

COST ACCOUNTING		Semester	V
Course Code	BBA501	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	03
Course objectives: <ul style="list-style-type: none">• To familiarize students with cost concepts and elements of cost.• To develop knowledge of cost ascertainment and cost accounting.• To enable them to ascertain costs and hence fix prices.			
Module-1 Nature & Scope of Cost Accounting		10 Hours	
Meaning - Cost - Cost Accounting - Cost Accountancy – differences between Financial Accounting and Cost Accounting - Cost Concepts - Cost Centre -Cost Unit - Classification and Elements of Cost - Methods and techniques of Cost Accounting - Preparation of Cost Sheets - Tenders and Quotations			
Module-2 Materials		10 Hours	
Meaning of Material Control - Steps in Material control - Need - Objective of Material Control - Issue of materials - Methods of Pricing material issues FIFO, LIFO, Simple & Weighted Average Methods - Meaning only -Problems on FIFO and Weighted Average Methods only.			
Module-3 Labour Cost		10 Hours	
Meaning of labour Cost - Idle time - Over time - Methods of Remunerating Labour - Time rate and Piece rate systems - Halsey and Rowan Premium system, Taylor and Merricks Differential Piece Rate systems (Simple problems only).			
Module-4 Overheads		10 Hours	
Classification of Overhead Cost - Allocation of Overhead Expenses -Apportionment of Overhead Expenses - Bases of Apportionment - Primary and Secondary distribution (Repeated and simultaneous equation methods only) Absorption of overhead-Meaning, methods. (Problems on Machine hour rate only)			
Module-5 Reconciliation of Cost and Financial Accounts, Marginal Costing		10 Hours	
Meaning - Reasons for the differences - Preparation of reconciliation statement. Meaning of marginal cost and marginal costing-CVP analysis-contribution, contribution/sales ratio (P/V ratio) BEP, margin of safety (problems excluding decision making)			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Familiarize students with cost concepts and elements of cost.• Develop knowledge of cost ascertainment and cost accounting.• Enable them to ascertain costs and hence fix prices.			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. SP. Jain & KL Narang, Cost And Management Accounting, Kalyani Publisher2. MY Khan & PK Jain, Management Accounting, Tata Mc Graw Hill3. B.M Lall Nigam & I.C. Jain, Cost Accounting Principles and Practices, Himalaya Publishing House.4. Dr. S. N. Maheshwari, Elements of Management Accounting, Vikas Publishing House Pvt Ltd.			
Web links and Video Lectures(e-Resources): https://archive.nptel.ac.in/courses/110/101/110101132/			

LOGISTICS AND SCM		Semester	V
Course Code	BBA502	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	03
Course objectives: <ul style="list-style-type: none">• To impart knowledge to students on SCM and its relevance to today's business decision making. •• To gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management• To apply Logistics and SCM knowledge in the enterprise reality.			
Module-1 Supply Chain		10 Hours	
Definition – Objectives –Key benefits of SCM– SCM process- SCM process flows– Material flow, information and money flow– Major components of flow of supply chain- Transport, warehouse, sourcing and procurement, returns, post sales service – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain.			
Module-2 Strategic Sourcing		10 Hours	
Meaning – Steps in strategic sourcing – Supply chain collaboration. Meaning, Types and benefit of Supply chain collaboration – Role of inventory in SCM			
Module-3 Transportation Selection		10 Hours	
Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology			
Module-4 Logistics Management		10 Hours	
The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization.. Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation			
Module-5 International Logistics and Supply Chain Management		10 Hours	
Meaning and objectives – importance in global economy– Characteristics of global supply chains– Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Gain the knowledge on SCM and its relevance to today's business decision making. •• Gain the knowledge on possibilities of efficient optimization and management of operation in Logistics Management• Apply Logistics and SCM knowledge in the enterprise reality.			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Sahay B.S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.2. Reguram G, Rangaraj N, Logistics & Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi.3. Bowersox, Logistical Management, Mc-GrawHill4. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan Publishers India			
Weblinks and Video Lectures (e-Resources): https://nptel.ac.in/courses/110106045			

