species and ecosystem diversity

Biogeographical classification of India

Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values

Biodiversity at global, national and local levels

India as a mega-diversity nation

Hot-spots of biodiversity

Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts

Endangered and endemic species of India

Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

Module V: Environmental Pollution

Definition

- Causes, effects and control measures of:

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear pollution

Solid waste management: Causes, effects and control measures of urban and industrial wastes.

Role of an individual in prevention of pollution.

Pollution case studies.

Disaster management: floods, earthquake, cyclone and landslides.

Module VI: Social Issues and the Environment

From unsustainable to sustainable development

Urban problems and related to energy

Water conservation, rain water harvesting, watershed management

Resettlement and rehabilitation of people; its problems and concerns. Case studies.

Environmental ethics: Issues and possible solutions

Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.

Wasteland reclamation

Consumerism and waste products

Environmental Protection Act

Air (Prevention and Control of Pollution) Act

Water (Prevention and control of Pollution) Act

Wildlife Protection Act

Forest Conservation Act

Issues involved in enforcement of environmental legislation

Public awareness

Module VII: Human Population and the Environment

Population growth, variation among nations

Population explosion – Family Welfare Programmes

Environment and human health

Human Rights

Value Education

HIV / AIDS

Women and Child Welfare

Role of Information Technology in Environment and Human Health

Case Studies

Module VIII: Field Work

Visit to a local area to document environmental assets-river / forest/ grassland/ hill/ mountain.

Visit to a local polluted site – Urban / Rural / Industrial / Agricultural

Study of common plants, insects, birds

Study of simple ecosystems-pond, river, hill slopes, etc (Field work equal to 5 lecture hours)

Examination Scheme:

Components	CT	HA	S/V/Q	A	EE
Weightage (%)	15	5	5	5	70

Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
- Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)
- Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p
- De A.K., Environmental Chemistry, Wiley Eastern Ltd.
- Down to Earth, Centre for Science and Environment (R)
- Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
- Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)

- Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
- Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
- Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
- Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)
- Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p.
- Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Survey of the Environment, The Hindu (M)
- Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
- Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
- Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

BUSINESS COMMUNICATION - I

Course Code: BCS 301

Credit Units: 01

Course Objective:

To form written communication strategies necessary in the workplace.

Course Contents:

Module I: Introduction to Writing Skills

Effective Writing Skills
Avoiding Common Errors
Paragraph Writing
Note Taking
Writing Assignments

Module II: Letter Writing

Types
Formats

Module III

Memo
Agenda and Minutes
Notice and Circulars

Module IV: Report Writing

Purpose and Scope of a Report
Fundamental Principles of Report Writing
Project Report Writing
Summer Internship Reports

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

Text & References:

- Business Communication, Raman – Prakash, Oxford
- Creative English for Communication, Krishnaswamy N, Macmillan
- Textbook of Business Communication, Ramaswami S, Macmillan
- Working in English, Jones, Cambridge
- A Writer's Workbook Fourth edition, Smoke, Cambridge
- Effective Writing, Withrow, Cambridge
- Writing Skills, Coe/Rycroft/Ernest, Cambridge
- Welcome!, Jones, Cambridge

BEHAVIOURAL SCIENCE - III

Course Code: BSS 301

Credit Units: 01

Course Objective:

This course aims at imparting an understanding of:
Interpersonal communication and relationship.
Strategies for healthy interpersonal relationship
Effective management of emotions.
Building interpersonal competence.

Course Contents:

Module I: Interpersonal Communication

Importance of Behavioural/ Interpersonal Communication
Types – Self and Other Oriented
Rapport Building – NLP, Communication Mode
Steps to improve Interpersonal Communication

Module II: Interpersonal Styles

Transactional Analysis
Life Position/Script Analysis
Games Analysis
Interactional and Transactional Styles
Bridging differences in Interpersonal Relationship through TA
Communication Styles

Module III: Conflict Management and Negotiation

Meaning and Nature of conflicts
Styles and techniques of conflict management
Meaning of Negotiation
Process and Strategies of Negotiation
Interpersonal Communication: Conflict Management and Negotiation

Module IV: Interpersonal Relationship Development

Importance of Interpersonal Relationships
Interpersonal Relationship Skills
Types of Interpersonal Relationships
Relevance of Interpersonal Communication in Relationship Development

Module V: Impression Management

Meaning & Components of Impression Management
Impression Management Techniques
Impression Management Training-Self help and Formal approaches

Module VI: End-of-Semester Appraisal

Viva based on personal journal
Assessment of Behavioural change as a result of training
Exit Level Rating by Self and Observer

Text & References:

- Vangelist L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon
- Julia T. Wood. Interpersonal Communication everyday encounter
- Beebe, Beebe and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers.
- Rosenfeld, P., Giacalone, R.A. and Catherine, A.R. (2003). Impression Management: Building and Enhancing Reputations at Work. Thomson Learning, Singapore.

FRENCH - III

Course Code: FLN 301

Credit Units: 02

Course Objective:

To provide the students with the know-how

To master the current social communication skills in oral and in written.

To enrich the formulations, the linguistic tools and vary the sentence construction without repetition.

Course Contents:

Module B: pp. 76 – 88 Module 6

Module C: pp. 89 to 103 Module 7

Contenu lexical:

Module 6 : se faire plaisir

1. acheter : exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
2. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
3. parler des différentes occasions de faire la fête

Module 7 : Cultiver ses relations

1. maîtriser les actes de la communication sociale courante
2. (Salutations, présentations, invitations, remerciements)
3. annoncer un événement, exprimer un souhait, remercier,
4. s'excuser par écrit.
5. caractériser une personne (aspect physique et caractère)

Contenu grammatical :

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
6. ne...plus/toujours - encore
7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je sais que

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

GERMAN - III

Course Code: FLG 301

Credit Units: 02

Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Course Contents:

Module I: Modal verbs

Modal verbs with conjugations and usage

Imparting the finer nuances of the language

Module II: Information about Germany (ongoing)

Information about Germany in the form of presentations or "Referat" – neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.

Module III: Dative case

Dative case, comparison with accusative case

Dative case with the relevant articles

Introduction to 3 different kinds of sentences – nominative, accusative and dative

Module IV: Dative personal pronouns

Nominative, accusative and dative pronouns in comparison

Module V: Dative prepositions

Dative preposition with their usage both theoretical and figurative use

Module VI: Dialogues

In the Restaurant,

At the Tourist Information Office,

A telephone conversation

Module VII: Directions

Names of the directions

Asking and telling the directions with the help of a roadmap

Module VIII: Conjunctions

To assimilate the knowledge of the conjunctions learnt indirectly so far

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

SPANISH – III

Course Code: FLS 301

Credit Units: 02

Course Objective:

To enable students acquire knowledge of the Set/definite expressions (idiomatic expressions) in Spanish language and to handle some Spanish situations with ease.

Course Contents:

Module I

Revision of earlier semester modules

Set expressions (idiomatic expressions) with the verb Tener, Poner, Ir....

Weather

Module II

Introduction to Gustar...and all its forms. Revision of Gustar and usage of it

Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

How to ask for directions (using estar)

Introduction to IR + A + INFINITIVE FORM OF A VERB

Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

En el instituto

En el aeropuerto

Module V

Reflexives

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- Español, En Directo I A
- Español Sin Fronteras -Nivel Elemental

JAPANESE - III

Course Code: FLJ 301

Credit Units: 02

Course Objective:

To enable the students to converse in the language with the help of basic verbs and to express themselves effectively and narrate their everyday short encounters. Students are also given projects on Japan and Japanese culture to widen their horizon further.

Note: The Japanese script is introduced in this semester.

Course Contents:

Module I: Verbs

Different forms of verbs: present continuous verbs etc

Module II

More Adverbs and adverbial expressions

Module III: Counters

Learning to count different shaped objects,

Module IV: Tenses

Past tense, Past continuous tense.

Module V: Comparison

Comparative and Superlative degree

Module VI: Wishes and desires

Expressing desire to buy, hold, possess. Usage in negative sentences as well.

Comparative degree, Superlative degree.

Module VII: Appointment

Over phone, formal and informal etc.

Learning Outcome

- Students can speak the language and can describe themselves and situations effectively
- They also gain great knowledge in terms of Japanese lifestyle and culture, which help them at the time of placements.

Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

Text:

- Teach yourself Japanese

References:

- Shin Nihongo no kiso 1

CHINESE – III

Course Code: FLC 301

Credit Units: 02

Course Objective:

Foreign words are usually imported by translating the concept into Chinese, the emphasis is on the meaning rather than the sound. But the system runs into a problem because the underlying name of personal name is often obscure so they are almost always transcribed according to their pronunciation alone. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

Course Contents:

Module I

Drills
Dialogue practice
Observe picture and answer the question.
Introduction of written characters.
Practice reading aloud
Practice using the language both by speaking and by taking notes.
Character writing and stroke order

Module II

Measure words
Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight.
Directional words – beibian, xibian, nanbian, dongbian, zhongjian.
Our school and its different building locations.
What game do you like?
Difference between “hui” and “neng”, “keyi”.

Module III

Changing affirmative sentences to negative ones and vice versa
Human body parts.
Not feeling well words e.g. ; fever, cold, stomach ache, head ache.
Use of the modal particle “le”
Making a telephone call
Use of “jiu” and “cai” (Grammar portion)
Automobiles e.g. Bus, train, boat, car, bike etc.
Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

Module IV

The ordinal number “di”
“Mei” the demonstrative pronoun e.g. mei tian, mei nian etc.
use of to enter to exit
Structural particle “de” (Compliment of degree).
Going to the Park.
Description about class schedule during a week in school.
Grammar use of “li” and “cong”.
Comprehension reading followed by questions.

Module V

Persuasion-Please don't smoke.
Please speak slowly
Praise – This pictorial is very beautiful
Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc.
Talking about studies and classmates
Use of “it doesn't matter”
Enquiring about a student, description about study method.
Grammar: Negation of a sentence with a verbal predicate.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
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Weightage (%)	20	20	20	20	15	5
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C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

MANAGEMENT INFORMATION SYSTEMS

Course Code: BBA 303

Credit Units: 03

Course Objective:

This course focuses on the relationships among management, information, and systems as well as the relationship between a manager's need for information and his/her position in the organization, how hardware, software, data, people, and procedures are combined to form an information system, how information technology can be used by a business organization to gain a competitive advantage why a knowledge of information systems is crucial to anyone who plans a career in business Organization.

Course Contents :

Module I: Organizations, Management and Information

Meaning of MIS, Components of MIS, IS in Business, Data Information and knowledge, Characteristics of Information in context, Issues with Information, System and Subsystems, Organization as a System, Different Organizational Structures: Hierarchical Structure – (Different Levels of Management, Information disposition at different levels), Matrix Structure, Business Process (Management, Operational and Support).

Module II: Information Technology Architecture

Managing Hardware Assets – Considerations in Procurement and installation, Managing Software Assets – Consideration in procurement and configuration, Data Resource Management (Database Management System – Types and Structure of Database, Data Warehousing – Phases in building Data Warehouses in an organization, Data Mining – Data Mining Applications, Data Banking)

Module III: Management and Organizational Support Systems for the Firm

Information, Decision and Management, Decision Support System (Phases in Decision Making, Problems and Decision Types, DSS components, and Analytical Models in Decision Making), Executive Information System – Characteristics and benefits, Managing Knowledge (Knowledge Engineering, Knowledge Management Activities and Knowledge Representation Methodologies), Artificial Intelligence (Domains of AI, AI in Business), Expert System (Components, Benefits and Limitations, Suitability Criteria for ES)

Module IV: Building Information Systems in the Digital Firm

Organizational Planning – Planning at distinct Managerial Levels, Approaches in Planning (Top Down, Bottom Up, Planning through CSF), IT and IS Planning – Prerequisites and factors, IT and IS Architecture (Centralized, Decentralized and Distributed), Implementing IT and IS (Factors and Resistance in implementation), Change Management with BPR, System Development (System Development Life Cycle-Overview, Prototyping), Evaluating Factors for IT and IS services.

Module V: Managing Information Systems In The Digital Firm

Managing Security (Security Challenges of IT, Business and Technological Ethics), Computer Crime (Tools for Computer Crime, Tools for Security Management), IS Security Management Control (Information System Control, Auditing the Security), Managing World Wide Information System (Managing Multi Site IT and IS – Cultural and Technical Differences), World Wide IT and IS Strategies (Multinational, International and Global Strategies)

Module VI: Key System Applications For The Digital Age.

Enterprise Systems – Supply Chain Management & Customer Relationship Management Systems, Using Enterprise Applications and Achieving Operational Excellence & Customer Intimacy, E-Commerce: Digital Market & Digital Goods, M-Commerce: Services & Applications, Enterprise Applications: New Opportunities and Challenges.

Examination Scheme:

Components	P-1	C-1	CT-1	EE1
Weightage (%)	10	10	10	70

Text & References:

Text:

- Data Communication and Teleprocessing System, Trevor Housley

References:

- Data Communication and Distributed Networks, Uyless D. Black

BUSINESS LAW

Course Code: BBA 306

Credit Units: 03

Course Objective:

The objective of the course is to acquaint the students with the fundamentals of business related laws, which have an important role over smooth conduct of business.

Course Contents:

Module I: Legal Environment of Business

Environment of Business, Its importance, Legal environment of business.

Module II: Indian Contract Act, 1872

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Basic Elements of Law Relating to Agency, Guarantee and Pledge.

Module III: Indian Sale of Goods Act, 1930

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage –Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

Module IV: Negotiable Instruments Act, 1881

Meaning of Negotiability and Definition of Negotiable Instruments, Features, Cheques, Bill of Exchange and Promissory Note, Holder in Due Course, Crossing of Cheques, Endorsement and Dishonour of Cheques.

Module V: Elements of Company Law

Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Prospectus and Issue of Shares, Share Capital and Shareholders, Company Meetings and Proceedings, Powers and Liabilities of Directors ,meeting ,Managerial Remuneration and Winding up of Company.

