



Institute of Management Sciences University of Lucknow

National Education Policy-2020 Course Structure & Syllabus

B.B.A.

(Bachelor of Business Administration)

(To be effective from the session 2024-2025)

Vision

"To be a pioneering hub of innovation and learning in management sciences, recognized globally for producing adept leaders who drive positive change and sustainable development."

Mission

"To foster excellence in management education, research, and practice, empowering students to become visionary leaders equipped with knowledge, skills, and ethics for global impact."

PROGRAMME OBJECTIVE

The aim of the Programme is to build knowledge and understanding business among the student. The Programme seeks to give detailed knowledge about the subject matter by instilling them basic ideas about business operations and decision making. The Programme aims at making a conceptual orientation and equip the students with the business skills as well as prepare them for management applications. This Programme provide an understanding of the tasks and functions of management and to acquaint the Participants with the developments in concept, Theories and practices in the overall field of management.

PROGRAMME OUTCOMES

At the end of this Programme, students should be able to:

- Ensure and understand professional augmentation taking place in the global as well as domestic business arena.
- To reduce the gap between industry and academia, with the right blend of theory and practice.
- To nurture their talent for becoming good leaders and assets for an organization.
- To gain an in-depth knowledge and analytical skills which will enable students to effectively and efficiently carry out various Trade and Marketing operations of an organization in the emerging globalized environment.
- Develop Critical attitude necessary for “life-long learning” through this Programme.

Framework for BBA (NEP), Institute of Management Sciences- University of Lucknow

Year														
	Semester		Course	Credits		Course	Credits		Course	Credits	CC/VC	Credits	Total Credits	Award
1	Semester-1	P1	Principles of Management	4	P3	Financial Accounting	4	P5	Computer &IT Applications - I	2	CC1	2	20	Certificate
		P2	Business Statistics	4	P4	Business Communication	4							
	Semester-2	P6	Organizational Behaviour	4	P8	Cost & Management Accounting	4	P10	Indian Constitution	2	VC1	2		
		P7	Managerial Economics	4	P9	Business Environment	4							
2	Semester-3	P11	Financial Management	4	P13	Marketing Management	4	P15	Computer &IT Applications - II	2	CC2	2	20	Diploma
		P12	Operations Management	4	P14	Human Resource Management	4							
	Semester-4	P16	E-Commerce	4	P18	Customer Relationship Management	4	P20	Foreign Language (French/German)	2	VC2	2		
		P17	Logistic & Supply Chain Management	4	P19	Industrial Relations Management	4							
3	Semester-5	P21	Business Policy & Strategic Management - I	4	P23	Business Ethics	4				INTERNSHIP/ MINOR PROJECT	4	20	BBA Degree
		P22	Taxation & Laws	4	P24	Business Laws	4							



Certificate

B.B.A.

Year 1st (Semester 1+2)

SEMESTER-I

P1: PRINCIPLES OF MANAGEMENT

Total Session: 40

Course Objective

- To outline the fundamental activities of managers.
- To explain the basic concepts, principles and theories of management.
- To examine the broad functions of management.
- To identify the contemporary issues and challenges in the field of management.

UNIT I

Nature and significance of Management, Approaches of management, Contributions of Taylor, Fayol and Barnard, Functions of a Manager, Social responsibility of Managers, Values in management.

UNIT II

The Nature and significance of Planning, Objectives, Steps of Planning, Decision making as key step in planning. The Process and Techniques of Decision Making. Organisation: Nature and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralisation, Committee system, Department of effective organizing

UNIT III

Staffing, nature and Significance, Selection, Appraisal and Development of Managers. Directing: Issues in managing human factors, Motivation, nature and Significance's, Theories and Techniques.

UNIT IV

Communication Definition and Significance, Process, Barriers of Communication, Building effective communication system. Controlling: Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

Course Outcome

The objective for this course to provide an understanding of the task and functions of management and to acquaint the participants with the developments in concept. Theories and practices in the overall field of management.

References:

1. Koontz H., Weihrich H. (2009); Principles of Management; Tata Mc Graw Hill; 8th Edition.
2. Williams C (2009) Principles of Management; South-Western/Cengage Learning; 5th Edition.
3. Prasad L.M, principles and Practice of Management, Sultan Chand & Sons, 20th Edition.
4. Weihrich Heinz and Koontz Harold (2013); Management: A Global, Innovative, and Entrepreneurial Perspective; Mc Graw Hill; 14th Edition.
5. Andrew Leigh (2012); The Essentials of Management: Everything you need to succeed as a new manager; Pearson UK; 2nd Edition.

P2: BUSINESS STATISTICS**Total Session: 40****Course Objective**

The course aims at acquainting the students with the emerging issues in business, through analyzing business facts. To familiarize the students with basic concepts of the Business Statistics and a hands on practice of the various statistical tools and techniques are the main intentions of this paper. It will enable them to improve their logical reasoning ability and interpretation of various business results.

UNIT I

Data Summarisation: Significance of Statistics in Business Decision Making. Data and Information, Classification & Tabulation of Data, Frequency Distribution. Measures of Central Tendency – Mean, Median & Mode, Measures of Dispersion – Range, Mean Deviation & Standard Deviation.

UNIT II

Correlation and Regression: Significance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson Coefficient of Correlation, Spearman Rank Correlation Coefficient. Regression Introduction, Regression Lines and Equations & Regression Coefficients.

UNIT III

Probability: Concepts in Probability, Laws of Probability, Sample Space, Independent Events, Mutually Exclusive Events, Conditional Probability, Bayes' Theorem, Theoretical Probability Distributions – Binominal, Poisson & Normal Distribution.

UNIT IV

Sampling Distribution – Sampling Distributions and Significance. Hypothesis Testing – Concept and Formulation of Hypothesis, Types of Hypotheses, Hypothesis Testing Process, z-Test & t-Test, Simple Hypothesis Testing Problems, Type-I & Type-II Errors.

Course outcome

The course aims to build skills for statistical and analytical inferences of business data and acquaint the students with various quantitative tools and techniques used in business decision making.

References:

1. Shukla, S. M. and Sahai, S. P. (2023). Business Statistics. Sahitya Bhavan Publications.
2. Gupta, S. C. and Kapoor, V. K. (2019). Fundamentals of Applied Statistics. Sultan Chand & Sons.
3. Levin, R. I., Rubin, D. S., Siddiqui, M. H. and Rastogi, S. (2017). Statistics for Business. Pearson.
4. Gupta, S. P. (2019). Statistical Methods. Sultan Chand and Sons.

P3: FINANCIAL ACCOUNTING

Total Sessions: 40

Course Objective

The aim of this course is to provide a conceptual framework for analysis from a Financial perspective of maximizing return on current investment along with providing a theoretical base with examples and references related to the Indian accounting system.

UNIT I

Introduction to Accounting: Meaning, objectives process and branches of Accounting, Bases of accounting; cash basis and accrual basis., Information perception of different users, Ethical issues in accounting, generally accepted accounting principles (GAAP), Introduction and significance of Indian Accounting Standards and IFRS.

UNIT II

Classification of Accounts, Recording and posting of transactions, Preparation of trial balance, capital and revenue income and expenditure, Preparation of final accounts of business: Profit and Loss Account and Balance Sheet of Sole Proprietorship Adjustment Entries: Inventory, Depreciation, Provision for Bad Debts, Accrued, prepaid, outstanding and unearned income and expenditure

UNIT III

Accounting for Assets: Valuation of inventories: Meaning. Significance of inventory valuation. Inventory Record Systems: periodic and perpetual. Methods: FIFO, LIFO and Weighted Average. Depreciation - meaning and Methods of Depreciation: SLM & WDV, bank reconciliation statement, Introduction to corporate Accounting: - Preparation of financial Statements of a company and contents of annual report

UNIT IV

Analysis of Financial Statements- meaning types and techniques Trend analysis ratio Analysis Statement of Cash Flow – Indirect method

Course Outcome

The objective is to acquaint students with the intricacies of crafting financial statements, comprehending corporate financial documentation, analyzing and interpreting them, highlighting the significance of International Financial Reporting Standards (I.F.R.S.) in the field of accounting; it will also give insights into some aspects of asset valuation.

References

1. Maheshwari, S.N., & Maheshwari, S.K. (2018), Financial Accounting, Vikas Publishing, 6th Edition
2. Shukla, M.C., T.S. Grewal and S.C.Gupta. (2019), Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi.
3. Jain, S.P. and K.L. Narang. (2002), Financial Accounting. Kalyani Publishers, New Delhi.
4. Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, Prentice Hall India, 6th Edition
5. Goyal, B.K.(2023), Basics of Corporate Accounting , Taxmann Publication, 8th edition

P4: BUSINESS COMMUNICATION**Total Session: 40****Course Objective**

This course aims to develop communication skills in equip students with a broad based knowledge business communication.

UNIT I

Introduction to business communication, characteristics of effective organizational communication, basic forms of communication, process of communication, Barriers to Communication, Principles of effective business communication.

UNIT II

Oral communication: Purpose, Advantages & Disadvantage, Principles of Oral Communication, Effective Listening, Non-verbal Communication. Written communication: Purpose, Advantages & Disadvantage, Principles of Written Communication, Effective writing techniques. Employment Communication: Application letter and Resume writing,

UNIT III

Conduct of meeting – agenda, notice, notes, minutes, office memorandum, office orders, press release, Business Letter Writing– Need, Functions and kinds, layout and types. Report Writing – problems, organization and techniques. (Practical's/Projects)

UNIT IV

Corporate Communication: Scope, Components, Corporate communication and Public relations, Role of Social Media in Communication. Role of Technology in Communication (ICT's), Business Etiquettes.

Course Outcome

This course provides students with a comprehensive understanding of performance management, encompassing the concept's application, various performance appraisal methods and their effectiveness, the significance of performance feedback and counselling, elements of executive compensation and how job roles are evaluated for appropriate compensation levels, insight into incentive systems and non-monetary rewards, and an appreciation for the global dimensions of performance appraisal and compensation.

References:

1. Kamal, Y. (2024), Business Communication, NRBC.
2. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
3. Chaturvedi P.D. (2006) Business Communication, Pearson Education.
4. Lesikar RV & Pettit Jr. JD (2018), Basic Business Communication: Theory & Application, Tata Mc Grow Hill.
5. Tayler Shinley (2016), Communication for Business, Pearson Education.

