

ENGLISH LANGUAGE SKILLS-I

| | |
|---------------------|-----------------|
| Program : BBA | Semester : I |
| Class of : | Duration : 1 Hr |
| Course Code : LS111 | Sessions : 60 |

Objective: The study of Language skills aims at developing the principles of language skills and able to use them effectively at an undergraduate level.

| Text Book | Author/Publication |
|-------------------|----------------------|
| Language Skills-I | The ICFAI University |

Detailed Curriculum

English Sound System: Identify the spelling of the word and its sounds – Know that one sound stands for different spellings – Know that letter(s) stand(s) for different sounds – Know the consonant sounds and vowel sounds – Be aware of the articulation of in flexional suffixes- Be aware of the articulation of some common suffixes.

Syllable Division: Practice Exercises.

Silent Letters: Identify the silent letters- Pronounce the words correctly- Spell the words correctly.

Dictionary: Its Use: Know the various uses of dictionary- Be aware of the various methods for clarifying the meaning of a word – Write compound words correctly- Know the pronunciation of a word and variant pronunciation of a word – Compare synonymic words and use them effectively – Know the grammatical aspects of a word – Identify idiomatic phrases, phrasal verbs, colloquial usage, and informal usage.

Vocabulary Extension: Identify finer shades of meaning with accuracy and precision – Reduce possible errors of spellings and usage – Learn the usage of words – Differentiate synonymic words- Know the principles for the formation of antonyms – Know the word formation methods – Analyze the word in terms of prefix and suffix to infer the meaning of the word.

Prepositional Phrases: Use language idiomatically – Use language precisely and naturally – Use correct preposition after a verb, adjective and noun depending on the meaning – Convey the message clearly.

Phrasal Verbs: Identify the phrasal verbs- Know the various types of phrasal verbs- Use the phrasal verbs effectively.

Reading Skill: Relate spellings to sounds- Develop the skill of word-analysis – Enrich the vocabulary – Aware the sentence structure and composition of paragraphs – Read the sense groups rather than individual words- Avoid the undesirable reading habits – Know the traits of reading – Know the major types of reading depending upon the purpose of reading- Read at different speeds from 150-450 words per minute to suite different purposes.

Listening Skill: Know the importance of listening skill- Differentiate between the listening and hearing – Identify the various purposes of listening – Identify the barriers to listening- Know how to overcome listening barriers.

Effective Use of Words: Use words effectively- Identify vague words- Identify redundancy –Use concrete word- Avoid clichés.

Sentence Variety: Avoiding monotonous style- Monotonous style – Varied style – Avoiding “stringy” style.

Sentence Conciseness: Superfluous words and unnecessary repetition –Conciseness through reduction- The Overwritten style – Harbor Fog.

Unnecessary Shifts in Sentences:

Parallel Structure: Kinds of Parallel Structure- Completed Parallelism-Incomplete Parallelism

Placement of Modifiers: Misplaced Modifiers – Dangling Modifiers – Two-Way Modifiers.

Clear Reference: Ambiguous Reference- General Reference- Weak Reference- Indefinite use of pronouns.

Co-ordination and Subordination: Co-ordinate Ideas – Main and Subordinate Ideas.

Business Correspondence: Know various types of business letters- Identify the essential points of each type of letter- Focus

on opening and closing of the business letter - Write an effective business letter.

Structure of Business Letters: Know the various elements of a letter- Learn how to prepare the various elements of a letter – Differentiate the compulsory and optional elements of the structure of a letter- Know about the layout of a letter- Know various styles of presentation of the matter of a letter, such as: Indented style, Semi-block style, Block style and Full –block style.

Supplementary Material for Chapter-I: Practice Exercises.

Schedule of Sessions

| Topics | Sessions |
|--------------------------------------|-----------|
| PRE-MID SEM | |
| English Sound System | 3 |
| Structure of Business Letters | 3 |
| Silent Letters | 3 |
| Dictionary: Its Use | 3 |
| Vocabulary Extension | 3 |
| Prepositional Phrases | 4 |
| Phrasal Verbs | 3 |
| Reading Skill | 3 |
| Listening Skill | 3 |
| Effective Use of Words | 3 |
| POST-MID SEM | |
| Sentence Variety | 3 |
| Sentence Conciseness | 3 |
| Unnecessary Shifts in Sentences | 3 |
| Parallel Structure | 3 |
| Placement of Modifiers | 3 |
| Clear Reference | 3 |
| Co-ordination and Subordination | 3 |
| Business Correspondence | 3 |
| Syllable Division | 2 |
| Supplementary Material for Chapter-I | 3 |
| Total | 60 |