Module VI: Consumer Protection Act 1986 and Torts

Need for Consumer Protection – Meaning of Consumer – Different Redressal Forums for Consumers, Rights of Consumers, Unfair Trade Practices, and Procedure for Filing Complaints. Meaning of tort, Application of Tortious Liability in Business Situations.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Mercantile Law N.D. Kapoor
- Prof(Cmde) P.K Goel ,Business Law for managers Biztantra

References:

- Dr S M Shukla and Dr O P Gupta Mercantile Law
- S S Gulshan Excel Book Mercantile Law
- Maheshwari & Maheshwari .Business Law

PUBLIC FINANCE

Course Code: BBA 380

Credit Units: 03

Course Objective:

This subject is primarily aimed at introducing principles of public finance, role of different governments, public expenditure, taxation, budget and fiscal policy in India. The government plays different roles and performs varied functions which are different from earlier societies. In this context the public financial functions of the government need to be understood by a student, by studying the relevant theory and empirical analysis.

Course Contents:

Module I: Introduction

Nature, Scope and Importance, Theory of Maximum Social Advantage, Private goods, Public goods and Merit goods; Role of government in managing the economy under different economic systems – Social Welfare Function; Theory of Public goods - Market failure - Externalities - problems in allocation of resources - theoretical developments in Demand revelation for social goods -Public choice.

Module II: Public Expenditure

Theories of Public Expenditure -Structure and growth of public expenditure - Criteria for public investment - Income Redistribution – Expenditure Programmes for the poor - Social Insurance: Unemployment Insurance, Health Care, and Education - Social cost-benefit analysis - benefit estimation and evaluation.

Module III: Taxation

Theory of Taxation - Benefit and ability-to-pay approaches - Indian Direct and Indirect Taxes - Effects of taxation - Requirements of a sound tax system - Canons of taxation - Tax reforms - Evaluation of Tax Reforms -Taxation Incidence and alternative concepts of Incidence.

Module IV Budgeting and Debt

Budget - Concept of PPB - Zero-based Budgeting - Cash budgeting : Cash management and Treasury functions in Government - Deficit Budgeting - Types of Deficits - Public Debt: Trends and composition of Indian Public Debt: Instruments - Treasury bills, bonds and other securities, Debt management - Methods of debt redemption.

Module V: Fiscal Policy

Role of Fiscal Policy in India - Principles of Fiscal federalism in India; Finance Commissions and Planning Commission

Examination Scheme:

Components	P0 (Attendance)	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

Text:

- Musgrave, R.A. and P.B. Musgrave (1976), Public Finance in Theory and Practice, 3rd edition, McGraw-Hill Kogakusha, Tokyo.
- Raghendra Jha : (1998), Modern Public Economics
- Rosen, Harway, S. - Public Finance, IVth Edn. Irwin.

References:

- Mueller, D.C. (1979), Public Choice, Cambridge University Press, Cambridge
- Brown, C.V. and Jackson - Public Sector Economics
- Raja J. Chellia et al. - Trends in Federal Finance
- D.N. Dwivedi, Readings in India Public finance
- Government of India, Report of the 13th Finance Commission
- Economic Survey, Government of India (latest).
- State Finances: A Study of Budgets, Reserve Bank of India (latest).

READING AND ANALYSIS OF CASES

Course Code: BBA 381

Credit Units: 03

Course Objective:

The objective of this concentration elective is to inculcate reading habit along with value addition to the existing understanding of the subject. The book would be a kind of knowledge enhancer that would envision the student about some current thoughts related to the discipline. The book reading and its critical analysis would help broaden the intellectual horizon of the student. The selection of the book will be department specific so that it can be discipline specific.

Guidelines:

The student is expected to thoroughly go through the discipline related prescribed book with the objective of critically reviewing each aspect and character of the book. The student is supposed to have a detailed insight into the following:

1. Content
2. Writing style
3. Information/learning
4. Content handling
5. Characters(if any)
6. Thematic Clarity

The report is to be submitted in about 3000 words on A4 size sheets, Font 12pt., Times New Roman, 1.5 spacing. Headings in Font Size 16

Evaluation: Report on the Book in 3000 words	Written Test
50 marks	50 marks

FINANCIAL MANAGEMENT – II

Course Code: BBA 401

Credit Units: 03

Course Objective:

The objective of this course is to develop an understanding of short term and long-term financial decisions of a firm and various financial tools used in taking these decisions. It is also aimed to develop the understanding of the financial environment in which a company operates and how it copes with it.

Course Contents:

Module I: Introduction

Financial Environment, Indian Financial System (Meaning, importance and role).

Module II: Sources of finance

Sources of finance – Debt: Term Loans, Debentures. Equity: Ordinary Shares. Hybrid: Preference, Warrants, Convertible securities. International Sources: FII, FDI, PE, Euro Markets, External Commercial Borrowings, ADRs, GDRs. An Introduction to: Venture capital, leasing, Hire purchase, Micro financing, International Cash Management, Financing of imports and exports, Functions of ECGC and Exim bank

Module III: Cost of capital

Concept significance assumptions, Computation of cost of capital of various sources: Equity, Debt, Reserve & Surplus and Preference shares. Weighted average cost of capital. Book value weights v/s market value weights.

Module IV: Leverage Analysis

EBIT-EPS analysis, Leverage Analysis: Operating Leverage, Financial Leverage & Combined Leverage.

Module V: Capital Structure Theories

Factors affecting Capital Structure decisions, Theory of Capital Structure Decisions, MM Theory, NI, NOI and traditional theory, Pecking order theory.

Module VI: Dividend Decisions

Importance of dividend decisions, Theories of Dividend decisions: Irrelevance theory, optimal dividend decision, relevance theory, Issues in dividend policy: Bonus Shares, Stock Splits & Buyback of shares. Tax considerations.

Examination Scheme:

Components	P-1	C-1	CT-1	Attendance	EE1
Weightage (%)	10	5	10	5	70

Text & References:

Text:

- Pandey, I .M. Ninth Edition, Financial Management, Vikas Publishing House Pvt. Ltd.

References:

- Chandra, P. Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.
- Brearly R.A. and Myers, S.C. Eighth Edition Principles of Corporate Finance, Tata Mc-Graw Hill
- Horne.V.Tenth Edition, Financial Management and Policy, Prentice Hall of India

MARKETING MANAGEMENT – II

Course Code: BBA 402

Credit Units: 03

Course Objective:

To expose the students to the advance concepts of Marketing and to help them analyze the recurrent issues in Marketing with the help of cases.

Course Contents:

Module I: Product Mix Strategy

Classification of products and strategies for different types of consumer products, New product development process. Product Life Cycle and various strategies. Product Line Decisions, Branding: Concept and Challenges. Packaging and labeling.

Module II: Pricing Considerations and Strategies

Introduction to various objectives of pricing, Pricing Process. Adapting the price: Concept of geographical pricing, promotional pricing, discriminatory pricing. Understanding various pricing strategies and their application.

Module III: Distribution and Logistics Decision

Nature of Marketing Channels, Channel Functions and Flows, Channel Design and Management Decisions, Channel Dynamics. Introduction to Wholesaling, Retailing and Logistics.

Module IV: Deciding on the Marketing Communications Mix

The process of deciding the Marketing communication mix, Marketing communication budget. Introduction to various elements of integrated marketing communications briefly.

Module V: Introduction to global market place

Challenges and opportunities of Globalization. Factors governing entry into foreign markets. Marketing Mix for Global Markets. Trends in international marketing

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Kotler Philip Marketing Management, Eleventh Edition, Pearson.

References:

- Kotler Philip and Armstrong Gray, Principles of Marketing, Eleventh Edition, Pearson Education.
- Ramaswamy VS, Namakumari S, Marketing Management, Planning Implementation & Control, Third Edition, MacMillan.

RESEARCH METHODOLOGY AND REPORT PREPARATION

Course Code: BBA 403

Credit Units: 03

Course Objective:

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of marketing research. To train the students in evaluating and developing the marketing information system.

Course Contents:

Module I: Introduction

Nature and scope of marketing research, Marketing research as input in decision making process, Marketing research and marketing information system. Applications of marketing research, Planning a research project, Problem identification and formulation of Research Design, introduction to Research Design, Market research on the Internet.

Module II: Data collection methods

Attitudes measurement and scaling techniques, Ratio, Interval, Ordinal and nominal scales, Likert's scale, Thurstone scale, Semantic differentiation method. Observation methods and questionnaire method, Questionnaire design, Steps in constructing a questionnaire, Types of questions, introduction to Projective techniques and perceptual mapping.

Module III: Sampling

Sampling decisions, Sampling frame, Sample selection methods - Probability and non probability, Sample size, sampling error and error in sampling. Application of sampling methods to marketing problems.

Module IV: Data Collection Field Force

Data collection field force, Fieldwork procedure, common sources of error in the fieldwork, minimizing fieldwork errors, Tabulation of collected data.

Module V: Data Analysis

Data analysis-I, Test of significance Z, t, F and chi-square, Data analysis-II, Correlation and regression techniques, Data analysis – III – Cluster Analysis, Introduction to Statistical Package

Module VI: Report Writing

Research presentation and research process examination; Report writing - Types of research report. Examination of the research procedure, Selected applications of marketing research, identifying market segments, Product research, Advertising research.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall of India

References:

- Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons
- Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F, Market Research – Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.

HUMAN RESOURCE MANAGEMENT

Course Code: BBA 406

Credit Units: 03

Course Objective:

The objectives of this course are to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Course Contents:

Module I: Fundamentals of HRM

Introduction, Concept and Functions, Scope and Significance of Human Resource Management, Personnel to HRM, Overview of basic HRM Model, Role and Responsibilities of the Human Resource Manager and essentials of Sound HR Policies.

Module II: Acquisition of Human Resources

Objectives, Policies and Process of Human Resource Planning, Job Analysis, Recruitment (process, methods: internal, external), Selection (process, tests, interviews), Induction, Placement.

Module III: Development of Human Resources

Training and Development(process, methods: On-the job, Off-the job), Evaluation of training(Kirkpatrick model) and Performance Appraisal(concept, significance, process, methods-Graphic rating scales, essays, confidential report, BARS,360 Degree, etc, errors during appraisal, reducing errors).

Module IV: Maintenance of Human Resources

Job Evaluation: concept, process, compensation: concept, components, Designing and Administering the Wage and Salary Structure, Grievance Procedure and Handling.

Module V: Retention and Separation Processes

Procedure of separation: Discharge, Retirement, Layoff, Retrenchment, VRS, Promotion and Transfer, exit interview, attrition and retention (concept, significance, determinants and strategies).

Module VI: Current Issues in HRM

Increased concern for HRM(Sound IR, dual career couples, flexi-working hours, work-from home facility), International Human Resource Management-Managing inter country differences, SHRM, talent management, Employee engagement, competency mapping, HR accounting-cases Indian organizations, HRIS, HR audit.

Examination Scheme:

Components	P1	C1	CT1	EE1
Weightage (%)	10	10	10	70

Text & References:

Text:

- Garry Dessler, Human Resource Management, Pearson Publications

References:

- Edward, B Flippo, Personnel Management, Mc Graw hill International Ed.
- Dale Yoder, Personnel Management and Industrial Relation,
- Monappa & Sayiaddin, Personnel Management, Vikas Publishing Company
- Desimone; Human Resource Development, Thomson Learning
- VSP Rao, Human Resource Management, Excel Publications
- K Aswathappa; Human Resource and Personnel Management; McGraw- Hill Companies
- Bohlander; Managing Human Resources; Thomson Learning. Ed. 13 2004

BUSINESS COMMUNICATION - II

Course Code: BCS 401

Credit Units: 01

Course Objective:

To teach the participants strategies for improving academic reading and writing. Emphasis is placed on increasing fluency, deepening vocabulary, and refining academic language proficiency.

Course Contents:

Module I: Social Communication Skills

Small Talk
Conversational English
Appropriateness
Building rapport

Module II: Context Based Speaking

In general situations
In specific professional situations
Discussion and associated vocabulary
Simulations/Role Play

Module III: Professional Skills

Presentations
Negotiations
Meetings
Telephony Skills

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

Text & References:

- Essential Telephoning in English, Garside/Garside, Cambridge
- Working in English, Jones, Cambridge
- Business Communication, Raman – Prakash, Oxford
- Speaking Personally, Porter-Ladousse, Cambridge
- Speaking Effectively, Jermy Comfort, et.al, Cambridge
- Business Communication, Raman – Prakash, Oxford

BEHAVIOURAL SCIENCE - IV

Course Code: BSS 401

Credit Units: 01

Course Objective:

To inculcate an elementary level of understanding of group/team functions.
To develop team-spirit and to know the importance of working in teams.

Course Contents:

Module I: Group formation

Definition and Characteristics
Importance of groups
Classification of groups
Stages of group formation
Benefits of group formation

Module II: Group Functions

External Conditions affecting group functioning: Authority, Structure, Org. Resources, Organizational policies etc.
Internal conditions affecting group functioning: Roles, Norms, Conformity, Status, Cohesiveness, Size, Inter group conflict.
Group Cohesiveness and Group Conflict
Adjustment in Groups

Module III: Teams

Meaning and nature of teams
External and internal factors effecting team
Building Effective Teams
Consensus Building
Collaboration

Module IV: Leadership

Meaning, Nature and Functions
Self leadership
Leadership styles in organization
Leadership in Teams

Module V: Power to empower: Individual and Teams

Meaning and Nature
Types of power
Relevance in organization and Society

Module VI: End-of-Semester Appraisal

Viva based on personal journal
Assessment of Behavioural change as a result of training
Exit Level Rating by Self and Observer

Text & References:

- Organizational Behaviour, Davis, K.
- Hoover, Judith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers
- Dick, Mc Cann & Margerison, Charles: Team Management, 1992 Edition, viva books
- LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi
- Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers

FRENCH - IV

Course Code: FLN 401

Credit Units: 02

Course Objective:

To enable students:

To develop strategies of comprehension of texts of different origin

To present facts, projects, plans with precision

Course Contents:

Module C: pp. 104 – 139 : Module 8, 9

Contenu lexical :

Module 8: Découvrir le passé

- 1) parler du passé, des habitudes et des changements.
- 2) parler de la famille, raconter une suite
- 3) d'événements/préciser leur date et leur durée.
- 4) connaître quelques moments de l'histoire

Module 9: Entreprendre

1. faire un projet de la réalisation: (exprimer un besoin,
2. préciser les étapes d'une réalisation)
3. parler d'une entreprise
4. parler du futur

Contenu grammatical : Imparfait

- 1) Pronom « en »
- 2) Futur
- 3) Discours rapporté au présent
- 4) Passé récent
- 5) Présent progressif

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

GERMAN - IV

Course Code: FLG 401

Credit Units: 02

Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany.