P5: COMPUTER & IT APPLICATIONS - I

Total Sessions: 20

Course Objective

The objective of this course is to utilize computer technology and its application to enhance the efficiency, and effectiveness in various area of businesses.

UNIT I

Basics of computers and their evolution- Characteristics of Computer, Application of Computer in business, Various fields of Computer, Classification of Computer, Generation of Computer, Types of Software, Compiler & Interpreter, Generation of Language, Data representation - Different Number Systems, Binary Arithmetic.

UNIT II

Standard and non-standard Input devices: Keyboard, Point & draw devices, Data Scanning Devices, Digitizer, etc., and output devices: Output Devices: Monitors, Printers, Plotters, Voice Response System, etc., Main Memory / Primary Memory: Cache Memory, Secondary Memory/Storage, Magnetic Disk, Optical Disk, MO Disk, etc.

UNIT III

Operating System Concept: Introduction to Operating System, Functions of Operating System, Types of Operating System. Introduction to GUI-Windows Operating System. Concept of Data Communication & Networking: Network Concepts, Types of Network, Different Topologies, Introduction to Internet

UNIT IV

Text Processing: Introduction to Text Processing software, Creating, Saving, Printing and modification in document, Spreadsheet Software: Introduction to spreadsheet, formulas, function, Addressing, Graphics on spreadsheet, Report generation, Presentation Software: Creating a presentation. Introduction to MS-Access

Course outcome

The course aims to familiarize the students with computers & its applications in the field of business.

References:

1. Sinha P. K., Sinha P. (2018), Computer Fundamentals, BPB Publication
2. Rajaraman V. (2012) Computer Fundamentals, PHI
3. Norton P. (2008), Introduction to computers, 9th reprint Edi. Tata Mcgraw Hill.

CC1: PERSONALITY DEVELOPMENT & GROOMING

Total Session: 20

(CC1: Personality Development & Grooming is run by IMS, other papers of CC1 are available on University of Lucknow website)

Course Objective

The objective of the course is to help students develop skills to improve their employability so they may succeed and survive in the fiercely competitive corporate environment. The course will help to develop personality in relation to the various behavioural aspects by teaching students about the importance of personal growth, soft skills, life skills, and self-awareness. The goal of the course is to provide students the abilities, know-how, and self-assurance they need to carry oneself professionally and socially in a variety of contexts.

UNIT I

Introduction to Personality: Meaning, Significance, Functions and Objectives. Types of Personality. Personality Disorders types, causes, symptoms and their treatment

UNIT II

Communication Skills. Team Building. Leadership Skills. Body Language and interpersonal communication.

UNIT III

Personality Development- Building self-esteem, self-confidence. Time Management and Efficient Planning. Stress Management – Meaning, types, coping measures. Self-Acceptance, Self-Growth. Steps in grooming student personality.

UNIT IV

Business Etiquettes and table manners. Public Speaking. Interviews and Group Discussions. Telephone Conversations. Business Meetings.

Course outcome

The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Personality and teaches the basic techniques of how an organization manages and develops its people.

References:

1. Personality Development by Rajiv K. Mishra, Rupa & Co.
2. Sharma, P. (2019). Soft Skills: Personality Development for Life Success. BPB publications.
3. Vaughn, G. R., & Roth, C. B. (1947). Effective personality building. McGraw-Hill Book Company.

SEMESTER-II

P6: ORGANIZATIONAL BEHAVIOR

Total Session: 40

Course Objective

The students should be able to understand the concept and nature of management with conceptual foundation of Organizational Behaviour. Enumerate the theories of personality and learning, explain the perceptual process, decision making models and techniques Understand and identify how moods and emotions affect behaviour at workplace Explain the theories of motivation, leadership, Distinguish a team from a group, their types and characteristics, stages of development. Learn about various forms of organizations, dynamics of power and politics at workplace, culture and how it is created and be able to relate with them in practical environment while distinguishing between functional and dysfunctional conflicts, sources of conflict and explain the forces of organizational change. To identify the probable sources of stress, to minimize its any negative consequence and be able to manage it.

UNIT I

Introduction: Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.

UNIT II

Individual Behavior: concept, Personality, Perception and its role in individual decision making, Learning, Motivation: Hierarchy of needs theory, Theory X and Y, Motivation-Hygiene theory, Vroom's expectancy theory.

UNIT III

Behavior Dynamics: Interpersonal behavior, Communication, Transaction Analysis, Leadership: Its Theories and prevailing leadership styles in Indian Organizations. Group Behavior: Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter-group problems in organizational group dynamics, Management of conflict.

UNIT IV

Management of Change: Change and Organizational development, Resistance to change, Approaches to managing organizational change, Organizational effectiveness, Organizational culture, Power and Politics, Stress Management: Definition, potential, sources of stress, consequences of stress, managing stress.

Course Outcome

To provide knowledge about Organizational Behaviour, individual and group behavior and give an overview about change in organization and QWL.

References:

1. Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.;15th Edition.
2. Fred, Luthans (2005); Organisational Behavior; UK: McGraw Hill; 10th Edition.
3. G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
4. Newstrom J (2007); OB: Human Behaviour at Work. McGraw Hill Inc.; 12thEdition.
5. Pareek Udai (2016); Understanding Organizational Behaviour; Oxford UniversityPress; 4th Edition.
6. Rao, V.S.P. (2009); Organization Behaviour; Excel Book.

P7: MANAGERIAL ECONOMICS**Total Session: 40****Course Objective**

To familiarize students with the concept of economics, its application in the real business world with the matrix of demand and supply. The knowledge of the economic theories with decision making techniques. The application of economic models to identify their relationships and formulate them into a managerial model to which decision-making tools can be applied. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics like time value of money will be used in the course of teaching.

UNIT I

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand and its uses in Business decisions.

UNIT II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions. Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

UNIT III

Market Analysis: Price-output determination in different markets, Perfect competition, Monopoly, Price discrimination under monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Different pricing policies.

UNIT IV

Introduction to Macro Economics. National Income Aggregates. Concept of Inflation- Inter-Sectoral Linkages: Macro Aggregates and Policy Interrelationships – Tools of Fiscal and Monetary Policies. Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies.

Course outcome

To impart basic knowledge of the concepts and tools of Economic Analysis relevant for Business Decision-Making.

References:

1. Thomas & Maurice (2015), Managerial Economics, Tata McGraw Hill
2. Koutsoyiannis, A. (2013) Modern Micro Economics. Mc Millan
3. Peterson H.C & Lewis (2003) Managerial economics, Tata McGraw Hill

P8: COST & MANAGEMENT ACCOUNTING**Total Session: 40****Course Objective**

The course aims to extend and enhance students' knowledge and understanding of Cost and Management accounting. The basic objective of this course is to enable the students to learn explain and integrate the fundamental concepts, principles, and techniques of Cost and Management accounting.

UNIT I

Introduction to Cost accounting: Meaning, Objectives and differences with financial accounting, Classification of cost, Preparation of cost sheet, Difference between Marginal and absorption costing, Cost volume profit analysis

UNIT II

Methods of costing: Job costing, Process Costing, Activity based costing. Reconciliation of Costing and Financial records

UNIT III

Introduction to Management Accounting: Meaning, objectives, difference between cost and Management accounting,

Relevant costing: and decision making, special order and addition, deletion of product and Services, optimal uses of limited resources, pricing decisions, make or buy decisions,

UNIT IV

Budgets and Budgetary Control: Preparing flexible budgets, Standard Costing and Variance Analysis for material and labour, Introduction to Responsibility accounting: meaning and Types of responsibility centres.

Course outcome

The aim of the course is to extend and enhance the knowledge and understanding of Cost and Management accounting among the student. The basic objective of this course is to enable the students to learn explain and integrate the fundamental concepts, principles and techniques of Cost and Management accounting. The practical application of the knowledge will help them in developing the skill of using these advanced methods in effective decision making.

References:

1. Khan, M. Y., & Jain, P. K. (2006). Management Accounting, McGraw-Hill Education, 4th Edition.
2. Arora M.N. (2012) A textbook of Cost and Management Accounting, Vikas Publication, 10th edition
3. Ananthanayanan, P.S. (2014). Management Accounting, Oxford Publication.
4. Shukla M.C., Grewal T.S. & Gupta M.P (2013) Cost Accounting: Texts and Problems, S Chand & Company, 12th Edition.

P9: BUSINESS ENVIRONMENT

Total Session: 40

Course Objective

After studying this paper student will be able to:

- Understand the concept of Business, its types and scope.
- Relate the dynamics and components of business environment.
- Appraise and analyse the Micro and Macro Environment of business
- Elaborate SWOT Analysis and get an overview of its factors.
- Understand the Political and Legal Framework and its role in India.
- Evaluate the dynamics of Economic Environment – with reference to systems and policies.
- Understand the concept of Capitalism, Socialism and Mixed Economy
- Review the Sunrise Sectors of Indian Economy and discuss its Challenges, Competitive Environment and different strategies.

UNIT I

Meaning, Definition and Significance of Business Environment; Environmental Matrix; Factor affecting Business Environment: Micro and Macro environment; Environment scanning techniques: SWOT, ETOP with practical examples, Porter's Five Force Model.

UNIT II

Economic Systems: Capitalism, Socialism, Mixed Economy- Public Sector and Private Sector. Features of Indian Economy: Primary, Secondary and Tertiary Sectors. Relationship between Government and Business; Public, Private and Co-operative sectors: meaning, role and importance.

UNIT III

National Income and its aggregates, Industrial Policy-Overview and Role; Liberalization, Privatization and Globalization. Trade Cycle. Inflation Analysis

UNIT IV

Role of Government in Regulation and Development of Business; Monetary and Fiscal Policy; Overview of International Business Environment; WTO- Objectives and role in international trade.

Course outcome

The objective of this paper is to give the basic knowledge about the business environment in industry.