ADVANCED FINANCIAL MANAGEMENT		Semester	V
Course Code	BBA553A/BBA554A	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To familiarize the students with advanced financial analysis and Decisions.• To equip the students with knowledge about the financing, dividend and liquidity areas of financial decision making in business organisation.• To demonstrate the importance of working capital management and the tools to manage it.			
Module-1 Financial Management		10 Hours	
Meaning, Nature and Scope, Traditional vs. Modern concept-goal of financial management-profit vs. wealth maximization-finance function-role of finance manager-financial planning-meaning- steps in financial planning.			
Module-2 Leverages		10 Hours	
Leverages: Introduction, Meaning, Types, Operating leverage, Financial leverage, Combined leverage (problems)			
Module-3 Capital Structure		10 Hours	
Meaning Factors affecting capital structure, Theories of capital structure, Net Income Approach, Net Operating Income Approach, Traditional theory, MM theory			
Module-4 Planning and Forecasting of Working Capital		10 Hours	
Concept of working capital, Determinants of working capital-estimating working capital needs-methods-operating cycle method-net current asset forecast method-cash management-motives of holding cash-cash management techniques-preparation of cash budget-receivables management-preparation of Ageing schedule-and debtors turnover ratio.			
Module-5 Dividend Theories		10 Hours	
Introduction, Meaning of dividend-forms of dividend-irrelevance theory-MM model-Relevance theory-Walters model-Gordon's model-problems on dividend theories.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Familiarize with advanced financial analysis and Decisions.• Equip with knowledge about the financing, dividend and liquidity areas of financial decision making in business organisation.• Demonstrate the importance of working capital management and the tools to manage it.			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. I. M. Pandey. Financial Management: Vikas Publishing House, New Delhi2. Prasanna Chandra. Financial management: Tata McGraw Hills, New Delhi3. M. Y. Khan & P. K. Jain. Financial Management: Tata McGraw Hills, New Delhi4. Brealy and Steward. Corporate Finance: McGraw Hills, New York5. Bhattacharya. Working Capital Management, Strategies and Techniques Prentice Hall, New Delhi			
Web links and Video Lectures (e-Resources): https://nptel.ac.in/courses/110107144			

CONSUMER BEHAVIOUR		Semester	V
Course Code	BBA553B/BBA554B	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To familiarize the students with Consumer Behaviour and its determinants• To equip the students with knowledge about consumer's decision making process• To demonstrate the role of customer satisfaction in organization's success			
Module-1 Introduction to Consumer Behaviour		10 Hours	
A managerial & consumer perspective; why study consumer behaviour? ; Applications of consumer behaviour knowledge; current trends in Consumer Behaviour; Market segmentation & consumer behaviour.			
Module-2 Individual Determinants of Consumer Behaviour		10 Hours	
Consumer needs & motivation; personality and self-concept; consumer perception; learning & memory; nature of consumer attitudes; consumer attitude formation and change.			
Module-3 Environmental Determinants of Consumer Behaviour		10 Hours	
Family influences; the influence of culture; subculture & cross cultural influences; group dynamics and consumer reference groups; social class & consumer behaviour.			
Module-4 Consumer's Decision Making Process		10 Hours	
Problem recognition; Search & Evaluation; Purchase processes; Post-purchase behaviour; personal influence & opinion leadership process; diffusion of innovations; Models of Consumer Behaviour; Researching Consumer behaviour; consumer research process.			
Module-5 Consumer Satisfaction & Consumerism		10 Hours	
Concept of Consumer Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint. Concept of consumerism; consumerism in India; the Indian consumer; Reasons for growth of consumerism in India; Consumer protection Act 1986.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Familiarize with Consumer Behaviour and its determinants• Equip with knowledge about consumer's decision making process• Demonstrate the role of customer satisfaction in organization's success			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Leon. G. Schiffman & Leslve Lazer kanuk; Consumer Behaviour; 6th Edition; PHI, New Delhi2. Suja.R.Nair, Consumer Behaviour in Indian Perspective, First Edition, Himalaya Publishing House, Mumbai3. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delshi4. Assael Henry; Consumer Behaviour and Marketing Action; Asian Books(P) Ltd, Thomson Learning			
Web links and Video Lectures (e-Resources): https://nptel.ac.in/courses/110105074			