FINANCIAL ACCOUNTING-I

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|----------------------|-----------------|
| Program : BBA | Semester : I |
| Class of : | Duration : 1 Hr |
| Course Code : FM 121 | Sessions : 60 |

Objective: The course intends to introduce and acclimatize the students into the fundamental principles, concepts, standards, and mechanics of the financial accounting.

| Textbook/Workbook | Author/Publication |
|-------------------------------|---|
| Accounting | The Icfai University Press |
| Reference Books | Author/Publication |
| Financial Accounting | P C Tulsian/ PHI |
| Financial Accounting (Year-I) | S.P Jain & K.L Narang/ Kalyani Publishers |
| Advanced Accounts | M.C Shukla, T.S Grewal S.C Gupta / S. Chand |

Detailed Curriculum

Introduction to Accounting: Introduction-History of Accounting-Meaning of Accounting-Distinction between Book-keeping and Accounting- Branches of Accounting-Objectives of Accounting-Users of Accounting Information-Advantages of Accounting-Is Accounting a science or an art?- Double Entry System of Financial Accounting.

Accounting Equation and Accounting Mechanics: Introduction- Generally Accepted Accounting Principles (GAAP)-Characteristics of Accounting Principles-Accounting Concepts and Conventions-Accounting Standards- Accounting Equation- Journal and Ledger-Journalizing-Introduction to Trail Balance- Subsidiary Books-Reasons for maintaining Subsidiary Books-Types of Subsidiary Books.

Bank Reconciliation Statement: Introduction- Reasons for differences between Bank Balances as per Cash Book and Pass Book- The Bank Reconciliation Statement- Advantages of BRS.

Bills of Exchange: Introduction-Features of Bills of Exchange-Classification of Bills of

Exchange-Promissory Notes- Journal Entries for Dishonor of Bill- Renewal of Bills-Accommodation Bill.

Depreciation, Provision and Reserves: Meaning - Causes of Depreciation-Need for Providing Depreciation-Factors Influencing Depreciation-Methods of Charging Depreciation- Change of Method- Provisions and Reserves.

Accounting for Consignment: Introduction- Consignment and Sale-Important Terms to be Remembered-Accounting Treatments in the Books of the Consignor - Accounting Treatments in the Books of the Consignee- Valuation of Unsold Consignment Stock-Normal Loss- Abnormal Loss.

Trial Balance and Rectification of errors: Introduction- Specimen of a Trial Balance-Errors and their rectification – Rectification of errors Rectification of errors detected after the preparation of Trial Balance but before the preparation of Final Accounts-Effect of errors on Profit – Rectification of errors appearing after the preparation of Final Accounts

Schedule of Sessions

| Topics | Sessions |
|--|-----------------|
| PRE-MID SEM | |
| Introduction to Accounting | 8 |
| Accounting Equation and Accounting Mechanics | 11 |
| Bank Reconciliation Statement | 10 |
| POST-MID SEM | |
| Bills of Exchange | 7 |
| Depreciation, Provisions and Reserves | 8 |
| Accounting for consignment | 8 |
| Trial Balance and Rectification of errors | 8 |
| Total | 60 |

BUSINESS STATISTICS

| | |
|----------------------|-----------------|
| Program : BBA | Semester : I |
| Class of : | Duration : 1 Hr |
| Course Code : MA 131 | Sessions : 60 |

Objective: The course is an introduction to the use of various statistical tools/techniques for analyzing business situations.

| Textbook | Publication |
|---|--|
| Quantitative Methods | The Icfai University Press |
| Reference Books | Author |
| Statistics for Management | Richard I Levin and David S Rubin / PHI |
| Fundamentals of Statistics | S .C. Gupta |
| Essence of Statistics for Business | M.C. Fleming /PHI Publication |
| Basic Statistics for Business and Economics | Paul Global and Raymond J Jossen /Wiley & Sons |
| Quantitative Approaches in Business | Clare Morris – Pitman |

Detailed Curriculum

Basics of mathematics: Number System, Performing Basic Operations on Polynomials, Simultaneous Equations, Theory of Indices, Progressions, Permutations and Combinations, Logarithms.

Introduction to Statistics: Origin and Growth of Statistics, Applications of Statistics collection of Data.

Sampling: Census and Sample Method, Theoretical Basis of Sampling, Size of Sample, Merits and Limitations of Sampling, Sampling and Non-Sampling Errors.

Classifications and Tabulation of data: Meaning and Objectives of Classification, Types of Classification, Formation of Discrete and Continuous Frequency Distribution, Tabulation of Data, Parts of Table, Rules of Tabulation, Types of Tables.

