

SEMESTER I

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA(Hons)

YEAR: 1st | **SEMESTER:** I

NAME OF SUBJECT: Principles of Management and Organizational Behaviour (Theory)

SUBJECT CODE: BBA101 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This course will enable students to develop short and long-range plans to effectively accomplish organizational goals.

Course Outcome:

CO1: To develop knowledge on the basics of management through concepts and principles.

CO2: To understand the importance and different approaches of planning.

CO3: To learn the basic concepts of Organizational Behaviour, individual behaviour, group dynamics & leadership.

CO4: To develop knowledge about organization processes & Culture.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction Principles of Management & Organizational Behaviour: Scope & purpose of study, meaning of organization. Managerial levels, Managerial roles & skills. Linking different scientific studies, managerial assumptions, Management Schools of Thoughts. Different Organizational Structure & Organizational Environment.	CO1	14	25%
II	Overview of Planning Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organizational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation..	CO2	14	25%
III	Organizational Behaviour- I Organization of Individual Behaviour: Individual differences in organization setting – learning, ability, skill, personality, perception, attitude, commitment & job satisfaction. Motivation, job performance, productivity. Group Behaviour: Group & intergroup relations, Leadership & group decision making.	CO3	17	30%
IV	Organization Behaviour II Organizational processes: Organizational power & politics, conflict & negotiation. Stress & wellbeing. Globalization & Cultural diversity in organization including Hofstede's cultural dimension.	CO4	11	20%

TOTAL LECTURES (Over 14 weeks)			56 hours
Assignments			
1	MCQ / Quiz		4 th Week
2	PPT Presentation		8 th Week
3	Assignment		12 th Week
Tutorials			15 th Week
Reference Source			
1	Gilbert: Principles of Management, McGrawHill.		
2	KaulVijay Kumar, Business Organisation& Management - Text and Cases, Pearson.		
3	Kaul, Vijay Kumar, Management- Text & Cases, VikasPublication.		
4	Kavita Singh: Organizational Behavior, VikasPublication.		
5	Koontz & Heinz Wehrich: Essential of Management, McGrawHill.		

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: B.B.A (Hons)

YEAR: 1st | **SEMESTER:** I

NAME OF SUBJECT: Business Environment (Theory)

SUBJECT CODE: BBA 102 (EDC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

At the completion of the course the students are expected to have knowledge of the domestic and international business environment and their interaction.

Course Outcome:

CO1: To develop knowledge on the basics of business environment of Indian economy with concepts, principles and conventions

CO2: To apply the knowledge of Business Environment in developing understanding the nature of business and the economic environment in India

CO3: To understand the nature of integration of Indian economy with the global economies.

CO4: To understand the growth and dimension of Indian Industrial sector.

CO5: To develop knowledge of impact of public policies on business and industry.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Business Environment	CO1	06	11%
	Meaning and Definition; Salient features and factors of business environment; Different components of the Business Environment: political, socio-cultural & economic environment. Market opportunities; Types of environment; Changing business environment of India. Objectives and uses of study of business environment			
II	Economic Environment and Economic Systems	CO5	08	14%
	(a) Economic Trends in India; Capitalism; Socialism; Mixed Economy (b) Planning in India: Need for planning (Rationale of planning), Types of economic planning; Objectives of planning; Five-year plans. Eleventh & Twelfth five year plan provisions; Achievements and failure of five year plans; Crisis of planning. Neeti Ayog			
III	Industrial Policy	CO4, CO5	10	18%
	Types of industries – Definitions, scale, guidelines etc. Meaning and objectives of industrial policy. Evaluation of New Industrial Policy; New Small Scale Sector Policy 1991; Industrial Licensing – Objectives, Industrial Licensing Act 1951; Industrial Licensing Policy decisions; Criticism; POST -1991 Amendments to the 1951 Act. Contemporary Development in Industrial Policy, Ease of Doing Business			
IV	India's monetary and fiscal policies	CO5	10	18%
	Monetary Policy Measures; Credit Control; Role of RBI. Fiscal Policy of India – Definition, Objectives, Aspects of Fiscal policy; Merits and demerits of fiscal policy; Need for reforms in fiscal policy; Recent fiscal policy reforms; Assessment of fiscal policy; Fiscal consolidation			
V	Trade policy and international environment	CO3	13	23%

	MRTP Act; FERA, FEMA. Globalization – measures, impact on India; Foreign investment; government policies toward foreign investment; Impact and Current Controversies. EXIM Policy; Foreign trade and economic development; extent of foreign trade; regulation of foreign trade; GATT; WTO			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz	4 th Week		
2	PPT Presentation	8 th Week		
3	Report / Case Study	12 th Week		
Tutorials			15 th Week	
Reference Source				
1	Aswathappa, K. Essentials of Business Environment. Himalayan Publishing House			
2	Saleem Shaikh. Business Environment. Pearson Education.			
3	Cherunilam, Francis. Business Environment – Text & cases. Himalaya Publishing House			
4	Upadhyay, Saroj, Business Environment. Asian Books Private Limited			
5	Misra and Puri. Indian Economy. Himalaya Publishing House			

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** I

NAME OF SUBJECT: Environmental Studies & Sustainability (Theory)

SUBJECT CODE: BBA 103 (IDC)

Credit: 03 | **Marks:** 100 | **Lectures per week:** 03 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

Commerce student, like all other students, need to be aware about environmental issues and concerns that are relevant today in the contemporary world. Further, they need to know the sustainable approaches to growth and development which can be pursued without harming the environment.

Course Outcome:

CO1: To acquaint students with environment and biodiversity concepts.

CO2: To create awareness amongst students regarding environmental pollution and renewable sources of energy.

CO3: To acquaint students with concept of sustainability concept.

CO4: To make students understand the important sustainability practices.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weight age (%)
I	Environment and Biodiversity	CO1	10	24%
	(a) Definition; scope and importance of environment; need for public awareness		01	
	(b) Eco-system and energy flow; ecological succession		01	
	(c) Types of biodiversity; ecosystem diversity; values of biodiversity		02	
	(d) India as a mega-diversity nation; hot-spots of biodiversity		02	
	(e) Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts		02	
II	(f) Endangered and endemic species of India; conservation of biodiversity- In-situ and ex-situ.	02		
	Environmental Pollution	CO2	06	14%
	(a) Causes, Effects and Preventive measures of Water, Soil, Air and Noise Pollutions		02	
(b) Solid, Hazardous and E-Waste management; Case studies on Occupational Health and Safety Management system (OHSMS)	02			
III	(c) Environmental protection; Environmental protection acts	02		
	Renewable Sources of Energy	CO2	05	12%
	(a) Energy management and conservation		01	
	(b) New Energy Sources; need of new sources; different types of new energy sources		02	
(c) Applications of hydrogen energy; ocean energy resources; tidal energy conversion; concept, origin and power plants of geothermal energy	02			
IV	Sustainability Concept	CO3	10	24%
	(a) Sustainability concept; needs and challenges		01	

	(b) Aspects of sustainability from un sustainability to sustainability		01	
	(c) Millennium development goals, and protocols; development goals: targets, indicators and intervention areas		02	
	(d) Climate change: global, regional and local environmental issues and possible solutions case studies.		03	
	(e) Concept of carbon credit, carbon footprint; environmental management in industry-a case study.		03	
V	Sustainability Practices	CO4	11	26%
	(a) Zero waste and R concept; circular economy; ISO 14000 Series		03	
	(b) Material life cycle assessment; environmental impact assessment		02	
	(c) Sustainable habitat: green buildings, Green materials; energy efficiency; sustainable transports		02	
	(d) Sustainable energy: non-conventional sources; energy cycles; carbon cycle; emission and sequestration; green engineering: sustainable urbanization in terms of socio-economical and technological change		04	
TOTAL LECTURES (Over 14 weeks)			42 hours	
Assignments				
1	Collection of information (media clippings/reports)		4 th Week	
2	Preparation of videos, brochures, posters, banners		8 th Week	
3	Quiz		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Allen DT and Shonnard DR. 2018. Sustainability Engineering: Concepts, Design and Case Studies, United States: Prentice Hall.			
2	Joseph B. 2016. Environmental Science and Engineering. India: Tata McGraw-Hill			
3	Kaushik A and Kaushik CP. 2018. Perspectives in Environmental Studies. India: New Age International Publishers.			
4	Mackenthun KM. 1998. Basic Concepts in Environmental Management UK: Lewis Publication.			

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** I

NAME OF SUBJECT: Communicative English (Theory)

SUBJECT CODE: BBA 104 (AEC)

Credit: 02 | **Marks:** 100 | **Lectures per week:** 02 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

For the modern-day Commerce and Business professional, knowledge of, and competency in, Communicative English is very essential. This is because the language is used in business transaction and communication across the world.

Course Outcome:

CO1: To develop the language skills of students by offering adequate practice in professional contexts.

CO2: To enhance the lexical, grammatical and socio-linguistic and communicative competence.

CO3: To focus on developing students' knowledge of domain specific registers and the required language skills.

CO4: To develop strategic competence that will help in efficient communication.

CO5: To sharpen students' critical thinking skills and make students culturally aware of the target situation.

CO6: Textual analysis and interpretation.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction Theory of Communication	CO4, CO2	05	18%
	(a) Introduction to types and modes of communication		01	
	(b) Grammar and usage - Accurate Grammatical Usage; Words often confused and misused; Synonyms and antonyms; Understanding American expressions; Common Grammatical Errors; Phrasal Verbs and Idioms; Sentence Structure; Verbs – Classification; Infinitive and Gerund; Voice		04	
II	Language of Communication	CO2, CO3	03	11%
	Paragraph writing – Cohesion; Development: definition, comparison, classification, contrast, cause and effect; Essay writing: Descriptive and Narrative			
III	Reading and Understanding	CO4, CO5	09	33%
	(a) Close Reading		01	
	(b) Comprehension		03	
	(c) Summary		02	
	(d) Paraphrasing		02	
	(e) Analysis Interpretation Texts		01	
IV	Speaking Skills	CO1, CO4	03	11%
	Listening Comprehension; Skimming and scanning; inference and deduction; Reading various kinds of material; Newspapers, Magazines etc.; Speaking: Narration of incidents / stories/ anecdotes- Current News Awareness; Group Discussion			
V	Textual Analysis	CO6	08	27%
	(a) Nirad C Chaudhuri “Indian Crowds” [Non-Detailed]		02	
	(b) Dr. S Radhakrishnan “The Shaping of my Character” [Detailed]		02	
	(c) Charles Lamb” Dream Children” [Detailed]		02	

	(d) Ruskin Bond “Night Train at Deoli” [Non-Detailed]	02
TOTAL LECTURES (Over 14 weeks)		28 hours
Assignments		
1	MCQ / Quiz	4 th Week
2	PPT Presentation	8 th Week
3	Report / Case Study	12 th Week
Tutorials		15 th Week
Reference Source		
1	Murphy and Raymond. 2004. Murphy’s English Grammar. UK: Cambridge University Press.	
2	Nagarajan M; Sashisekaran T and Ramamurthy S. 2000. Indian Prose for Effective Communication. Chennai: Macmillan Publishers India Limited.	
3	Thomson AJ and Martinet AV. 1986. A Practical English Grammar. 4 th ed. Hongkong: Oxford University Press.	

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** I

NAME OF SUBJECT: IT Tools for Business (Theory)

SUBJECT CODE: BBA 105 (SEC)

Credit: 03 | **Marks:** 100 | **Lectures per week:** 03 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To make the students well acquainted with different office management tools so that they can manage word processing documents, prepare business presentations and work with MS Access Database.

Course Outcome:

CO1:To develop knowledge on the basics of Word Processing using MS WORD

CO2:To develop knowledge on the basics of Business Presentation using MS POWER POINT

CO3:To familiarize with the theoretical aspects of DBMS.

CO4:To develop knowledge on the basics of MS ACCESS

CO5:To acquire the skills on creating forms and reports in MS ACCESS

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	<p>Word-processing</p> <p>Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders.</p> <p>Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.</p> <p>Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents.</p> <p>Language tools: Spell-check your document using inbuilt and custom dictionaries, checking grammar and style, using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography.</p> <p>Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.</p>	CO1	10	24%
II	<p>Power Point Presentation</p> <p>Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.</p> <p>Viewing and navigating a presentation: Organizing ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide</p>	CO2	06	14%

	<p>master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons.</p> <p>Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips.</p> <p>Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation</p>			
III	<p>Introduction to Database Development: Database and its components, Database Users, DBMS Architecture, Data Models and it's types, Introduction to ER diagram with business examples.</p>	CO3	08	19%
IV	<p>MS ACCESS Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering. Creating Query by design & by wizard, (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched)Creating multi table queries, creating & working with table joins, Using operators & expressions: Creating simple & advance criteria. Introduction to basic SQL.</p>	CO4	14	33%
V	<p>Working with forms and Working with Reports in MS ACCESS Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports</p>	CO5	04	10%
TOTAL LECTURES (Over 14 weeks)			42 hours	
Assignments				
1	MCQ / Quiz	4 th Week		
2	PPT Presentation	8 th Week		
3	Report / Case Study	12 th Week		
Tutorials		15 th Week		
Reference Source				
1	Lambert, Joan, Step by Step Microsoft Word 2016			
2	Elmasri and Navathe, Fundamentals of Database Systems			
3	Lambert, Joan, Step by Step Microsoft PowerPoint 2016			
4	Lambert, Joan, and Lambert, Steve Step by Step Microsoft Access 2016			

INSTITUTE OF BUSINESS MANAGEMENT
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COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** I

NAME OF SUBJECT: Community Engagement & Service

SUBJECT CODE: BBA 106 (CVAC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This course requires students to participate in field based learning/projects generally under the supervision of an expert of the given external entity. The curricular component of ‘community engagement and service’ will involve activities that would expose students to socio-economic issues in society so that the theoretical learning can be supplemented by actual life experiences to generate solutions to real-life problems.