References:

1. Cherunilam, Francis (2019), Business Environment Text & Cases, Himalaya Publishing House, 27th Revised Edition
2. Saleem, Shaikh (2020), Business Environment, Pearson Education, 4th Edition
3. Aswathapa, K. (2014), Essentials of Business Environment: Text, Cases and Exercise, Himalaya Publishing House Pvt. Ltd, 12th Revised Edition

P10: INDIAN CONSTITUTION

Total sessions: 20

Course Objective

The course aim to provide students with a thorough understanding of the Indian Constitution, its structure, and its significance in shaping the legal and political framework of India, preparing them for responsible citizenship and informed participation in business and governance.

UNIT I

Salient features of Indian Constitution. Constitutional Organs: Parliament, Executive Power, Judiciary (Supreme Court & High Court) & PIL (Public Interest Litigation). Citizenship related provisions in Constitution.

UNIT II

Emergency provisions. Amendments of Constitution (Brief introduction)

UNIT III

Fundamental rights: Nature & Significance. Right to Equality. Fundamental Freedom: Freedom of Speech, Freedom of Expression, Freedom of Trade &, Business & Profession- Expansion by Judicial Interpretation, Reasonable Restrictions, Education & Cultural Rights, Rights against Exploitation. Right to life & personal liberty, Right against forced labour & child employment.

UNIT IV

Inter relationship between Fundamental Rights & Directive Principles- Fundamental Duties, Right to Constitutional Remedies- Judicial Review, WRITS: Habeas corpus, Mandamus Certiorari, Prohibition, Quo-Warranto, Article 32 & 226.

Course outcome

Understand the foundational principles of the Indian Constitution and their significance in shaping the legal and business environment.

References:

1. D.D. Basu, Shorter Constitution of India, 2001 Wadhwa Nagpur.
2. V.N. Shukla, Constitution of India, Eastern Book Company.
3. M.P. Jain, Constitution of India, Wadhwa Nagpur.

VC1: RESUME WRITING & CORPORATE COMMUNICATION Total Session: 20

(VC1: Resume Writing & Corporate Communication is run by IMS, other papers of VC1 are available on University of Lucknow website)

Course Objective

This course aims to equip students with the essential skills and knowledge required to craft effective resumes and excel in corporate communication settings. Through a combination of theoretical insights, practical exercises, and real-world applications, students will learn how to create compelling resumes, cover letters, and professional correspondence.

UNIT I

Resume Writing: Methods, Formats, Online Tools to design Resume. Business letters: Meaning, Importance & Forms. Business Report: purpose, kinds and objectives.

UNIT II

Communication: Meaning, Definition, And Model, Forms: Verbal & Non-Verbal, Significance and Effectiveness. 7 Cs of Communication. Communication Barriers.

UNIT III

Listening Skills: Process, Importance and types. Effective Listening: Principles and Barriers. Enhancing Listening Skills.

UNIT IV

Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid.

Course outcome

The course is designed to empower students to carry out day to day communication at work place by adequate understanding of various types of communication and use of technology to facilitate efficient interpersonal communication.

References:

1. Fred Luthans, Organizational Behaviour, Boston, McGraw-Hill, 8th edition, 1998
2. Essentials of Business Communication by Rajindra Pal and J. S. Korlahalli. Sultan Chand and Sons. New Delhi.16
3. Effective Business Communication by Herta A. Murphy and Charles E. Peck. Tata McGraw Hill Publishing Company Limited. New Delhi.
4. Essentials of Business Communication by Pettett and Lesikar. Tata McGraw Hill Publishing Company Limited. New Delhi.



Diploma

B.B.A.

Year 2nd (Semester 3+4)

SEMESTER-III

P11: FINANCIAL MANAGEMENT

Total Session: 40

Course Objective

The objective of this course is to introduce students to the methodologies of financial management and their practical applications in business decision-making.

UNIT I

Introduction to Financial Management: Concept of Financial Management, Finance functions, objectives of financial management- Profitability vs. Shareholder wealth maximization. Time Value of Money - Compounding Discounting. Investment Decisions: Capital Budgeting- Payback, NPV, IRR and ARR methods and their practical applications.

UNIT II

Financing Decision: Capitalization Concept, Basis of Capitalization, consequences and remedies of over and under capitalization, Cost of Capital, WACC, Determinants of Capital structure, Capital structure theories.

UNIT III

Dividend Decision: Concept and relevance of dividend decision, Dividend Models-Walter's, Gordon's and MM Hypothesis, Dividend policy-determinants of dividend policy.

UNIT IV

Management of Working Capital: Concepts of working capital, Approaches to the financing of current Assets, Management of different components of working capital: Cash, receivables and inventory.

Course outcomes

The aim of the course is to build knowledge and understanding of Financial Management among the student. The course seeks to give detailed knowledge about the subject matter by instilling them basic ideas about Financial Management. The outcome of the course will be as follows – To provide knowledge about business finance and investment decisions. To provide knowledge about financing and dividend decision. To give an overview about working capital.

References:

1. Pandey I. M. (2017). Financial Management, Vikas Publishing, 11th Edition
2. Rustagi, R.P. (2019). Fundamentals of Financial Management, Taxman, 14th Edition
3. Kishore, Ravi M (2016). Financial Management, Taxman's, 8th Edition.
4. Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases, Mc Graw Hill Publication, 8th Edition.

P12: OPERATIONS MANAGEMENT**Total Sessions: 40****Course Objective**

The course objective of operations management is multifaceted, encompassing the understanding and application of basic fundamentals essential for overseeing the operation processes that produce goods and services. Through this course, students cultivate analytical prowess, honing their ability to diagnose and resolve operational challenges across design, planning, control, and quality management.

UNIT I

Nature and scope of production & Operation management, the transformation process, production analysis and planning, production functions, objective and functions of production management. responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, routing, scheduling, plant location and plant layout, assembly line balancing. Production Planning and Control (PPC).

UNIT II

Facility Location Planning, layout planning, Materials management - its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, ABC analysis, Economic Order Quantity (EOQ) Model, Buffer stock.

UNIT III

Productivity definition and concept, factors affecting productivity, productivity measurement, productivity improvements, New Product development and design, stages of product development, Conjoint Analysis, techniques of product development (standardization. simplification and specialization. Automation.

UNIT IV

Development of efficient work methods, material flow process chart, man flow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection , Cost of quality, TQM, Quality Standards – ISO 9000, sampling inspection, control charts for attributes and variables charts.

Course outcome

The purpose of this course is to develop an understanding of issues and challenges involved in the area of Operation Management among under graduate students. The course aims to equip the students with basic management decisions regarding production & operation, designing decisions and designing of a production system.

References:

1. Bedi, Kanishka (2015), Production and Operation management, OUP.
2. Heizer and Render, (2010) Operations Management, 10th edition, Prentice Hall.
3. Ashwathappa K & Bhat K. Shridhara (2019) - Production & operation Management, 2nd Edition, Himalaya Publication.
4. S N Chary (2019) Production and Operations Management, 6th Edition, Tata McGraw Hill.

P13: MARKETING MANAGEMENT

Total Session: 40

Course Objectives:

- To provide students with a comprehensive understanding of fundamental marketing concepts and their application in real-world scenarios.
- To develop insights into consumer behaviour, including the psychological and sociological factors influencing purchasing decisions.
- To equip students with knowledge about product management, including product life cycles, branding, packaging, and pricing strategies.

UNIT I

Introductory Concept of marketing, difference between marketing and selling, modern marketing concept, marketing mix, market segmentation, marketing planning, strategy and approaches.

UNIT II

Consumer Behaviour: Concept of consumer behaviour, buying motives, study of consumer behaviour and motivational research – its types, nature, scope and role. Method of conducting marketing research, sales promotion and advertising, factors influencing consumer behavior.

UNIT III

Product Management: Nature and scope of product policy decisions, product-mix, product-line and product-life cycle, product planning and development, product diversification, product improvement. Branding and Trade Marks, packaging. Product Pricing-Concept, nature and scope of product pricing decisions; price policy considerations, objectives and strategies of pricing.

UNIT IV

Distribution Management & Marketing communication, Decisions relating to channels of distribution management of physical distribution, sales promotion, sales planning and forecasting, management of sales force, analysis of sales performance and marketing of services, functions of distribution channel, factors influencing distribution channel, integrated marketing communication.

Course outcome

The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services.

References:

1. Kamal Y. (2024), Marketing Management, NRBC.
2. Kotler, Keller, Koshi & Jha (2015) Marketing Management South Asian Perspective. Pearson Publication.
3. Ramaswamy & Namakumari (2009) Marketing Management- Concepts and Cases. Macmillan.

P14: HUMAN RESOURCE MANAGEMENT

Total Session: 40

Course Objective

The course aims to transform students into management graduates who are socially conscious and professionally skilled; prepared to face the demands of the business world. The curriculum delves into the essential aspects of modern-day human resource management techniques while providing a thorough grasp of the fundamental role of human resource in business and management.

UNIT I

Introduction to Human Resource Management: Personnel vs. Human Resource Management, Significance, Functions and Objectives of HRM. Evolution and Development of HRM. Human Resource.

Planning: Process, Significance and Integration with Strategic Planning. Job Analysis: Concept and Components.

UNIT II

Recruitment: Concept, Sources and Assessment of Recruitment Techniques. Selection: Concept and Procedure. Placement and Induction, Training and Development: Concept, Need, Objectives and Methods, Stages in Training Process. Job Design: Approaches and Techniques of Job Design.

UNIT III

Job Evaluation: Concept, Objectives and Methods/ Techniques. Employee Remuneration: Concept of Wage and Salary, Reward Management. Fringe Benefits and Incentive Payments. Performance Appraisal: Concept, Objectives, Process and Techniques.

UNIT IV

Industrial Relations: Concept, Objectives, Approaches and Actors of Industrial Relations. Discipline: Disciplinary Procedure, Objectives and Aspects of Discipline. Grievance Procedure: Characteristics, Need and Model Grievance Procedure. Trade Unionism: Concept, Functions, Objectives and Problems of Trade Unions. Collective Bargaining and Industrial Disputes.

Course outcome

The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Human Resource Management and teach the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

References:

1. Dessler, G. & Varkkey, B. (2015); Human Resource Management; New Delhi: Pearson; 14th Edition.
2. Armstrong, M. & S. Taylor. (2017); Armstrong's Handbook of Human Resource Management Practice; London: Kogan Page; 14th Edition.
3. Aswathappa, K. (2010); Human Resource and Personnel Management; Tata McGraw-Hill Education; 6th v
4. Rao, P. S., & Rao, V. S. P. (2009); Personnel and Human Resource Management; Himalaya Publishing House; 5th Edition.
5. Bernardin, John H. (2012); Human Resource Management; McGraw Hill; 6th Edition.