Diagrammatic and Graphic Presentations: Significance of Diagrams and Graphs, rules for Construction of

Diagrams, Graphs, Techniques of Constructing Graphs, Graphs of Frequency Distribution, Limitations of Diagrams and Graphs.

Measures of Central Tendency: Meaning and Objectives of Averaging, Requisites of Good Average, Types of Averages, Geometric Mean, Harmonic Mean, Relationship among the Averages.

Measure of Dispersions: Meaning of Dispersion, Significance of Measuring Variance, Properties of a Good Measure of Variance, Methods of Studying Variance, Variance, Bynames - Chebyshev Rule, Coefficient of Variance, Lorenz Curve.

Skewness: Meaning and type of Skewed Distribution, Difference between Dispersion and Skewness, Tests of Skewness, Measure of Skewness, Absolute and Relative Measure of Skewness, Karl Pearson's Coefficient of Skewness, Bowley's coefficient of Skewness, Kelly's coefficient of Skewness.

Schedule of Sessions

| Topics | Sessions |
|--|-----------|
| PRE-MID SEM | |
| Basics of Mathematics | 7 |
| Introduction to Statistics | 3 |
| Sampling | 6 |
| Classifications and Tabulation of data | 6 |
| Diagrammatic and Graphic Presentations | 7 |
| POST-MID SEM | |
| Measures of Central Tendency | 10 |
| Measures of Dispersions | 12 |
| Skewness | 9 |
| Total | 60 |

MANAGERIAL ECONOMICS-I

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|---------------------|-----------------|
| Program : BBA | Semester : I |
| Class of : | Duration : 1 Hr |
| Course Code : EN141 | Sessions : 60 |

Objective: The course aims at providing basic theories and tools of analysis and develops an understanding of the behavior of various economic agents (individuals and firms). The course also provides an appreciation and application of various microeconomic theories, in different situations.

| Textbook | Author/Publication |
|-------------------------------------|----------------------------|
| Economics | The Icfai University Press |
| Reference Books | Author/Publication |
| Fundamental of Management Economics | Jose. T. Palli |
| Principles of Micro Economics | H. L. Ahuja /S.Chand |
| Microeconomics-Theory & Policies | Jhingan |
| Indian Economics | B Tandon |
| Economics | Samuelson |

Detailed Curriculum

Introduction: Introduction Definitions of Economics: Wealth Definition – Adam Smith, Welfare Definition- Marshall, Scarcity Definition- Robbins- Methods of scientific Enquiry: Inductive Method, Deductive Method- Divisions of Economics; Positive Vs Normative Analysis, Statics and Dynamics, Micro and Macro Economics.

Theory of Demand, Supply and Utility: Introduction – Utility Analysis: Measurement of Utility, Cardinal and Ordinal Utilities, Law of Diminishing Marginal Utility, Assumption of the Law of Diminishing Marginal Utility, Total Utility Vs Marginal Utility– Law of Equi-Marginal utility – Law of Demand: Explanation of the Law of Demand, Causes of Downward Sloping Demand Curve, Exceptions to the Law of Demand - Giffen’s Paradox – Types of Elasticity of Demand: Price Elasticity of Demand, Price Elasticity of Demand-Different degrees. Price Elasticity of Demand- Market Forecasts, Price Elasticity of Demand- Price Strategy, The Determinants of Price Elasticity of Demand, Measurement of Price Elasticity, Cross

Elasticity of Demand, Cross Elasticity of Substitutes, Cross Elasticity of Complementary goods, Income Elasticity of Demand, Nature of commodity and Income-Elasticity, Determinants of Income Elasticity of Demand – Law of Supply: Supply Schedule, Supply Curve, Supply Function, Shifts in Supply – Elasticity of Supply, Determinants of Elasticities of Supply.

Theory of Production and Cost: Introduction – Laws of Production: Law of Variable Proportions, Statement of the Law, Assumptions of the Law of Variable Proportions, Law of Returns to Scale – Concepts of Costs, Short run Cost, Long run Cost– Economies of Scale: Real Economies, Pecuniary Economies – Diseconomies of Scale.

Market Structure and Pricing: Introduction – Classification of Markets – Perfect Competition: Features of the Perfect Competition – Monopoly: Features of the Monopoly – Monopolistic Competition: Features of Monopolistic Competition – Oligopoly, Features of oligopoly, Kinked Demand Curve, Cartels – Pricing and Output

Determination: Perfect Competition – Monopoly, Profit Maximization of the Monopolist, Monopolistic Competition, Oligopoly – Comparison between Perfect Competition and Monopolistic Competition – Comparison between Monopoly and Monopolistic Competition.