RECRUITMENT AND SELECTION		Semester	V
Course Code	BBA553C/BBA554C	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">To comprehend the potential importance of recruitment and selection in successful human resource management.To be able to identify aspects of recruitment and selection that are needed to avoid critical failure factorsTo be able to understand the various sources and methods Of recruitment and selection			
Module-1 Human Resources Planning and Job Analysis		10 Hours	
HRP defined, Issues and challenges, HRP Process, Demand & Supply Forecasting Methods, Job analysis- steps in job analysis, methods, job description and job specification, application of job analysis			
Module-2 Recruitment		10 Hours	
Recruitment Concept – Factors affecting recruitment, Methods and Sources of recruitment-Internal & External, E-Recruitment, Inclusive Recruitment			
Module-3 Selection		10 Hours	
Process of Selection, Review of applications Application Blank, weighted application Blank, Selection Tests- Personality & technical, Selection test design, Reliability and Validity of tests, Employment Interviews- Structured, unstructured, behavioural, Group or individual interview, Guidelines for the Interviewer, Pre- employment Checks, Assessment Centre.			
Module-4 Recruitment & Selection Strategies and Evaluation		10 Hours	
Recruitment Strategies at worker, Middle & Senior Level, Exit Interview, Recruitment & Selection Evaluation: Budget, Time and Acceptance Rate, Employee On boarding- Process			
Module-5 Legal & Contemporary Issues		10 Hours	
Legal issues: Apprenticeship Act, Employment Act, Contract labour Regulation & Abolition Act, Child Labour Abolition Act, Contemporary Issues: Job sculpting, Employer branding, Alternatives to recruitment, Global talent Acquisition & Management			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">Comprehend the potential importance of recruitment and selection in successful human resource management.Identify aspects of recruitment and selection that are needed to avoid critical failure factorsUnderstand the various sources and methods Of recruitment and selection			
Suggested Learning Resources: Books <ol style="list-style-type: none">Dipak Kumar Bhattacharyya, Recruitment and Selection: Theories and Practices, First Edition, CengageGatewood, Field, Human Resource Selection, CengageSharon Pande, Human Resource Management, Pearson			
Web links and Video Lectures (e-Resources): https://nptel.ac.in/courses/110107492			

FINANCIAL ANALYTICS		Semester	V
Course Code	BBA553D/BBA554D	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To understand Financial Analytics and Time Series Data• To develop skills regarding financial modeling• To gain the knowledge of Costing, Cost control and Cost reduction Analytics			
Module-1 Introduction to Financial Analytics and Time Series Data		10 Hours	
Overview of financial analytics: why, when, and how to apply financial analytics in real-world situations, techniques to analyze time series data, evaluate the risk-reward trade off expounded in modern portfolio theory on the prices, returns, and risks of corporate stocks analysis and Fixed Income Securities, Analysis of Common Stocks, Futures and Options, Risk, Uncertainty, Utility and Portfolio Theory, Capital Market Theory, Efficiency, and Imperfections, the analytical techniques in leveraged in other domains. A short introduction to algorithmic trading			
Module-2 Financial Modeling		10 Hours	
Types of Financial Models, Financial Modeling Best Practices, Financial Modeling Skills, Financial Mathematics, Financial Statement Analysis, Forecasting Techniques, Cash Flow concepts: Cash flow statement – Prepare and Analyze, Modeling and forecasting of financial statements , Capital budgeting: NPV, IRR – Concept, application, and issues, Use of real options for better financial outcomes, Predicting stock prices using machine learning, Credit risk modeling, News analytics (accessing news using web scrapping) and sentiment analysis in finance – Use of R and Excel in Financial Modeling.			
Module-3 Costing, Cost control and Cost reduction Analytics		10 Hours	
Costing methods – job-costing, unit – costing, process-costing, contract costing, operating costing, Cost-techniques – forecasting, budgeting and budgeting control, marginal costing, - fixed cost, variable cost, break-even analysis, standard costing – use of excel and database management system in cost-management.			
Module-4 Types of Financial Performance Comparative Analysis		10 Hours	
Financial performance Analytics – Horizontal analysis (side-by side comparison of organization performance), Vertical analysis, and Short-term analysis provides a detailed review of working capital, involving the calculation of turnover rates for accounts receivable, inventory and accounts payable. Multi-company comparison entails tallying and comparing major financial ratios of two organizations, usually in the same industry sector, Industry comparison contrasts the results of a specific business and the average results of an entire industry.			
Module-5 Other key Financial Analytics		10 Hours	
Predictive sales analytics: use of correlation analysis or past trends to forecast corporate sales, Product-wise profitability analytics, Value-driven analytics assesses a business' value drivers, or the key "levers" the organization needs to pull to achieve its goals, Shareholder value analytics, which is used to tally the value of a company by examining the returns it provides to shareholders, is used concurrently with profit and revenue analytics			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Understand Financial Analytics and Time Series Data• Develop skills regarding financial modeling• Gain the knowledge of Costing, Cost control and Cost reduction Analytics			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Vikash Raj – Business Analytics & Financial Planning2. Goutam Mitra, Leela Mitra – The Institute Hand Book of News Analytics in Finance3. Udemy – Complete Financial Analysts Course – 20204. Corporate Finance – Complete Financial Modeling Guide – Step – by – Step Best Practices			
Web links and Video Lectures (e-Resources): https://nptel.ac.in/courses/110107073			