Introduction to Advanced Grammar Language and Professional Jargon

Course Contents:

Module I: Present perfect tense

Present perfect tense, usage and applicability

Usage of this tense to indicate near past

Universal applicability of this tense in German

Module II: Letter writing

To acquaint the students with the form of writing informal letters.

Module III: Interchanging prepositions

Usage of prepositions with both accusative and dative cases

Usage of verbs fixed with prepositions

Emphasizing on the action and position factor

Module IV: Past tense

Introduction to simple past tense

Learning the verb forms in past tense

Making a list of all verbs in the past tense and the participle forms

Module V: Reading a Fairy Tale

Comprehension and narration

Rotkäppchen

Froschprinzessin

Die Fremdsprache

Module VI: Genitive case

Genitive case – Explain the concept of possession in genitive

Mentioning the structure of weak nouns

Module VII: Genitive prepositions

Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)

Module VIII: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;

Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

SPANISH - IV

Course Code: FLS 401

Credit Units: 02

Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.

Course Contents:

Module I

Revision of earlier semester modules
Introduction to Present Continuous Tense (Gerunds)

Module II

Translation with Present Continuous Tense
Introduction to Gustar, Parecer, Apetecer, doler

Module III

Imperatives (positive and negative commands of regular verbs)

Module IV

Commercial/business vocabulary

Module V

Simple conversation with help of texts and vocabulary
En la recepcion del hotel
En el restaurante
En la agencia de viajes
En la tienda/supermercado

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- Español Sin Fronteras (Nivel – Elemental)

JAPANESE - IV

Course Code: FLJ 401

Credit Units: 02

Course Objective:

To enable the students to comfortably interact using basic Japanese.

Note: Teaching is done in roman as well as Japanese script, students will be taught katankana (another form of script) in this semester i.e. to be able to write all the foreign words in Japanese.

Course Contents:

Module I

Comparison using adjectives, Making requests

Module II

Seeking permission

Module III

Practice of conversations on:

Visiting people, Party, Meetings, After work, At a ticket vending machine etc

Module IV

Essays, writing formal letters

Learning Outcome

➤ Students can speak the language describing above-mentioned topics.

Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments, role-plays.
- Students are also encouraged to attend Japanese film festival and other such fairs and workshops organized in the capital from time to time.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

Text:

- Teach yourself Japanese

References:

- Shin Nihongo no kiso 1

CHINESE – IV

Course Code: FLC 401

Credit Units: 02

Course Objective:

How many characters are there? The early Qing dynasty dictionary included nearly 50,000 characters the vast majority of which were rare accumulated characters over the centuries. An educate person in China can probably recognize around 6000 characters. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

Course Contents:

Module I

Dialogue Practice
Observe picture and answer the question
Pronunciation and intonation
Character writing and stroke order.
Electronic items

Module II

Traveling – The Scenery is very beautiful
Weather and climate
Grammar question with – “bu shi Ma?”
The construction “yao ... le” (Used to indicate that an action is going to take place)
Time words “yiqian”, “yiwai” (Before and after).
The adverb “geng”.

Module III

Going to a friend house for a visit meeting his family and talking about their customs.
Fallen sick and going to the Doctor, the doctor examines, takes temperature and writes prescription.
Aspect particle “guo” shows that an action has happened some time in the past.
Progressive aspect of an actin “zhengzai” Also the use if “zhe” with it.
To welcome someone and to see off someone I cant go the airport to see you off... etc.

Module IV

Shipment. Is this the place to checking luggage?
Basic dialogue on – Where do u work?
Basic dialogue on – This is my address
Basic dialogue on – I understand Chinese
Basic dialogue on – What job do u do?
Basic dialogue on – What time is it now?

Module V

Basic dialogue on – What day (date) is it today?
Basic dialogue on – What is the weather like here.
Basic dialogue on – Do u like Chinese food?
Basic dialogue on – I am planning to go to China.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation
I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader, Part-2” Lesson 31-38

BUSINESS MODELING IN EXCEL

Course Code: BBA 493

Credit Units: 03

Course Objective:

This course is aimed to study the computer programs for business and financial modeling and structuring and solving financial problems using spreadsheets and structured programming techniques. The objective of the course is to develop skills in translating financial models into spreadsheets using Microsoft Excel and to utilize and integrate spreadsheet functionalities, programming, and interfaces in financial applications.

Course Contents:

Module I: Basics of MS Excel

Understanding Basics of Spreadsheet; Sorting Data; Filtering Data; Conditional Formatting; Inserting and Copying Formulas; Freeze Panes; Range Names, Paste Special Command, Text Functions, Count Functions, Text Functions

Module II: Charts

Bar Chart, Line Chart, Column Chart, Pie Chart, Area Chart, Stock Chart, Surface Chart, Doughnut Chart, Scatter Diagram, Bubble Diagram, Radar diagram

Module III: Data Analysis using MS Excel

Basic Pivot Tables, Pivot Charts, What if Analysis: Goal Seek, Data Table, Scenario Manager; Using Data Analysis Tool for Statistical Analysis; Using Solver, NPV, IRR, Inferential Statistics: Chi Square Test, t-test, One Way ANOVA, Correlation & Regression Analysis

Module IV: Advanced functions using MS Excel

Creating and using Macros, sensitivity Analysis, creating profit and loss account, Handling balance sheets through excel

Examination Scheme

?

Components	CPA	CT	Q/S	A	CE	EE
Weightage (%)	15	30	-	5	50	0

Text & References:

1. Benninga, S. (2000), Financial Modeling, 2nd Ed, MIT Press
2. Microsoft excel 2010 All in One for Dummies by H. Greg, 2010, Willey Publishing, Inc

E-COMMERCE

Course Code: BBA 405

Credit Units: 03

Course Objective:

In the changed business environment of today, it has become imperative for businesses to understand, appreciate and learn to create their presence in cyber space. This course focuses on exposing the students to the world of e-commerce, the opportunities, and the threats and teaches them the strategies of making businesses viable and successful.

Course Contents:

Module I: Understanding E-commerce

Electronic Commerce (Overview, Definitions, Advantages, Issues & Constraints), Myths allied with E-Commerce, E-Commerce Vs E-Business, Role of E-Strategy, Value Chain in E-Commerce, E-Commerce Business Models, Managerial Prospective in E-Commerce, E-Governance.

Module II: Technology - The driving force behind E-Commerce

Hardware & Software consideration and implementation, Network resource & internet architecture: Network Client-Server Architecture, Types of Networks, Information Transfer – Packets and protocols, Network Hardware, Network design planning & consideration, Technology & Management Implications, hosting the web site, Wireless technology and Mobile-Commerce, Electronic Data Interchange.

Module III: E-Strategies and Tactics

Building E-Presence, Building life cycle – a website, Web site evaluation and usability testing, Web Portals & Web Services, Internet marketing (pros and cons, techniques, E-Cycle of Internet), E-Commerce Transaction Models (B2B, B2C, C2B, C2C), Integrating E-Commerce & Business Activities (SCM, ERP), E-Core values (Ethical, Legal, Taxation & International Issues).

Module IV: E-Commerce and Payment Systems

Real world Cash, Electronic Money, Analyzing Cash, Cheques and Credit Cards, Internet based payment system (requirement and models), payments methods & its types, B2B & E-Payment, M-commerce and M-Payment, Guidelines to E-Payments, Issues and Implications of E-Payment.

Module V: E-Commerce and Business Applications

E-Commerce Banking (Changing dynamics in banking industry, Home banking implementation approach), Retailing (Online retailing dynamics, Mercantile Models from the consumer's prospective and management challenges), Online Publishing (Edutainment, Advertising), Supply chain Management, Customer Asset Management, Sales force automation, Service and support, Logistics Management.

Module VI: Security Threats with E-Commerce

Security in Cyber Space, Kinds of thefts and Crime, Security protection and recovery, Designing the security, Online Money Laundering, Managerial Implications, Encryption and Basic Algorithms, Authentication and Trust (Digital Signatures & Certificates), Managing Cryptography, Internet Security Protocols and Standards (SSL, HTTPS), Government regulation and security issues.

Examination Scheme:

Components	P-1	C-1	CT-1	EE1
Weightage (%)	10	10	10	70

Text & References:

Text:

- Electronic Commerce from Vision to fulfilment, Third Edition, Elias M Awad, Pearson Education

References:

- Electronic Commerce – A manager's Guide, Ravi Kalakota & Andrew B. Shinston, Pearson Education.
- Electronic Commerce - Technologies & Applications, Bhaskar Bharat, Tata McGraw Hill.
- Global E-Commerce, University Press, J. Christopher & T.H.K. Clerk.

INDUSTRY & COMPANY ANALYSIS

Course Code: BBA 491

L:1, T:0, P/FW:4 C:03

Course Objective:

The course is designed to give the student basic understanding about various industries such as market structure, trends of key indicators, major players and other important dimensions.

Course Contents:

The student needs to submit a detailed study report (on the prescribed format) and present their findings on the chosen industry from the following. The discussion will lead to understanding of basic functionality of various industries, trends of key indicators, products and players & other important decisions.

Agriculture and Allied
Industries
Automobiles
Aviation
Banking
Cement
Consumer Durables
Ecommerce
Education and Training
Financial Services

FMCG
Gems and Jewellery
Healthcare
Infrastructure
Insurance
IT & ITeS
Manufacturing
Media and Entertainment
Metals and Mining
Oil and Gas

Pharmaceuticals
Power
Railways
Real Estate
Renewable Energy
Retail
Telecommunications
Textiles
Tourism and Hospitality

Evaluation:

Text & References:

Components	Report	Presentations	Continuous Assessment	Attendance	Viva	EE
Weightage (%)	25	25	25	05	20	NA

OPERATIONS MANAGEMENT

Course Code: BBA 501

Credit Units: 03

Course Objective:

The course is oriented to familiarize the students with fundamentals of Production and Operations Management, and tools and techniques used in taking decisions in operating and controlling the Production and Service Industries. Further this course will familiarize the students with Quality Management and Current Quality Tools used in Production and Service Industries.

Course Contents:

Module I: Overview of Production and Operation Management

Brief history of Production and Operation Management, The Service Revolution, Definition, Factors Affecting Operations Management, Role- Scope and Function of Production and Operation Management, Criteria of Performance for the Production and Operation Management, Operation Strategies, Effect of Growth of Service Sector on Operations Management.

Module II: Demand Forecasting & Capacity Planning

Qualitative Forecasting Methods (Educated Guess, Consensus, Delphi Method, Historical Analogy, Market Research), Quantitative Forecasting (Linear Regression, Moving Average, Weighted Moving Average, Exponential Smoothing with Numerical), Definition of Production Capacity.

Module III: Facility Location and Facility Layout

Factors Affecting Location Decisions, Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method – Numerical for each method), Utilization of GIS in Plant Location.

Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Basics of Line Balancing -No Numerical), Merits and Demerits of Product and Process Layout.

Module IV: Production Planning and Control

Capacity Planning, Aggregate Planning, Master Production Scheduling.

Production Planning and Control Systems (Push System, Pull System).

Job Shop Scheduling and its Criteria (Mean Flow Time, Mean Tardiness, Number of Tardy Jobs - Numerical), Single Processor Job Shop Scheduling (Due Date Method, Shortest Processing Time Method - Numerical).

Two Machines Scheduling – Johnson’s Rule – Numerical,.

General Job Shop Scheduling – Earliest Due Date Method – Numerical.

Module V: Inventory Management, Supply Chain Management & Logistics Management

Basic Concepts of Inventory Management, Lead time, Safety Stock, Elements of Inventory Costs.

Inventory Models – EOQ –Derivation and Numerical, EOQ with Quantity Discount – Numerical, Fixed Order Quantity Model - No Numerical, Fixed Order Period Model - No Numerical.

Basic Concepts, Objectives of Supply Chain Management, Decision Phases in Supply Chain Management.

Basic Concepts of Logistics Management, Warehousing, Material Handling Equipments.

Module VI: Foundations of Quality, Quality Control, TQM

Concept of Quality - Gurus of quality a Comparative Discussion on Edward Deeming, David Juran and Philip Crosby - their Philosophy contribution and limitations.

Statistical Quality Control (Mean and Range Charts, c Chart, p Chart – Numerical), Basic Concepts of Acceptance Sampling, OC Curves – No Numerical.

Basic Concepts of TQM, 5 –S and Kaizen, 6-Sigma.

ISO Standards, and ISO Certification.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Buffa, E.S, Sarin RK,2008, Modern Production/ Operations Management, John Wiley & Sons

References:

- Chary SN, 2008, Production and Operations Management, McGraw Hill.
- Gaither N, Greg F, 2002, Operations Management, Thompson South Western.
- Everett E., Adam Jr. & Ronald J Ebert, Production and Operation Management, Fifth edition, Prentice Hall of India.
- Monden Y, 1993, Toyota Production System, Industrial Engineering and Management Press – Institute of Industrial Engineering, Norcross, Georgia.

ENTREPRENEURSHIP DEVELOPMENT

Course Code: BBA 596

Credit Units: 03

Course Objective:

The objective of the course is to provide students an understanding of entrepreneurship & the process of creating and growing a new venture. The course also focuses on giving the students the concept of an entrepreneurs who is willing to accept all the risks & put forth the effort necessary to create a new venture.

Course Contents:

Module I: Basic Concepts

Qualities, Characteristics of an entrepreneur, Venture idea generation, Ideas and the entrepreneurship, Women entrepreneurs, Preliminary Screening, Drawbacks or Problems of entrepreneurship, Reasons of failure, Overview of setting up an enterprise.