Course Outcome:

CO1: To improve the cognitive and humane skills of the students and acquire knowledge about various socio-economic activities for the development of the nation.

CO2: To encourage social participation, improve communication skills and develop leadership qualities.

Content	Course Outcome
Each student shall be required to prepare and submit a report based on their participation on various social outreach programmes both within and outside the Institute.	CO1, CO2
Lecture Content <ol style="list-style-type: none"> 1. Concept building and defining various community engagement programmes 2. Definition of Service. How community based services can benefit the society? 3. What are the various sources of financing different social outreach programmes? 4. Define Leadership. What are the qualities of a leader. How community engagement and service can help in developing leadership qualities? 	CO1,CO2
Assignments <ol style="list-style-type: none"> 1. Power-point Presentation 2. Quiz 3. Poster Making 4. NSS Activity Participation (minimum 2) 	4 th Week 6 th Week 8 th Week Throughout the Semester
<i>Reference Source</i>	
1	Web-sites and portals of Ministry of Youth Affairs and Sports, Government of India
2	YUVA portal, Government of India
3	Relevant Books
4	Pamphlets, Brochures & Newsletters
5	Journals / Magazines

SEMESTER II

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** II

NAME OF SUBJECT: Business Statistics (Theory)

SUBJECT CODE: BBA 201 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To help the students interpret available data and to make them understand its application in decision making

Course Outcome:

CO1: To understand Basics of data representation

CO2: To understand the use and application of central tendency

CO3: To understand the concepts and application of correlation and regression

CO4: Techniques and application of Time Series analysis.

CO5: To develop knowledge on probability and its application in decision making.

CO6: Introduction to basics of hypothesis testing.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction	CO1	04	7%
	Collection, classification and tabulation of data, diagrammatic representation of data, charts and diagrams.			
II	Measures of Central Value	CO2	12	21%
	Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.			
III	Correlation and Regression	CO3	10	18%
	Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.			
IV	Time Series Analysis	CO4	10	18%
	Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.			
V	Theory of Probability	CO5	10	18%
	Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability			

	Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.			
VI	Hypothesis Testing	CO6	10	18%
	Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. Using Non-parametric statistics for hypothesis testing			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz	4 th Week		
2	PPT Presentation	8 th Week		
3	Report Writing	12 th Week		
Tutorials			15 th Week	
Reference Source				
1	S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition			
2	Richard Levin & David Rubin : Statistics for management, Prentice Hall.			
3	N.G.Das: Statistical Methods			

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA (Hons)**YEAR:** 1st | **SEMESTER:** II**NAME OF SUBJECT:** Business Communication (Theory)**SUBJECT CODE:** BBA 202 (EDC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

This course will give students a good understanding of: effective business writing, effective communication skills, research approaches and information collection.

Course Outcome:

CO1: To develop knowledge on the development of language and process of communication

CO2: To learn to effectively write for business purposes.

CO3: To learn the basic format of business report writing.

CO4: To recapitulate English grammar.

CO5: To understand how to effectively plan out a presentation in the workplace.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction	CO1	08	14%
	Introduction to Communication and Development of Language; Process of Communication; Types of Communication; Different forms of Communication; Individual and Group Communication; Barriers to Communication.			
II	Written Communication	CO2	24	43%
	Introduction to Written Communication; Business Letter Writing; Inviting quotations; Sending quotations; Placing orders; Inviting tenders; Sales letters; Claim & adjustment letters; Social correspondence; Memorandum / Inter - office Memo; Notices; Agenda for Meeting; Minutes of the Meeting; Job application letter; Preparing the resume.			
III	Business Report Writing	CO3	07	13%
	Introduction to Business Report; Business reports, Types, Characteristics, Importance, Elements of structure; Process of writing report; Order of writing report; The first draft; The final draft; Checklist for reports.			
IV	English Grammar	CO4	09	16%
	Words often confused; Words often misspelt; Common errors in English; Parts of Speech; Agreement of the Verb with the Subject; Punctuation.			
V	Presentation – Oral & Written	CO5	08	14%
	Importance of Written and Oral Presentation; Preparation of Presentation Plan; Power point presentation; Visual aids.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	

2	PPT Presentation	8 th Week
3	Assignment	12 th Week
Tutorials		15 th Week
<i>Reference Source</i>		
1	Bovee, and Thill, Business Communication Today, Pearson Education.	
2	Lesikar, R.V. & Flatley, M.E. Kathryn Rentz; Business Communication Making Connections in Digital World, 11 th ed., McGraw Hill Education.	
3	Shirley Taylor, Communication for Business, Pearson Education.	
4	Locker and Kaczmarek, Business Communication: Building Critical Skills, TMH	
5	Leena Sen, Communication Skills, PHI Learning	

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COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** II

NAME OF SUBJECT: Innovation & Entrepreneurship (Theory)

SUBJECT CODE: BBA 203 (IDC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 4 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

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

Course Outcome:

CO1: To understand the basic terminology related to entrepreneurial management

CO2: To understand the role of creativity and innovation in an entrepreneurial venture.

CO3: To explore social entrepreneurship and women driven entrepreneurial ventures and how they impact the economy.

CO4: To understand family businesses and financing of business ideas.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Entrepreneurial Management Idea Generation & Prototype Development, Creativity and Innovation, Types of innovation, The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Identifying opportunities and evaluation, Building the Team / Leadership, Strategic planning for business, Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising, Types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures, Managing growth; Valuation of a new company, Intellectual Property Right (IPR) & Patents, Commercialization of Innovations, Startup and Venture development, Innovation and Startup ecosystem, Harvesting and Exit Strategies	CO1	16	29%
II	Entrepreneurship, Creativity And Innovation Corporate entrepreneurship, Stimulating creativity, Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams, Sources of innovation in business, Managing organizations for innovation and positive creativity	CO2	08	14%
III	Social Entrepreneurship and Women Entrepreneurship Introduction to Social Entrepreneurship, Characteristics and role of social entrepreneurs, Innovation and entrepreneurship in a social context, Start-up and early stage venture issues in creating and sustaining a non-profits organization, Financing and risks, Business	CO3	12	21%

	strategies and scaling up, Women Entrepreneurship: Significance, growth and challenges, Factors contributing to women entrepreneurship, Women Employment Opportunities: Self Help Group, Skill Development and Technology Transfer, Strategies of women entrepreneurship development			
IV	Family Business / Entrepreneurship and Financing the Entrepreneurial Business	CO4	20	36%
	The entrepreneur, Role and personality, Family Business: Concept, structure and kinds of family firms, Culture and evolution of family firm, Managing business, Family and shareholder relationships, Conflict and conflict resolution in family firms, Managing Leadership, Succession and continuity, Women's issues in the family business, Encouraging change in the family business system, Arrangement of funds, Traditional sources of financing, Investment: Angel, Venture Capital Fund System, Government schemes and funding support to ideas, innovations, and startup, Loan syndication, Consortium finance, Role played by commercial banks, Appraisal of loan applications by financial institutions, Venture capital, Current trends, development and general awareness on innovation and startup			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.			
2	Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.			
3	Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.			
4	Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.			
5	Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.			
6	Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.			

INSTITUTE OF BUSINESS MANAGEMENT
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COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** II

NAME OF SUBJECT: Soft Skills and Personality Development (Theory)

SUBJECT CODE: BBA 204 (AEC)

Credit: 02 | **Marks:** 100 | **Lectures per week:** 02 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

For the modern-day Commerce and Business professionals, knowledge of, and competency in, Soft skills and development of personality is very essential.

Course Outcome:

CO1: To give each student a realistic perspective of work and work expectations.

CO2: To develop problem-solving skills.

CO3: To guide students in making appropriate and responsible decisions.

CO4: To create a desire to fulfill individual goals.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction	CO1	06	21%
	Introduction to personality; Dimensions of personality; Determinants of personality; Winning personality; Human behaviour			
II	Personality and the Self	CO1, CO2	06	21%
	Positive self-image and negative self-image; Problems of maladjustment; Building self-esteem and confidence			
III	Attitude and Motivation	CO3	10	36%
	Importance of possessing the right attitude; Factors affecting attitudes; Positive and negative attitudes; Internal and external motives; Importance of self-motivation; Factors leading to de-motivation; Goal setting and prioritization; Effective planning; Time management; Discipline in problem solving			
IV	Communication	CO3, CO4	06	22%
	Inter-personal communication; Relationships; Leadership; Team building			
TOTAL LECTURES (Over 14 weeks)			28 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Vardhan Peeta Bobby and Challa Krishnaveer Abhishek. 2020. A Complete Textbook on Soft Skills. New Delhi: Kanishka Publishers.			
2	Carnegie Dale. 1990. Quick & Easy Way to Effective Speaking. London: Vermillion.			
3	Pillai Sabina and Fernandez Agna. 2017. Soft Skills and employability Skills. England: Cambridge University Press.			

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** III

NAME OF SUBJECT: Investing in Stock Market (Theory)

SUBJECT CODE: BBA 205 (SEC)

Credit: 03 | **Marks:** 100 | **Lectures per week:** 03 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

The objective of the course is to introduce the different facets of actual trading. The students will be taught different types of trading strategies, as well as a concrete build-up of positions. Another objective is to educate the students to the notion of balance between risk and reward, to give them a framework that can help them when they decide to do investments (in a professional OR personal way).

Course Outcome:

CO1: Understand overall share market.

CO2: Identify the trends, support, and resistance in the Stock Market.

CO3: Understand how to build portfolio and investment decision in appropriate manner.

CO4: Develop skill of identification of candlesticks and chart patterns.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Organization and functioning Stock Exchange Introduction; Primary Vs Secondary market; The types of trade securities; Stock market in India; Functions of stock market	CO1	08	19%
II	Stock market operations Brokers and Client Acquisition; The responsibilities of a broker; Client Acquisition Process, Power of Attorney; Trade Execution, Trading System, Order Matching Rules; Order Conditions; Time Conditions, A Day order, IOC; Price Conditions, 1Limit Price/Order, Market Price/Order, Stop Loss (SL) Price/Order; Trading session; Order Entry Period; Order Matching Period; Continuous Trading Session; What is Online Trading; Contract notes; Benefits of Online Trading; Terms related with stock markets; Bull Market (Bullish); Bear Market (Bearish); Trend, Face value of a stock, 52 week high/low, All time high/low, Upper Circuit/Lower Circuit, Long Position, Short position, Intraday position, Volume, Market Segment, Capital Market, Futures and Options, Whole sale Debt Market	CO1, CO2	10	24%
III	Clearing & Settlement of Securities Clearing Corporation, Clearing Members, Custodians, Clearing Banks Depositories; The core processes involved in clearing and settlement, Settlement Cycle; Risk Management; Structure Of Clearing account; Overview of trading, clearing & settlement systems at stock exchanges - a depository perspective; Off market transfers; SEBI Risk Management System	CO1, CO2	08	19%
IV	Philosophy of Stock Market Analysis Dow Theory; Price, Trend Lines, Support and Resistance; Classical Chart Patterns; Candlestick Analysis; Gap Theory; Indicators & Oscillators; Fibonacci and Financial	CO2, CO3, CO4	10	24%

	Markets;			
V	(a) Investor Protection - Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism	CO2, CO3, CO4	6	14%
	(b) Live market trading sessions			
TOTAL LECTURES (Over 14 weeks)			42 hours	
Assignments				
1	MCQ / Quiz			4 th Week
2	PPT Presentation			8 th Week
3	Report / Case Study			12 th Week
Tutorials				15 th Week
Reference Source				
1	Jones CP. 2001. Investments Analysis and Management. India: John Wiley & Sons			
2	Chandra Prasanna. 2021. Investment Analysis and Portfolio Management. India: McGraw Hill Education			
3	Rustogi RP. 2021. Fundamentals of Investment. New Delhi: Sultan Chand & Sons.			
4	Vohra ND and B.R. Bagri BR. 2017. Futures and Options. India: McGraw Hill Education.			
5	Mayo. 2016. An Introduction to Investment. UP: Cengage Learning			

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA(Hons)

YEAR: 1st | **SEMESTER:** II

NAME OF SUBJECT: Values and Ethics (Theory)

SUBJECT CODE: BBA 206 (CVAC)

Credit: 02 | **Marks:** 100 | **Lectures per week:** 02 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This course will enable students to develop the insight of values and ethics and its importance in achieving success and sustainability in business.

Course Outcome:

CO5: To develop knowledge and concept of values, ethics, in context of business and ethical issue, and importance of ethical decision making.

CO6: To understand the concept of social responsibility of business and corporate governance.

CO7: To develop the insight of knowledge management.