RETAIL OPERATIONS MANAGEMENT		Semester	V
Course Code	BBA553E/BBA554E	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To provide basic knowledge of retailing and its evolution in India.• To understand retail planning and operation management, aspects of store layout.• To provide basic knowledge of retail location, merchandising and franchising, outsourcing.			
Module-1 Introduction to Retail Environment		10 Hours	
Introduction to Retailing, Evolution of Retailing Environment, Formats of Retailing, Theories of Retail.			
Module-2 Retail Planning and Development		10 Hours	
Understanding the Retail Customer, Research for Retailing, Strategic Retail Planning Process, Location Decisions, Growth Strategies			
Module-3 Store Operations		10 Hours	
Introduction, Store Layout, Store Procedures, Store Maintenance			
Module-4 Billing, Transport and Delivery		10 Hours	
Introduction, Billing Procedures, Elements of Transportation, Delivery Procedures, Laws in Record Maintenance.			
Module-5 Security Operations & Housekeeping in Retail		10 Hours	
Introduction, Security Points in Retail Store, Role and Functions of Security Personnel, Material Handling in Housekeeping.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Provide basic knowledge of retailing and its evolution in India.• Understand retail planning and operation management, aspects of store layout.• Provide basic knowledge of retail location, merchandising and franchising, outsourcing.			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Bajaj C, Tuli R. Shrivastava N. V. Retail Management, Oxford University Press.2. K.V.S. Madaan, Fundamental of Retailing, Tata MC Graw Hill.3. Michael Levy, Barton Weitz, AjayPandit. Retailing Management, Tata McGraw Hill.4. Piyush Kumar Sinha and Dwarika Prasad Uniyal Managing Reta.iling 3rd edition, Oxford University Press (OUP)			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/110/105/110105158/			

FREIGHT TRANSPORT MANAGEMENT		Semester	V
Course Code	BBA553F/BBA554F	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To study Significance of transportation Logistics• To study the Railways, Roadways and Logistics Contours• To study the Air Cargo Logistics and Shipping and Ocean freight			
Module- Introduction		10 Hours	
Significance of transportation Logistics- types of transportation- features of logistics transportation –participants in transportation decisions – transport infrastructure. Multimodal transport: features– suppliers of transportation services – value – added services – ranking of carrier selection determinants. Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight			
Module-2 Railways and Logistics Contours		10 Hours	
Features and facilities offered by Railways- Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India- Railway infrastructure in India and Freight movement- Share of Railways in Cargo movement in India and world-wide.			
Module-3 Roadways and Logistics Contours		10 Hours	
Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics friendly-Factors influencing choice- Suitability for different Cargo and distance Ranges segments –Innovative schemes/facilities to popularize rail logistics in India.			
Module-4 Air Cargo Logistics & Shipping and Ocean freight		10 Hours	
Introduction – Air freight operations – different types of aircraft advantages of air cargo - constraints in air cargo– air cargo tariff structure – IATA- e-Freight and EAWB. Shipping and Ocean freight: Introduction – role of shipping – different types of ships – shipping routes – role of Suez and Panama canals in ocean shipping – operating ships – development of liner and tramp trade – organization of a shipping company.			
Module-5 Cargo Documentation		10 Hours	
Letter of Indemnity, Collecting Freight, Discharging Port Agent, Legal Principles of Charter Parties & Bills of Lading - Functions of Bill of Lading, Mate's Receipt, Manifest. Port Community System and Ice Gate. List of Documents and Certificates Be On Board, Statement of Facts And Time Sheets, Port Agents And Law – Introduction, Practical Duties And Obligations.			
Course outcome (Course Skill Set) At the end of the course, the students will be able to: <ul style="list-style-type: none">• Understand the significance of transportation Logistics• Understand Railways, Roadways and Logistics Contours• Understand Air Cargo Logistics and Shipping and Ocean freight			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Logistics Management by Reji Ismail, Excel books, New Delhi2. Prof. S.K. Sarangi. Transportation Management (Paperback) Himalaya Publishing House3. Global Cargo Management: Concept, Typology, Law and Policy, Prem Nath Dhar, Kanishka Publication4. Logistics and supply chain management, P. Radhakrishnan , Allied publishers Ltd			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/113/105/113105104/			