Module II: Project Appraisal

Pre-feasibility Report, Project Report, Comparative Rating of Product ideas, Cash Flow, Financial Analysis and Planning, Sources of Finance. Stages of Project Feasibility Analysis-Market, Technical, Financial, Social Analysis, Project Implementation Stages

Module III: Financial Analysis

Financing the project, Sources of finance, Venture Capital Sources, What Investor looks in the Investment Proposal, Outline for a Venture Capital Proposal. Sources of finance from different banks, Proposal with IDBI etc.

Module IV: Market and Materials Management Analysis

Vendor development, vendor selection decision factors, methods of price determination, direct and hidden cost in material management, market development, market feasibility, activities and decisions in materials management

Module V: Project Management

Steps and procedure for setting up small scale, Role of Banks and Financial Institutions in Development, E-Commerce, E-Business, E-Auction. Project management problems.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Developing Entrepreneurship, Udai Pareek Sanjeev & Rao T.V, Printers, Ahmedabad
- Issues and Problems: Small: 1, Sharma, S.V.S., Industry Extension Training Institute, Hyderabad

References:

- A Practical Guide to Industrial Entrepreneurs; Srivastave, S.B., Sultan Chand & Sons
- Entrepreneurship Development; Bhanussali, Himalaya Publishing, Bombay

BUSINESS COMMUNICATION - III

Course Code: BCS 501

Credit Units: 01

Course Objective:

To equip the participant with linguistic skills required in the field of science and technology while guiding them to excel in their academic field.

Course Contents:

Module I

Reading Comprehension
Summarising
Paraphrasing

Module II

Essay Writing
Dialogue Report

Module III

Writing Emails
Brochure
Leaflets

Module IV: Introduction to Phonetics

Vowels
Consonants
Accent and Rhythm
Accent Neutralization
Spoken English and Listening Practice

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

Text & References:

- Effective English for Engineering Students, B Cauveri, Macmillan India
- Creative English for Communication, Krishnaswamy N, Macmillan
- A Textbook of English Phonetics, Balasubramanian T, Macmillan

BEHAVIOURAL SCIENCE - V

Course Code: BSS501

Credit Units: 01

Course Objective:

This course aims at enabling students towards:
Understand the importance of individual differences
Better understanding of self in relation to society and nation
Facilitation for a meaningful existence and adjustment in society
To inculcate patriotism and National pride.
To enhance personal and professional excellence

Course Contents:

Module I: Individual differences & Personality

Personality: Definition & Relevance
Importance of nature & nurture in Personality Development
Importance and Recognition of Individual differences in Personality
Accepting and Managing Individual differences (Adjustment Mechanisms)
Intuition, Judgement, Perception & Sensation (MBTI)
BIG5 Factors

Module II: Socialization

Nature of Socialization
Social Interaction
Interaction of Socialization Process
Contributions to Society & Nation

Module III: Patriotism and National Pride

Sense of Pride and Patriotism
Importance of Discipline and hard work
Integrity and accountability

Module IV: Human Rights, Values and Ethics

Meaning of Human Rights
Human Rights Awareness
Importance of human rights
Values and Ethics- Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc

Module V: Personal and Professional Excellence

Personal excellence:
Identifying Long-term choices and goals
Uncovering talent, strength and style
Alan P. Rossiter's eight aspects of Professional Excellence
Resilience during challenge and loss
Continued Reflection (Placements, Events, Seminars, Conferences, Projects, Extracurricular Activities, etc.)

Module VI: End-of-Semester Appraisal

Viva based on personal journal
Assessment of Behavioural change as a result of training
Exit Level Rating by Self and Observer

Text & References:

- Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour
- Dressler, David and Cans, Donald: The Study of Human Interaction
- Lapiere, Richard. T – Social Change
- Rose, G.: Oxford Textbook of Public Health, Vol.4, 1985.
- Robbins O.B. Stephen;. Organizational Behaviour

FRENCH - V

Course Code: FLN 501

Credit Units: 02

Course Objective:

To furnish some basic knowledge of French culture and civilization for understanding an authentic document and information relating to political and administrative life

Course Contents:

Module D: pp. 131 – 156 Module 10,11

Contenu lexical:

Module 10: Prendre des décisions

1. Faire des comparaisons
2. décrire un lieu, le temps, les gens, l'ambiance
3. rédiger une carte postale

Module 11: faire face aux problèmes

- 1) Exposer un problème.
- 2) parler de la santé, de la maladie
- 3) interdire/demander/donner une autorisation
- 4) connaître la vie politique française

Contenu grammatical:

- 1) comparatif - comparer des qualités/ quantités/actions
- 2) supposition : Si + présent, futur
- 3) adverbe - caractériser une action
- 4) pronom "Y"

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

GERMAN - V

Course Code: FLG 501

Credit Units: 02

Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Advanced Grammar and Business Language and Professional Jargon

Course Contents:

Module I: Genitive case

Genitive case – Explain the concept of possession in genitive

Mentioning the structure of weak nouns

Module II: Genitive prepositions

Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)

Module III: Reflexive verbs

Verbs with accusative case

Verbs with dative case

Difference in usage in the two cases

Module IV: Verbs with fixed prepositions

Verbs with accusative case

Verbs with dative case

Difference in the usage of the two cases

Module V: Texts

A poem 'Maxi'

A text Rocko

Module VI: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;

Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

SPANISH - V

Course Code: FLS 501

Credit Units: 02

Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.

Course Contents:

Module I

Revision of earlier semester modules

Module II

Future Tense

Module III

Presentations in English on
Spanish speaking countries'

Culture

Sports

Food

People

Politics

Society

Geography

Module IV

Situations:

En el hospital

En la comisaria

En la estacion de autobus/tren

En el banco/cambio

Module V

General revision of Spanish language learnt so far.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- Español Sin Fronteras, Greenfield

JAPANESE - V

Course Code: FLJ 501

Credit Units: 02

Course Objective:

To enable the students to converse, read and write language comfortably and be able to converse using different patterns and forms taught through out. Students are taught and trained enough to get placed themselves in Japanese companies.

Note: Teaching is done in roman as well as Japanese script.

Course Contents:

Module I

Dictionary form of the verbs, Joining of verbs

Negative form of verbs

Potential form

Module II

Joining of many actions together

Usage of dictionary form of the verbs in sentences

Introducing colloquial language.

Module III

Direct form of the speech, quotations,

Expressing thoughts

Actions and reasoning

Module IV

Conclusion

Receiving and giving things, favour etc.

Different forms like 'tara' form.

Module V

Revision of the whole syllabus

Learning Outcome

- Students can speak and use different patterns, ways to describe a particular situation and can converse comfortably in mentioned situations through out.
- Students can appear in the interviews for placements in Japanese companies.

Methods of Private study /Self help

- Teaching will be supported by handouts, audio-aids, and self-do assignments and role plays.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

Text:

- Teach yourself Japanese

References:

- Shin Nihongo no kiso 1

CHINESE – V

Course Code: FLC 501

Credit Units: 02

Course Objective:

What English words come from Chinese? Some of the more common English words with Chinese roots are ginseng, silk, dim sum, fengshui, typhoon, yin and yang, T'ai chi, kung-fu. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

Course Contents:

Module I

Drills

Dialogue practice

Observe picture and answer the question.

Pronunciation and intonation.

Character writing and stroke order

Module II

Intonation

Chinese foods and tastes – tofu, chowmian, noodle, Beijing duck, rice, sweet, sour....etc. Learning to say phrases like – Chinese food, Western food, delicious, hot and spicy, sour, salty, tasteless, tender, nutritious, good for health, fish, shrimps, vegetables, cholesterol is not high, pizza, milk, vitamins, to be able to cook, to be used to, cook well, once a week, once a month, once a year, twice a week.....

Repetition of the grammar and verbs taught in the previous module and making dialogues using it.

Compliment of degree “de”.

Module III

Grammar the complex sentence “suiran ... danshi...”

Comparison – It is colder today than it was yesterday.....etc.

The Expression “chule....yiwai”. (Besides)

Names of different animals.

Talking about Great Wall of China

Short stories

Module IV

Use of “huozhe” and “haishi”

Is he/she married?

Going for a film with a friend.

Having a meal at the restaurant and ordering a meal.

Module V

Shopping – Talking about a thing you have bought, how much money you spent on it? How many kinds were there? What did you think of others?

Talking about a day in your life using compliment of degree “de”. When you get up? When do you go for class?

Do you sleep early or late? How is Chinese? Do you enjoy your life in the hostel?

Making up a dialogue by asking question on the year, month, day and the days of the week and answer them.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project +Presentation

I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader ” Part-II Lesson 39-46

SUMMER TRAINING

Course Code: BBA 550

Credit Units: 06

GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalise efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

The layout guidelines for the Internship File

- A4 size Paper
 - font: Arial (10 points) or Times New Roman (12 points)
 - line spacing: 1.5
 - top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

The File will include *five sections* in the order described below. The content and comprehensiveness of the main body and appendices of the report should include the following:

1. **The Title Page**--Title - An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content**--an outline of the contents by topics and subtopics with the page number and location of each section.
3. **Introduction**--short, but should include how and why you obtained the internship experience position and the relationship it has to your professional and career goals.
4. **Main Body**--should include but not be limited to daily tasks performed. Major projects contributed to, dates, hours on task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. **Appendices**--include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

The Main Body will have three sections and will include the following items which will be evaluated for the final assessment:-

1. An analysis of the company/organization in which the student is working
2. A personal review of the student's management skills and how they have been developed through the programme.
3. The research report that the student has prepared on the project assigned to him by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it).

ASSESSMENT OF THE INTERNSHIP FILE

The student will be provided with the Student Assessment Record (SAR) to be placed in front of the Internship File. Each item in the SAR is ticked off when it is completed successfully. The faculty will also assess each item as it is completed. The SAR will be signed by the student and by the faculty to indicate that the File is the student's own work. It will also ensure regularity and meeting the dealines.

STUDENT ASSESSMENT RECORD (SAR)

Management File Item	Criteria for successful completion of the item
1. Analysis of organization (1500-2000 words)	<ul style="list-style-type: none"> • Clear presentation of ideas and analysis • Provides an organizational diagram, following organization presentation conventions • Analysis covers the organization's: <ul style="list-style-type: none"> ➤ Business strategy and mission ➤ Structure ➤ Resources and assets ➤ Current financial performance ➤ Leadership/decision-making style ➤ Staffing and skill base ➤ Products/services and customers
2. Personal review of Management skills development (1000-1500 words)	<ul style="list-style-type: none"> • Clear presentation of ideas and analysis • Demonstrate awareness of own management skills • Presents critical analysis of own management effectiveness, supported with examples • Provides evidence of development of specific management skills e.g. strategic, financial, leadership • Explains how new skills and learning have benefited the organization and self
3. Design of Research Project (1500- 2000 words)	<ul style="list-style-type: none"> • Clear presentation of ideas and analysis • Justifies the choice of subject for the research project and why this might be beneficial to the organization • Selects and justifies appropriate research methods for the project • Demonstrate understanding of the key stages in undertaking a research project • Indicates which analytical/statistical tools would be most appropriate and why • The design plan takes account of the resourcing implications of carrying out the research e.g. staffing and other costs

Examination Scheme:

Report by Student (Internship File)

a. Organization & Presentation/Language and clarity /substance of Contents covered and Comprehensiveness	20%
b. Research Report	30%
Industry Feedback (continuous)	20%
Presentation & Viva (At the end)	30%
Total	100%

PERSONAL FINANCIAL PLANNING

Course Code: BBA 502

Credit Units: 03

Course Objective:

Post Liberalization, India has witnessed a phenomenal growth in her GDP. With the advent of MNC's, and growth in private business, individuals income and saving pattern has changed. Therefore the need arises to manage these funds in a manner that it is no more called as savings but addressed as a need for Personal financial planning. This course is essential for every student irrespective of the specialization as every individual needs to plan his finances.

Course Contents:

Module I: Introduction to personal financial planning and personal accounting

Concept of Personal Financial Planning: Need, Significance, Scope; Ethical issues in Personal Financial Planning; Changing per capita investors. Need to maintain Accounts, Methods: Traditional & Using Electronic Media. Applying for PAN & filing of Income Tax returns.

Module II: Investment Avenues

Real Assets: Investment in Real Assets: Real Estate, Precious Metals, Other Fixed assets. Their relative merits & demerits. Change in their returns over the past few years.

Financial Assets: Investments in securities: Through IPO, Secondary Market. Investment in G-sec; Debt instruments, Post Office instruments, Insurance Policies, Mutual Funds, Certificate of Deposits, Foreign Market.

Module III: Introduction to Income tax and Income from salary

Introduction to Income tax act 1961 and Finance Act. Previous year, Assessment year, Income, Total Income, Gross Total Income, Capital and Revenue Receipts / Expenditures, Exempted Incomes, Residential Status and incidence of Tax.

Salary, Exemption:- Leave encashment, Gratuity, Pension, Annuity, Pension fund, Allowance (HRA, Entertainment, Special allowance – dependent of expense ad not dependent on expenae, perquisites – rent free accommodation, Leave travel concession, medical facility), Deductions 80c to 80u.). Sections (2(9), 2(31), 2(7), 2(24), 3, 6, 14, 288A, 288B, 2(17), 4, 9, 45, 9(1)(ii), 9(1)(iv), 9(1)(v), 10, 11, 12, 17(1), 22,

Module IV: Income from house property, capital gains and other sources

Income from House Property (Types of house property, Exempted house property income, Computation of GAV and NAV, Treatment of unrealized, recovered and arrears of rent), Capital Gains and other Sources (Short term & Long term capital gain, Cost of acquisition, Cost of improvement, Index cost, Income that are taxed under other sources, Deduction under other sources, Tax treatment of lotteries, puzzles. Sections 23, 24, 2528, 30, 31, 32.

Module V: Tax planning

Concept, significance and problems of tax planning, Tax evasion and tax avoidance, Individual Taxation Slabs, Wealth Tax, Gift Tax, Capital Gains Tax, Service tax, Recent Tax saving schemes

Module VI: Retirement & Goal Planning

Concept of risk assessment of individual, Introduction to portfolio management, Retirement planning & investment: Income generation after retirement, liability management, anticipation of expenses. Investment for major goals: House, Family, Education, Medical, Wealth Management/ Financial Advisory companies. Their role, significance & growth.