CO8: To develop the insight of Indian ethos and its application in management.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	<p>Introduction</p> <p>Values-Concept, types and formation of values, Indian value system, Values in context of business, corporate values, shared values, integrity and honesty.</p> <p>Ethics, Principles of ethics, Business and workplace ethics and ethical issues, ethical decision making, Importance of ethics and values in business.</p>	CO1	12	35%
II	<p>Corporate social responsibility and sustainable development</p> <p>Corporate Social Responsibility & Consumer Protection: Corporate responsibility of business: employees, consumers and community, Corporate Governance, Code of Corporate Governance.</p> <p>Concept and importance of sustainable development and growth.</p>	CO2	5	20%
III	<p>Knowledge management</p> <p>Knowledge and Wisdom: Meaning of knowledge and wisdom, difference between knowledge and wisdom, concept of knowledge management and wisdom management, wisdom based management.</p>	CO3	5	20%

IV	Spirituality and Indian Ethos in management	CO4	8	25%
	Work place spirituality, Indian Ethos, Vedanta and management, Karma yoga, Quality of worklife.			
TOTAL LECTURES (Over 14 weeks)			28 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Assignment		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Business Ethics and Professional Values by A.B Rao, Publisher Excel Books			
2	Indian Ethos, Ethics & Management by by Prof. Seema S. Singha, Dr. Subhadeep Mukherjee, Publisher Eureka Publications			
3	Ethics In Management And Indian Ethos by Biswanath Ghosh, Publisher Digital Press			
4	CORPORATE GOVERNANCE Business Ethics and CSR - With Case Studies and Major Corporate Scandals by Sharma, Publisher			

SEMESTER III

**INSTITUTE OF BUSINESS MANAGEMENT
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COURSE: BBA (Hons)**YEAR:** 1st | **SEMESTER:** III**NAME OF SUBJECT:** Fundamentals of Human Resource Management (Theory)**SUBJECT CODE:** BBA 301 (DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

This course will give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations.

Course Outcome:

CO1: To develop knowledge on the basics of human resource management through concepts and principles

CO2: To evaluate HRM issues in a global context.

CO3: To learn the basic concepts of human resource planning.

CO4: To develop knowledge on processes of recruitment and selection at the workplace.

CO5: To understand how to effectively plan out a career in the workplace.

CO6: To understand how technology is used and how employees are strategically handled.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction	CO1	05	9%
	Concept, Functions, roles, skills & competencies; HRD-definition, goals and challenges.			
II	Changing Environment of HRM	CO2	13	23%
	Globalization, cultural environment, technological advances; Workforce diversity; Corporate downsizing, changing skill requirement; HRM support for improvement program; Work life balance; HR role in strategy formulation & gaining competitive advantage; HRM issues in Indian Organization.			
III	Human Resource Planning	CO3	12	22%
	Process Forecasting demand & supply; Skill inventories, Human Resource Information System (HRIS); Succession planning; Job analysis – Uses, methods; Job description & Job specifications; HR accounting and Human Resource Development (HRD) audit concept.			
IV	Recruitment, Selection & Orientation	CO4	13	23%
	Internal & external sources, e- recruitment, selection process, orientation process; Training: Concept, Needs, Systematic approach to training; Methods of training; Management development: Concept & Methods; Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview.			
V	Career Planning	CO4	08	14%
	Career anchors, career life stages; Compensation: Steps of determining compensation, job evaluation; Components of pay structure; Factors influencing compensation levels, wage differentials & incentives; Profit sharing, gain sharing, employees' stock option plans; Brief introduction of social security, health, retirement & other benefits.			
VI	Technology and Strategy	CO5	05	9%

	Human Resource Information System; Strategic Human Resource Processes.		
TOTAL LECTURES (Over 14 weeks)			56 hours
Assignments			
1	MCQ / Quiz	4 th Week	
2	PPT Presentation	8 th Week	
3	Assignment	12 th Week	
Tutorials			15 th Week
Reference Source			
1	De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.		
2	Dessler, G: Human Resource Management, Pearson.		
3	Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.		
4	Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books		
5	R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson		

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COURSE: BBA (Hons)**YEAR:** 1st | **SEMESTER:** III**NAME OF SUBJECT:** Managerial Economics (Micro) (Theory)**SUBJECT CODE:** BBA 302 (DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

To help the students interpret available data and to make them understand its application in decision making

Course Outcome:

CO9: To develop knowledge on the basic concepts of demand supply and Market Equilibriums.

CO10: To understand in detail the derivation of demand Curve and Market demand

CO11: To understand the theory of product cost and choice in inputs and output level by firm in short run and long run.

CO12: To understand the working of different Market structures and the decision making process of firms in those markets

CO13: To develop an understanding of the factor markets and determination of Demand and Supply of Factors

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Demand, Supply and Market equilibrium: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply.	CO1	04	7%
II	Theory of consumer behavior Cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and Giffen goods), revealed preference theory.	CO2	12	21%
III	Theory of Production and Cost Producer and optimal production choice: optimizing behavior in short run(geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources) Costs and scale : traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.	CO3	13	23%
IV	Theory of firms and Market Structure	CO4	17	31%

	Theory of firm and market organization: perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes); monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity); oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)			
V	Factor Markets	CO5	10	18%
	Demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz	4 th Week		
2	PPT Presentation	8 th Week		
3	Report Writing	12 th Week		
Tutorials			15 th Week	
Reference Source				
1	Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press			
2	Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Pres			
3	Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson			
4.	Hal R Varian. Intermediate Micro Economics A Modern Approach (8 th Edition). W.W.Norton&Company, New York, London			

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: B.B.A (Hons.)

YEAR: 2nd | **SEMESTER:** III

NAME OF SUBJECT: Business Research Methodology (Theory)

SUBJECT CODE: BBA 303 (EDC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To equip students with the basic understanding of research methodology, and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Outcome:

CO1:To develop knowledge on the basics of Business Research with concepts, principles and conventions.

CO2:To apply the knowledge of Statistics and Quantitative Techniques in Business Research.

CO3:To emphasize on developing knowledge of research in business decision making.

CO4:To understand the systematic step-by-step process of arriving at conclusions through quantitative and qualitative research.

CO5:To develop knowledge on how to develop the research report.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Research Methodology Importance of research in decision making. Nature and scope of research methodology; Types of research; Scales	CO1	06	11%
II	Steps in Research Identification, selection and formulation of research problem. Types of variables. Objectives of research and operational definitions. Research design – steps of test construction (questionnaire design etc.), relevance of pilot study. Formulation of hypothesis – characteristics of a good hypothesis; Review of literature; Experimental designs – basic principles of sampling and sampling designs. Report writing	CO5	13	23%
III	Data for Research and Processing Types of data – primary and secondary; Methods of data collection and tabulation of data (editing, coding, transcriptions). Data analysis - meaning and methods, quantitative (use of statistical tools) and qualitative analysis (introduction to content analysis). Reliability and validity	CO2	08	14%
IV	Sampling and Sampling Distribution Types of distribution; Meaning and types of sampling; Drawing random samples – use of random number table; Requisites and advantages of sampling method; Standard error; Sampling errors vs. non-sampling errors	CO2, CO4	10	18%
V	Estimation and Hypothesis Testing OLS estimator: Point estimates; interval estimation – confidence interval; Calculating interval estimates of the Mean & Proportion from large sample. Interval estimates using t-distribution; Test of Hypothesis – Basic idea only	CO3, CO4, CO5	10	18%
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				

1	MCQ / Quiz	4 th Week
2	PPT Presentation	8 th Week
3	Report / Case Study	12 th Week
Tutorials		15 th Week
Reference Source		
1	Andrews, F. M. & Whitney, S. B. : Social Indicators of Well being	
2	Bennet, Roger: Management Research	
3	Fowler, Floyd, J. JR: Survey Methods	
4	Gupta, S. P: Statistical Methods	
5	Research Methodology: Methods & Techniques, by C.R. Kothari	
6	Quantitative Techniques for management Decisions, Wiley Eastern Ltd. By U. K. Srivastav	
7	Statistics for Management by Levin and Rubin	
8	Statistical Methods by N. G. Das.	
9	Fundamental of Statistics: Goon Gupta, Das Gupta	
10	Basics of Statistics: Goon Gupta, Das Gupta	

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)**YEAR:** 2nd | **SEMESTER:** III**NAME OF SUBJECT:** E-Commerce (Theory)**SUBJECT CODE:** BBA 304 (IDC)**Credit:** 03 | **Marks:** 100 | **Lectures per week:** 03 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

To familiarize the students with the essential elements of E-Commerce. Technical, Security and Strategic Issues along with different Business Models in emerging E-Commerce areas shall be studied thoroughly.

Course Outcome:

CO1: To develop knowledge on the basics of E-Commerce and various business models of E-Commerce

CO2: To develop knowledge on basics of computer networks

CO3: To acquire skills on creating and hosting E-Commerce Websites

CO4: To familiarize with the security issues in E-Commerce websites

CO5: To understand Business to Business and Consumer Oriented E-Commerce

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to E-Commerce Meaning and concept of E-Commerce, E-Commerce versus e-business, advantages and disadvantages of E-Commerce, value chain in E-Commerce, Porter's value chain model, competitive advantage and competitive strategy, different types of E-Commerce like B2B, B2C, C2C, C2B, G2C, Different types of E-Commerce Business Models like Brokerage, Aggregator, Info-mediary, Community, Value Chain, Subscription, Direct, Advertising, Affiliate, Web Promotion, Internet Marketing Techniques, e-cycle of Internet Marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value	CO1	10	24%
II	Basics of Computer Networks An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies, E-Commerce Infrastructure	CO2	04	10%
III	Building and Hosting an E-Commerce Website Choosing an ISP, Registering a domain name, Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS, Introduction to JavaScript, A systematic Approach to build E-Commerce website.	CO3	14	33%
IV	Security, Basic cryptography for enabling security in E-Commerce and Internet Payment Systems Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and Scams. Encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL. Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway,	CO4	08	19%

	SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ECH			
V	Business to Business and Consumer Oriented E-Commerce Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool. Traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web enabling services, matchmaking services, information selling on the web, entertainment services and auction services, E core values: Ethical issues, Legal issues, Taxation issues and International issues.	CO5	06	14%
TOTAL LECTURES (Over 14 weeks)			42 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	S. J. Joseph, E-Commerce: an Indian Perspective; Prentice Hall of India			
2	Thomas A. Powell, HTML & XHTML; Tata McGraw Hill			
3	N. P. Gopalan and J. Akhilandeswari, Web technology: a developer's perspective; Prentice Hall of India			
4	Ravi Kalakota and Andrew B. Whinston, Electronic commerce: a managers guide; Pearson			
5	Kamlesh K bajaj and Debjani Nag, E-Commerce; Tata McGraw Hill			
6	Brahm Canzer, E-Business and commerce: strategic thinking and practice (Indian Adaption); Biztantra Publication			

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** III

NAME OF SUBJECT: Creative Writing in Hindi (Theory)

SUBJECT CODE: BBA 305A (AEC)

Credit: 02 | **Marks:** 100 | **Lectures per week:** 02 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To hone and develop creative writing skills in Hindi.

Course Outcome:

CO1: The ability to apply critical and theoretical approaches to the reading and analysis of literary texts in multiple genres.

CO2: To understand how to identify, analyze, interpret and describe critical ideas, themes, values that consist of literary texts and perceive the ways to evaluate how ideas, themes and values create an impact on societies, both in the past and present.

CO3: To become capable of producing poems or literary non-fictional pieces that are original and engaging.

CO4: To articulate an awareness of the relationship between the individual works and conventional literary work.

CO5: To be capable of passing judgment whether a journal or a press is better venue for publishing literary work.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Creative Writing	CO1	3	11%
	Creativity inspiration art propaganda madness imagination Creative writing/teaching of importance of reading.			
II	The Art and Craft of Writing	CO2	2	7%
	Tropes, figures-style, register-formal, informal usage-varieties of HINDI Language -playing with words-grammar and Word order-tense and time grammatical differences			
III	Poetry	CO3,CO4	6	21%
	Definitions-functions of language – poetry and prose-shape, Form and technique-rhyme fixed Forms and free Verse-modes of poetry: lyrical, Narrative , dramatic voices- children-problems With writing poetry-writing poetry-workshops.			
IV	Fiction	CO3,CO4	6	21%
	Fiction, Non-fiction -importance of history-literary and popular fiction-short Story And Novel – writing Fiction For children – Children’s Literature – Interview – workshops.			
V	Drama	CO3,CO4	6	21%
	Drama plot-characterization-verbal and nonverbal elements-overview of theatre styles of contemporary theatre- playwrights- - Writing for films-screenplay children’s theatre-writing drama-workshops.			
VI	Publication	CO5	5	19%
	Revising and rewriting-proof reading-editing-submitting			

	manuscript for publication summary.		
TOTAL LECTURES (Over 14 weeks)		28 hours	
Assignments			
1	MCQ / Quiz	4 th Week	
2	PPT Presentation	8 th Week	
3	Report / Case Study	12 th Week	
Tutorials		15 th Week	
Reference Source			
1	Kulshrestha Vijay. 2007. Hindi Journalism and Creative Writing. Jaipur: Rajasthan Hindi Granth Academy.		
2	Scholars Hub Editorial Team. 2017. Anuched Lekhan-4. New Delhi: Scholars Hub.		

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** III

NAME OF SUBJECT: Creative Writing in Bengali (Theory)

SUBJECT CODE: BBA 305B (AEC)

Credit: 02 | **Marks:** 100 | **Lectures per week:** 02 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To hone and develop creative writing skills in Bengali.

Course Outcome:

CO1: The ability to apply critical and theoretical approaches to the reading and analysis of literary texts in multiple genres.

CO2: To understand how to identify, analyze, interpret and describe critical ideas, themes, values that consist of literary texts and perceive the ways to evaluate how ideas, themes and values create an impact on societies, both in the past and present.

CO3: To become capable of producing poems or literary non-fictional pieces that are original and engaging.

CO4: To articulate an awareness of the relationship between the individual works and conventional literary work.