Choice under Uncertainty and Game theory: Introduction – Risk and Uncertainty in Demand Choices, Calculation of Risk – Utility Theory and Different Preferences Towards Risk: Risk Averse, Risk Loving, Risk Neutral, Risk Premium – Insurance and Gambling: Market Failures, Reducing Risk and Uncertainty.

Theory of Distribution: Introduction – Distribution-Related issues, Personal distribution, Functional Distribution-

Theories of Distribution, Marginal Productivity Theory of Distribution : Clark’s Version of Theory of Distribution, Marshall-Hicks’ Version of Theory of Distribution , Modern Theory of Distribution - Theories of Rent: The Concept of Economic Rent, Ricardian Theory of Rent, Marshall’s Concepts of Quasi- Rent– Theories of Wage: The Subsistence Theory of Wages, Standard of living Theory of Wages, Wage Fund Theory – Theories of Interest: Gross and Pure Interest, The Classical Theory of Interest, Keynes’ Liquidity Preference Theory of Interest, Modern Theory of Interest – Theories of Profit: The innovation Theory, The Risk Theory, The Uncertainty – Bearing Theory, The Concept of Normal Profit.

Schedule of Sessions

| Topics | Sessions |
|-------------------------------------|-----------|
| Pre-Mid Sem | |
| Introduction | 6 |
| Utility, Demand and Supply Analysis | 14 |
| Theory of Production and Cost | 10 |
| Post-Mid Sem | |
| Market Structure and Pricing | 10 |
| Choice under Uncertainty | 8 |
| Theory of Distribution | 12 |
| Total | 60 |

INTRODUCTION TO COMPUTERS

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|---------------------|-----------------|
| Program : BBA | Semester : I |
| Class of : | Duration : 1 Hr |
| Course Code : CB151 | Sessions : 60 |

Objective: The course discusses the basics of computers, gives an overview of various operating systems and also provides necessary skills in understanding MS-Office packages which are used in current business and management applications.

| Text Book | Author/ Publication |
|--|--|
| IT Lab UG Program | The Icfai University Press |
| Reference Books | Author/ Publication |
| Mastering office 2003 for Business Professionals | Gini Courter, Annette Marquis/ BPB |
| UNIX Operating System | Kaare Christian 2 nd edition/ Wiley |

Detailed Curriculum

Introduction to Disk Operating System:

Structure of DOS, Advantages and Disadvantages of DOS, Opening and Closing of DOS, Types of Commands, Working with Editors, Additional Features.

UNIX Operating System

Basic Commands: UNIX Operating System, Advantages of UNIX System, Parts of UNIX Operating System, Logging In and Logging Out, Getting Help on UNIX, Listing, Creating, Changing, Moving, Removing Directories, Miscellaneous Commands.

File Commands: Manipulating Files, Viewing Text Files.

Working with vi Editor: Starting vi, Entering Text, Quitting and Saving a File.

Basic Shell Commands: Types of Login Shells, UNIX Shell Scripting, Sample Programs.

Windows 2000: Introduction to Windows, Basic Elements of Desktop, Working with Windows, Changing the Components of the Windows, Managing File System- Creating and Deleting Files, Managing Files and Folders, Working with Windows Explorer, Windows Accessories- Working with Components of Start Menu, Working with Notepad and WordPad, Working with MS-Paint, More on Accessories, Document Printing, Pause and Resume Printing, Cancel Printing, Print a Test Page.

MS-Office 2003

MS-Word: Introduction to Word, Working with Documents, Starting with Word, Getting Familiar with Menu Bars and Toolbars, Layouts in Word, Creating, Saving and Closing Documents, Editing Data, Opening and Printing Documents, Editing Documents, Working with Text, Editing a Document, Text Entry Shortcuts, Finding and Replacing Text, Paragraph Formatting Options, Spelling and Grammar, Changing the Layout of Text- Formatting Text as You Like, Page Formatting Options, Styles, Drawing Simple Graphs and Diagrams, Working with Web Page, Working with Tools- Letters and Mail Merge, Creating and Executing Macros, Templates, Table Basics, Creating a Table, Adding Information to Table, Working with Cells in Table, Formatting Tables, Managing Documents- Working with a Document having Two Splits, Working With Help.