Examination Scheme:

Components	P-1	C-1	CT-1	Attendance	EE1
Weightage (%)	10	5	10	5	70

Text & References:

Text:

- Chandra P, Investment analysis and Portfolio Management, 3rd edition, Tata McGraw Hill
- Lal & Vashisht, Direct Taxes, 29th Edition, Tata McGraw Hill.

References:

- V.K.Bhalla, Security analysis and Portfolio Management, 16th edition, S.Chand

SALES AND DISTRIBUTION MANAGEMENT

Course Code: BBA 503

Credit Units: 03

Course Objective:

The major objective of this course is to acquaint the students with the theory and practice of Management of Sales Operations.

Course Contents:

Module I: Introduction

Sales management- Concept, Objectives and functions. Evolution of sales management. Nature and role of Sales Manager's job. Sales management as a career. Emerging trends in sales management.

Module II: Sales Organization

Purpose of sales organization. Setting sales organization. Types of sales organization. Coordination of selling functions with other marketing activities. Sales forecasting.

Module III: Controlling sales effort

Sales Budget: Purpose and budgetary procedure. Quotas: Concept, Objectives and Types. Sales Territory: Concept and procedure of devising sales territories, Routing and Scheduling of Sales force. Sales Audit.

Module IV: Managing Sales Force

Concept of sales force management. Recruitment and Selection of sales personnel (domestic and international perspective). Cross Cultural challenges. Sales training. Compensating and motivating sales personnel. Controlling and evaluating sales personnel.

Module V: Distribution Management and channel control

Distribution channels: Concept and need. Distribution Channel Strategy. Managing distribution channel. Features of effective channel design. Channel Conflict: Concept and stages. Conflict management.

Module VI: Logistics Management

Objectives of logistics. Concept of logistics planning: inventory management decisions, transportation decisions, Location decisions.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Still Cundiff, Sales Management Decision Strategies, Fifth Edition, Printice Hall.
- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, 2005, Oxford University Press.

References:

- Kapoor Ramneek, Fundamentals of Sales Management, 2005, McMillan.
- Sudha GS, Sales & Advertising Management, 2005, Indus Valley Publications.
- Walker, Churchill Ford, Management of Sales Force

CONSUMER BEHAVIOUR

Course Code: BBA 504

Credit Units: 03

Course Objective:

To develop an understanding of how consumers behave and use the knowledge to adopt appropriate marketing strategies.

Course Contents:

Module I: Introduction

Consumer Behaviour: Definition and significance. Understanding consumer and market. Difference in individual buyer behaviour and organizational buyer behaviour. Market segmentation: lifestyle and demographic segmentation, usage segmentation, benefit segmentation. Product positioning.

Module II: Environmental influences

Culture: Meaning and Characteristics. Cross Cultural understanding of Consumer Behaviour. Subculture. Social Groups: Meaning and formation of a group. Reference groups. Influence of reference groups on consumer behaviour. Family: Lifecycle and it's significance on consumer behaviour. Family purchase decision process.

Module III: Personal influence and Diffusion of Innovation

Concept, nature and significance of personal influence. Opinion leadership and its role in consumer behaviour. Concept of product adoption and adoption process. Diffusion of innovation and process of diffusion.

Module IV: Individual determinants of Consumer Behaviour

Personality and self concept and it's relevance in consumer behaviour. Motivation: Nature and role of motives and their significance in marketing. Information processing: Concept and Process. Attitudes: Characteristics, functions and it's importance in buyer behaviour.

Module V: Consumer Decision process

Consumer decision process model. Problem Recognition, Search and Evaluation, Purchasing Process. Post-purchase Behaviour: Post Purchase evaluation and Product disposition.

Module VI: Organizational buyer behaviour

Nature of Organizational Buying. Factors influencing organizational buyer behaviour. Types of decision situations. Organizational buyers decision process.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Loudon David L. & Della Bitta Albert J. Consumer Behaviour, Fourth Edition, Tata McGraw Hill.

References:

- Schiffman and Kanuk, Consumer Behaviour, Eighth Edition, Printice Hall.
- Hawkins, Best, Coney, Consumer Behaviour, Building Marketing Strategy, Ninth Edition, Tata McGraw Hill.

SERVICE MARKETING

Course Code: BBA 505

Credit Units: 03

Course Objective:

The course has been designed to familiarize students with characteristics of services, their design and delivery and the complexities of handling intangibles.

Course Contents:

Module I: Services an Overview

Services: concept, characteristics. Marketing of goods v/s marketing of services. Significance of services marketing. Role of services sector in economy. Growth of service sector. Services- Global and Indian Scenario. Introduction to service marketing mix.

Module II: Consumer Behaviour in Services

Consumer decision-making process. Consumer Expectations: Concept. Factors influencing customer expectation of services. Service encounter and moments of truths. Managing Customer Satisfaction. Service failure and recovery.

Module III: Service Quality & Productivity

Concept of service quality. GAP Model of service quality. Measuring and improving service quality. Managing service operations and operational design for services. Concept of productivity in service context. Approaches to improve productivity. Managing service demand and capacity: Understanding capacity constraints, understanding demand patterns. Strategies for matching demand and supply.

Module IV: Service Environment

Importance of service environment. Designing service environment and marketing strategies.

Module V: Managing service personnel

Role of service personnel and developing customer-focused personnel. Job characteristics. Dealing with conflict and stress. Internal marketing.

Module VI: Pricing and Distribution for services

Price determinants, pricing modifications. Approaches to pricing services. Pricing strategies linking to value definitions. Customer-focused pricing. Channel structures, distribution-growth options.

Module VII: Integrated Marketing Communications for services

Role of communications, communication options, integrative communications program.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Clow Kenneth E. and Kurtz David L. , Services marketing operations, management and strategy, biztantra innovations in management, John Willey & Sons

References:

- Valarie A Zeithaml and mary J Bitner , Services Marketing, Third Edition, Tata McGraw Hill Companies
- Christopher Lovelock , Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.
- Rampal M.K., Gupta S.L., Service Marketing, 2006 Galgotia Publishing Company.

INTERNATIONAL MARKETING

Course Code: BBA 506

Credit Units: 03

Course Objective:

After giving students an introduction of marketing management, it is necessary to give them an overview about the international scenario keeping in view the ever growing importance of international market.

Course Contents:

Module I: Introduction

Meaning, scope and challenges of international marketing. International dimensions of marketing, international marketing v/s domestic marketing. Benefits of International Marketing.

Module II: Global Business Environment

WTO and its impact on international business operations. Tariff and non-tariff barriers. Regional economic groupings and their significance.

Module III: International Marketing Environment

International marketing environment- Geographical, demographic, economic, political, legal, socio cultural environment- Elements of culture. Cultural challenges Business customs and practices. Emerging markets and marketing challenges.

Module IV: Planning for International Marketing

International Marketing Research and Information System. Modes of entering into foreign markets. International Product Life Cycle. International market segmentation, targeting and positioning.

Module V: International Marketing Decisions

International pricing strategy- Factors influencing price, pricing methods. Global Branding Decisions. International distribution – Types and functions of foreign distribution channels; distribution logistics. Promotion Decisions- International advertising, selection of media, challenges of international advertising, personal selling publicity and sales promotion.

Module VI: The Indian Scenario

The Export Import Scene in India. EXIM Policy. Export Documentation, Export Procedure

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Onkvist Sak Onkvist, Shaw John J. International Marketing Analysis & Strategy, Third Edition, Prentice Hall.

References:

- Graham Cateora, International Marketing, Twelfth Edition, Tata McGraw Hill.
- Keegan Warren J. Global Marketing Management, Seventh Edition, Prentice Hall.

FINANCIAL SERVICES

Course Code: BBA 507

Credit Units: 03

Course Objective:

The aim of the course is to orient the student to the recent changes in the financial institutions and financial services industry and their link to economic development. The financial institutions and services are changing rapidly. A course that merely describes the existing institutions and services will not prepare you for the change. Thus you must familiarize yourself with the services available in the industry today and understand why they are the way they are and why they are changing. An Indian perspective will be given.

Course Contents:

Module I: Financial Services

Role of Financial Services in economic development. Evolution of Financial Services Sector in India. Marketing of Financial Services (Introduction)

Module II: Venture Capital

Venture Capital Financing, International Experiences in Venture Capital Financing, Venture Capital Financing in India, Pitfalls to be avoided. Preparation & evaluation of Business Plan

Module III: Factoring & Forfaiting

Factoring Services - Features Merits and Demerits, Cost Benefit Analysis. Forfaiting: Features, merits & Limitations

Module IV: Leasing and Hire Purchase

Development of Leasing and Hire Purchase, Types of Leasing, Pricing Methodology and Financial analysis, Taxation, Legal Framework for Leasing and Hire Purchase Companies

Module V: Mutual funds

The concept & Role of M/Fs, History of M/Fs in India, Types of M/Fs, Fund Structure & constituent, Selecting the right Investment Products for Investors, Comparison of Investment products, Measuring of Risk In M/Fs, Recommending model Portfolios & selecting the right funds.

Module VI: Credit rating & other financial services

Credit rating concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, Credit rating agencies and their methodology and process, Individual Credit rating, Sovereign Credit Rating Practices. Custodial Services, Credit Cards

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Khan, M. Y. Indian Financial System, Tata McGraw Hill
- Khan, M.Y. Financial Services, Tata McGraw Hill

References:

- Bhole L.M, Financial Institutions and Markets: Structure, Growth & Innovations, Tata McGraw Hill
- Pnadey,I.M. Ninth Edition, Financial Management, Vikas Publishing House Pvt. Ltd.

PRINCIPLES OF INVESTMENT MANAGEMENT

Course Code: BBA 508

Credit Units: 03

Course Objective:

The course aims at equipping the undergraduate students with financial tools, which help in making decisions for investment in financial securities. It is also aimed at imparting a basic understanding of the influence of changing economic scenario on the decisions and important theories and models, techniques and regulations underlying these decisions.

Course Contents:

Module I: Introduction to Investments

Investments: Introduction, Avenues for Investment including introduction to derivatives, Investments and Speculation, Features of a Good Investment programme, Process of Investment Decision Making, Risks involved in Investments including the concept of beta, Principle of Dominance.

Module II: The Stock Markets in India

Nature and Functions of the Stock Market, OTCEI & BSE, NSE & Role of Depositories, Market Indices, The Brokerage Business

Module III: Valuation of Securities

Bond Valuation and Analysis, Preference share Valuation and Analysis, Equity Share Valuation

Module IV: Security Analysis

Fundamental Security Analysis, Technical Security Analysis

Module V: Portfolio Analysis and Management

Portfolio Analysis: Risk and Return, Portfolio Choice: Utility Theory and Indifference Curves, Markowitz: Portfolio Selection Model, Capital Asset Pricing Model, Sharpe's Single Index Model

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Sharpe, William F. Alexander and Bailey, Investments, Sixth Edition Prentice - Hall, India

References:

- Fisher, Donald E & Jordan, Ronald., Securities Analysis & Portfolio Management., Sixth Edition, Prentice Hall
- Haugen, Robert. Modern Investment Theory, Fifth Edition, Prentice Hall
- Bhalla, V. K. Investment Management, S. Chand & Co.

BANKING & FINANCIAL INSTITUTIONS

Course Code: BBA 509

Credit Units: 03

Course Objective:

This course attempts to give an overview of the derivatives market with special reference to India. A financial manager must understand how derivatives can be used to the advantage of the firm. An introduction to Derivatives will equip the students to understand the mechanics of this highly intriguing & innovative field of study

Course Contents:

Module I: Introduction to financial derivatives

Introduction to derivative trading, Characteristics of derivatives, Underlying assets (Equity Bonds/loans, Foreign Currency, and Commodity), Importance of derivatives as an investment option, introduction to types of derivatives, Participants in derivatives market (Hedgers, Speculators, Arbitrageurs). Evolution of Derivative markets in India.

Module II: Forwards & Futures

Forward contracts: Limitations of forward markets, Differences between forwards and futures, Futures terminology, pricing of futures contract, Introduction to currency futures, Interest rate futures, Treasury bond futures, Eurodollar futures, commodity futures, Index futures & Stock Futures (Hedging, speculation and arbitrage).

Module III: Options: Fundamentals

Terminology - call, put, writer, buyer, premium, intrinsic value, time value, expiry date, settlement date, strike price, ATM, OTM & ITM, Options positions (payoff graphs), Types of Stock options, futures options vs spot options, Options on stock Indices, currencies & futures, Warrants & executive stock options, Exotic options

Module IV: Principles of trading & Hedging with Options

Option Valuation: The BS-Merton Model (Solving for BS model, assumption application and criticism), Trading strategies - Option trading using bull and bear spreads (payoff graphs)

Module V: Swaps

Terminology:- LIBOR, MIBOR, Swap basis, Interest rate swaps, Determining LIBOR/MIBOR swap zero rates, Currency swaps: Various types of swaps & features, Introduction to Swaptions.

Module VI: Recent Developments

New Derivative contracts including Credit Derivatives, Weather Derivatives, Energy Derivatives, etc. Role of derivatives in the economic meltdown of 2007 - 2008, Major Derivative mishaps in the world including The Barrings Bank disaster, The Sumitomo corporation scandal, the Swiss Bank scam

Examination Scheme:

Components	P-1	C-1	CT-1	Attendance	EE1
Weightage (%)	10	5	10	5	70

Text & References:

Text:

- Hull, John C, An introduction to futures and options markets, Second Edition Prentice Hall of India

References:

- Gupta, S .L., ,Financial Derivatives Theory, Concepts and Problem 2005, Prentice - Hall, India

ORGANISATIONAL DEVELOPMENT AND CHANGE

Course Code: BBA 510

Credit Units: 03

Course Objective:

It aims to provide a conceptual input of meaning, characteristics, process and influences of organizational development and change management. It gives comprehensive overview of human capital from the prospective of organizational excellence in the light of transitional phase of Indian Industries. It gives the imperatives, assumptions, role and skills of O.D. specialists through experiential learning methods it facilitates teamwork, team building and the concepts of transformational Leadership.