P15: COMPUTER & IT APPLICATIONS - II**Total Sessions: 20****Course Objective**

To learn office automation system, To learn advance formula, functions and calculation techniques. To learn database management system.

UNIT I

Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end note, password protecting of documents. Mail merge.

UNIT II

Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation, customising and sharing presentations.

UNIT III

Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarising data, creating charts and graphs, protection of worksheet.

Performing calculations using Formulas and Functions: Analysing alternate data sets, Printing worksheets and charts, performing business intelligence analysis: What-if Analysis, Goal seek, Data Table, Lookup, Match, Index etc.

UNIT IV

Database: Introduction to Database and Database Management System, Database Models, Type of Databases, Introduction to MS-Access, Creation of database tables, Data types, Basic query and report generation.

Course outcomes

Students acquire skills of using end-user software for communication, data transformation and presentation.

References:

1. Sinha P.K.& Sinha P. (2004), Computer Fundamentals: Concepts, Systems & Applications, BPB Publications.
2. Saxena S.& Chopra P. (2006) Computer Application in Management, Vikas Publication.
3. Norton P. (2008) Introduction to computers, 9th reprint Edi. Tata Mcgraw Hill.

CC2: INTERVIEW PREPARATION & PLANNING

Total Sessions: 20

(CC2: Interview Preparation & Planning is run by IMS, other papers of CC2 are available on University of Lucknow website)

Course Objective

To offer a foundational grasp of crafting a CV and underscore the significance of general knowledge. Additionally, it motivates students to cultivate various soft skills and equips them for real-world interviews through simulated interview sessions.

UNIT I

CV writing skill and session on how to avoid Typos, Howlers, Boast and Bravado. Making of Resume/C.V.: Dos & Don'ts of working document.

UNIT II

Role and Significance of General knowledge and General Awareness. Mock Interviews Session & Feedback.

UNIT III

Dressing up, grooming, Time management, Stress management.

UNIT IV

Corporate etiquettes, Cross Cultural Communications, Netiquettes, Group Discussion sessions.

Course outcome

The purpose of this course is to inculcate sense of preparedness, confidence building, create general knowledge and awareness regarding Interview Preparation & Planning among under graduate students.

References:

1. Chakravarti, Dr T Kalyana; Chakravarthi, Dr T Latha; 2011, Biztantra.
2. Verma, Shalini, 2009, Soft Skill for the BPO sector, Pearson.

SEMESTER-IV

P16: E-COMMERCE

Total Sessions: 40

Course Objective

To learn e-commerce success factors, e-commerce Marketplaces. To learn e-commerce applications. To learn Customer services support in e-commerce.

UNIT I

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like Business-to- Business (B2B), Business- to- customer (B2C), Customer-to-customer (C2C), customer- to-business(C2B),G2C. E- commerce: Business Models and Concepts.

UNIT II

E-Commerce- A Consumer Oriented Approach: Traditional v/s E-Retailing, Key success factors in E- retailing, Models of E-retailing, and Characteristics of E-retailing. E-services: Categories of Eservices, Web-enabled services, Information selling on the web, Entertainment, Auctions and other specialized services.

UNIT III

Technology in ecommerce: 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.

UNIT IV

Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e- value. 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. Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams. Business to Business e- commerce: Meaning, benefits and opportunities in B2B, B2B building blocks.

Course outcome

Understand the fundamental principles of e- Business and e- Commerce; learn the technologies enabling e-commerce.

References:

1. KennethC. Laudon and Carol G.Traver (2015), E-commerce: business, technology, society, AddisonWesley.
2. Elias.M.Awad (2019), Electronic Commerce, Prentice-Hall of India Pvt Ltd.
3. EfraimTurban, JaeLee, DavidKing, H.Michael Chung (2020), "Electronic Commerce–A ManagerialPerspective", Addison Wesley.

P17: LOGISTICS & SUPPLY CHAIN MANAGEMENT**Total Session: 40****Course Objective**

The paper aims to equip students with the knowledge and skills necessary to effectively design, implement, and manage information systems that support business operations and decision-making. The paper includes fundamental principles and concepts and about the role of information systems in organizations and how they support business processes and decision-making. Students will gain a comprehensive understanding of information technology (IT) components, including hardware, software, databases, and networks and learning the methodologies and tools used in the analysis, design, and development of information systems. Students will understand the strategic role of information systems in organizations and about decision support systems (DSS), enterprise resource planning (ERP) systems, functional and cross functional information systems which in turn will equip them with the necessary skills to analyse, design, implement, and manage information systems that support business operations and strategic objectives.

UNIT-I

Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Logistics Vs Supply Chain Management; Supply Chain Management: Significance and Challenges; Key Drivers of Supply Chain Management.

UNIT- II

Introduction, Three Components of SCM, Demand Management, Demand Forecasting; Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM.

UNIT- III

Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure

UNIT-IV

Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, The Role of E- Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning.

Course outcomes

The objective of this paper is to give the basic knowledge about the Supply Chain Management for goods and services.

References:

1. Michel H Hungo (2003) Supply Chain Management: PHI
2. Chopra S. (2007) Supply Chain Management: McGraw Hill
3. Samir S. & Ballao, R.(2003) Logistics Management: Pearson

P18: CUSTOMER RELATIONSHIP MANAGEMENT**Total Session: 40****Course Objectives**

- To comprehensively understand the foundational concepts and significance of Customer Relationship Management (CRM).
- To explore the dimensions of customer satisfaction and loyalty, including various models and methods for measurement.
- To examine the role of information technology in CRM, focusing on the implementation and benefits of eCRM systems and software.

UNIT I

Fundamentals of Customer Relationship Management: Meaning and definition of CRM, benefits of CRM, reasons for adopting CRM, Conceptual Foundations of Customer Relationship Management. Types, stages and issues in CRM.

UNIT II

Dimensions of Customer Relationship Management Customer Satisfaction: meaning and definition, Customer Satisfaction Models, Measuring Customer Satisfaction, ISO guidelines. Customer Loyalty: Concept, Principles, significance and dimensions of Customer Loyalty.

UNIT III

Information Technology in Customer Relationship Management Technological Developments in CRM. Information Technology Implementation in CRM. Features, advantages and functional components of e-CRM. Important CRM Software. Customer Relationship Management through Information Technology Tools.

UNIT IV

Emerging Dimensions and Dynamics in Customer Relationship Management Customer Recall, Retention and Experience Management. Service Failure and Service Recovery Management. Application of Customer Relationship Management in Different Sectors. Role of Social Media.

Course outcome

Customer Relationship Management, also known as CRM, helps businesses successfully implement strategies, practices and technologies aimed at winning and retaining customers profitably. The objective of this course is to equip the students with a sound foundation of CRM concepts and best practices in Industry.

References:

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh; (2013), Customer Relationship Management: Emerging Concepts, Tools and Applications Paper back ; McGraw Hill Education
2. Mukerjee;(2007), Customer Relationship Management: A Strategic Approach to Marketing Paperback, Prentice Hall India
3. Rai A K; (2012), Customer Relationship Management: Concepts and Cases by PrenticeHall India.
4. N Mullick; (2016), Customer Relationship Management Paperback, Oxford University Press

P19: INDUSTRIAL RELATIONS MANAGEMENT

Total Session: 40

Course Objective

To make students understand the various concepts of Industrial relations between Employer and Employee. To explain the objectives of Industrial Relations and list the factors affecting IR. Justify the role of Trade Unions and employers association and examine the impact of Globalisation on Trade Union, examine the concepts of Industrial Disputes, Strikes and Lockouts with reference to concerned Legislations and Grievance handling measures, Indiscipline, Collective bargaining, Workers Participation in Management and the process involved.

UNIT I

Industrial Relations: Concept Objectives, Nature and Scope; Approaches to Industrial Relations. Trade Unions – Industrial disputes and their Resolutions. International Labor Organization: Role & Functions

UNIT II

Workers participation in Management – Works Committee, Joint Management Councils, Pre-Requisite for successful participation, Collective Bargaining – Form, process and Role of Government in Collective Bargaining.

UNIT III

Industrial unrest: Employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts. Discipline: Positive, negative discipline, disciplinary procedure, Absenteeism, Turnover, Dismissal and Discharge.

UNIT IV

Factories Act: Meaning, Definition – Welfare – Safety – Health Measures. General provisions of Workmen's Compensation Act, Bonus Act and Gratuity Act.

Course Outcome

The objective of the course is to make the students aware and understand about the dynamics of the industrial relations in the rapidly changing environment and also, they will have knowledge about the disciplinary procedure and grievance management process along with their implementation aspect.

References

1. Mamoria, C.B. (2020); Dynamics of Industrial Relations; Himalaya Publishing House; 16th Edition.
2. Mustafa, M. and Dharma, Onkar (2002); Workers' Participation in Management, Concept and Practice; Deep and Deep Publications; 2nd Edition.
3. Pylee, M.V (1997); Worker's Participation in Management; Vikas Publications; 2nd Edition.
4. Ramanujam, G. (1990) Indian Labour Movement, Sterling Publications; 2nd Edition.
5. Sharma R.C. (2016); Industrial Relation and Labour Legislation; PHI Learning Pvt.Ltd; 1st Edition.
6. Sinha (2004), Industrial Relations, Trade Unions, and Labour Legislation; Pearson Education India; 4th Edition.
7. Monappa Arun (2012); Industrial Relations and Labour Laws; Tata McGraw-Hill Education; 2nd Edition.

P20: FOREIGN LANGUAGE

Session – 20

French Language**Course Objective**

The course aim to provide students with foundational knowledge and skills in the French language, focusing on lexical acquisition, grammar, translation, composition, and basic communication. This will help them develop the necessary language proficiency to engage in basic French conversations and understand written and spoken French in everyday contexts.