BUSINESS LAW		Semester	VI
Course Code	BBA601	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	3	Exam Hours	3
Course objectives: <ul style="list-style-type: none">To understand the conditions and rules that is applicable to a contract and the importance of law in business.To identify the important and relevant documents needed for registering Indian companies.To develop knowledge on the Sale of Goods Act, GST, the application of CGST, SGCT and its challenges and opportunities.			
Module-1 Introduction		10 Hours	
Law: Rights, Duties and Liabilities – Legal Personality – Law and Fact – Cases and Legislation Mercantile Law and commercial Law – Sources.			
Module-2 Indian Contract Act ,1872		10 Hours	
Law of contract, Definition of contract, Basic concepts of contract- Valid contract, Void ,voidable and illegal contract, offer, acceptance, consideration, capacity of parties to contract, free consent- coercion, undue influence, misrepresentation, fraud,- breach of contract – remedies of breach of contract.			
Module-3 Companies Act		10 Hours	
Definition of Company, essential features of company, Types of companies - Private Limited Company and Public limited company- Companies Act 2013 (Amendments), Important documents: Memorandum and Articles of Association, Prospectus Promotion and Incorporation of company- Steps in the formation of company-Share capital of company- Shares, Debentures and its classification.			
Module-4 The Sale of Goods Act		10 Hours	
Sale of goods Act- Formation of sale of contract- sale and agreement to sell-Implied conditions and warranties-Sale by non owners-transfer of property title of goods- Rights of unpaid seller-Remedies for breach of Contract of Sale of goods- Goods and service Tax- Basic concepts- Challenges and opportunities-Applicability of CGST and SGST.			
Module-5 Consumer Protection Act		10 Hours	
Objectives of the Act - Rights of a Consumer, Consumer Protection Council - Central council and State council-Dispute Redressal Agencies – District forum, State Commission and National Commission-Filing of complaints- Procedure of Filing Complaint.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">Understand the conditions and rules that is applicable to a contract and the importance of law in business.Identify the important and relevant documents needed for registering Indian companies.Develop knowledge on the Sale of Goods Act, GST, the application of CGST, SGCT and its challenges and opportunities.			
Suggested Learning Resources: Books <ol style="list-style-type: none">Kapoor. N.D, Business Law, Sulthan Chand PublicationTulsian. P.C, Business Laws, Tata McGraw-Hill Publishing Co. LtdKuchal. M.C, Business LawSharma. S.C, Business Laws, International Publishers, Bengaluru			
Web links and Video Lectures(e-Resources): https://archive.nptel.ac.in/courses/110/105/110105159/			

TOTAL QUALITY MANAGEMENT		Semester	VI
Course Code	BBA602	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	3	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To understand quality concepts and philosophies of TQM• To apply TQM principles and concepts of continuous improvement• To apply and analyze the quality tools, management tools and statistical fundamentals to improve quality			
Module-1 Introduction		10 Hours	
Definition of Quality, Dimensions of Quality, Quality costs, Top Management Commitment, Quality Council, Quality Statements, Barriers to TQM Implementation, Contributions of Deming, Juran and Crosby, Team Balancing			
Module-2 TQM Principles		10 Hours	
Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement, 5S, Kaizen, Just-In-Time and TPS			
Module-3 Statistical Process Control		10 Hours	
The seven tools of quality, New seven Management tools, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Concept of six sigma.			
Module-4 TQM Tools		10 Hours	
Quality Policy Deployment (QPD), Quality Function Deployment (QFD), Benchmarking, Taguchi Quality Loss Function, Total Productive Maintenance (TPM), FMEA			
Module-5 Quality Systems		10 Hours	
Need for ISO 9000 and Other Quality Systems, ISO 9001:2008 Quality System – Elements, Implementation of Quality System, Documentation, ISO 9001:2015, Quality Auditing, ISO 14001:2004			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Understand quality concepts and philosophies of TQM• Apply TQM principles and concepts of continuous improvement• Apply and analyze the quality tools, management tools and statistical fundamentals to improve quality			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Dale H. Besterfield, "Total Quality Management", Pearson Education2. James R. Evans & William M. Lindsay, —"The Management and Control of Quality", Thomson Learning.3. Feigenbaum. A. V. —Total Quality Management; McGraw-Hill Professional4. Oakland. J. S. —Total Quality Management, Butterworth – Heinemann Ltd Oxford			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/110/104/110104080/			