Course Contents:

Module I: Organizational Development

Nature, basic assumptions, characteristics and techniques.

Module II: Models of organizational Development

Steps involved in OD, Role of managers, Factors affecting OD.

Module III: Action Research

Model of OD Steps, Methodology and competencies required in O.D. through Action Research technology.

Module IV: Structural & Comprehensive Organizational Development

Changing values, Models and Theories of Planned Change, fundamental Strengths of OD

Module V: Change Management

Need for the change, Factors causing change, environmental, Technological, Leagal, Political, Social and cultural factors of change, Models and Techniques involved in change management, Total Quality Management, Business Process Reengineering, Learning Organization.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- French W L & Bell, Organizational Development, Prentice Hall of India
- Ravishankar S & Mishra R.K., Organizational Development, Visison Books Pvt. Ltd.

References:

- Perek U & Rao T V , Designing & Managing HR System, Oxford & IBH Publishing company
- Perek U & Rao T V Making Organization Roles Effective, ,TATA McGraw Hill

TRAINING AND DEVELOPMENT

Course Code: BBA 511

Credit Units: 03

Course Objective:

The objective of the course is to help students acquire and enhance their knowledge of how to plan, develop, carry out, and evaluate training and executive development programmes in Business Organizations.

Course Contents:

Module I: Introduction

Meaning and definition of training, Training vs education, Culture and Context, Introduction to training Strategy.

Module II: Process of Training

Establishing objectives, training need assessment, designing the programs, training methods, trainers and training styles, Introduction to Management Development program.

Module III: Evaluation of Training & Development

Training Evaluation – Need for evaluation, Measuring Training Effectiveness, Concept of Return on Investment, Cost – Benefit Analysis, Models of Training Evaluation.

Module IV: Training Systems

Systems Goals and Approaches, Training Centers, Action Research for better Training

Module V: Changes in Training Needs for Modern Organizations

Concept and Need for Learning Organizations, Training for Trainers, Leadership, Team Playing and Group Dynamics, Basics of Sensitivity Training, Computer Based Training.

Module VI: Development

Executive Development – significance & nature, identifying development needs and setting objectives. Techniques of development and advantages. Role of HRD in 21st Century.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Lynton R.P and Pareek U (1990). Training for Development. Vistaar Publications, New Delhi

References:

- Goldstein , Training in Organizations, Thomson Learning
- Pareek Udai, Training and Development, Tata McGraw Hill.
- Srivastava, S., Recruitment, Selection & Retention, ABS Course pack, 1999.
- Wexley, K & Lathan Gary, Developing & Training HR in Organization. P. Hall, 2002.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: BBA 512

Credit Units: 03

Course Objective:

The main objective of this course is to explore the dynamics of global business development and to prepare the students about examining significant business investment opportunities and maximization of returns in context with human resources.

Course Contents:

Module I: Internationalization

The strategic business context – A strategic business imperative localization of the talent port folio, Broad overview of International Human Resource Management features, elements, benefits and limitations.

Module II: Strategic Human Resource Management

Strategic HRM, Aims of SHRM, Integrating the business and HR strategies, Formulating HR strategy, Content of HR strategies, Relationship between International Strategy and SIHRM.

Module III: Cross-Cultural Management

Cultural diversity in consortia formation, Developing cognitive framework to appreciate the impact of culture on managerial behaviour, Introduction, Understanding Culture, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Concept of Geert Hofstede

Module IV: International Recruitment, Training and Rewards

Recruiting from Host country, Reward strategies for international execution, the expatriate approach, international values and reward policy, designing rewards for the international business unit, Training Global executives.

Module V: Performance Management and Compensation in International Business

Context for international performance management, framework for performance management, Compensation, issue of double taxation.

Module VI: Best HR Practices

Emerging Trends, North America, South America, some key pointers, Northern Europe, Value based management in Nordic countries, China emerging economy,, Japan – a culture of enfolding relationship, Trends and Future of HR in high performing Co., Essay on Dream Organisationa..

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Dowling, Peter; Title: International human resource management - Managing people in a multinational context; Publisher: Thompson.

References:

- By Monir H. Tayeb International Human Resource Management: A Multinational Company Perspective, Oxford University Press.
- By Paul Sparrow, Chris Brewster, Hilary Harris; Pub. Taylor and Francis, Globalizing Human Resource Management; Oxford University Press.

CASE PRESENTATIONS

Course Code: BBA 590

Credit Units: 03

The case-study method encourages students to think through the largest issues in journalism today—everything from ethics to new business models. By considering real-life problems confronted by newspapers, television stations and websites in the last few years, students refine their analytical, presentation, management and leadership skills. In this course total 8 cases will be focused based on faculty discretion. Students will be asked to take on the roles of editors, publishers, reporters and other news personnel. Through guided discussion, we will explore hard decisions to help refine our own values and standards and to expand our understanding of management. important learning outcomes:

- Refine analytical skills, as demonstrated by oral argument in class and written out- of-class assignments
- Articulate ideas, analysis and fact in a public presentation; gain confidence and practice through the semester
- Understand the difficulties of journalism management and leadership, as demonstrated by written and oral classwork
- Reinforce active listening skills, as demonstrated by response to and further development of ideas presented by classmates.
- Understand current challenges, issues, conflicts and dilemmas in the practice of journalism, as demonstrated by written and oral classwork.

Examination Scheme:

Components	Analysis	Presentation	C	V	A	EE
Weightage (%)	50	50	-	-	-	-

WORKSHOP AND CERTIFICATIONS

Course Code: BBA 591

Credit Units: 03

Course Objective:

A workshop is primarily an activity based academic event that is organized to provide the students a one to one and hands on experience on any aspect of their learning. The communication in a workshop has to be necessarily two ways. The trainer has to make sure that the aspects covered are practically practiced by the participants. The student will choose the option of workshop from amongst their concentration electives. The evaluation will be done by Board of examiners comprising of the faculties.

Major Themes for Workshop:

The workshop may be conducted on any of the following major themes:

- Accounting
- Finance
- Human Resources
- Marketing
- Economics
- Operations
- Supply Chain Management

These themes are merely indicative and the trainer may choose any recent and relevant topic of study.

Guidelines for Workshop:

The procedure for earning credits from workshop consists of the following steps:

1. Relevant study material and references will be provided by the trainer in advance.
2. The participants are expected to explore the topic in advance and take active part in the discussions held
3. Attending and participating in all activities of the workshop
4. Group Activities have to be undertaken by students as guided by the trainer.
5. Evaluation of workshop activities would be done through test and quiz at the end of the workshop.
6. Submitting a write up of at least 500 words about the learning outcome from the workshop.

Methodology:

The methodology followed at the workshop could be based on any one or more of the following methods:

- Case Study
- Business Game
- Simulation
- Group Activity
- Role Play
- Business planning
- Quiz

Evaluation Scheme: Attendance	Active Participation	Multiple Choice Questions/ Quiz	Solving the case/ Assignment/ Write up	Total
10	30	30	30	10

ANALYTICAL SKILL BUILDING

Course Code: BBA 592

Credit Units: 03

Course Objective:

To develop in students skills of analytical and logical reasoning which will be a great asset for them in their future careers.

Course Contents:

Module I: Quantitative Reasoning

Number System & Number Theory, Percentage method, Profit & Loss, Speed, Time & Distance

Module II: Quantitative Reasoning

Ratio, Proportion, Mixtures & Alligations, Set Theory, Co-ordinate Geometry (2-D only), Mensuration

Module III: Data Interpretation

Bar Graph / Line Graph / Pie Chart / Table / Table Three Dimensional or Triangular Bar Diagram / Misc. (Radar, Area, Network) / Caselets.

Module IV: Data Sufficiency & Logical reasoning

Mathematical / reasoning based. Data Decoding: Analytical: Assumption, Courses of Action, Argument, Weak / Strong, Pictorial Analysis

Module V: Verbal Ability & Reasoning

Vocabulary based questions, English Usage, Grammar Types of statements and their relationship / Reversibility of idea, Re-arranging sentences of a paragraph, Paraphrasing, Fact, Inference, Judgment & deductions.

Module VI: Reading comprehension

Four types of Passages: The social science passage, The Science passage, the business passage & the entertainment passage

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

- This course is aimed at enhancing students' skills in the area of English, General knowledge and Quantitative aptitude. No textbooks or reference books are required as the course is carried out in the form of classroom exercises, which are circulated by the faculty himself.

MANAGEMENT OF DOMESTIC AND FOREIGN EXCHANGE MARKET - I

Course Code: BBA 594

Credit Units: 03

Course Objective: To acquaint students with the economics of Management of domestic and foreign exchange markets.

Module I: Regulation of Domestic Markets

Basic functions of government; Market efficiency; Market failure; the meaning & cause; public policy towards monopoly and competition.

Module II: Foreign Exchange Markets and Dealings

Meaning –Def of Forex, Features, Advantages Evolution of foreign exchange ,Market and Foreign Exchange System-, Details about major traded currencies. Market Participants: Banks and Financial Institutions, Merchants, other customers, speculators and hedgers, Central Bank, Forex dealers and market makers and brokers, FOREX trading.

Module III Foreign Exchange Markets & Regulatory Compliances

FOREX market in India: A historical perspective FERA Vs. FEMA, Preliberalization Exchange Rate Regime in India and Hawala market. Using benchmark rates LIBOR/MIBOR. Reserve Bank of India's remittance guidelines for individuals & Corporates.

Module IV: Foreign Exchange Exposure and Risk Management

Floating Rate, Currency Boards & Currency Basket Systems, Brief review on various exchange rate regime, Advantages of free and Fixed Exchange Rate regime, Pros & Cons of managed floating exchange rate regime.

Exchange Rate Determination Theories – The theory of Purchasing Power Parity, The Fischer effect, The International Fischer Effect and The Theory of Interest Rate Parity. Foreign Exchange Risk - Introduction, Types of Exposures and Strategies for Exposure Management.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2021). Multinational Business Finance (15th ed.). Pearson
- Cheol E., Bruce R and Tuugi C (2021) International Financial Management, Tata McGraw-Hill
- Shapiro, Allen C. (2016). Multinational Financial Management, Prentice Hall India.
- Levi, Maurice (2009), International Finance, McGraw Hill Inc., (4th ed.). New York, New Delhi.
- Paul R. Krugman, Maurice Obstfeld, et al.(2017) International Finance: Theory and Policy, 10th edition, Pearson
- Apte P.G. (2006), International Financial Management, Tata McGraw-Hill Publication

Course Objective:

To help students to understand the DBMS concepts with oracle as a tool.

Course Contents:

Module I: Introduction to DBMS

Basics of Business Data Processing, Concept of Database, Table, (Relation), Attributes, Primary Key, Foreign Key, Concept of RDBMS. Introduction to ORACLE Features, DSS, Data warehouse, Data Mart, Web Server, Role & responsibilities of ORACLE DBA.

Module II: Introduction to SQL

Features of SQL, SQL statements ,i.e. DDL - CREATE, ALTER - ADD, MODIFY, DELETE clauses , DML - INSERT, UPDATE, DELETE SELECT statement with WHERE, ORDER BY, GROUP BY, HAVING Clauses, Set operations in SQL, Nested queries, GRANT and REVOKE

Module III: Functions

MAX, MIN SORT, COUNT, AVERAGE Numeric, String Functions, Conversion Functions like TO_CHAR, TO_DATE, Date Functions.

Module IV: Introduction to PL / SQL

Difference between SQL AND PL/SQL, Block definition structure, Block Functions - %Type, %RowType, IF.....ELSE ...END IF Statement, FOR....LOOP.. END LOOP, WHILE...LOOP... END LOOP,

Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

- An introduction to database:- Date C.J.
- Structured Query Languages (SQL) By Osborne.
- SQL – Scott Urman

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course Code: BBA 601

Credit Units: 03

Course Objective:

The aim of the course is to orient the students in theories and practices of Strategic Management so as to apply the acquired knowledge in formulation and implementation of strategies for better decision-making. This is a gateway to the real world of management and decision-making.

Course Contents:

Module I: Introduction

Planning, Evolution of strategic management, Concept of Corporate Strategy: Intended & Emergent, Patterns of Strategy Development, Levels of strategy.

Module II: Mission & Vision

Concept of Strategic Intent, Vision and Mission, Formulation of Vision and Mission Statements, Different Perspectives on Vision and Mission, Business Definition and concept of a Business Model.

Module III: Strategic Analysis

Industry Analysis, Competitor Analysis using Porter's 5-Forces model, Market Analysis, Environmental Threat and Opportunity Profile (ETOP), Internal Analysis: Building Organization Capability Profile and Strategic Advantage Profile (SAP), Building competencies using Value chain Analysis, Environmental Analysis and dealing with uncertainty, Scenario Analysis, SWOT Analysis.

Module IV: Strategic Choice

Strategic alternatives at corporate level: expansion, stability, retrenchment and combination, Strategic choice models for dominant single-business companies- Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, Strategic choice models for multi-business companies- BCG, GE Nine Cell Matrix, Hofer's Model. Coevolving, Patching, Strategy as simple rules. Strategic alternatives at business level: Michael Porter's Generic competitive strategies. Building Sustainable Competitive Advantage.

Module V: Strategic Implementation

Operationalizing strategy and Institutionalizing strategy- developing short-term objectives and policies, functional tactics, and rewards. Structural Implementation, Strategic Control, Mc Kinsey 7-S Framework.

Module VI: Recent Developments

Recent Developments in the Field of Strategy: Use of Balanced Scorecard approach, Corporate Governance and Corporate Social Responsibility, Corporate sustainability.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Business Policy and Strategic Management, Jauch & Glueck
- Strategic Management, Formulation, Implementation & Control, Pearce & Robinson (McGraw Hill), (9th Edition)

References:

- Corporate Strategy, Lynch (Pearson),(4th Edition)
- Strategic Planning, Ramaswamy & Namakumari
- Competitive Advantage, Michael E. Porter
- Crafting & Executing Strategy, The Quest for Competitive Advantage, Thomson, Strickland, Gamble & Jain (McGraw Hill, (12th Ed.)