UNIT I (Lexical Acquisition)

- 1) Alphabet & Numbers
- 2) Days, Months & Time
- 3) Colours
- 4) Professions, occupations, nationalities

UNIT II (Grammar)

- 1) Nouns, Indefinite & Definite articles
- 2) Pronoms toniques & Adjectives –I
- 3) Prepositions
- 4) Negation & Interrogative expressions
- 5) Regular verbs (Present tense): - er
- 6) Irregular verbs (Present tense) :être,
- 7) avoir, aller, venir, faire, etc, Reflexive
- 8) Verbs (present tense) I: s'appeler, se Lever etc

UNIT III (Translation and Composition)

- 1) Questions requiring Translation into French -English and vice-versa of Passages from the text and of simple sentences involving useful and familiar idiomatic constructions in French.
- 2) Questions requiring composition of ten to fifteen simple sentences on some easy topic (E.g. University, Class, Station, Town, House, Monuments, Hotel, Cinema, Theatre etc.)

UNIT IV Communication skills

- 1) Communication through body language.
- 2) How to greet.
- 3) Understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs.
- 4) How to ask and answer questions (reply, order, request)

Course outcome

To learn sound and letter of a French language. To develop four language skills i.e. listening, speaking, reading and writing. To make the students aware of a foreign culture and its people.

References:

1. Le Nouveau Sans Frontières- I, Clé International.
2. Collins gem French –English / English- French dictionary
3. Dondo- Modern French course, Oxford, India.

German Language

Course Objective

The course aim to provide students with a foundational understanding of the German language, focusing on basic grammar, sentence construction, and comprehension skills. This foundation will help students develop the necessary language proficiency for basic communication and understanding of written and spoken German in everyday contexts.

UNIT I

Introduction to Germany, Basic grammar structure, Nouns (singular, plural), Numbers, Days, Months, Seasons, Colours.

UNIT II

Personal Pronouns, Verbs, Conjunctions, Prepositions, Articles, Adjectives, Prepositions.

UNIT III

Tenses, Sentence construction

UNIT IV

Comprehension Texts
,

Course outcome

Learning German language will promote cross-cultural understanding and enriches global perspective of students pursuing management and commerce. Students will be able to converse in language at basic level and understand the basic daily routine and work related vocabulary.

References:

1. Häussermann, U., Günther, C. C., Dietrich, G. (1997). Sprachkurs Deutsch 1: Unterrichtswerk für Erwachsene. Germany: Diesterweg.
2. Rusch, P., Müller, M., Scherling, T., Wertenschlag, L. (1997). Moment mal! : Lehrwerk für Deutsch als Fremdsprache; [Materialien]. 1: Glossary German- English. Austria: Langenscheidt.

VC2: ROLE PLAY & SIMULATION**Total Session: 20**

(VC2: Role Play & Simulation is run by IMS, other papers of VC2 are available on University of Lucknow website)

Course Objective

To introduce students to the concepts and principles of role play and simulation as effective learning and training tools in business education. It aims to introduce students the concepts and principles of role play and simulation as effective learning and training tools in business education. It provides a comprehensive understanding of how these methods can mimic real-world business scenarios and decision-making processes.

UNIT I

Role play and simulation: Introduction of role play and simulation, difference between role play and simulation, Introduction of hierarchy in organization and their roles.

UNIT II

Maslow Theory, Herzberg Two Factor Theory, Johari Window Model: accommodating with real life examples, cases and videos.

UNIT III

Instructional strategies: Role paly, Simulations and live events at operational level, middle level and higher level.

UNIT IV

Simulation games: Future, Issues and Challenges. Coping change management, coping with emerging and instant situations,

Course Outcome

To learn about industry working and daily facing situations in various departments. The subject provide command and knowledge to deal the situation in various hierarchy of management. Student will learn situation handling at various levels through simulation.

References:

1. Riis, J. O. and Smeds, R. (1998), The Future of Simulation Games and Challenges, Chapman & Hall
2. Robins, S. P., Judge, T. A. and Vohra, N. (2018)Organizational Behaviour, Pearson Education, 18th Edition
3. Law, Averill M. (2014), Simulation Modeling and Analysis (Irwin Industrial Engineering), McGraw-Hill Education, 5th Edition
4. Gibson, David (2006), Games and Simulations in Online Learning: Research and Development Frameworks, IGI Global, 1st Edition



Degree

B.B.A.

Year 3rd (Semester 5+6)

SEMESTER-V

P21: BUSINESS POLICY & STRATEGIC MANAGEMENT - I Total Sessions: 40

Course Objective

The purpose of this course is to develop an understanding of underlying concepts, tools, frameworks, issues and challenges involved in the area of Business Policy & Strategic Management for Under-graduates. This course aims to achieve development of an understanding of the increasing competition as well as not for profit business policies, strategies, and the practice in organizations to be aware of the different circumstances and situations arising from ever changing strategic situations.

UNIT I

Introduction & Concept of Strategy, Corporate Policy as a field of study, Nature. Importance, purpose and objective of business policy, Chief Executive job, roles and responsibilities of board of Directors, An overview of strategic management, its nature and process, Formulation of strategy, Environment, environment scanning, environment appraisal, Identifying corporate competence & resource.

UNIT II

Corporate Strategy, Personal and Ethical Values, Business ethics, Industry structure, Reconciling divergent values, Modification of values, moral components of corporate strategy, community considerations and corporate social responsibility (CSR) .

UNIT III

Corporate portfolio analysis, competitor & SWOT analysis, strategic audit & choice, strategic plan, routes to sustainable competitive advantage (SCA).

UNIT IV

Strategy Implementation, Structural implementation, organisational design and change, behavioural implementation, leadership, corporate culture. Corporate politics and use of power, functional implementation - financial, marketing. Operation personnel (HR) policies and their integration, strategic evaluation and control.

Course outcome

The purpose of this course is to develop an understanding of underlying concepts, tools, frameworks, issues and challenges involved in the area of Business Policy & Strategic Management - I for Under-graduates. The course aims to achieve development of an understanding of the increasing competition as well as not for profit business policies, strategies and the practice in organizations to be aware of the different circumstances and situations arising from ever changing strategic situation.

References:

1. Wheelen, Thomas L, Hunger, J David & Rangarajan, Krish (2001) Concepts in Strategic Management & Business Policy, Pearson Education.
2. David, Fred R (2005), Strategic Management Concepts & Cases, PHI.
3. Kazmi, A. (2000); Business Policy, McGraw Hill.
4. Pearce, John A , Robinson, Richard B , Mital, Amita (2005) , 10th Edition., Strategic Management – Formulation, Implementation & Control, McGraw Hill.

P22: TAXATION & LAWS

Total Session: 40

Course Objective

The course aims to impart a thorough understanding of the Indian Income Tax Act, 1961, focusing on the basic concepts, scope of income, heads of income, and computation of total income and tax liability.

UNIT I

Indian Income Tax Act, 1961: Basic Concepts - Income, Agriculture Income, Casual Income, Assessment Year, Previous Year, Gross Total Income, Total Income, Person, Tax Evasion, Tax Avoidance.

UNIT II

Basis of Charge: Scope of Total Income, Residence and Tax Liability, Income which does not form part of Total Income.

UNIT III

Heads of Income: Income from Salaries, Income from House Property. Profit and Gains of Business or Profession, Capital Gains, Income from other sources.

UNIT IV

Aggregation of Income, Set off and Carry forward of losses, deductions from gross total Income, Computation of total Income and Tax liability.

Course outcome

The aim of the course is to build knowledge, understanding about taxation among the student. The course seeks to give detailed knowledge about the subject matter by imparting them basic ideas about Income Tax.

References:

1. Mehrotra, H.C. and Goyal, S.P (2021), Fundamentals of Income Tax A.Y. 2021-22, Sahitya Bhawan Publications, 62nd Edition
2. Mehrotra, H.C. and Goyal, S.P (2020), Income Tax Law & Accounts A.Y 2020-21, Sahitya Bhawan Publications, 61st Edition
3. Ahuja, Girish and Gupta Ravi (2021), Simplified Approach to Income Tax, Flair Publications Pvt. Ltd. 2021 Edition.

P23: BUSINESS ETHICS**Total Session: 40****Course Objective**

The course targets to make students understand the significance of ethics and values in their personal and professional life to exercise their rights and responsibilities. It aims to teach students the philosophy of life; personal, social and cultural values; professional ethics, code of conduct etc. to make them behave ethically and morally

UNIT I

Business Ethics- An Overview-Concept, nature, evolving ethical values, Arguments against business Ethics.

Ethical theories and approaches - The Teleological approach and the Deontological approach. Universalism vs. Ethical relativism, Utilitarianism, Ethical principles in business.

Ethics and Morality, Ethical dilemma, Resolving ethical dilemma, Ethical decision making, Ethical competency, Conflict of interest.

UNIT II

Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance. Gandhian Philosophy of Wealth Management-Philosophy of Trusteeship

Values - Concept & Relevance in Business, Types of values, Values & ethical behaviour, Professional values

UNIT III

Application of Business Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights). Ethics in marketing (consumer rights, advertising, dumping). Ethics in finance (financial disclosures, insider trading, window dressing). Ethics in information technology and systems usage (data confidentiality). Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

UNIT IV

Corporate Social Responsibility-Social Responsibility of business with respect to different stakeholders, Carroll's Pyramid of Corporate Social Responsibility, CSR and strategy, Shareholder theory of the firm, voluntary guidelines, Regulatory mandates for CSR Corporate Governance - Concept, Definition, Corporations and their characteristics, Global Corporate Governance Practices

Course outcome

The aim of the course is to develop basic understanding about Business Ethics among the students. It also seeks to establish the importance of adopting ethical practices in business organizations.

References:

1. Boatright (2011) Ethics and the Conduct of Business, Pearson Education.
2. Chakraborty, S. K. (2015) Values and Ethics for Organizations. Oxford India Press.
3. Crane, A., & Matten, D. (2003) Business Ethics. Oxford University Press.
4. Petrick, J., & Quinn, J. (2015) Management Ethics: Integrity at Work. Response Books.
5. Praveen B Malla. (2003) Corporate Governance: History, Evolution and India Story, Routledge.

P24: BUSINESS LAW

Total Session: 40

Course Objective

This course aims to provide students with a comprehensive understanding of business law, focusing on the legal principles governing business transactions and corporate entities. It covers various acts related to contracts, sales, partnerships, negotiable instruments, and companies, preparing students to navigate and apply legal frameworks effectively in business contexts.