CO5: To be capable of passing judgment whether a journal or a press is better venue for publishing literary work.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Creative Writing Creativity inspiration art propaganda madness imagination Creative writing/teaching of importance of reading.	CO1	03	11%
II	The Art and Craft of Writing Tropes, figures-style, register-formal, informal usage-varieties of BENGALI Language -playing with words-grammar and Word order-tense and time grammatical differences	CO2	02	07%
III	Poetry Definitions-functions of language – poetry and prose-shape, Form and technique-rhyme fixed Forms and free Verse-modes of poetry: lyrical, Narrative , dramatic voices- children-problems With writing poetry-writing poetry-workshops.	CO3, CO4	06	21%
IV	Fiction Fiction, Non-fiction -importance of history-literary and popular fiction-short Story And Novel – writing Fiction For children – Children’s Literature – Interview – workshops.	CO3, CO4	06	21%
V	Drama Drama plot-characterization-verbal and nonverbal elements-overview of theatre styles of contemporary theatre- playwrights- - Writing for films-screenplay children’s theatre-writing drama-workshops.	CO3, CO4	06	21%
VI	Publication Revising and rewriting-proof reading-editing-submitting manuscript for publication summary.	CO5	05	19%

TOTAL LECTURES (Over 14 weeks)		28 hours
Assignments		
1	MCQ / Quiz	4 th Week
2	PPT Presentation	8 th Week
3	Report / Case Study	12 th Week
Tutorials		15 th Week
Reference Source		
1		
2		
3		

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** I I I

NAME OF SUBJECT: Learning Fundamentals of Python Programming (Theory & Lab)

SUBJECT CODE: BBA 306 (SEC)

Credit: 03 | **Marks:** 100 | **Lectures per week:** 03 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To understand programming language and aware the students about programming paradigm. To give clear idea of different strategy of basic programming with Python.

Course Outcome:

CO1: Learn the syntax and semantics of Python Programming Language.

CO2: Write Python functions to facilitate code reuse and manipulate strings

CO3: Illustrate the process of structuring the data using lists, tuples and dictionaries.

CO4: Working with files.

CO5: Handling spreadsheet by using python.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction: The Python Programming Language, History, features, Installing Python, Running Python program, Debugging : Syntax Errors, Runtime Errors, Semantic Errors, Experimental Debugging, Formal and Natural Languages, The Difference Between Brackets, Braces, and Parentheses, Variables and Expressions Values and Types, Variables, Variable Names and Keywords, Type conversion, Operators and Operands, Expressions, Interactive Mode and Script Mode, Order of Operations. Conditional Statements: if, if-else, nested if-else Looping: for, while, nested loops Control statements	CO1	12	29%
II	Functions: Function Calls, Type Conversion Functions, Adding New Functions, Definitions and Uses, Flow of Execution, Parameters and Arguments, Variables and Parameters, Fruitful Functions and Void Functions, Return Values, Incremental Development, Recursion.	CO2	8	18%
III	Lists: The List Data Type, Working with Lists, Augmented Assignment Operators, Methods Dictionaries and Structuring Data: The Dictionary Data Type, Pretty Printing, Using Data Structures to Model Real-World Things. Manipulating Strings - Working with Strings, Useful String Methods.	CO3	9	21%
IV	Reading and Writing Files: Files and File Paths, The File Reading/Writing Process	CO4	9	21%
V	Working with Excel Spreadsheets: Excel Documents, Reading Excel Documents, Project: Reading Data from a Spreadsheet, Writing Excel Documents	CO5	4	11%

TOTAL LECTURES (Over 14 weeks)		42 hours
Assignments		
1	Practical	4 th Week
2	Theory	8 th Week
3	Assignments	12 th Week
Tutorials		15 th Week
Reference Source		
1	Introduction to Problem Solving with Python, E. Balagurusamy	
2	Object-oriented Programming in Python, Michael H. Goldwasser, David Letscher	
3	Fundamentals of Python Programming, Mr. Anvar Shathik. J, Mrs. Saraswathi.T, Mrs. Renisha P.S	

SEMESTER IV

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** IV

NAME OF SUBJECT: Business Accounting (Theory)

SUBJECT CODE: BBA 401 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

The objective of this course is to make the students aware of the fundamental concepts and processes of accounting. Also familiarize students with various tools of financial analysis which are useful in the interpretation of financial statements.

Course Outcome:

CO1: Understand the various Accounting Methods.

CO2: Understand the preparation of various Books of Accounts.

CO3: Understand the calculation of Depreciation and rectification of Accounting Errors.

CO4: Understand the preparation of Trading Profit & Loss Account and Balance Sheet.

CO5: Analyze financial statements for reporting to the Management and Decision Making.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Financial Accounting	CO1	06	11%
	Definition, Nature and Scope of Accounting, Generally Accepted Accounting Principles, Accounting Concepts & Conventions, Accounting Standards issued by the council of the Chartered Accountants of India, Accounting Cycle, Accounting Equation, Rules of Debit and Credit			
II	Preparation of Various Books of Accounts	CO2	13	23%
	Recording transactions in General Journal, Preparation of Ledger Accounts, An overview of Subsidiary Books, Purchase Book, Purchase Return Book, Sales Book and Sales Return Book, Recording transactions in triple column Cash book, Recording transactions in Petty Cash Book. Preparation of Trial Balance, Explain Errors which are not disclosed by Trial Balance, Explain Errors that are disclosed by Trial Balance.			
III	Depreciation Methods and Rectification of Errors	CO3	15	27%
	Define Depreciation & Methods of Depreciation, Different Methods of calculating Depreciation and Problems, Define Capital Expenditure, Revenue Expenditure and Deferred Revenue Expenditure, Identification of different types of Expenditure, Preparation of Bank Reconciliation Statement, Need for Bank Reconciliation Statement, Rectification of Errors, Problems and preparation of Suspense Account			
IV	Preparation of financial statements	CO4	12	21%
	Preparation of Trading Account, Profit and Loss Account and Balance Sheet for a Sole Proprietor, Adjustment Entries required at the time of preparing Final Account, Bad Debt, Reserves and Provisions, Usefulness and limitations of Balance Sheet, Define Assets and their Classifications, Define Liability and their Classifications, Understanding contents of Financial statements of a company as per the companies Act 2013, Understanding the contents of Corporate Annual Report			
V	Analysis of Financial statements	CO5	10	18%

	Financial Statements Analysis: Objectives, Techniques of Financial Statement Analysis, Horizontal Analysis, Vertical Analysis and Ratio Analysis, Meaning, Usefulness and Limitations of Financial Ratios, Analysis of Financial Ratios from the perspective of different stakeholders like Investors and Lenders		
TOTAL LECTURES (Over 14 weeks)		56 hours	
Assignments			
1	MCQ / Quiz	4 th Week	
2	PPT Presentation	8 th Week	
3	Report / Case Study	12 th Week	
Tutorials		15 th Week	
Reference Source			
1	Maheshwari & Maheshwari: An Introduction to Accountancy, Vikas Publishing House		
2	Hanif M. and Mukherjee A., 2020. Financial Accounting-I. India: Tata McGraw Hill.		
3	R. P. Rustogi: Financial Management, Taxman Publication.		
4	M.Y. Khan & P.K. Jain: Financial Management, Tata McGraw Hill		

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** II

NAME OF SUBJECT: Business Mathematics (Theory)

SUBJECT CODE: BBA 402 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

On completion of the course students will be able to apply acquired knowledge of different techniques and concepts of mathematics in different other courses and business-related practical problems.

Course Outcome:

CO1: To acquire knowledge on the basics of Algebra including matrix and determinant

CO2: To understand the basics of permutation and combination

CO3: To develop knowledge on basics of Compound Interest and Annuities

CO4: To develop knowledge on basics of Co Ordinate Geometry

CO5: To familiarize with the basics of Differentiation and basics of Integration only

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Algebra 1 Logarithm – Definition, Base and index of logarithm, general properties of logarithm, Common problems. Surds & Indices – Definition, Common Problems Matrices & Determinants – (i) Matrix - Types, Scalar multiplication, Equality, Addition-Subtraction-Multiplication of Matrices, Solving simultaneous equation by matrix method; (ii) Determinants – Properties, Expansion, Cramer’s Rule Arithmetic, Geometric and Harmonic Progression Quadratic Equations	CO1	21	38%
II	Algebra 2 Permutation - Definition, Factorial notation; Theorems on permutation, permutations with repetitions; Restricted permutations Combination - Definition; Theorems on combination; Basic identities; Restricted combinations	CO2	07	12%
III	Compound Interest Different types of interest rates; Concept of Present value and amount of sum; Types of annuities; Present value and amount of an annuity; including the case of continuous compounding; Valuation of simple loans and debentures; Problems relating to sinking funds.	CO3	07	13%
IV	Coordinate Geometry Concept of co-ordinate of points, Mid-point, Distance between two points, Area of triangle; Equation of Straight Line and Circle	CO4	09	16%
V	Calculus Concept of Function, Limit & Continuity of functions; Concepts and meaning of Differentiation of simple algebraic functions; Successive differentiation; Partial Differentiation – Simple problems; Application of differentiation - Maxima & Minima Basic concept of integration only	CO5	12	21%
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	

2	PPT Presentation	8 th Week
3	Report / Case Study	12 th Week
Tutorials		15 th Week
<i>Reference Source</i>		
1	Business Mathematics by D. C. Sancheti & V. K. Kapoor; Sultan Chand	
2	Mathematics by Dr. S. N. De; Chhaya Prakashani	

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA (Hons)**YEAR:** 2nd | **SEMESTER:** 4**NAME OF SUBJECT:** Fundamentals of Marketing Management (Theory)**SUBJECT CODE:** BBA 403(DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

It will give basic knowledge to the students to understand the overall marketing as a concept.

Course Outcome:

CO1:To develop knowledge on the basics and scope of marketing, market and terminologies associated with basic marketing.

CO2:To develop the knowledge on the marketing environment.

CO3:To emphasize the knowledge on market segmentation, targeting and positioning of products and services in consumers' mind.

CO4:To develop the knowledge on Product & Pricing Decisions.

CO5:To develop the knowledge on Promotion Mix.

CO6:To develop the knowledge on Basic concept of consumer behavior.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction Nature, Scope and Importance of Marketing, Concept of Market, Consumer's Needs, Wants and Demands, Products & Service, Evolution of Marketing ,Core marketing concepts, Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept	CO1	06	11%
II	Marketing Environment Demographic, economic, political, legal, socio cultural, Technological environment (Indian context),Portfolio approach – Boston Consultative Group (BCG)matrix , Marketing Mix	CO2	08	14%
III	Segmentation, Targeting and Positioning Segmentation, Targeting , Positioning, Levels of Market Segmentation, Bases of Segmenting Consumer Market, Difference between Segmentation, Targeting and Positioning	CO3	13	23%
	Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labeling, New Product Development, Determinants of Price, Pricing Methods (Non-mathematical treatment),Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing)	CO4	10	18%
V	Promotion Mix Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling, Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of	CO5	10	18%

	Wholesalers, Types of Intermediaries: Types of Retailers, Types of Wholesalers, Marketing of Services - Unique Characteristics of Services ,Marketing strategies for service firms –7Ps.			
VI	Basic Concept of Consumer Behavior	CO6	09	16%
	Consumer Buying Behavior, Consumer Decision Making Process			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz/ Written Test		4 th Week	
2	Presentation/Report		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Kotler, P. & Keller, K. L.: Marketing Management,Pearson.			
2	Kotler, P., Armstrong, G., Agnihotri, P. Y., &UIHaq, E.: Principles of Marketing: A South Asian Perspective, Pearson.			
3	Ramaswamy, V.S.& Namakumari,S.:Marketing Management: Global Perspective- Indian Context, Macmillan Publishers India Limited.			

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** IV

NAME OF SUBJECT: Cost and Management Accounting (Theory)

SUBJECT CODE: BBA 404 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr.

Programme Specific Outcome:

To help students acquire knowledge and understanding of the concepts, techniques, and practices of cost and management accounting and develop decision-making skills.

Course Outcome:

CO1: To appreciate the fundamental role of cost and management accounting in this dynamic business environment.

CO2: To have a conceptual understanding of Material, Labour, and Overhead cost as well as Process costing.

CO3: To understand the basic concept of Marginal costing.

CO4: To understand the concept of budget and its type.

CO5: To learn the concept of standard costing.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost Control, and Cost Reduction; Elements of Cost, Classification of Costs: Fixed, Variable, Semi variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable and Unavoidable Costs; Imputed/ Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Preparation of Cost sheet.	CO1	08	10%
II	Elements of Cost and Process Costing (a) Material and Labour Costs: Direct and Indirect Material Costs; Issue of material to production; Direct and Indirect labour Costs; System of payment of wages; (b) Overhead: Overhead classification; allocation and apportionment of overhead. (c) Process Costing: Process costing: Process losses and wastage, Computation of work in progress and Equivalent Units, Valuation of Joint and By product.	CO2	12	20%
III	Marginal Costing Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision	CO3	12	25%

	Making: Pricing, Product Profitability, Make or Buy, exploring new markets, Export Order, Sell or Process Further, shut down vs. Continue.			
IV	Budget and Budgetary Control	CO4	12	20%
	Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers.			
V	Standard Costing	CO5	12	25%
	Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report/Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Hanif M. 2022. Book Title: Cost & Management Accounting. India: McGraw Hill			
2	Kishore Ravi M. 2022. Book Title: Cost & Management Accounting: Taxmann Publications.			
3	Basu & Das .2022. Book Title : Cost & Management Accounting: Rabindra Library			
4	Khan, M.Y. and Jain, P.K.2022: Book Title: Management Accounting: Tata McGraw-Hill			

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA (Hons)

YEAR: 1st | **SEMESTER:** IV

NAME OF SUBJECT: Project and Operations Management (Theory)

SUBJECT CODE: BBA 405 (EDC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To understand the production and operation functions of a firm and familiarize students with the technique for planning and control.