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		Semester	VI
Course Code	BBA653A/BBA654A	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To understand the relevance of Fundamental Analysis in Investment Decisions• To develop the ability to measure risk and return associated with securities and Portfolio.• To develop the ability to use diversification strategy and CAPM to reduce risk in Investment decisions			
Module-1 Security Analysis		10 Hours	
Need for Fundamental analysis - Economic analysis - Tools of Economic analysis – Industry Analysis – Industry analysis - Tools of Industry analysis - Company analysis - Tools of Company analysis - Technical analysis – Introduction Assumptions of the theory – The Dow theory – Charts – Line charts , Bar Charts – Construction of charts – Moving average analysis.(Theory Only).			
Module-2 Portfolio Analysis		10 Hours	
Risk management - Risk of Securities -. Systematic Risk - Interest Rate Risk - Market Risk - Purchasing Power Risk - Unsystematic Risk - Business Risk - Financial Risk – Efficient Market Theory - Measurement of Risk and Return, Expected Return, Standard Deviation and Variance of Securities. Portfolio Analysis. Traditional Vs Modern - Rationale of Diversification - Markowitz Theory - Effect of Combining two securities - Measurement of Expected Return of Portfolio - Portfolio Risk (including simple Problems).			
Module-3 Portfolio Selection		10 Hours	
Measurement of Interactive Risk through covariance- correlation Coefficient between securities - Reduction of Portfolio Risk through diversification (with two securities only). Portfolio Selection - efficient set of Portfolios - Optimal portfolio (including simple Problems). capital asset pricing model: Assumptions- Security market line(SML)- Capital Asset Pricing Model (CAPM) –Assumptions of CAPM - Testing the CAPM – Limitations of CAPM			
Module-4 Portfolio Evaluation		10 Hours	
Measures of portfolio performance - Reward to variability and rewards to volatility - Sharpe's performance index - Treynor's performance index - Jenson's performance index (Including problems)			
Module-5 Portfolio Revision		10 Hours	
Passive Management – Active Management – The Formula plans for the purchase & sale of securities – Rupee cost averaging – Constant rupee plan – Constant ratio plan – Portfolio revision & cost (theory only)			
Course outcome (Course Skill Set) At the end of the course, the students will be able to: <ul style="list-style-type: none">• Understand the relevance of Fundamental Analysis in Investment Decisions• Develop the ability to measure risk and return associated with securities and Portfolio.• Develop the ability to use diversification strategy and CAPM to reduce risk in Investment decisions			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Reilly: Investment Analysis and Portfolio Management, Thomson2. Fisher Donald E & Ronald J Jordan: Securities Analysis & Portfolio Management, PHI3. Francaia Jack Clark & Richard W Taylor: Theory & Problems of Investment, Mcgraw4. Punithavathi Pundyan: Securities Analysis & Portfolio Management, Vikas			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/110/107/110107154/			

INTEGRATED MARKETING COMMUNICATION		Semester	VI
Course Code	BBA653B/BBA654B	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">To analyze the tools of marketing communication and their application.To Know and create a comprehensive and integrated Marketing Communication plan to target the market.To develop an integrated cross-media strategy to deliver the brand promise to the target audience through an IMC campaign for a brand.			
Module-1 An Introduction to Integrated Marketing Communication (IMC)		10 Hours	
Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour Case Study			
Module-2 Communications Process		10 Hours	
Source, Message, Channel. Marketing Communications – Meaning and Process. Attention, Interest, Desire, and Action (AIDA) Model and its role in developing effective marketing communication strategies. Marketing Communication Tools and their significance			
Module-3 Advertising		10 Hours	
Objectives; Social, Ethical and Legal aspects of Advertising; Recent Modes of Advertising – Digital Media, Social Media, Mobile Advertising. Sales Promotion –Types and Methods; Opportunities and Challenges in Sales Promotion. Publicity – Meaning, Objectives and tools. Public Relations – Importance and Strategies to build good Public Relations. Marketing Communications for Image Management and Reputation Management.			
Module-4 Media Planning and Strategy		10 Hours	
Overview, Print and support media; Mass media & print media. Newspaper- Classification, Strengths and Limitations. Outdoor media- Types, merits and demerits. Broadcast media- Television, Radio and Films, their strengths and weaknesses. Preparing the media plan. Steps involved and Problems encountered. Advertising AgenciesTypes and their function; Role and Services offered.			
Module-5 Integrated Approach to Marketing Communications		10 Hours	
Overview, Role in Marketing Success; Model, Tools. Budgets, Objectives and Evaluation- Setting communication objectives; The DAGMAR approach. Budgeting for Marketing Communications. Measuring the communication effectiveness. Planning and Implementation of a Creative Strategy for IMC. Examples of IMC. Recent Trends in IMC.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">Analyze the tools of Marketing communication and their application.Know and create a comprehensive and integrated Marketing Communication plan to target the market.Develop an integrated cross-media strategy to deliver the brand promise to the target audience through an IMC campaign for a brand			
Suggested Learning Resources: Books <ol style="list-style-type: none">Belch and Belch, Advertising & Promotion, Tata McGraw Hill Publishing.Kotler, Philip, Marketing Management, Prentice – Hall of India.Blythe and Blythe, Marketing Communication, Pearson Education India, New Delhi.Shah, Kruti and D'Souza, Alan, Advertising & Promotions: An IMC perspective, Tata McGraw Hill.			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/110/107/110107158/			