UNIT I

The Indian Contract Act 1872: Scope of the Act, Essential of a Valid Contract, Agreement, Performance of Contracts, Breach of Contract & Remedies, Quasi-Contracts, Contract of indemnity and guarantee: meaning and its distinction, rights and duties of indemnifier, indemnified and surety, discharge of surety's liability. Bailment and pledge: meaning and distinction, Rights and duties of Bailor and Bailee, Pawnor and Pawnee.

UNIT II

The Sale of Good Act, 1930: Formation of Contract, Conditions & Warranties, Rights of an Unpaid Seller, Performance of the Contract of Sale, Caveat Empetor, Ownership of goods and transfer, unpaid seller and his rights.

UNIT III

The Partnership Act: Definition and nature of partnership, rights and duties of partners, types of partners, dissolution of partnership. The Negotiable Instruments Act, 1881: Nature and Types of negotiable instruments, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of NegotiableInstrument; Arbitration

UNIT IV

The Companies Act, 1956: Nature and Type of Companies, Formation of Companies, Memorandum and Articles of Association, Prospectus, Share capital, Membership, Meetings and Winding-Up

Course outcome

The objective of the course is to familiarize the participants with legal perspective of the business and to give the basic knowledge about the rules and regulation of execution of Business.

References:

1. Gulsan & Kapoor (2005) Business Law including Company Law, Excel Book.
2. Singh, Avtar (2019) Principles of Mercantile Law, Eastern Book Company.
3. Kapoor N.D (2009) Elements of Mercantile Law, Sultan Chand & Sons.
4. Bare Acts: Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881

INTERNSHIP / MINOR PROJECT REPORT (04 CREDIT)

Guidelines for Minor Project Report

Every student under supervision of regular college /university faculty will work on minor project as guided by the assigned supervisor, for a duration of eight weeks. A certificate issued by Dean / Principal / HOD will be attached with the project report as an authentication of project title,project standards carried out by the student. Minor project shall be from field/subjects as mentioned as courses. The minor project report should be minimum 60 pages on A4,

1.5 line spacing, times roman / Kruti dev12 font with one inch margin all four sides. Printing shall be on both pages along with page number and index/table of content. APA referencing style bibliography must be at the end of the minor project report. A soft copy shall be procured and preserve by the faculty/department/college, which among the request of examination department, University of Lucknow must be supplying. Evaluation of minor project shall be by external expert and internal expert. Internal expert will be nominated by the department / college, and the external expert will be nominated by the controller of examination, university of Lucknow.

SEMESTER-VI

P25: BUSINESS POLICY & STRATEGIC MANAGEMENT - II Total Sessions: 40

Course Objective

This course aims to equip BBA students with a comprehensive understanding of business policy and strategic management, enabling them to analyze, formulate, and implement effective business strategies in dynamic organizational environments, while integrating theoretical concepts with practical applications to navigate contemporary business challenges successfully.

UNIT-I

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of Strategic Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

UNIT-II

Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Functional / Operational Implementation: An overview of Functional Strategies.

UNIT III

Strategy Evaluation and Control, Mc Kinsey's 7s Framework, Balanced Score Card, Triple Bottom line, Strategic drift, Mergers and Acquisitions: Takeover and Defence Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.

UNIT IV

Tailoring Strategy to Fit Specific Industry and Company Situations: Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.

Course outcome

The purpose of this course is to develop an understanding of issues and challenges involved in the area of Business Policy & Strategic Management for Under-graduates.

References:

1. Wheelen, Thomas L, Hunger, J David & Rangarajan, Krish (2009) Concepts in Strategic Management & Business Policy, 9th Ed, Pearson Education,
2. David, Fred R (2001) , 12th Ed, Strategic Management – Concepts & Cases, PHI,
3. Kazmi, Azhar (2003) Business Policy, McGraw Hill,
4. Thompson, Strickland, Gamble and Jain (2010), Strategic Management, McGraw Hill.

P26: ENTREPRENEURSHIP

Total Sessions: 40

Course Objective

- Help the students to become independent and channel their creativity into creating something of their own.
- Develop one's analytical and logical skills that enable one to solve any problem.
- Provide instructions in the basic principles of entrepreneurship including the role of the entrepreneur, entrepreneurship as a career, ethics in business, and the principles of marketing, financing, and managing a business.
- Promotes the entrepreneurial spirit and encouraging the generation of ideas and their corresponding implementation.

UNIT-I

The evolution of the concept of entrepreneurship. John Kao's Model on Entrepreneurship. Entrepreneurship: Meaning and objective. Idea Generation, identifying opportunities and Evaluation; Entrepreneurship as a Career Option. Types of New Ventures, Procedures for setting up a Business in India. Creativity and Innovation. Bottlenecks to Creativity and innovation.

UNIT-II

Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research. Segmentation, Targeting and Positioning in Marketing. Sources of Innovation in Business.

UNIT-III

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur. Family Business: Concept, structure and kinds of family firms, Culture and evolution of family firm.

UNIT-IV

Family genogram. Developing Business family's genogram, Using the Genogram to identify family scripts and themes. Circumplex Model of Marriage and Family Systems, Application of Circumplex Model, Clinical Rating Scale and Developing Circumplex Model. Vries's Five Critical Phases of Change (concern, crisis, confrontation, crystallization, and change).

Course Outcome

This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, intellectual property rights, 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.

References:

1. Burns, P. (2016). Entrepreneurship and small business. New Jersey: Palgrave, 5th Edition.
2. Drucker, P.F. (2018). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Poornima M.C. (2012); Entrepreneurship Development: Small Business Enterprises; Pearson, 3rd Edition.
4. Gersick, K. E., Davis, J. A., Hampton, M. M., and Lansberg, I. (2015), Generation to generation: Lifecycles of the family business. Boston: Harvard Business School Press. Kumar
5. S.C. Poornima, M.K. Abraham, K. Jayashree (2018); Entrepreneurship Development; NewAge International Publishers, 4th Edition.
6. A.Sahay, M. S. Chhikara (2017); New Vistas of Entrepreneurship: Challenges & Opportunities; Excel Books, 2nd Edition.

P27: CORPORATE GOVERNANCE & CORPORATE SOCIAL RESPONSIBILITY

Total Session: 40

Course Objective

This course offers students a comprehensive understanding of Corporate Governance (CG) and Corporate Social Responsibility (CSR) in modern business settings. By utilizing theoretical frameworks, case studies, and practical applications, students will delve into the relationship between ethical decision-making, organizational accountability, and sustainable business practices. Students will be able to unravel the essence of CG and CSR by gaining insight into their pivotal roles in shaping the conduct and impact of modern organizations. Through an exploration of diverse theoretical frameworks, they will discern how CG structures and CSR initiatives intertwine to influence ethical decision-making, foster organizational accountability, and foster sustainable business practices.

UNIT I

Introduction to Corporate Governance: Meaning, Significance, Functions and Objectives. Evolution and Development of Corporate Governance in India. Pillars and components. Recent Development in Corporate Governance.

UNIT II

Corporate Governance Theories- Organizational Theories (including Stewardship, Resource and Institutional Theory), Economic Theories (such as Agency, Finance and Managerial Theory) and the Stakeholder Theory. Corporate Governance and Corporate Performance - guidelines in companies. Case Study.

UNIT III

Corporate governance and corporate social responsibility -Introduction, Early roots of corporate social responsibility. Does corporate social responsibility improve financial performance? Sustainability and a stakeholder perspective. The Criticism of Corporate Social Responsibility. Sustainability reporting.

UNIT IV

Implementing corporate governance standards in different jurisdictions, including the United States, European Union countries and emerging countries. International Aspects of Corporate Social Responsibility; Stakeholder engagement.

Course outcome

The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Corporate Governance and teaches the basic techniques of how an organization manages its people to contribute for the society through Corporate Social Responsibility.

References:

1. Monks, R., Minow, N. (2008), Corporate Governance; 4rd edition, Wiley-Blackwel publishing.
2. Crowther, D., & Aras, G. (Eds.). (2012). Global perspectives on corporate governance and CSR. Gower Publishing, Ltd.

P28: MANAGEMENT INFORMATION SYSTEM**Total Session: 40****Course Objective**

The paper aims to equip students with the knowledge and skills necessary to effectively design, implement, and manage information systems that support business operations and decision-making. The paper includes fundamental principles and concepts and about the role of information systems in organizations and how they support business processes and decision-making. Students will gain a comprehensive understanding of information technology (IT) components, including hardware, software, databases, and networks and learning the methodologies and tools used in the analysis, design, and development of information systems.

UNIT I

Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global E Businesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio-technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems. TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Social issues of Information Systems.

UNIT II

Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Making and Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

UNIT III

Functional Information Systems: Marketing, Human Resource, Financial and Operational Information Systems. Cross Functional Information Systems, Enterprise Systems. SupplyChain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications and challenges in Implementing.

UNIT IV

Implementing Information Systems as Planned Organisational Change: Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structured and Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

Course outcomes: Students will be able to understand and articulate fundamental concepts of information systems management. Apply IT to solve common business problems. Plan and implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

References:

1. Laudon Kenneth C. and Laudon Jane P (2018), Management Information Systems Managing the Digital Firm; Pearson Publication.
2. Jawadekar Waman S. (2013), Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill.
3. R. Priyadharshini, Dr.S. Shajahan (2004), Management Information Systems, New Age International Publishers.

P29A: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT Total Session-40

Course Objective

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

UNIT I

Introduction to Investment Environment, Investment Process, Criteria for Investment, Types of Investors, Investment v/s. Speculation v/s. Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives. Role of SEBI with regard to regulation of Secondary Markets, The Role and Functions of Various participants and Agencies in the Secondary Market. Online Share Trading and its Advantages, Concepts of Small Cap, Large Cap, Midcap and Penny Stocks.

UNIT II

Meaning, Types of Risk—Systematic and Unsystematic Risk, Measurement of Beta, Standard Deviation, Variance. Risk - types and measurement, Fundamental Analysis vs. Technical analysis, Efficient Market Hypothesis & its implications to investors. Equity & Preference shares valuation and analysis of different models. Bonds: Characteristics, valuation, risk & return, Bond Price & interest rate relationship, bond duration.