INTERNATIONAL BUSINESS MANAGEMENT

Course Code: BBA 604

Credit Units: 03

Course Objective:

To introduce students to the contemporary issues in International Business that illustrate the unique challenges faced by managers in the international business environment.

Course Contents:

Module I: Introduction to International Business

Nature and scope of international business. International business environment.

Classical theory of international trade: Absolute cost advantage theory, comparative cost theory, and Modern theory of international trade. Michael Porter model of competitive advantage of nations.

Globalization – forces, Meaning, dimensions and stages in Globalization.

Module II: International Business Environment

Tariff and non-tariff barriers. General Agreement on Trade and Tariffs (GATT), World Trade Organization. Important Ministerial Conferences & their outcomes. Dispute settlement mechanism under WTO. Regional Integrations, Trade Blocks – nature and levels of integration – arguments for and against regional integration.

Module III: Modes of International Entry

International Business – Entry modes - Franchising, Exporting, Licensing, International Agents, International Distributors, Cross Border Mergers & Acquisitions, Strategic Alliances, Joint Ventures, Overseas Manufacture and International Sales Subsidiaries, Outsourcing, FDI, FII, PN

Module IV: International Financial Management

Introduction to International Financial Management – International Monetary System, exchange rate system (floating and fixed) Financial Markets and Instruments- Introduction to Export and Import Finance – ECGC & EXIM Bank, Methods of payment in International Trade: Letter of Credit, Banker's Acceptance, Draft.

Module V: Forex Exposure

Country Risk Analysis – Political, Social and Economic. Types of Forex Exposure: Accounting, Operating & Transaction – their management. An introduction to interest rate exposure

Module VI: Foreign Trade Procedure

An Introduction to Foreign trade Policy and its impact on different sectors of the Economy. Documentation Framework: Types, and Characteristics of Document, Export Contract - INCO Terms - Processing of an Export Order.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill, 2007.

References:

- John D. Daniels Lee H Radebaugh, International Business: Environments and Operations. Addison Wesley, 2007.
- Cherulinam, Francis, International Business, 3rd edition, Prentice Hall India

DISSERTATION

Course Code: BBA 655

Credit Units: 09

The Aims of the Dissertation

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

The Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialisation.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

relevant to business, defined broadly;

related to one or more of the subjects or areas of study within the core program and specialisation stream;

clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;

of value and interest to you and your personal and professional development.

Planning your dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

Keeping records

This includes the following:

- Making a note of everything you read; including those discarded.

- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct a direct quotation and what is your paraphrase.

Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary.
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

Guidelines for the assessment of the dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

- Has the student made a clear statement of the objective or objective(s).
- If there is more than one objective, do these constitute parts of a whole?
- Has the student developed an appropriate analytical framework for addressing the problem at hand.
- Is this based on up-to-date developments in the topic area?
- Has the student collected information / data suitable to the frameworks?
- Are the techniques employed by the student to analyse the data / information appropriate and relevant?
- Has the student succeeded in drawing conclusion form the analysis?
- Do the conclusions relate well to the objectives of the project?
- Has the student been regular in his work?
- Layout of the written report.

Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
Total	100

BUSINESS COMMUNICATION - IV

Course Code: BCS 601

Credit Units: 01

Course Objective:

To enhance the skills needed to work in an English-speaking global business environment.

Course Contents:

Module I: Business/Technical Language Development

Advanced Grammar: Syntax, Tenses, Voices

Advanced Vocabulary skills: Jargons, Terminology, Colloquialism

Individualised pronunciation practice

Module II: Social Communication

Building relationships through Communication

Communication, Culture and Context

Entertainment and Communication

Informal business/ Technical Communication

Module III: Business Communication

Reading Business/ Technical press

Listening to Business/ Technical reports (TV, radio)

Researching for Business /Technology

Module IV: Presentations

Planning and getting started

Design and layout of presentation

Information Packaging

Making the Presentation

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

Text & References:

- **Business Vocabulary in Use: Advanced Mascull, Cambridge**
- **Business Communication, Raman – Prakash, Oxford**
- **Business Communications, Rodgers, Cambridge**
- **Working in English, Jones, Cambridge**
- **New International Business English, Jones/Alexander, Cambridge**

BEHAVIOURAL SCIENCE - VI

(STRESS AND COPING STRATEGIES)

Course Code: BSS601

Credit Units: 01

Course Objective:

To develop an understanding the concept of stress its causes, symptoms and consequences.

To develop an understanding the consequences of the stress on one's wellness, health, and work performance.

Course Contents:

Module I: Stress
Meaning & Nature
Characteristics
Types of stress

Module II: Stages and Models of Stress
Stages of stress
The physiology of stress
Stimulus-oriented approach.
Response-oriented approach.
The transactional and interactional model.
Pressure – environment fit model of stress.

Module III: Causes and symptoms of stress
Personal
Organizational
Environmental

Module IV: Consequences of stress
Effect on behaviour and personality
Effect of stress on performance
Individual and Organizational consequences with special focus on health

Module V: Strategies for stress management
Importance of stress management
Healthy and Unhealthy strategies
Peer group and social support
Happiness and well-being

Module VI: End-of-Semester Appraisal
Viva based on personal journal
Assessment of Behavioural change as a result of training
Exit Level Rating by Self and Observer

Text & References:

- **Blonna, Richard; Coping with Stress in a Changing World: Second edition**
- **Pestonjee, D.M, Pareek, Udai, Agarwal Rita; Studies in Stress And its Management**
- **Pestonjee, D.M.; Stress and Coping: The Indian Experience**
- **Clegg, Brian; Instant Stress Management – Bring calm to your life now**

BEHAVIOURAL SCIENCE - VI

Course Code: BSS 601

Credit Units: 01

BRAND MANAGEMENT

Course Code: BBA 605

Credit Units: 03

Course Objective:

The objective of the course is to help the students understand and appreciate the theoretical concepts of brands. To generate the ability to apply the concepts in real life.

Course Contents:

Module I: Introduction

Meaning and importance of brands. Brands v/s products. Challenges and opportunities of branding. Concept of Brand Equity. Brand management process. Role of CRM in building brands.

Module II: Brand Positioning and value

Sources of brand equity. Brand Building. Implications of brand building. Brand positioning: Brand value. Internal branding.

Module III: Brand Marketing

Criteria for choosing Brand elements. Building brand equity: Product strategy, pricing strategy. Integrated marketing communication. Celebrity endorsements. Concept of co-branding

Module IV: Brand Performance and Branding strategies

Brand value chain, Brand equity management system. Brand hierarchy. Designing branding strategy. Brand extension: Concept, Advantages and disadvantages. Evaluating opportunities of brand extension. Branding strategy over PLC.

Module V: Managing Brands

Reinforcing Brands. Brands revitalization Managing brands internationally, advantages and disadvantages of global marketing. Standardization v/s customization. Global Brand strategy.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Second Edition, Printice Hall.

References:

- Jean Noel Kampferer, Kogan Page, Strategic Brand Management, Second Edition
- Understanding Brands, Cowley D.

ADVERTISING AND SALES PROMOTION

Course Code: BBA 606

Credit Units: 03

Course Objective:

The objective of the course is to familiarize students with advertising concepts and strategies, the methods and tools used. Enabling them to develop advertising strategies and plans and to develop the judgment parameters required in product management, to evaluate advertising.

Course Contents:

Module I: Introduction

Role of Promotion in Marketing Mix. Components of promotion mix viz Advertising Publicity, Personal selling, Public relations and Sales promotion. Concept of integrated marketing communication.

Module II: Advertising

Need, scope objectives and importance of advertising, Strengths and Weaknesses of Advertising as a Promotion Tool, role of advertising in current market, advertising and society- latest trends in advertisements different types of advertisements.

Module III: Advertising Campaign Planning

Setting advertising goals and objectives- The DAGMAR Approach. Message strategies and tactics- Creative approaches, Copywriting and testing. Advertising copy design. Copy layout, Advertising appeals and themes, Classification of advertisement copies-Essentials of a good copy Ethics in advertising.

Module IV: Advertising Media and Agencies

Types of media, media planning and scheduling. Advertising budgets. Approaches to advertising budgeting. Measuring advertising effectiveness. Advertising business in India. Rural advertising. Legal and ethical aspects of advertising, Advertising and society. Advertising in international perspective.

Module V: Sales Promotion

Need, scope objectives and importance of sales promotion. Management of sales Promotion at the consumer, trade and sales force levels. Strengths and weaknesses of Sales Promotion.

Module VI: Sales Promotion Strategy

Planning and designing sales promotion programme with specific reference to sales contest, trade in discount coupons etc. sales display and merchandising. Latest trends in sales promotion.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Belch and Belch, Advertising and Promotion, Sixth Edition, Tata McGraw Hill

References:

- Batra Rajeev, Aaker, David A and Myere John G. Advertising Management, Fifth Edition, Pearson Education
- Advertising Management – Chunawalla

RETAIL MANAGEMENT

Course Code: BBA 607

Credit Units: 03

Course Objective:

Keeping in view the growth of retail industry, the course has been designed to familiarize students with the basics of retail industry and give them an overview about rural marketing practices.

Course Contents:

Module I: Introduction

Nature, scope and importance of retailing, retail competition theories, Retail management process, Influence of changing environment on retailing viz demographic changes, lifestyle changes, technology changes (e-business), Retail Environment.

Module II: Consumer Behavior in Retailing

Consumer Behavior in retailing, Buying decision process in retailing, Types of buying decision, market segmentation for retailing, generational cohorts.

Module III: Retail Marketing Strategy & Customer Service

Types of retailers, multichannel retailing, Retail strategy concept & its elements, Strategic retail planning process, Retail Pricing, Retail Promotion tool, Customer Loyalty Programme, global retailing growth strategies & international market entry strategies, Advantages through customer service, Customer evaluation of service quality, GAP model for improving service.

Module IV: Merchandise management

Retail Information system & supply chain management, Concept of merchandise management. Planning Merchandise – organizing buying process, developing an assortment plan, allocating merchandise to stores meeting vendors and establishing strategic relations with them, branding strategies for retail (e.g., private labels).

Module V: Store management & visual merchandising

Store layout & space planning, atmospherics, Choosing store location, visual merchandising, Recruitment, selection, Training, motivation, Compensation and Control of store employees.

Module VI: Rural Retailing

Introduction to rural retailing, Relevance, Importance and the Emerging Scenario of Rural markets, Major problem areas in rural retailing, Strategies for Rural Retailing, Social and sustainability aspects of rural retailing.

Examination Scheme:

Components	P-1	C-1	CT-1	EE-1
Weightage (%)	10	10	20	60

Text & References:

Text:

- Levy & Weitz , Retailing Management, Fifth edition , Tata McGraw Hill,
- Kashyap Pradeep, Raut Siddhartha, The Rural Marketing Book, 2006, Biztantra.

References:

- Retailing management, Swapna Pradhan,, 3rd edition Tata McGrawhill.
- Retail Marketing Management, David Gilbert.
- Barry Berman & Joel R. Evans, Retail Management, A Strategic Approach, Ninth Edition, Pearson Education.

CORPORATE TAX PLANNING

Course Code: BBA 608

Credit Units: 03

Course Objective:

To provide understanding of Direct Tax including Rules pertaining there to and application to different business situations. To understand principles underlying the Service Tax and concepts of VAT.

Course Contents:

Module I: Introduction to Tax Management

Concept of tax planning, Tax avoidance and tax evasions, Corporate taxation.

Module II Income from business

Residential Status of companies, Taxable income under Business and Profession, Computation of Profit and Gains from business profession, Deemed business profits, Assessment of Retail Business, Deemed incomes (cash credit, unexplained investments, unexplained money and other assets, unexplained expenditures, investments and valuable articles not fully disclosed in books of accounts).

Module III: Deductions allowed under business and profession

Deduction Expressly allowed section 30-35, Depreciation deduction calculation, Setoff and carry forward of unabsorbed depreciation section 32(2). Determining Actual Cost 43(1), Set-off and Carry Forward Losses, Bonus or commission to employees section, Interest on borrowed capital, Insurance premium 36(1(i)), Employees contribution to provident fund, Bad debts 36, Revenue expenditure incurred by statutory corporation, Banking transaction tax, Security transaction tax, Commodity transaction tax, provision for admissibility of general deduction 37(1),

Module IV: International accounting and Taxation

Analysis of foreign financial statement, Accounting standard: US GAAP, Indian GAAP, IAS, IFRS. Transfer Pricing – Meaning, measurement, strategic considerations Norms & Practices, tax havens, Double taxation agreement among countries, Tax implication of activities of foreign enterprise in India: Mode of entry and taxation respectively.

Module V: Indirect tax - concepts and general principles

Service tax - Charge of service tax and taxable services, Valuation of taxable services, Payment of service tax and filing of returns.

VAT – Introduction, Calculation of VAT Liability including input Tax Credits, Small Dealers and Composition Scheme, VAT Procedures, Central Sales Tax.

Module VI: Tax Planning And Financial Management Decisions

Tax planning relating to capital structure decision, Dividend policy, Inter – corporate, dividends and bonus shares, Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exports. Tax deductions and collection at source, Advance payment of tax.

Examination Scheme:

Components	P-1	C-1	CT-1	Attendance	EE1
Weightage (%)	10	5	10	5	70

Text & Reference:

Text:

- Lal & Vashisht, Direct Taxes, 29th Edition, Pearson

References:

- Singhania & Singhania, Income Tax, 39th Edition, Taxmann

FINANCIAL DERIVATIVES

Course Code: BBA 609

Credit Units: 03

Course Objective:

This course attempts to give an overview of the derivatives market with special reference to India. A financial manager must understand how derivatives can be used to the advantage of the firm. An introduction to Derivatives will equip the students to understand the mechanics of this highly intriguing & innovative field of study

Course Contents:

Module I: Introduction to financial derivatives

Introduction to derivative trading, Characteristics of derivatives, Underlying assets (Equity Bonds/loans, Foreign Currency, and Commodity), Importance of derivatives as an investment option, introduction to types of derivatives, Participants in derivatives market (Hedgers, Speculators, Arbitrageurs). Evolution of Derivative markets in India.