COMPENSATION AND PERFORMANCE MANAGEMENT		Semester	VI
Course Code	BBA653C/BBA654C	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To understand the concepts of Compensation Management.• To describe job evaluation and its methods.• To evaluate the different methods of wages.			
Module-1 Introduction to Compensation Management		10 Hours	
Compensation - Definition - Classification - Types - Wages, Salary, Benefits, DA, Consolidated Pay; Equity based programs, Commission, Reward, Remuneration, Bonus, Short term and Long term Incentives, Social Security, Retirement Plan, Pension Plans, Profit Sharing Plan, Stock Bonus Plan, ESOP, Employer Benefits and Employer Costs for ESOP, Individual Retirement Account, Savings Incentive Match Plan for Employees.			
Module-2 Concepts & Strategies of Compensation Management		10 Hours	
Compensation Management- Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation Issues, Compensation Management in Multi-National organizations Compensation Strategy: Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies			
Module-3 Job Evaluation		10 Hours	
Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Point Factor Method of Job Evaluation: Combining Point factor and Factor Comparison Methods, Job Evaluation Committee, Factor Evaluation System (FES), Using FES to determine Job Worth, Position Evaluation Statements			
Module-4 Wage and Salary Administration		10 Hours	
Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration. Difference between Salary and Wages - Basis for Compensation Fixation- Components of Wages - Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes - Effect of various Labour Laws on Wages-Preparation of Pay Roll			
Module-5 Performance Management and its Issues		10 Hours	
Evolution of Performance Management, Definitions of Performance Management, Importance of Performance Management, Aims and Purpose of Performance Management, Employee Engagement and Performance Management, Principles and Dimensions of Performance Management Performance Appraisal Methods: Traditional Methods, Modern Methods, Performance Appraisal Feedback: Role, Types and Principles, Levels of Performance Feedback, 360-Degree Appraisal, Ethics in Performance Appraisal.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Understand the concepts of Compensation management.• Describe job evaluation and its methods.• Evaluate the different methods of wages.			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Joseph J. Martocchio, Strategic Compensation, 3rd Edition, Pearson Education2. Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House.3. Milkovich & Newman, Compensation, Tata McGraw Hill4. Richard I. Anderson , Compensation Management in Knowledge based world, 10th edition, Pearson Education			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/110/105/110105137/			

MARKETING ANALYTICS		Semester	VI
Course Code	BBA653D/BBA654D	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">To interpret various marketing analytics toolsTo articulate analytical skills to improve efficiency of various components of marketing mixTo apply analytics to overcome challenges, and issues of marketing in a changing technological landscape.			
Module-1 Introduction		10 Hours	
Introduction to Marketing Analytics: Introduction, Using excel to summarize data			
Module-2 Forecasting		10 Hours	
Forecasting: Simple Linear Regression, Multiple Linear Regression to forecast sales.			
Module-3 Pricing		10 Hours	
Pricing: Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming, Revenue Management.			
Module-4 Consumer Analytics		10 Hours	
Consumer Analytics: Calculation of customer lifetime value, using Monte Carlo Simulation to calculate customer value.			
Module-5 Retailing		10 Hours	
Retailing: Market Basket Analysis, Lift, RFM Analysis, Allocating Retail Space and Sales Resources.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">Interpret various marketing analytics toolsArticulate analytical skills to improve efficiency of various components of marketing mixApply analytics to overcome challenges, and issues of marketing in a changing technological landscape.			
Suggested Learning Resources: Books <ol style="list-style-type: none">Kotlar Philip and Armstrong Gary: Principles of Marketing, Pearson.Arun Kumar: Marketing Management, Vikas Publishing House.Saxena, Rajan: Marketing Management, TMH.Gandhi, J.C.: Marketing, TMH.			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/110/105/110105142/			