UNIT III

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 asset portfolios, concept of efficient frontier & optimum portfolio. Factors Affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.

UNIT IV

Dow Jones Theory and Elloit Wave Theory. Concept of CAPM Model, Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line. Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems).

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

References:

1. Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. (2019). Investments, McGraw-Hill Education, 11th Edition.
2. Ahmed, S & Mishra, R.K. (2024), Insurance and Risk Management, Alpha International Publication.
3. Chandra, P. (2017). Investment Analysis and Portfolio Management, McGraw-Hill Education, 5th Edition.
4. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2010). Modern Portfolio Theory and Investment Analysis. USA, John Wiley & Sons, 8th Edition.
5. Tripathi, Vanita (2019), Security Analysis and Portfolio Management, Taxmann Publication.
6. Reilly, F. K., Brown, K. C. & Leeds, S. J (2018). Investment Analysis & Portfolio Management, Cengage Learning, 11th Edition.

P29B: TALENT MANAGEMENT & HRIS**Total Session: 40****Course Objective**

To familiarize the Students with Talent Management. To help them understand the Acquisition, Retention, Development and Compensation practices. To enhance understanding of the talent Management practices. The course will help students learn HRIS, its need, implications and key issues.

UNIT I

Talent Management: Introduction, Overview, History, Scope and Need of Talent Management, Key Processes of Talent Management, Talent vs. Knowledge People, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

UNIT II

Talent Planning: Objectives, steps in Talent Planning, Succession Planning Program, Developing a Career strategy, Career Life- cycle, Innovative talent planning, Current Industry Practices for Talent Planning. Coaching and Mentoring as Career Development Tools.

UNIT III

Talent Management and HRIS: How is HRIS helpful in Talent Management. Database Concepts and Applications in HRIS, Assessing Organizational Needs for HRIS. HR Administration and e-HRM,

UNIT IV

Database Concepts and Applications in Human Resource Information Systems: Data, Information, and Knowledge Database Management Systems. HRIS Training and Development, HRIS Performance Management and Rewards Administration, HRIS Metrics and Workforce Analytics

Course outcome

Students will be able to understand and articulate advanced concepts of human resource placements within organisation. Apply talent positioning within the subsidiaries and business units.

References:

1. Michael Armstrong (2020); A Handbook of HRM Practice; Kogan Page; 15th Edition.
2. Pareek, Udai and Lynton, Rolf, P. (2011); Training for Development; 3rd Edition.
3. Kavanagh MJ . T Mohan , Johnson R D. (2011) Human Resource Information Systems Basics, Applications, and Future Directions, Sage publication, 2nd Edition.
4. Badgi S M (2012), Practical Guide to Human Resource Management Systems, PHI publication.

P29C: CONSUMER BEHAVIOUR**Total Session: 40****Course Objectives**

- To comprehensively understand the definition, nature, characteristics, and scope of consumer behaviour and its relevance to marketing decisions.
- To examine both internal and external determinants of consumer behaviour, including motivation, personality, perception, learning, culture, social class, and family influences.
- To understand consumer decision-making, including problem recognition, information search, alternative evaluation, and purchase decisions.

UNIT I

Consumer Behaviour: Definition, Nature, characteristics, Scope, Relevance & Application; Importance of consumer behaviour in marketing decisions; Consumer Vs Industrial Buying Behaviour and Market Segmentation and Bases for Market Segmentation.

UNIT II

Determinants of Consumer Behaviour: Role of Motivation; Personality and Self Concept; Attention and Perception; Consumer Learning; Consumer Attitudes- Formation and Change; Consumer Values and Lifestyles External Determinants of Consumer Behaviour: Influence of Culture and Sub Culture; Social Class; Reference Groups and Family Influences.

UNIT III

Consumer Decision Making Process: Problem Recognition- methods of problem solving; pre-purchase search influences- information search; alternative evaluation and selection; outlet selection and purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule).

UNIT IV

Post Purchase Behaviour; Situational Influences; Cognitive Dissonance Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Involvement: Role of Consumer Involvement; Customer Satisfaction; Consumer behaviour in Marketing Strategy, Technology's impact on Consumers.

Course outcome

The course of Consumer Behaviour aims at enabling students to understand the process of consumer behaviour, issues and dimensions, various internal and external factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

References:

1. Leon G. Schiffman & Leslie Lazar Kanuk, (2019), Consumer Behavior; Pearson Publication
2. Michael R. Solomon, (2017), Consumer Behavior, Tata McGrawhill
3. David L. Loudon & Albert J. Della Bitta, (1988), Consumer Behavior
4. Wayne D. Hoyer; Deborah J. MacInnis and Pinaki Dasgupta, (2010), Consumer Behavior
5. Seth Jagdish, Jain Varsha, Don E. Schultz; (2019), Consumer Behavior A Digital Native, Pearson Publication



B.B.A. Honours with Research

B.B.A.

Year 4th (Semester 7+8)

P30: OPERATIONS RESEARCH**Total Session: 40****Course Objectives:**

- To understand the significance and application of operations research in decision making
- To understand the concept of LPP and its solution through graphical and simplex methods.
- To understand game theory and its application in formulating business strategies.
- To understand transportation and assignment models, and its application in business decision making.

UNIT I

Introduction, advent & scope of operations research techniques their fields of specialized applications along with an overview of different techniques.

Linear Programming: Introduction, formulation & solution of simple linear programming problem through graphical & simplex method.

UNIT II

Game theory: Introduction, definitions, Two-person zero sum game pay off matrix, Pure strategies; games with saddle point, The rule of dominance, Mixed strategies; games without saddle point.

UNIT III

Transportation problem: Methods for finding initial solution, North West corner method; Least cost method; Vogel's approximation method, Optimality test, Stepping stone method; Modified distribution method (MODI)

UNIT IV

Assignment Problem: Introduction & mathematical models for assignment. Hungarian method of assignment problem, special cases in assignment problems: maximization case in assignment problem and prohibited assignment, unbalanced assignment problem.

Course outcome: The basic objectives of this course is to impart knowledge of different quantitative models & operations research techniques used in business decisions and management.

References:

1. Kapoor, V.K. & Kapoor Sumant (2014): Operations Research, Sultan Chand & Sons,
2. Sharma, J.K (2012), Operations Research: Theory and Application, MACIN, 5th Edition
3. Taha, Hamdy A. (2007) Operations Research, An Introduction, Pearson Education, 8th edition
4. Chawla K.K., Gupta V., Sharma BK, (2014) Operations Research (Quantitative Analysis for Management), Kalyani Publishers
5. Hira D. S., Gupta Prem Kumar (1976), Operation Research, S. Chand

P31: PROJECT MANAGEMENT**Total Session: 40****Course Objective**

- Study organisations, their management and the changing external context in which they operate.
- Develop the ability to apply knowledge and understanding of business and management to complex or difficult to improve business and management practice.
- Develop practical foundation in project management (PM) concepts, methods and techniques.
- Develop leadership and management skills of handling the projects.
- Develop lifelong learning skills, including learning of social cost benefit analysis of the projects and its proper implementation in this competitive world.

UNIT I

Definitions and Characteristics of Project, Scope of Project Management, Types of Projects, Project Life Cycle, Project Management Process: Introduction, Tools & Techniques of Project Management, Entrepreneurial Skills, Market & demand analysis, Collection of Primary & Secondary information, Demand forecasting, Market planning.

UNIT II

Technical Analysis, Manufacturing process / technology, Material inputs & utilities, Product Mix, Plant Capacity, Location and site, Machinery & Equipment, Structures & Civil work, Environmental aspects, Project Charts & Layouts, Project Time Lines.

UNIT III

Project appraisal Cost benefit analysis (Cash flow projections), Financial evaluation: Capital budgeting techniques-discounted and non-discounted, Project rating index, critical examination of evaluation techniques, Economic, commercial, social cost benefit analysis in public and private sectors, investment criteria and choice of technique, Treatment of risk and uncertainty—types and risk measuring techniques, risk sensitivity analysis, probability approach single as well multiple projects, allocation of limited capital

UNIT IV

Project Implementation: Forms of project organization, Project control & control charts, Human aspects of project management, Prerequisites for a successful project implementation, Introduction to project network & determination of critical path, Preparation of comprehensive project report, Project Termination-Types and process.

Course outcome

Students will be able to understand the characteristics of Project and Project Management Knowledge. The students will understand the managerial process along with tools and techniques used in Project management Knowledge. Students will understand the scheduling and monitoring process in Project.

References:

1. Marwah, Sanjiv (2011), Project Management, Dreamtech Press, 1st Edition
2. Chandra, Prasanna (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw-Hill, 9th Edition.
3. Gopalan, M.R. (2014), Project Management Core Textbook, Wiley, 2nd Indian Edition.
4. Shukla, M. B. (2007), Entrepreneurship and Small Business Management, KitabMahal, 1st Edition

P32: BUSINESS ANALYTICS**Total Session: 40****Course Objectives:**

To provide students with a comprehensive understanding of Business Analytics and its differentiation from Business Intelligence and Data Mining, and to introduce practical applications of Big Data, descriptive, predictive, and prescriptive analytics techniques.

Unit I

Introduction to Business Analytics: Definition of Business Analytics, Difference between Business Analytics, Business Intelligence and Data Mining, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

Unit II

Descriptive Analytics: Overview of Description Statistics, Data Visualization, Visualization Techniques – Tables, Cross Tabulations, Advanced Charts, Data Dashboards using Advanced MS-Excel.

Unit III

Predictive Analytics: Trend Lines, Regression Analysis, forecasting Techniques, Data Mining – Definition and approaches, Data mining for business, Classification, Association, Clustering.

Unit IV

Prescriptive Analytics: Overview of Linear Optimization, Decision Analysis – decision analysis with and without outcome probabilities. Introduction to simulation, Contemporary Analytics.

Course Outcomes

Students will understand key concepts in Business Analytics, perform descriptive analytics using MS-Excel, apply predictive analytics techniques, and utilize prescriptive analytics for decision-making, including linear optimization, decision analysis, and contemporary analytics methods.

References:

1. Sharda, Delen & Turban, Business Intelligence, Analytics and Data Science, Pearson.
2. Jefferey D. Camm, Business Analytics, Cengage.
3. James Evans, Business Analytics, Pearson.
4. Albright & Winston, Business Analytics, Cengage.