Course Outcome:

CO14: To understand the basic concepts and principles of production and operations management.

CO15: To develop knowledge of maintenance management and importance of lean production.

CO16: To learn the basic techniques of forecasting in production.

CO17: To enable students to select appropriate process and undertake capacity planning.

CO18: To acquaint students with principles of Statistical Quality control and TQM

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute	CO1	05	9%
II	Maintenance Management & Lean Production Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Definition of lean production, lean demand pull logic, waste in operations, elements that address elimination of waste, 2 card Kanban Production Control system	CO2	08	14%
III	Forecasting Techniques Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.	CO3	15	27%
IV	Process Selection and Capacity Planning Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes - job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Location Decisions & Models: Facility Location – objective, factors that influence location decision, location evaluation methods- factor rating method.	CO4	15	27%

	Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis.			
V	Aggregate Planning & Total Quality Management	CO5	13	23%
	Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Total Quality Management: Nature of Quality, Quality assurance, Quality management systems, Customer satisfaction, Continuous process improvement, Performance measures, Benchmarking.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Assignment		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations management manufacturing and services; Tata McGraw Hill			
2	Jhamb L. C , Production Operations Management; Everest Publishing House			
3	Adam, E E and Ebert, Production & Operations Management; Prentice Hall of India			
4	Mahadevan B., Operations Management; Pearson Education.			
5	Besterfield, Dale H. et.al., Total Quality Management; Pearson Education.			

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** IV

NAME OF SUBJECT: Excel & Spread Sheet (Practical)

SUBJECT CODE: BBA 406 (AEC)

Credit: 02 | **Marks:** 100 | **Lectures per week:** 02 | **Duration per lecture:** 02 hrs

Programme Specific Outcome:

The subject knowledge would enhance the computer skills and knowledge for commerce students about the usefulness of spreadsheet business operations such as accounting and statistical related calculation as well as data mining and data interpretation.

Course Outcome:

CO1: Introduction of spreadsheet and how to enter and edit data into it

CO2: Organize, arrange and present data as per criteria in tabular and graphical means.

CO3: Learning basics of Functions and Formulas for calculation

CO4: Learning important Financial Functions

CO5: Learning important Statistical Functions

CO6: Data Mining and Data Interpretation

Course Structure

Units	Content	Course Outcome	No. of Lectures of 02 Hour Duration	Weightage (%)
I	Basic Concept Workbook Vs. Worksheets; Rows/ Col Feature (Ins/Del, Align, AutoComplete, Auto Calculate); Worksheet-Naming, Adding etc.; Cell Formatting & Converting; Merge, Wrap, Border, Fill Effect; Fill Series (advanced), Freeze Rows and columns, Set Print Area, Repeat rows and Columns in print out.	CO1	03	11%
II	Advance Concept Referencing (Absolute, Relative Referencing, Mixed Referencing);What – If – Analysis, Goal Seek, Data Table, Scenario creation; Chart Analysis & Create charts (Bar, Line, Column, Pie); Table Formatting , Conditional Formatting; Sorting, Multi-Level Sorting; Hide (Both Row/ Column and Work Book); Filter Data.	CO2	07	25%
III	Functions Function Vs. Formula, Insert function (fx), Autosum (Σ), logical function - • AND(), OR(), NOT(), MINA(), MAXA() etc. • IF(),NESTED IF(),IF mixed with other functions like AND(), MAX() etc.	CO3	02	7%
IV	More on Functions – I Financial Functions Single Cash Flow Functions •FVSCHEDULE(), PDURATION(), RRI() Interest Rate Conversion Functions EFFECT(), NOMINAL() Functions for a Series of Periodic Constant Cash Flows •CUMIPMT(), FV(), PMT(), PPMT(),PV(), RATE() Functions for a Series of Periodic Variable Cash Flows •IRR(), NPV() Depreciation and Amortization Functions • SLN(), DB(), DDB(), AMORDEGRC(), AMORLINC()	CO4	10	36%
V	More on Functions – II Statistical Functions Mean, Median, Mode, Standard Deviation, Regression, Correlation	CO5	3	11%

VI	Advance Applications and Data Mining	CO6	3	10%
	Macro, OLE, hyper linking, Vlookup function , Pivot Table, Pivot Charts, handling external data.			
TOTAL LECTURES (Over 14 weeks)			28 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Suman H. 2020. Excel Formulas and Functions: The Step by Step Excel Book for Beginners on how to Master Lookup Formulas using the XLOOKUP Function. Amazon.com.			
2	Nigam M. 2019. Data Analysis with Excel. India: BPB Publications.			

SEMESTER V

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: B.B.A**YEAR:** 3rd | **SEMESTER:** V**NAME OF SUBJECT:** Managerial Economics (Macro) (Theory)**SUBJECT CODE:** BBA 501 (DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to enable students to study the impact of monetary, fiscal policy and trade policies on the aggregate behaviour of individuals and also an economy.

Course Outcome:

CO1: To get familiarized with the concepts of Macroeconomic variables

CO2: To understand the significance of money in economy

CO3: To study the impact of public policies on economies

CO4: To learn the impact of policies on an economy under different systems of economy

CO5: To learn the significance of money in different forms of economies

CO6: To understand the public policy implications on a closed economy

CO7: To understand the public policy implications in an open economy

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Macroeconomics	CO1	14	25%
	Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.			
II	Keynesian theory of Income and employment	CO3, CO4	16	27%
	Simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.			
III	Money and its impact	CO2, CO6	16	27%
	Functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)			
IV	Open Economy Model	CO5, CO7	10	21%

	Brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)		
TOTAL LECTURES (Over 14 weeks)		56 hours	
Assignments			
1	MCQ / Quiz	4 th Week	
2	PPT Presentation	8 th Week	
3	Report / Case Study	12 th Week	
Tutorials		15 th Week	
Reference Source			
1	Froyen, R. P, Macroeconomics: theories and policies; Pearson		
2	Dornbusch and Fischer, Macroeconomics; Tata McGraw Hill		
3	Mankiw, N. Gregory, Macroeconomics; Worth Publishers		
4	Olivier Blanchard, Macroeconomics; Pearson		

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)**YEAR:** 3rd | **SEMESTER:** V**NAME OF SUBJECT:** Business and Company Law**SUBJECT CODE:** BBA 502 (DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

The objective of this course is to familiarize the students with various legal aspects of business. Rules and regulations of business are essential and students must be aware of it and apply it in future.

Course Outcome:

CO1: Understand the Basic rules of Law of Contract.

CO2: Understand the Basic Laws of Special Contract.

CO3: Understand the Basic Laws of Sale of Goods Act.

CO4: Understand Basic Laws that govern a Company.

CO5: Understand Laws related to Limited Liability Partnership and Consumer Protection Act.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Law of Contract The Indian Contract Act, 1872, Distinguish between Agreement and Contract, Different kinds of Contract, Essential elements of a Valid Contract: Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Lawful Object, Acceptance to be effective must be communicated to the offeror. Discuss exception to this rule with the help of Carlill vs. Carbolic Smoke Ball Company Case Law, Exceptions to the rule no consideration no contract, Competence of parties to contract, Void agreements under the Indian Contract Act, Performance of Contract, Discharge and Breach of Contract.	CO1	14	25%
II	Special Contract Define Contract of Indemnity, Guarantee and Surety, Distinguish between contract of Indemnity and Guarantee, Rights of Surety. Define Bailment, Duties of Bailor and Bailee, Define Pledge, Rights of Pawnee, Rights and obligation of Finder of Goods. Meaning and creation of Agency, Agency by Necessity, Estoppel and Ratification, State the rights of an Agent and Duties of an Agent to the Principal.	CO2	10	18%
III	Law of Sale of Goods The Sale of Goods Act, 1930, General Principles, Sale and Agreement to Sale, Conditions and Warranties, Doctrine of Caveat Emptor, Transfer of Ownership, Performance of a Contract of Sale, Remedial Measures	CO3	09	16%
IV	Company Law The Indian Companies Act, 2013, Objective of the companies Act 2013, Characteristics of Company, Discuss Saloman vs Saloman and Company Ltd Case Law, Different Types of Companies, One Person Company, Distinguish between Private and Public Company, Effects	CO4	14	25%

	of Registration and Incorporation of a Company, Pre incorporation Contract, Contents of Memorandum of Association and Articles of Association, Discuss Ashbury Railway Carriage & Iron Company Vs. Riche Case Law, Different kinds of Meetings, General Rules and Procedures of conducting Meetings, Rights and Duties of Director.			
V	Limited Liability Partnership and Consumer Protection Act The Limited Liability Partnership Act 2008, Meaning and nature of Limited Partnership, Formation of LLP, Partners and their relations, Extent and limitation of liability The Consumer Protection Act, 1986, Objective of Consumer Protection Act, Rights of Consumer, Machinery for Consumer Protection, Defects and Deficiency	CO5	09	16%
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	N.D. Kapoor: Elements of Mercantile Law and Industrial Laws, Sultan Chand & Sons			
2	M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.			
3	Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxman.			

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons.)

YEAR: 3rd | **SEMESTER:** V

NAME OF SUBJECT: Financial Management (Theory)

SUBJECT CODE: BBA 503 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

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

Course Outcome:

CO1: Awareness of financial management, understanding financial statements, and importance of ratios

CO2: Concept of time value of money and its relevance as a financial management tool

CO3: Awareness and importance of capital budgeting techniques

CO4: Nature and management of working capital

CO5: Relevance of capital structure and dividend decisions in determining firm value

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Financial Statement Analysis Nature and objectives of Financial Management: Finance decision, Investment decision, Dividend decision; Profit vs wealth maximization. Corporate financial statement analysis: Income statement and Balance sheet analysis through ratios (profitability, coverage, solvency, liquidity, valuation ratios; Du Pont analysis).	CO1	08	14%
II	Time Value of Money Concept of Time Value of Money, present value, future value, ordinary annuity (growing annuity not included), annuity due, effective annual rate.	CO2	10	18%
III	Capital Budgeting Long-term investment decisions: Estimation of relevant cash flows, concept of weighted average cost of capital; Capital Budgeting techniques: Accounting Rate of Return, Discounted Payback Period, Net Present Value, Profitability Index, Internal Rate of Return.	CO3	10	18%
IV	Working Capital Working Capital concepts: Gross vs Net Working Capital, Conservative vs Aggressive Working Capital (theory only). Determination of Working Capital: Operating and Cash Conversion cycles; Calculating Working Capital requirements. Working Capital Management: Cash management; Receivables management (credit period policy, cash discount policy).	CO4	10	18%
V	Cost of Capital and Leverage Measurement of Cost of Capital: cost of debt; cost of perpetual debt; cost of equity; cost of preference share; cost of retained earnings; Computation of over-all cost of capital based on historical and market weights. Capital Structure: Meaning, capital structure vs financial structure, optimum capital structure. EBIT-EPS analysis: Calculating indifference point EBIT and EPS. Leverage Analysis: Operating, Financial, Combined leverages.	CO5	10	18%

VI	Dividend Policy	CO5	08	14%
	Dividend Theory and Policy: Dividend and capital; Relevance of dividends: Walter's model, Gordon's model; Irrelevance of dividends: Modigliani-Miller hypothesis.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz			4 th Week
2	PPT Presentation			8 th Week
3	Report / Case Study			12 th Week
Tutorials				15 th Week
Reference Source				
1	Chandra, Prasanna. Financial Management, Theory & Practice: McGraw Hill Education			
2	Pandey, I. M. Financial Management: Pearson Education			
3	Rustagi, R. P. Fundamentals of Financial Management: Taxmann Publication			
4	Horne, James C. Van & Dhamija, Sanjay. Financial Management and Policy: Pearson Education			
5	Khan, M. Y. & Jain, P. K. Basic Financial Management: McGraw Hill Education			

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons.)

YEAR: 3rd | **SEMESTER:** V

NAME OF SUBJECT: International Business Management (Theory)

SUBJECT CODE: BBA 504 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA

YEAR: 3rd | **SEMESTER:** V

NAME OF SUBJECT: Sales and Distribution Management (Theory)

SUBJECT CODE: MAN 505 (EDC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This course would help students develop an understanding about the importance of Sales Management, marketing channels and distribution. The course would acquaint the students with various concepts.

Course Outcome:

CO1: Course participants should be able to understand and appreciate the diverse variable affecting the Sales and Distribution function.

CO2: To expose course participants to the tools and strategies necessary for designing motivating and evaluating the sales and distribution management system

CO3: Course participants should be able to develop sales and distribution plans

CO4: Course participants should be able to develop understanding of marketing channel environment.