STRATEGIC BRAND MANAGEMENT		Semester	VI
Course Code	BBA653E/BBA654E	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives: <ul style="list-style-type: none">• To develop skills for managing brands strategically.• To compare and contrast the elements of product and brand management.• To assess growth-opportunities for brands, e.g., brand extension strategies.			
Module-1 Introduction to the concept of Brand Management		10 Hours	
Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands.			
Module-2 Customer Based Brand Equity		10 Hours	
Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Mo del. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,			
Module-3 Choosing Brand Elements to Build Brand Equity		10 Hours	
Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.			
Module-4 Brand Value Chain		10 Hours	
Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.			
Module-5 Designing and sustaining branding strategies		10 Hours	
Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.			
Course outcome (Course Skill Set) <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none">• Develop skills for managing brands strategically.• Compare and contrast the elements of product and brand management.• Assess growth-opportunities for brands, e.g., brand extension strategies.			
Suggested Learning Resources: Books <ol style="list-style-type: none">1. Kevin Lane Keller. Strategic Brand Management, Building Measuring & Managing Brand Equity, Pearson Education2. Y L R Moorthi . Brand Management -The Indian Context — Vikas Publication.3. Richard Elliott & Larry Perclu, . Strategic Brand Management, 1/e, Oxford Press.			
Web links and Video Lectures (e-Resources): https://archive.nptel.ac.in/courses/110/107/110107161/			

SOURCING FOR LOGISTICS AND SCM		Semester	VI
Course Code	BBA653F/BBA654F	CIE Marks	50
Teaching Hours/Week(L:T:P)	3+2+0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	4	Exam Hours	3
Course objectives:			
<ul style="list-style-type: none">To understand the fundamentals of SCM including its role in an organization and in integrating firms in a supply chainTo understand how logistics play an important role in the supply chain of a company.To develop skills for planning and designing the operational facilities of supply chain with the analytical and critical understanding.			
Module- Introduction to Sourcing		10 Hours	
Sourcing Definition. Approaches to sourcing. Sole sourcing – Single, Dual & Multiple sourcing arrangements. Tendering – Open, Restricted and Negotiated approaches. Intra - company trading and transfer pricing arrangement. Implications of international sourcing			
Module-2 External Sourcing		10 Hours	
External sourcing Criteria for sourcing requirement from external suppliers – quality assurance, environmental and sustainability, technical capabilities, system capabilities, labour standards, financial capabilities. Award criteria – price, total life cycle costs, technical merit, added value solutions, systems, resources			
Module-3 Financial SCM		10 Hours	
Financial SCM Introduction, Sources of information on potential suppliers' financial performance, Physical SCM(concept only), Physical SCM vs Financial SCM, Effectiveness of financial SCM, Financial SCM-Importance, Objectives, Benefits (wrt consumers and companies)			
Module-4 Assessment of Market Data		10 Hours	
Analyzing Suppliers' Market. Secondary Data on Markets & Suppliers. Indices that measure economic data. Process of obtaining tenders and quotations. Decision criteria for tenders and quotations. Criteria to assess tenders and quotations – use of weighted points system.			
Module-5 Legislative, Regulatory & Organizational Requirements		10 Hours	
Legislative, Regulatory & Organizational Requirements when sourcing from not-for-profit, private and public sector suppliers. Competitive tendering process. Timescales on tendering process. Procedure for award of contract. Regulatory bodies.			
Course outcome (Course Skill Set)			
At the end of the course, the students will be able to:			
<ul style="list-style-type: none">Understand the fundamentals of SCM including its role in an organization and in integrating firms in a supply chainUnderstand how logistics play an important role in the supply chain of a company.Develop skills for planning and designing the operational facilities of supply chain with the analytical and critical understanding.			
Suggested Learning Resources: Books			
1. Donald Waters, Logistics An Introduction to Supply Chain Management, PALGRAVE MACMILLAN, New York.			
2. John Gattorna, Handbook of Logistics and Distribution Management.			
3. D. M. Lambert & J R Stock, Richard D Irwin Inc., Strategic Logistics Management.			
4. Shagufta P. Logistics Management, - Kalyani Publisher			
Web links and Video Lectures (e-Resources):			
https://nptel.ac.in/courses/109105494			