P33: SERVICE & INDUSTRIAL MARKETING**Total Session: 40****Course Objective**

Though marketing at fundamental level remains the same but the nuances, dynamics, applications and emphasis differ from one specialisation to another. From basic 4 P's, services require 3 more, similarly the industrial buying behaviour, the gestation, process and evaluation differ from that of FMCG or durables. This course strives to equip the learners in the peculiarities of the subject, inculcate a deeper understanding of the subject and the ability to apply the principles, tools, frameworks in a given situation of services or industrial marketing scenario.

UNIT I

Marketing of Services: Nature, scope, conceptual framework and special characteristics of services. Classification of Services. Technological development in services marketing, Consumer Involvement in Services Processes. The environment of Industrial Marketing, Industrial Marketing Perspective. Dimensions of Organizational Buying, Organizational Buying Behaviour, Access marketing opportunities, Industrial Marketing Planning

UNIT II

Managing the Industrial Product Line, Industrial Marketing Channels: Channel Participation, Industrial Marketing Channels. Advertising and Sales Promotions, Managing the industrial advertising effort, supplementary promotion tools, personal selling, models for industrial sales force management.

UNIT III

Role of Marketing in Services organizations, Research Application for Services Marketing. Internal marketing concept in the area of services marketing. Targeting consumers, Creating Value in competitive markets, positioning a service in market place managing relationships and building loyalties.

UNIT IV

Marketing of financial Services, Marketing of educational and Consultancy Services, Marketing of Hospitality and Tourism Services, Marketing of Health and Insurance Services.

Course outcome

To provide in- depth understanding of nature, peculiarities and demands onservice provider for effective design of marketing strategies for a service business. To developing an understanding of issues involved in marketing of industrial products.

References:

1. Kamal.,Y (2024), Marketing Management, NRBC.
2. Webster, F.E., (2007) Industrial Marketing Strategy: Pearson
3. Helen Woodruffe, (2011) Services Marketing: Peason
4. Zieeithaml Valarie, Parasuraman A. and Leonard L. Berry(2001) Delivering Quality Services: PHI

P34A: FINANCIAL INSTITUTIONS**Total Sessions: 40****Course Objective**

The course aims to provide an insight into the financial system and the significance of financial institutions in the smooth flow of funds. It will also provide the basic framework for the students to understand the working of banks and NBFCs.

UNIT I**Introduction to Financial Institutions**

Introduction to Financial Institutions, Financial System, Classification of Financial Institutions, Nature and role of Financial institutions, Functions of Financial Institutions

UNIT II**Regulatory Structure of Financial Institutions**

Regulatory structure of financial institutions: SEBI and RBI: Powers, Role and Functions. Role of IRDAI

UNIT III**Management of Commercial Banks**

Objectives, Functions & Organizational setup, Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves, Management of loan, advance & other investments Management of income, Prudential norms. Asset-Liability management in Commercial Banks.

UNIT IV**Management of Non-Banking Financial Institutions**

Concept, Objectives, Nature, Function & Promotional role of NBFI, Management of funds, changing role of NBFI in present environment, Policies & practices regarding mobilization & management of funds in NBFCs, their performance. Types & functions of Mutual funds, their legal & accounting aspects, Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India.

Course outcome

To provide in- depth understanding of nature and functions of various financial markets, institutions and instruments.

References:

1. Ahmed, S & Mishra, R.K. (2024), Insurance and Risk Management, Alpha International Publication.
2. Pathak, Bharti V. (2018), Indian Financial System, Pearson Education, New Delhi, 5th Edition
3. Bhole, M.K (2017), Financial Institutions and Markets, McGraw Hill Education, 6th Edition.
4. Srivastava, R.M. & Nigam, Divya (2010), Management of Indian Financial Institutions, Himalaya Publishing.

P34B: PERFORMANCE & COMPENSATION MANAGEMENT Total Session-40

Course Objective

This course provides students with a comprehensive understanding of performance management, encompassing the concept's application, various performance appraisal methods and their effectiveness, the significance of performance feedback and counselling, elements of executive compensation and how job roles are evaluated for appropriate compensation levels, insight into incentive systems and non-monetary rewards, and an appreciation for the global dimensions of performance appraisal and compensation.

UNIT I

Introduction to Performance Management, Objectives of Performance Management, Aligning Performance Management with organizational strategy, Performance planning process, Documentation of Performance Appraisal, Performance Dimensions, Defining and identifying performance indices: KPAs/ KPIs and KRAs; Methods of performance appraisal, Errors in rating

UNIT II

Analyzing and Assessing Performance, The Appraisal Interview, Performance Feedback, Technology in Performance Management, Performance Management and Reward Systems, Performance Coaching, Mentoring, and Counselling, Characteristics of a High-Performance Work System (HPWS), e-PMS/Performance Information System, International Aspects of Performance Management, Performance measurement metrics, Appraisal forms, Performance review discussion

UNIT III

Introduction to Job Evaluation, Evolution of compensation practices, Understanding Company wage structure, Wages regulation in India, Legal framework and pay systems, Regulations such as wage boards, pay commissions, and dearness allowances, Special compensation scenarios such as international compensation management and expatriate pay.

UNIT IV

Understanding Performance-Based Compensation Systems, Gain Sharing and Incentive Plans, Designing effective incentive plans, Supplementary benefits and incentives, Incentive practices in Indian industry, Enterprise Incentive Plan – Profit Sharing Plan, ESOPs, Compensation Management in Multi-National organisations.

Course Outcome

Upon completion of this course, students will be able to demonstrate a comprehensive understanding of optimizing employee performance and aligning compensation strategies with organizational objectives.

References:

1. Rao, T.V. Performance Management and appraisal Systems, Sage publication.
2. Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance, 6th ed., Kogan Page.
3. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.

P34C: RETAIL & RURAL MARKETING**Total Sessions: 40****Course Objective**

To provide a comprehensive understanding of retailing, including the retailing mix, different formats, and the forces influencing the retail sector. To explore merchandise planning, supply chain management, and the role of IT in enhancing retail operations. To understand the nature, scope, and environment of rural marketing, including the classification of rural markets and the characteristics of rural consumers

UNIT I

Introduction, Retailing Mix-Sales forces, Economic forces, technological force, competitive forces, Structure and Different formats of Retailing Introduction, Retailing Mix-Sales forces, Economic forces, technological force, competitive forces, Structure and Different formats of Retailing.

UNIT II

Merchandize planning, Stock turns, Credit Management. Retail promotions, Staying ahead of competition, Supply Chain Management, Warehousing, Role of IT in SCM. Franchising Direct Marketing, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores another current and emerging formats-Issues and options, Retail Equity, Technology in Retailing.

UNIT III

Conceptualization, Nature and Scope of rural marketing, growth of rural markets and opportunities, rural market environment. Classification of rural markets, characteristics of rural consumers, problems, difficulties and challenges in rural marketing.

UNIT IV

Marketing of agricultural produces, regulated markets, dairying, marketing of rural industrial products, handicrafts, crafts/ artisans products, Cooperative marketing. Marketing of FMCGs, Marketing of Consumer durables in rural area, managing rural marketing mix, rural marketing strategies

Course outcome

To equip students with the necessary skills required for handling the various functions connected with retail operations. To familiarise the students with the concepts, tools & techniques useful to a manager in the field of rural marketing.

References:

1. Kamal. Y, (2024), Marketing Management, NRBC.
2. Diamond Allen, (2000) Fashion Retailing, Delmar Pub.
3. Drake, Mary Francis, J.H.Spoone and H. Greenwald (1999) Retail Fashion, Promotion and Advertising, Macmillian, New York
4. Gopalaswamy, T.P. (2011) – Rural Marketing, Wheeler.

SEMESTER-VIII

P35: RESEARCH METHODOLOGY

Total Sessions: 40

Course Objective

- To understand fundamentals of research, its types and design.
- To understand the objectives and practical application of research.
- To understand the research process, data collection, sampling, measurement and scaling, and data analysis techniques.

UNIT I

Introduction: Meaning, Definition and Characteristic Features of Research, Objectives and Types of Research, Research Process; Research Design – Features of a Good Research Design, Exploratory and Descriptive/Diagnostic/Causal Research Designs. Defining and Formulating Research Problem, Review of Literature, Research Gap and Formulation of Research Objectives.

UNIT II

Data Collection: Sources of Data – Primary & Secondary Data, Methods of Data Collection, Questionnaire Design. Measurement and Scaling: Levels of Measurement – Nominal, Ordinal, Interval and Ratio Scale, Comparative and Non-Comparative Rating Scales, Attitude Measurement, Consensus Approach – Thurstone Scale, and Item Analysis Approach – Likert Type Scale.

UNIT III

Sampling: Census and Sample, Significance of Sampling, Sample Design, Sampling Techniques – Probability and Non-Probability Sampling, Errors in Sampling – Sampling and Non-Sampling Errors.

Data Analysis and Interpretation: Data Preparation, Classification of Data, Tabular & Graphical Representation of Data. Introduction to Hypothesis Testing. Data Analysis – Introduction to Descriptive and Inferential Techniques, Statistical Software for Data Analysis.

UNIT IV

Research Report: Importance, Types, Layout of Research Report, Steps in Report Writing. In-Text Citations, References and Bibliography, Appendices and Annexures. Ethical Issues in Research and Plagiarism. Emerging Trends in Business Research.

Course Outcome

After completion of the course students will develop understanding on various research and its types, objectives of doing research, research process, research designs, data collection, sampling, measurement and scaling techniques. The course is designed to develop basic understanding of quantitative data analysis.

References:

1. Kothari, C. R. and Garg, G. (2023). Research Methodology: Methods and Techniques. New Age International Publishers,
2. Satyabhushan, D. and Malhotra, N. K. (2015) Marketing Research: An Applied Orientation. Pearson.
3. Bajpai, N. (2011) Business Research Methods. Pearson.
4. Cooper, D. R., and Schindler, P. S. (2015). Business Research Methods. Mcgraw-Hill Education.

P36: TERM PAPER (04 CREDIT)

MAJOR

RESEARCH PROJECT / DISSERTATION

(12 CREDIT)