CO5: Course participants should be able to understand marketing logistics and its role in Sales and Distribution Management.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Overview of Sales Management Meaning, Evolution, Nature and importance of sales management, Strategic role of sales management, Objective and functions of sales management, Emerging trends in Sales Management, Careers in Sales Management; Skills required for Sales Managers. Impact of Technology on Sales: ERP, Social Platforms	CO1	10	18%
II	Organizing the Sales Force Sales Organization – meaning, Objectives & Structures of Sales Organization, Recruitment, selection and training the sales force, motivation to sales force, Compensation and Evaluation of Sales Force. Duties and Responsibilities of Sales Managers .Personal Selling: Objectives; Personal Selling Process; Relationship selling	CO2	10	18%
III	Sales Planning and Control Sales Planning Sales Forecasting & Budgeting, Sales Quotas and Targets. Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Daily Sales Call Report, Order Booking Report, Monthly and Quarterly Sales Report. Sales Audit: Sales Force Productivity Indicators (Value and Volume); Territory Productivity, per Person per Month Productivity, Sales to Marketing Expenses Ratio	CO3	12	21%
IV	The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment	CO4	12	21%
V	Distribution: Basic concept, Transportations, Inventory, Warehousing, Managing logistics	CO5	12	22%
TOTAL LECTURES (Over 14 weeks)			56 hours	

Assignments		
1	MCQ / Quiz	4 th Week
2	PPT Presentation	8 th Week
3	Report / Case Study	12 th Week
Tutorials		15 th Week
Reference Source		
1	Sales Management –Still, Cundiff & Govani Prentice Hall India	
2	Management of sales force—Stanton & Spiro Mc Graw Hill International	
3	Marketing Channels-Coughlan, Anderson & Stern,; Prentice Hall	

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 3rd | **SEMESTER:** V

NAME OF SUBJECT: Introduction to Business Analytics

SUBJECT CODE: MAN 506(EDC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To build a strong foundation in modern business practices using advanced analytical approach and advance their data analytics skills for better business decision-making.

Course Outcome:

CO1: Giving brief introduction to Business Analytics and its business applications.

CO2: Imparting knowledge on data handling, especially large volumes of data

CO3: Understanding the knowhows of Machine Learning and Natural Language Processing.

CO4: Understanding the far-reaching effects of Artificial Intelligence in business.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Foundation of Business Analytics Introduction to Business Intelligence & Analytics, Evolution of Business Analytics, Emergence of Business Analytics as a Competitive Strategy, Data Lifecycle & Data Collection Methods.	CO1	10	18%
II	Descriptive Analytics, Statistical Inference and Exploratory data analysis (EDA) Introduction to Big Data, Sources of Data, Tools Python-(Basics, Advantages & Limitations), Advance Probability and Probability Model, Central Tendency & Dispersion, Bayes Theorem, Central Limit Theorem & Confidence Interval, Hypothesis Testing, Linear Regression, The Art & Science behind EDA, Graphical Techniques (Plots, Charts, Ratios),Data Visualization using Tableau, Introduction to Business Data Mining.	CO2	18	32%
III	Predictive & Prescriptive Analytics Supervised Techniques, Unsupervised Techniques, Business Forecasting, Introduction to Text Analytics & Natural Language Processing, Applications of NLP in Business, Financial Analytics, Digital Media Analytics, Customer & Marketing Analytics, Operations & SCM Analytics.	CO3	18	32%
IV	AI and ML in Business Introduction to AI & ML, Business Application of AI & ML, Introduction to Deep Learning, Business application of Deep Learning.	CO4	10	18%
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	

Tutorials	15 th Week
<i>Reference Source</i>	
1	U Dinesh Kumar; Business Analytics: The Science of Data - Driven Decision Making ; Wiley
2	Bharti Motwani ;Data Analytics using Python;Wiley
3	Provost and Fawcett; Data Science for Business;O'Reilly

SEMESTER VI

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA(Hons)

YEAR: 3rd | **SEMESTER:** VI

NAME OF SUBJECT: Tax Planning (Theory)

SUBJECT CODE: MAN 601(DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Course Outcome:

CO1: To acquire knowledge about the basic principles and concept of Income tax.

CO2: To familiarize and understand about five heads of Income

CO3: Analyze and apply the permissible exemptions and deductions from the income tax Act.

CO4: To compute the total income of an individual and company as well as the tax payable and also to gain knowledge about the procedure of filing the income tax return.

CO5: To have the conceptual knowledge of Good and Service Tax

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction	CO1	08	15%
	(a) Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income) Gross Total Income, Total Income; Income which do not form part of total income, Concepts of Tax Planning, Tax Evasion and Tax Avoidance.			
	(b) Residential status: Scope of total income on the basis of residential status of Individual			
II	Computation of Income under different Heads-1	CO2	13	25%
	Income from Salaries: Basic Salary, Allowances, Perquisites, Computation of Gross Income and Net income under the head salary; Income from house property: : Computation of self-occupied and let out house property			
III	Computation of Income under different Heads-2	CO2	13	25%
	Profits and gains of business or profession: Computation of Business Income including the concept of Depreciation; Capital gains: Computation of Short term and Long-Term capital gains; Income from other sources			
IV	Computation of Total Income and Tax Liability	CO3, CO4	14	25%
	Computation of gross total income, deductions u/s 80 C to 80 U as applicable to an individual, Computation of total income and tax liability of an individual applicable under old and new tax regime, Procedure for assessment: E-filing of return. Computation of Taxable Income and tax Liability of Companies: Minimum Alternative Tax.			
V	Clubbing provision and GST	CO5	8	10%

	Clubbing of Income, Set-off, and carry-forward of losses. GST: Concept, Input Tax Credit, GST rates Applicable in India			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz	4 th Week		
2	PPT Presentation	8 th Week		
3	Report/Case study	12 th Week		
Tutorials			15 th Week	
Reference Source				
1	Singhania Vinod K and Singhania Monica. Student's Guide to Income Tax, University Edition. India: Taxmann Publications Pvt. Ltd.			
2	Ahuja Girish and Gupta Ravi. Systematic Approach to Income Tax. India: Bharat Law House			
3	V.S. Datey. Indirect Tax. Taxmann Publications Pvt. Ltd			
4	Mundhra Sanjay and Mundhra Vikash. Taxation-I. India: Lawpoint Publications			

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 3rd | **SEMESTER:** VI

NAME OF SUBJECT: Introduction to Quantitative Techniques

SUBJECT CODE: MAN 602(DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course Outcome:

CO1: To enable the students to understand the concept of Graphical and Simplex methods of Linear programming.

CO2: To enable the students to understand the concept of Transportation methods.

CO3: To help students focus on Network analysis and Critical Path Method.

CO4: To help the students understand the Decision and Game theory.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.	CO1	14	25%
II	Elementary Transportation: Formulation of Transport Problem, Solution by Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)	CO2	12	21%
III	Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing.	CO3	10	18%
IV	Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares,	CO4	10	18%

	Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation.			
V	Game Theory: Introduction to Game Theory: Pay off Matrix- Two-person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.	CO5	10	18%
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	Class Presentation		4 th Week	
2	MCQ / Quiz		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	N. D. Vohra, Quantitative management; Tata McGraw Hill.			
2	P. K. Gupta, Man Mohan, Kanti Swarup, Operations research; Sultan Chand.			
3	V. K. Kapoor, Operations research; Sultan Chand & Sons.			
4	J. K. Sharma, Operations research: theory & applications; Macmillan India.			

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COURSE: BBA (Hons)**YEAR:** 3rd | **SEMESTER:** VI**NAME OF SUBJECT:** Strategic Business Management (Theory)**SUBJECT CODE:** MAN 603 (DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

The objective is to equip students with the necessary inside into designing strategies for an organization and linking the organization's strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Outcome:

CO1: To introduce the fundamentals of Strategic Management

CO2: To understand environmental forces and their impact on business

CO3: To understand competitive strategies and theories behind them

CO4: To understand analysis, choices and implementation of strategies.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Business Policy and Strategy Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement- Drucker's Performance Area, Bennis' Core Problem; formulation of mission statement.	CO1	10	18%
II	Environmental Analysis & Diagnosis Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organization's policy and strategy, organizations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organization's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.	CO2	15	27%
III	Competitive Strategies Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.	CO3	16	28%
IV	Strategic Framework Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand	CO4	15	27%

	strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & Operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.			
		TOTAL LECTURES (Over 14 weeks)	56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	J.A. Pearce & R.B. Robinson: Strategic Management Formulation Implementation and Control, TMH			
2	Arthur A. Thompson Jr. & A.J Strickland III: Crafting and executing strategy, TMH			
3	Gerry Johnson & Kevan Scholes, Exploring Corporate Strategies, PHI			
4	Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies			
5	Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management)			

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COURSE: BBA (Hons)

YEAR: 2nd | **SEMESTER:** VI

NAME OF SUBJECT: Term Paper and Seminar

SUBJECT CODE: MAN 604 (EDC)

Credit: 04 | **Marks:** 100 |

Programme Specific Outcome:

Students will be able to develop basic orientation towards research. This paper will help in understanding the practical application of theoretical models in the discipline of Commerce, Economics and Business Administration etc.

Course Outcome:

CO1: To give opportunity to students to work independently under guidance

CO2: To develop an ability in preparing a report

CO3: Clarity regarding difference between qualitative and quantitative methods of research while writing a seminar report.

CO4: To make the students develop logical reasoning and built up confidence in themselves while answering any question in case if there is questioning on their topic

CO5: To enable students to overcome audience fear and become self confidence

Course Structure

Content	Course Outcome
Each student shall be required to carry out under supervision of allotted supervisor. The student will conduct literature survey, collect full papers, reviews, book chapters etc. and prepare a detailed review report on the selected topic.	CO1, CO2, CO3
The outcome of the Term paper & seminar should be presented in the form of a report and appear in a seminar and viva-voce examination to be conducted by a common board of examiners coordinated by the Principal.	CO4, CO5
<i>Reference Source</i>	
1	Journals / Magazines
2	Relevant Books
3	Dissertations
4	Pamphlets, Brochures & Newsletters
5	Web-sites

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COURSE: BBA (Hons)

YEAR: 3rd | **SEMESTER:** VI

NAME OF SUBJECT: Field Visits and Survey

SUBJECT CODE: MAN 605 (EDC)

Credit: 04 | **Marks:** 100 |

Programme Specific Outcome:

To get acquainted with different functional operations of the company. To acquire practical knowledge about an organization by visiting different companies in and around Kolkata.

Course Outcome:

CO1: To understand operational functions of the organizations.

CO2: To acquire knowledge about the administrative functions of the company.

Content		Course Outcome
Each student shall be required to prepare a report based on the knowledge that they have acquired after visiting a factory.		CO1, CO2
<i>Reference Source</i>		
1	Web-sites	
2	Relevant Books	
3	Pamphlets, Brochures & Newsletters	
4	Journals / Magazines	

SEMESTER VII

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)**YEAR:** 4th | **SEMESTER:** VII**NAME OF SUBJECT:** Management Information System**SUBJECT CODE:** MAN 701(DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

After completing this course, the students should be able to understand the basic concepts of Information Systems.

They will be able to work with and manage Information System in a Business Firm.

Course Outcome:

CO1:To acquaint students with the fundamental concepts of Management Information Systems.

CO2:To create awareness amongst students regarding managing Information System in a digital firm

CO3:To acquaint students with major types of Information System.

CO4:To enable students with the concepts of Systems development.

CO5:To make students understand the important ethical and social issues in digital firm.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weight age (%)
I	Fundamental Concepts Introduction to Management Information Systems, Capabilities of Digital firm, Users of information system, Evolution of MIS, MIS for Competitive advantage, Categories of MIS, Challenges in development of MIS.	CO1	5	9%
II	Managing Information System In A Digital Firm Information System in the Enterprise; Technical approach and behavioral approach to Digital firm; Information system architecture and Information technology infrastructure; Organization and Information system; Organization, Management and technology dimension of information system; Process of generation of information; Quality of information; Information Systems for finance, marketing, manufacturing, research and development and human resource areas.	CO2	11	19%
III	Organization, Major Types Of Information System And Managing Data Resource In Information Systems Information system for managerial decision making; Transaction Processing System (TPS), Management Information System (MIS), Decision Support System (DSS), Executive Information System (EIS), Artificial Intelligence Based Systems such as Expert Systems, Office Automation system; Information systems security policy of an organization, Disaster recovery plan; Controls, General controls and applications control; Vulnerability to destruction, fraud, error and misuse; Security, fault tolerant and high availability computing.	CO3	16	28%
IV	Systems Development System development Life cycle model; Waterfall model, spiral model, Rapid Application Development model; Prototyping model and Object-Oriented model; Capability Maturity Model, Structured Analysis & Design. Computer Aided Software Engineering (CASE).	CO4	12	22%

V	Ethical And Social Issues in Digital Firm, Information Systems And Business Strategy	CO5	12	22%
	Ethical, Political and Social Issues, Intellectual property rights; Responsibility, accountability and liability of users of information systems; Privacy and fair information practices, Corporate code of ethics; Strategic information system and strategic level system, Porter's competitive forces model; Analyzing strategy at the business level, firm level and industry levels, Value chain model and competitive force models.			
TOTAL LECTURES (Over 14 weeks)			Hours	
Assignments				
1	Class Presentation		4 th Week	
2	MCQ / Quiz		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Kenneth C. Laudon and Jane P. Laudon; Management information system; PHI			
2	Robert C. Nickerson; Business information system; PHI			
3	Management Information systems; Gupta Uma G; West Publishing Co.			
4	James A. O'Brien, George M. Marakas; Management Information Systems; TMH.			

J.D. BIRLA INSTITUTE
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COURSE: BBA(Hons.)

YEAR: 4th | **SEMESTER:** VII

NAME OF SUBJECT: Security Analysis & Portfolio Management (Theory)

SUBJECT CODE: MAN 702 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Outcome:

CO1: Understand the financial market, environment of investment and risk-return framework.

CO2: Understand the valuation techniques of equity shares and bonds using different approaches and models.