Module II: Forwards & Futures

Forward contracts: Limitations of forward markets, Differences between forwards and futures, Futures terminology, pricing of futures contract, Introduction to currency futures, Interest rate futures, Treasury bond futures, Eurodollar futures, commodity futures, Index futures & Stock Futures (Hedging, speculation and arbitrage).

Module III: Options: Fundamentals

Terminology - call, put, writer, buyer, premium, intrinsic value, time value, expiry date, settlement date, strike price, ATM, OTM & ITM, Options positions (payoff graphs), Types of Stock options, futures options vs spot options, Options on stock Indices, currencies & futures, Warrants & executive stock options, Exotic options

Module IV: Principles of trading & Hedging with Options

Option Valuation: The BS-Merton Model (Solving for BS model, assumption application and criticism), Trading strategies - Option trading using bull and bear spreads (payoff graphs)

Module V: Swaps

Terminology:- LIBOR, MIBOR, Swap basis, Interest rate swaps, Determining LIBOR/MIBOR swap zero rates, Currency swaps: Various types of swaps & features, Introduction to Swaptions.

Module VI: Recent Developments

New Derivative contracts including Credit Derivatives, Weather Derivatives, Energy Derivatives, etc. Role of derivatives in the economic meltdown of 2007 - 2008, Major Derivative mishaps in the world including The Barrings Bank disaster, The Sumitomo corporation scandal, the Swiss Bank scam

Examination Scheme:

Components	P-1	C-1	CT-1	Attendance	EE1
Weightage (%)	10	5	10	5	70

Text & References:

Text:

- Hull, John C, An introduction to futures and options markets, Second Edition Prentice Hall of India

References:

- Gupta, S .L., ,Financial Derivatives Theory, Concepts and Problem 2005, Prentice - Hall, India

ADVANCED CORPORATE FINANCE

Course Code: BBA 610

Credit Units: 03

Course Objective:

The basic objective of this course is to acquaint the students with the latest developments in the field of corporate finance. This course will be a step above Financial Management II where they will learn advanced topics related to behavioural finance, corporate restructuring & corporate governance

Course Contents:

Module I: Introduction

Objectives of Corporate finance. Shareholder wealth maximization. Agency Problems, Management Compensation & measurement of Performance

Module II: Valuation Concepts

[Valuation Models](#), [Application of Valuation Model](#), EVA/MVA, Balanced scorecard and other methods/measures of financial performance.

Module III: Corporate restructuring

[Differential Efficiency & Financial Synergy: Theory of Mergers](#), [Operating Synergy & Pure Diversification: Theory of mergers](#), [Costs and Benefits of Merger](#), [Evaluation of Merger as a Capital Budgeting Decision](#), [Poison Pills](#), [Turnaround Strategies](#), Tax Planning relating to mergers and Amalgamation

Module IV: [Corporate Governance](#) & Business Ethics

[Implementation of Corporate Governance](#), Ethics and finance, Ethical practices in market place, corporate responsibility, social audit and ethical investing.

Module V: Behavioural Finance

Introduction and Expected Utility, Non-Expected Utility Preferences, A review of classical probability theory, Beliefs, Biases and Heuristics, Preferences and Anomalies in the Financial markets

Module VI: Strategic Cost management

Financial aspects of supply chain management, Operations management perspective on Costs, Strategic cost analysis (using activity based costing, target costing and life cycle costing) and product pricing at Different stages of product's life cycle

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Brealey and Myers, Principles of Corporate Finance, Eighth Edition, Tata McGraw Hill Publishing Company Limited.

References:

- Ross, Westerfield and Jaffe, Seventeenth Edition, Tata McGraw Hill.
- Quiry, P., Dallochio, M., YannLE Fur, Antonio Salvi, Seventh Edition, John Wiley and Sons

REAL ESTATE AND INFRASTRUCTURE INVESTMENT

Course Code: BBA 611

Credit Units: 03

Course Objective:

The growth and future strategic posture depends on the current strategic investments by the company in the form of capital expenditures. These expenditures because of the huge amount involved can have material impact on the firm and if fail, can result in financial distress. The objective of the course is to make the students familiar with the planning, analysis, and selection of capital expenditure investments with special reference to investments in real estate and infrastructure sector. The students will be exposed to approach of project financing and under what situations should project finance be used.

Course Contents:

Module I: Valuing the Project

Introduction to Real Estate and Infrastructure Projects; Overview and Resource Allocation Framework; Generation and Screening of Project Ideas; Project Identification; Market and Demand Analysis; Technical Analysis; Financial Analysis; Detailed Project Feasibility Report; Valuation Techniques – Discounted Cash Flow, Adjusted Present Value, Equity Cash Flow, Capital Cash Flow; Project Appraisal

Module II: Managing Risk

Risk Management – Identification of Risks; Types of Risk; Political Risk and Sovereign Guarantee, Risk Analysis and Assessment Techniques – Sensitivity Analysis, Scenario Analysis, Decision Tree Analysis; Risk Contamination; Risk Mitigation Approaches; Structuring Risk Mitigation Approach; Contracts for Structured Risk Mitigating

Module III: Structuring the Project

Project Financing Options; Project Financing vs. Traditional Financing; Special Purpose Vehicle; Project Company Structuring, Public-Private Partnership

Module IV: Financing the Projects

Financing Options – Equity and Debt; Multi-sourcing vs. Single sourcing strategy; Syndicate Loan Procedure; Bonds vs. Term Loan; Role of World Bank Affiliates & International Finance Corporation and Role of Bilateral Agency in International Project Financing; Importance of Social Cost Benefit Analysis and Environmental Assessment

Examination Scheme:

Components	CPA	Case	Q/S	A	ME	EE
Weightage (%)	0	10	0	5	15	70

Text:

* Finnerty, J. D. (1996) Project Financing: Asset-Based Financial Engineering, Wiley

References:

* Chandra P. 2002, Projects: Planning, Analysis, Financing, Implementation & Review, 5th Ed. Tata McGraw-Hill Publishing

* Brearly, R. A. and S. C. Myers (1996) Principles of Corporate Finance, 4th Ed., Tata McGraw Hill

* Damodaran, A. (1997) Corporate Finance: Theory and Practice, 1st Ed., Wiley & Sons

* Dayal, R., P. Zachariah and K. Rajpal (1996) Project Management, 1st Ed. Mittal Publications

* Esty, B. (2004) Modern Project Finance: A Casebook, Wiley

* Goel, B.B. (2001) Project Management: A Development Perspective, Deep & Deep Publications

* Machiraju, H.R. (2001) Introduction to Project Finance: An Analytical Perspective, Vikas Publishing House Pvt. Ltd.

* Meredith, J.R. & S. J. Mantel Jr. (2000) Project Management: A Managerial Approach, 4th Ed. John Wiley & Sons

* Newbold, C.R. (1998) Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press

* Patel, B.M. (2000) Project Management: Strategic Financial Planning Evaluation & Control, Vikas Publishing House Pvt. Ltd.

* Thakur, D. (1992) Project Formulation & Implementation, Deep & Deep Publications

INDUSTRIAL RELATIONS AND LABOUR LAW

Course Code: BBA 612

Credit Units: 03

Course Objective:

The objective of the course is to acquaint students with the origin and importance of Labour laws governing general functioning of employees in an organisation .And also to educate student with the important provisions under these laws .This will enable them to develop the right perspective of this delicate responsibility to deal with union constructively and to maintain industrial democracy.

Course Contents:

Module I: Basic Concepts

Industrial Relations, Industrial Peace, Industrial unrest and Industrial Discipline

Module II: Laws Relating to Industry

The factories Act, 1948 - Definition - Approval licencing and registration of factories - Notice by occupier, Health, and welfare measures - weekly holidays. Leave with wages, Employment of women and young person - Penalties and returns. The Industrial Disputes Act, 1947 - Definition - Persuasive, conciliation and voluntary process for the settlement of industrial disputes - power of the Govt. under ID Act - Instrument of economic coercion - Strike & lock out, Lay off Retrenchment, Transfer and closures - Discharge and Dismissal - Managements prerogative during pendency of proceeding

Module III: Laws Relating to Remuneration

The Payment of Wages Act, 1936 - Definition - Rules for payment of wages and deductions from wage. The Minimum Wages Act 1948 - Fixing of minimum wages, Procedure for raising minimum wage - Concept of living wages, Fair wage and minimum wage. The Employees State Insurance Act 1948 - Definition - Applicability of the Act - Insurable workmen - Contribution Benefit - Penalties. The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and Employees family pension scheme - definition - Coverage of the organization and employees under the Act - Employees Provident Fund and pension fund scheme - Calculation of contribution withdrawal of Provident Fund amount - Penalties for offence. The Payment of Gratuity Act, 1972 - Definition - Scope and Coverage of the Act - Eligibility criteria - Calculation of Gratuity Nomination. The Payment of Bonus Act 1965 - Applicability of Act - Coverage of employee - Calculation of bonus Rate of Payable bonus - available surplus - allocable surplus.

Module IV: Laws Relating to Trade Union

The Trade Union Act 1926. Statutory Definition - Registration of TU Immoduley granted to Registered Trade Union - Recognition of TU.

Module V: Compensation and Insurance

The workmen's compensation Act 1923 - Definition - Rules regarding workmen's compensation - Defense available to employer and employees, E.S.I.C. Act, 1948, The Maternity Benefit Act 1961.

Module VI: Misc Acts

The Industrial Employment (standing order) Act 1946 - Scope and coverage of the Act - Concept of standing order - its certification process - Modification - interpretation and enforcement of standing orders.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- P L Malik, Handbook of Labour and Industrial Law Eastern Book Publication **9th Edition 2005**

References:

- R. C. Chawla and K.C. Garg, "Industrial Law", Ludhiana, Kalyani Publishers, 1993.
- P.L. Malik, "Industrial Law", Lucknow, Eastern Book Co., 1995.19th edition reprinted 2006
- J.K. Bareja, "Industrial Law", New Delhi, Galgotia Publishing Co., 2001.

- M.Y. Pylee and George Simon, "Industrial Relations and Personnel Management", New Delhi, Vikas Publishing House, 1996.
- P. Subba Rao, "Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games", Mumbai, Himalaya, 2000.
- S.C. Shrivastava, "Industrial Relations and Labour Laws", New Delhi, Vikas Publishing House, 2000 Fourth revised Edition. Reprinted 2006

PERFORMANCE MANAGEMENT SYSTEM

Course Code: BBA 613

Credit Units: 03

Course Objective:

This course will help students understand the significance of appraisal for an organization and individuals. It will develop an understanding of various Performance Appraisal tools and their applications and potential appraisal. Further it will develop a right perspective in them towards managing and improving performance.

Course Contents:

Module I: Overview of Performance Management

Employee Motivation & Needs (Vroom's & Adam's Theory of Motivation), Performance Appraisal: The past & the future, Human Resource Development & Performance Appraisal, Planning Performance & Role Clarity, Accountability and Effectiveness.

Module II: Process of Performance Appraisal

Measuring Performance Appraisal – Objectives & Indicators, Methods of Appraisal – Contemporary & Modern methods, Performance feedback & counseling.

Module III: 360 degree Feedback

Definition, methodology, advantages/disadvantages of Feedback, RSDQ Model, and Criteria for success, Experiences in 360 appraisals.

Module IV: Potential Appraisal

Concept, difference between performance appraisal and potential appraisal, Competency mapping & potential appraisal –case studies

Module V: Performance Management in application

Performance Management and development, Performance Management and Pay, Creating High Performance organization.

Module VI: Emerging Concerns & Performance Management

Appraisal for future – going beyond tangible performance, HR Scorecard, live projects.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- T.V. Rao; Performance Management and Appraisal; Jaico Publication
- Dinesh K. Srivastava, "Strategies for Performance Management", New Delhi, 2005, Excel Books,

References:

- K Aswathappa; Human Resource and Personnel Management; McGraw- Hill Companies
- Desimone; Human Resource Development Thomson Learning

COMPENSATION AND REWARD MANAGEMENT

Course Code: BBA 614

Credit Units: 03

Course Objective:

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

Course Contents:

Module I: Introduction

Overview of Compensation Management, Wage and Salary Administration – Nature, Importance, Philosophy, Objectives, Definition, Goals Role of various parties – Employees, Employers, Unions & Government and Legislations for compensation.

Module II: Developing Compensation Programs

Job Evaluation, Basic systems Time wage, Piece wage, Incentives, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan, Developing Competitive Compensation Programs, Developing Salary Structures

Module III: Derivatives of Compensation

Pay for Performance, Merit pay and Performance Appraisal, Performance based rewards, Performance Criteria Choices, and Competency Mapping & Developing Performance Matrix, Performance based Compensation Schemes.

Module IV: Incentive Plans

Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).

Module V: Employee Benefits

Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees’ service benefits, Introduction to ESOPs, Flexible benefits and Benefit Surveys.

Module VI: Current Trends

Current Trends in Compensation and Reward Management

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

Text & References:

Text:

- Garry Dressler, “Personnel / Human Resource Management”, London, Prentice Hall, 1994.
- William B. Werther Jr. and Keith Davis “Human Resource Management”. New Jersey: McGraw Hill. (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8th Ed.

References:

- Frans Poets, The Art of HRD – Job Evaluation & Remuneration, Crest Publishing, Volume7 1st Edition
- Michael Armstrong, Helen Murlis, The Art of HRD – Reward Management, Crest Publishing
- Michael Armstrong, Employee Reward, (University Press)
- P. Zingheim, The New Pay, Linking Employee & Organization Performance, Schuster, (Jossey-Bass)
- Sara Rynes, Compensation in Organization, Gerhart (Jossey BASS)

- Wendell L French, "Human Resource Management", USA, Houghton Mifflin Company, 1994.
David D. Decenzo and Stephen P. Robbins, "Human Resource Management", New Delhi, Prentice Hall, 3rd Edn., 1988.

**MANAGEMENT OF DOMESTIC AND FOREIGN EXCHANGE
MARKET - II**

Course Code: BBA 615

Credit Units: 03