CO3: Demonstrate the basic understanding of Fundamental and Technical Analysis

CO4: Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models and also to apply knowledge gained to perform analysis (risk-return parameters) of various securities and portfolios

CO5: To analyze the evaluation techniques of portfolios using Sharpe, Treynor's and Jensen's ratio.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction	CO1	08	15%
	(a) Investments and Speculation, avenues for Investment, objectives, constraints and policies, alternatives, attributes of an investible instrument. Process of Investment Decision making, Risks involved in Investments, Principle of Dominance. Classification of financial markets, Comparative study of Stock Market of India and abroad, and Study of market indexes of India.			
	(b) Classification of financial markets, Comparative study of Stock Market of India and abroad, and Study of market indexes of India			
II	Equity and Bond Valuation	CO2	12	20%
	Basics of risk and return: the concept of returns, application of standard deviation, systematic & unsystematic risk – their sources and measures, coefficient of variance, correlation coefficient, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, systematic risk, price risk, interest rate risk, default risk. The yield curve and theories regarding shape of yield curve; Duration and modified duration. Equity Share valuation: Dividend discount models- no growth, constant growth, two stage growth model; Relative valuation models using P/E ratio, book value to market value. .			
III	Fundamental and Technical Analysis	CO3	12	21%
	(a) Fundamental analysis: EIC framework; Du Pont Analysis; Economic Value added; Technical analysis: meaning, assumptions, difference between technical and fundamental analysis			

	(b) Technical Analysis - Charting the basic tool of technical analysis: line chart, bar chart, candle chart, Dow Theory; Price and Volume Charts, Pattern Analysis. Efficient Market Hypothesis: Concept of Efficiency; Random Walk; Three form of EMH and implication for investment decisions.			
IV	Portfolio Analysis Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, the concept of efficient frontier & optimum portfolio. Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing. Introduction to derivatives – options, and futures;	CO4	12	23%
V	Capital Asset Pricing Model and Mutual Funds Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security Market Line. Expected return, required return, overvalued and undervalued assets. Introduction to mutual funds; Performance Evaluation using Sharpe's Treynor's and Jensen's measures.	CO4, CO5	12	21%
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Fischer, D. E. & Jordan, R. J., Security analysis & portfolio management; Pearson Education.			
2	Ranganatham and Madhumathi. 2015. Investment Analysis and Portfolio Management. India: Pearson Education.			
3	Avadhani VA. 2010. Securities Analysis and Portfolio Management. India: Himalaya Publishing House.			
4	Pandian Punithavathy. 2012. Security Analysis and Portfolio Management. India: Vikas Publishing House Pvt. Ltd.			
5	Sharpe, W. F., Alexander, G. J. & Bailey, J., Investments; Prentice Hall of India			

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COURSE: BBA (Hons)

YEAR: 4th | **SEMESTER:** VII

NAME OF SUBJECT: Retail Management (Theory)

SUBJECT CODE: MAN 703 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Outcome:

CO1: Clarify the concept and related terms in retailing

CO2: Comprehend the ways retailers are making tools and technique to interact with their customer

CO3: Understand various format of retail in the industry

CO4: Recognize and understand the operation-oriented policies.

CO5: Recognize and understand the methods and procedure used by successful retailers in today's global economy

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Retailing Definition and Concept of retailing, Characteristics, Functions of retailing, Importance of retailing Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Retailing Channels Factors Behind the change of Indian Retail Industry.	CO1	10	18%
II	Retail Format Retail Sales by ownership, On the basis of Merchandise offered, Non- store based retail mix & Non- traditional selling	CO2	10	18%
III	Store Planning Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management. Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.	CO3	12	21%
IV	Retail Marketing, understanding of retail consumers Advertising & Sales Promotion, Store Positioning, and Retail Marketing. Mix, CRM, Advertising in Retailing. Retail consumer behavior, Factors influencing the Retail consumer	CO4	12	21%
V	Retail Merchandising	CO5	12	22%

	Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management, Types of Pricing, Inventory Management, Management of Retail Outlet/Store, Store Security.		
TOTAL LECTURES (Over 14 weeks)		56 hours	
Assignments			
1	MCQ / Quiz	4 th Week	
2	PPT Presentation	8 th Week	
3	Report / Case Study	12 th Week	
Tutorials		15 th Week	
Reference Source			
1	Cullen & Newman, Retailing: environment & operations; CengageLearning		
2	Berman & Evarv, Retail management; PernticeHall.		
3	Bajaj, Tuli & Srivastava, Retail management; Oxford UniversityPress		
4	Gibson G Vedamani, Retail management: functional principles & practices; Jaico Publishing House.		
5	Harjit Singh, Retail management; S.Chand		

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 4th | **SEMESTER:** VII

NAME OF SUBJECT: International Finance (Theory)

SUBJECT CODE: MAN704 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

The objective of the course is to help the students to familiarize with the operations in foreign exchange markets. The course will further help the students to sensitize with complexities of managing finance of multinational firm and also the importance of the regulatory framework within which international financial transactions can take place.

Course Outcome:

- CO1: Understand Balance of Payment Statement.
 CO2: Familiarize with the International Monetary System.
 CO3: Familiarize with the Foreign Exchange Exposure.
 CO4: Understand Foreign Exchange Market.
 CO5: Understand International Investment management.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	<p>Introduction to International Finance and Balance of Payment Statement</p> <p>Introduction to concept of International Trade, International Business and International Finance, Differentiate amongst International Trade, Business and Finance, International Trade Financing in India, Define a Multinational Corporation, Reasons for the firms to expand into other countries, Different components of Balance of Payment statement, Different uses and implications of BOP statement, Preparation of BOP statement based on International transactions.</p>	CO1	13	23%
II	<p>International Monetary System</p> <p>Evolution of International Monetary system, Reasons for collapse of Breton Woods Monetary system, Flexible exchange rate regime and its effectiveness, European Monetary Union, International Monetary Fund, Role of International Monetary Fund, World Bank, Different types of projects financed by the World Bank.</p>	CO2	10	18%
III	<p>Foreign Exchange Management</p> <p>Foreign Exchange Market, Uses of Foreign Exchange Market, Participants in a Foreign Exchange Market, Wholesale and Domestic Market, Direct, Indirect and Cross Currency Quotations, Purchase Power Parity Theory, Rationale behind PPP Theory, Interest Rate Parity Theory.</p>	CO3	10	18%
IV	<p>Foreign Exchange Exposure</p> <p>Transaction Exposure, Translation Exposure, Managing Transaction and Translation Exposure, Various Methods of Translation Exposure, Sums on Translation Exposure, Economic Exposure, Problems on calculating Economic</p>	CO4	12	21%

	Exposure.			
V	International Investment Management and Working Capital Management	CO5	11	20%
	International Portfolio Investment, Foreign Direct Investment, International Project Appraisal using Internal Rate of Return method, International Project Appraisal using Adjusted Present Value method, Managing Political Risk, Types of Political risk country risk, sector risk and Project risk, Post Expropriation Policies, Current Asset Management for the Multinational, International Cash Management, Accounts Receivables Management, Inventory Management.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Alan C. Shapiro, Multinational financial management; Prentice Hall of India			
2	Sharan,V, International Financial Management ,PHI learning private limited, New Delhi			
3	P. G. Apte, International finance; Tata Mcgraw Hill.			
4	Bhalla, V.K., International Financial Management, Anmol Publications Pvt. Ltd., New Delhi, India, 2000.			

**INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY**

COURSE: BBA (Hons)**YEAR:** 4th | **SEMESTER:** VII**NAME OF SUBJECT:** Service Marketing (Theory)**SUBJECT CODE:** MAN 705 (DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

It will give intense knowledge to the students to understand the concept of the service marketing and its application the contemporary business scenario.

Course Outcome:

CO1: To develop knowledge on the basics and scope of service marketing.

CO2: To develop the knowledge on the service related consumer behavior.

CO3: To emphasize the knowledge on service delivery process.

CO4: To develop and apply the knowledge on service design and strategic issue.

CO5: To develop the knowledge on Market Innovation and Competitive Differentiation.

CO6: To develop the knowledge on relationship marketing in service sectors and changing trends in service sectors.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Service Marketing Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy, The emergence of service economy: contributory factors, Economic transformation unique aspects of services: goods, services, products, Managerial challenges, Goods - Service Continuum, Marketing mix-concept of value and value drivers, Extended framework Service Marketing system: production, marketing, human resources, Servuction Model of Services, Flower of Service.	CO1	06	11%
II	Service Consumer Behavior Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How Service Customers Evaluate the Service, The Service Consumer Decision Process and The Decision Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions, Variation in Consumer Involvement and Types of service contacts (High Contact Services vs. Low Contact Services), Sequential analysis.	CO2	11	20%
III	The Service Delivery Process Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery and Empowerment, Handling Customer Complaints, Customer Retention and Benefits	CO3	10	18%
IV	Service Design and Service Strategic Issues	CO4	10	18%

	(a)Service Mapping: Blueprinting and Service Buying behavior, Difference in perspective			
	(b)Strategic Issues in Service Marketing: Market Segmentation in the Marketing of Service segmentation, Target Marketing in service Sectors, Positioning of Services-How to Create a positioning Strategy, Developing and maintaining Demand and Capacity Service marketing strategy, Service Triangle			
V	Market Innovation and Competitive Differentiation	CO5	10	18%
	Competitive advantage, Value chain analysis, Managing Quality Aspects of Services Marketing: Service quality; concept technical and functional quality, Improving Service Quality and Productivity, Service quality models – GAP Model, SERVQUAL & SERPERF Model, Measuring Service Quality, Zone of Tolerance and Improving Service Quality, Measurement Demand and supply imbalances management and Service Demand and Capacity Alignment, Service culture; managing by values			
VI	Relationship Marketing in Service Sectors and Changing Trends in Service Sectors	CO6	09	16%
	The levels of Relationship ,Dimensions of Relationship in services, Relationship building and relationship marketing, Challenges of Services Marketing: Marketing Planning in Service Sectors, Developing and Managing Customers in Service Sectors			
	Application of Service Marketing in Healthcare, Tourism, Retail, Banking & Insurance, Medical Transcription, KPOs and BPOs			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz/ Written Test		4 th Week	
2	Presentation/Report		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Valarie A Zeithaml, Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill.			
2	Gronroos, C.: Service Management and Marketing - A customer relationship Management approach, New York: John Wiley.			
3	Christopher Lovelock, Services Marketing: People, Technology &Strategy, Seventh Edition, Pearson Education, NewDelhi.			

SEMESTER VIII

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 4th | **SEMESTER:** VIII

NAME OF SUBJECT: Management of Industrial Relations (Theory)

SUBJECT CODE: BBA 801 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This course will help the student understand and apply the concept of industrial relations and the system in which it operates.

Course Outcome:

CO1: To develop knowledge of industrial society

CO2: To relate the concepts of Industrial relations, Trade union, Collective bargaining, Workers participation in Management.

CO3: To discuss about the industrial dispute settlement machinery.

CO4: To develop an understanding about legal framework in organizations.

CO5: To understand how to provide social security to the workers.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction	CO1	06	11%
	Overview of Development of Industrial Society; Introduction to Industrial Relations.			
II	Trade Union	CO2	15	27%
	Introduction to Trade Union; Trade Union Act 1926; Negotiation and Collective Bargaining; Workers Participation in Management; Grievance Handling; Role of International Labour Organization.			
III	Industrial Disputes	CO3	11	20%
	Introduction to Industrial Disputes; Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946.			
IV	Labour Legislations	CO4	16	28%
	Overview of Labour Legislations; The Factories Act, 1948; The Minimum Wages Act, 1948; The Mines Act, 1952; The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979; The Contract Labour (Regulation and Abolition) Act, 1970; The Building and other Construction workers (Regulation of employment and conditions of service) Act, 1996; The Child Labour (Prohibition and Regulation) Act, 1986.			
V	Social Security	CO5	08	14%
	Labour Market; Migrant Workers; Labour Welfare; Social Security.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz		4 th Week	
2	PPT Presentation		8 th Week	
3	Assignment		12 th Week	

Tutorials		15 th Week
<i>Reference Source</i>		
1	Subba Rao, P.: Essentials of HRM and Industrial Relation, Himalaya Publishing House.	
2	Venkatratnam, C.S. & Dhal, M.: Industrial Relations, Oxford University Press.	
3	Sinha, P.R.N., Sinha, I. & Priyadarshini, S.S.: Industrial Relations, Trade Unions and Labour Legislations, Pearson.	
4	Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books	

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 4th | **SEMESTER:** VIII

NAME OF SUBJECT: Performance & Compensation Management (Theory)

SUBJECT CODE: BBA 802 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This course will help students understand how improving both individual and organizational performance by identifying performance requirements, providing regular feedback and assisting the employees in their career development helps to form the bases of an organization.

Course Outcome:

CO1: To develop an understanding of performance management and its related attributes.

CO2: To learn how to plan an effective performance management system.

CO3: To discuss about the importance of compensation.

CO4: To develop an understanding about the different aspects of compensation.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to Performance Management Introduction; Concepts and perspectives; Prerequisites and Characteristics; Determinants of Job Performance; Personality and Job Performance – The Five-factor Model; Challenges; Performance Management System; Characteristics of Effective of Performance Management System; Competency-based Performance Management System; Electronic Introduction to of Performance Management.	CO1	06	11%
II	Performance Planning Performance Planning, Managing, Appraisal, and Monitoring; Performance Management Implementation; Performance Management Linked Reward Systems; Role of HR Professionals in Performance Management; Ethics in Performance Management.	CO2	15	27%
III	Introduction to Compensation Management Introduction to Compensation Management; Executive Compensation and its Types; Compensation Trends in India; Employee Compensation and Labour Market; Equity in Employment Benefits; Productivity-linked Employee Benefits; Compensation Management and Job Design; Performance-related Compensation; Team-based Compensation.	CO3	11	20%
IV	Management of Compensation Executive Compensation – Components and Theories; Employee Motivation and Compensation; Strategic Compensation Management; International Compensation Management.	CO4	16	28%
TOTAL LECTURES (Over 14 weeks)			56 hours	

Assignments		
1	MCQ / Quiz	4 th Week
2	PPT Presentation	8 th Week
3	Assignment	12 th Week
Tutorials		15 th Week
Reference Source		
1	Aguinis, H.: Performance Management, Pearson Education.	
2	Kohli, A.S. & Deb, T.: Performance Management, Oxford University Press.	
3	Scott-Lennon, F. & Barry, F.: Performance Management – Developing People and Performance, Viva Books Private Limited.	
4	Hernderson, R.I.: Compensation Management in a Knowledge-based World, Pearson Education.	
5	Bhattacharyya, D.K.: Compensation Management, Oxford University Press	
6	Agarwal, A., Gupta, S. & Aggarwal, A.: Compensation Management, Galgotia Publishing Company.	

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)

YEAR: 4th | **SEMESTER:** VIII

NAME OF SUBJECT: Dissertation

SUBJECT CODE: MAN 803:A (DSC)

Credit: 12 | **Marks:** 300 |

Programme Specific Outcome:

To help students understand the research process and methodology involve, so that they can crunch and analyse data.

Course Outcome:

CO1: To cultivate the understanding of problem, study design, methodology/ experimentation, significance and inference of results.

CO2: To understand the ethics of science and research for supporting higher studies.

CO3: To able to analyze the results and enhance research skills.

CO4: To understand the effective project organizational skills along with discussions, result interpretation and paper writing.

Course Structure

Content		Course Outcome
(a)	Introduction of subject/ literature research.	CO1, CO2, CO3, CO4
(b)	Concept building and study design.	
(c)	Deep understanding about the research topic.	
(d)	Data Collection, discussions and result organization	
(e)	Report Writing	
TOTAL LECTURES (Over 14 weeks)		56 hours
Reference Source		
1	Journals / Magazines	
2	Relevant Books	
3	Dissertations	
4	Pamphlets, Brochures & Newsletters	
5	Web-sites	

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SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons.)

YEAR: 4th | **SEMESTER:** VIII

NAME OF SUBJECT: Business Analysis and Valuation (Theory)

SUBJECT CODE: MAN 803:B1 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This paper will enable students to analyze the financials and health of a company through its annual report, and will equip them to analyze an asset and determine its value.

Course Outcome:

CO1: Familiarize students with the relevant segments of a corporate annual report to analyze inherent risks

CO2: Techniques to determine a company's free cash flows and relevant discount rates

CO3: Understanding discounted cash flow valuation techniques to value a company

CO4: Valuing basic mergers and acquisitions

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction Introduction to Valuation: Meaning and role of valuation, stake holders of valuation. Annual Report analysis: Directors' report, Report on corporate governance, Management discussion & analysis, Auditor's report (to evaluate the financial soundness of the company); Meaning of contingent liability.	CO1	08	14%
II	Estimating cash flows and discount rates Cash Flows: Calculating cash flow statement, Calculating Free Cash Flow to Firm, Calculating Free Cash Flow to Equity. Estimating discount rates: determining cost of equity (CAPM); determining cost of debt (default risk and credit rating); Estimating cost of capital from cost of equity and cost of debt. Net operating profit after tax (NOPAT), Economic Value Added (EVA).	CO2	12	21%
III	Discounted cash flow valuation Discounted cash flow valuation: Cost of capital approach to calculating overall firm value, and firm value from shareholders viewpoint. Capital structure and firm value: Capital Structure theories - Net Income approach, Net Operating Income approach, Traditional approach, Modigliani-Miller approach.	CO3	12	21%
IV	Valuing equity shares and bonds Equity valuation: Dividend discount models (Gordon's constant growth model, Zero growth model, 2-stage growth model (including growing annuities). Terminal value concept. Bond valuation: Calculating bond price, yield to maturity, yield to call, bond duration basics.	CO3	12	21%
V	Valuation of mergers and acquisitions Relative valuation (theory only): popularity and potential pitfalls; reconciling relative and discounted cash flow valuation; Enterprise value, equity multiples, value multiples. Valuation of Merger and Acquisition: Exchange ratio;	CO4	12	21%

	Synergistic benefits (operating and financial synergy); Cash and tax benefits.		
TOTAL LECTURES (Over 14 weeks)		56 hours	
Assignments			
1	MCQ / Quiz	4 th Week	
2	PPT Presentation	8 th Week	
3	Report / Case Study	12 th Week	
Tutorials		15 th Week	
Reference Source			
1	Damodaran, Aswath. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance: Wiley Finance		
2	Damodaran, Aswath. The Dark Side of Valuation: Valuing Old Tech, New Tech, and New Economy Companies: Pearson		
3	Chandra, Prasanna. Corporate Valuation: Text and Cases: McGraw Hill		
4	Foster, George. Financial Statement Analysis: Pearson		
5	Weston Chung Hoag. Mergers, Restructuring and Corporate Control: Prentice Hall		

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COURSE: BBA

YEAR: 4th | **SEMESTER:** VIII

NAME OF SUBJECT: HRD Systems & Strategies (Theory)

SUBJECT CODE: BBA 803:B2 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This course will help the student in developing specific HR skills to manage the work force, and effectively demonstrate the best solution through application of knowledge supported by an evaluation of HR related knowledge.

Course Outcome:

CO1: To develop knowledge of HRD as a system

CO2: To understand the concepts of concepts of HRD and their application in Management.

CO3: To discuss about the different instructional techniques used in HRD.

CO4: To develop an understanding about the training and development processes in organizations.

CO5: To understand how to provide training to the workers.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	HRD Macro Perspective Introduction to Human Resource Development Strategies; HRD Macro Perspective - HRD Concept, Origin and Need, HRD as a Total System, Approaches to HRD, Human Development and HRD, HRD at Macro and Micro Climate, Areas of HRD.	CO1	07	13%
II	HRD Micro Perspective HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning; OD or Systems Development, Rewards; Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD.	CO2	19	33%
III	Instructional Technology for HRD Learning and HRD Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Behaviour Modeling and Self Directed Learning; Evaluating the HRD.	CO3	13	23%
IV	Human Resource Training and Development Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programs; Role, Responsibilities and challenges to Training Managers.	CO4	10	18%
V	Training Methods Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training;	CO5	07	13%

	Globalization challenges and Strategies of Training Program, Review on T&D Programs in India.			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz	4 th Week		
2	PPT Presentation	8 th Week		
3	Assignment	12 th Week		
Tutorials			15 th Week	
Reference Source				
1	Mehta, M.C. & Kar, D.: Human Resource Development, Bharti Publishers.			
2	Kandula, S.R.: Strategic Human Resource Development, Prentice Hall India.			

INSTITUTE OF BUSINESS MANAGEMENT
SYLLABUS FOR NEW CURRICULUM UNDER NATIONAL EDUCATION POLICY

COURSE: BBA (Hons)**YEAR:** 4th | **SEMESTER:** 8**NAME OF SUBJECT:** Consumer Behavior (Theory)**SUBJECT CODE:** MAN 803:B3 (DSC)**Credit:** 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr**Programme Specific Outcome:**

It will give intense knowledge to the students to understand the modality of consumer behavior and its usage in the business.

Course Outcome:

CO1:To develop knowledge on the basics of Consumer Behavior and Consumer Decision Making Process.

CO2:To develop the knowledge of Cultural & Environmental Influences on Consumer Behavioral pattern.

CO3:To emphasize on developing knowledge of Consumer Perception, Attitude, Motivation, Personality and the impact on brands.

CO4:To apply the knowledge of Consumer Behavior in research and to understand the concept of consumerism.

CO5:To develop the knowledge on Customer Relationship Management.

CO6:To develop the knowledge on Consumer Ethics.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction-Consumer Behavior and Marketing Initiatives An Overview of Consumer Involvement , Make or Buy Decision Process, Difference between Consumer and Customer , Difference between Needs and Wants, Consumer Needs, Differences Between Organizational Buying Behavior and Consumer Buying Behavior, Types of Consumer Involvements, Roles of Participants in Buying Decision Process, Steps of Consumer Buying Decision ,Consumer Behavior Models, Rights & Responsibilities of Consumers	CO1	06	11%
II	Cultural & Environmental Influences on Consumer Behavior Groups, Social Class , Reference Groups, Reference Group Appeal, Celebrity Appeal, Family Influences & Decision Making, Opinion Leadership , Diffusion of Innovations, Marketing implication of the influences, Factors Responsible for Influencing Consumer Behavior	CO2	06	11%
III	Consumer Perception, Attitude, Motivation and Personality	CO3	15	27%

	Elements of Perception, The absolute threshold, The differential Threshold, Subliminal Perception, Dynamics of Perception: Perceptual Selection-Selective Perception, Selective Exposure, Selective Attention, Perceptual Defense, Perceptual Blocking, Perceptual Organization-Figure and Grounds, Grouping, Closure, Perceptual interpretation-Perceptual distortion, Stimulus Generalizations, Consumer Learning: Cues, Responses, Reinforcement, Consumer Attitudes: Structural Model of Attitude Formation, Strategies of Attitude Change, Consumer Motivation :Types of Needs, Innate Needs/ Physiological/ Biogenic Needs, Acquired Needs, Models of Motivation, Rational vs. Emotional Motives, Arousal of Motives, Personality: Theories of personality- (1) Freudian theory, (2) Neo-Freudian theory and (3) Trait theory, CAD Model(Compliant -Aggressive- Detached Model), Cognitive personality factors, Self Image and Extended Self Image, – Psychographics, Values and Lifestyles, Psychographics, Values and Lifestyles, Perceived Quality and Price, Perceived Risk, Brand Personality Concept, Consumer Imagery, Product Positioning and Repositioning			
IV	Application of Consumer Behavior and Consumerism Role of Research in Understanding Consumer Behavior, Types of Research Design: Exploratory, Descriptive, Causal, Nature of Research: Qualitative Research and Quantitative Research, Depth Interview, Focus Group Interview ,Consumer Behavior Application, Marketing Communication: Store Choice & Shopping Behavior, In-Store Stimuli, Store Image and Loyalty, Attitude and Behavioral Measures of Brand Loyalty, Recognition and Recall Measures, Concept of Consumerism, Roots of consumerism, Consumer rights and Marketers' responsibilities.	CO4	12	21%
V	Customer Relationship Management CRM, Levels of CRM, Customer Lifetime Value, Customer Bonds	CO5	08	14%
VI	Consumer Ethics consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers	CO6	09	16%
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	MCQ / Quiz/ Written Test		4 th Week	
2	Presentation/Report		8 th Week	
3	Report / Case Study		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	Bennet and Kassarijan, Consumer Behaviour, Prentice Hall of India, New Delhi.			
2	Ramanuj Majumdar, Consumer Behaviour, Prentice Hall of India, New Delhi.			
3	Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011			

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COURSE: BBA

YEAR: 3rd | **SEMESTER:** V

NAME OF SUBJECT: International Business Management (Theory)

SUBJECT CODE: MAN 504 (DSC)

Credit: 04 | **Marks:** 100 | **Lectures per week:** 04 | **Duration per lecture:** 01 hr

Programme Specific Outcome:

This subject will help analyse the international markets with the help of different functional areas and the application of understanding to have successful international strategies.

Course Outcome:

CO1: To understand the basic concepts of International Business.

CO2: To understand the basis of International Trade Patterns.

CO3: To Understand the International Business Environment.

CO4: To understand the functioning of MNCs

CO5: To know the different entry modes for doing business in foreign market.

Course Structure

Units	Content	Course Outcome	No. of Lectures of 01 Hour Duration	Weightage (%)
I	Introduction to International Business	CO1	6	11%
	Evolution of International business Stages of Internationalisation International business approaches Drivers of Globalization			
II	Global Trade and its Theories	CO2	16	29%
	Theory of Absolute Cost Advantage Comparative Cost Advantage, Theory International Product Life cycle Theory, Theories of country size and country similarity, H-0 theorem of trade, Neoclassical theory of trade			
III	International Business Environment and Economic Integration	CO3	18	32%
	Social, cultural, Technological, Economic and Political Environment Forms of International Economic Integration Advantages and disadvantages of integration NAFTA, EU, SAARC, BRICK, ASEAN.			
IV	Multi National Corporations	CO4	8	14%
	Factors that contributed for the growth of MNCs, Organizational structure of MNCs, MNCs in India			
V	Modes of Entry and comparison of different modes of entry	CO5	8	14%
	Modes of Entry: Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, foreign direct investment, joint ventures, Alliances like mergers and acquisitions			
TOTAL LECTURES (Over 14 weeks)			56 hours	
Assignments				
1	PPT Presentation		4 th Week	
2	Class Quiz		8 th Week	
3	Report Submission		12 th Week	
Tutorials			15 th Week	
Reference Source				
1	International Business Environment & Operations – John D. Daniels			
2	International Business – Francis Cherulinam			
3	International Business – K Aswathappa, Tata McGraw Hill Education Pvt. Ltd			
4	International Business – K. Subba Rao, 3rd Revised edition, Himalaya Publishing House			