MS-PowerPoint: Introduction to PowerPoint, Getting Started with PowerPoint, Creating, Saving and Opening a Presentation, Adding New Slides, Viewing a Presentation, Rehearsing a Presentation, Preparing to Print, Working with Text- Adding and Manipulating of Text and Word Art, Adding Colors and Word Wrap, Creating Bullets, Master Slide, Animating the Presentations, Applying Slide Transition,

Applying Custom Animation, Using Slide Sorter, Working with Images and Inserting Clip Art, Using Charts, Using Images and Other Clip Art- Linked Files, Sound, Video Clips and Photos, Selecting and Deleting Objects, Moving, Rotating, Grouping and Un grouping of Objects, On-Screen Presentation- Giving an On-Screen Presentation, Navigation during the Presentation, Meeting Minder, Speaker Notes, Pausing the Presentation, Hiding a Pen, Slide Miniature, HTML Wizard.

MS-Excel: Introduction to Excel, Description about Workbooks, Worksheets and Cells, Creating, Saving and Closing a Workbook, Opening and Viewing an Existing Workbook, Working with Worksheets Made Easier, Formatting and Printing Worksheet- Changing the Appearance of Data, Formatting Worksheet, Searching and Replacing, Page Setup and Page Breaks, Print Preview and Printing, Calculations on Data- Operators and Operands, Groups of Data, Creating Formulas for Calculating Values, Correcting Errors in Calculations, Setting Conditions for Data, Functions- Calculating Operations using Function Wizard, Designing Charts for the Data, Operating on Different Charts, Working with Macros, Working with Data, Filtering of Data in a List, Creating,

Working and using PivotTable, Creating, Working and Using PivotChart, Generating Charts from PivotTable, Database Power of Excel- Changing and Sorting the Database, Getting Data from Other Sources, Working with Windows, Protecting Workbook.

MS-Access: Introduction to Access, Creating a New Database, Data Types Available for a Database, Constraints in a Database, Working with Tables- Creating a Table, Designing the Tables Effectively, Relationship between Tables, Editing and Deleting Records, Columns, Tables and Relationships, Working with Queries- Defining a Query, Creating a Query, Changing the Format of a Table Using Queries, Working with Expressions and the Expression Builder, Working with Forms- Creating a Form, Design the Form Effectively, Opening a Form in Design View, Working with Reports, Creating a Report, Saving and Executing Reports, Opening a Report, Mailing Labels, Exporting the Report as a HTML File, Working with Pages- Creating a Page, Saving and Executing a Page, Opening a Page in Design View, Working with Macros- Creating a Macro, Save and Run a Macro, Using Macros in Forms, Automating Applications with Macros.

Schedule of Sessions

| Topic | Session |
|---------------------------------------|----------------|
| PRE-MID SEM | |
| Introduction to Disk Operating System | 10 |
| UNIX Operating System | 20 |
| POST-MID SEM | |
| Windows 2000 | 5 |
| MS-Word | 7 |
| MS-Powerpoint | 6 |
| MS-Excel | 6 |
| MS-Acess | 6 |
| Total | 60 |

PRINCIPLES OF MANAGEMENT

| | |
|---------------------|-----------------|
| Program : BBA | Semester : I |
| Class of : | Duration : 1 Hr |
| Course Code : MG161 | Sessions : 60 |

Objective: The objective of the course is to give students a broad understanding of managerial principles and practices and their application in an organizational context.

| Textbook | Author/Publication |
|--|----------------------|
| Introduction to Management | The ICFAI University |
| Reference Books | Author/Publication |
| Essentials of Management | Koontz & Wehrich |
| Business Policy and Strategic Management | William F Gluck |
| Management a Global perspective | Koontz |
| Organization and Management | Tata Mac-Graw Hill |
| Principles & Practices of Management | L M Prasad |

Detailed Curriculum

Introduction to Management

Management- An Overview: Definition of Management - The Role of Management- The Functions of Managers-Planning, Organizing, Staffing; Leading and Controlling. The Levels of Management: Top Level Managers; Middle Managers; First Level Managers- Management skills and organizational hierarchy : Technical Skills; Human Skills; Conceptual Skills and Design Skills.

Evolution of Management Thought: Early approaches to Management-Roberts Owen: Human Resource Management Pioneer-Charles Babbage: Inventor and Management scientist-Andrew Ure and Charles Dupin: Management Education pioneers -Henry Robison Towne, Assessing Preclassical contributions-Classical approach: Scientific Management: Frederick Winslow Taylor-Henry Laurence Gantt-Administrative Theory: Henri Fayol -Bureaucratic management. Behavioral approach: Mary Parker Follet: Focusing on Group Influences-Elton Mayo: Focusing on Human Relations-Abraham Maslow: Focusing on Human Needs-Douglas Mc Gregor: Challenging Traditional Assumptions about employees- Chris Argyris: Matching Human and organizational Development-Quantitative approach: Management science, Operations Management, Management Information Systems. Modern Approaches to Management: Systems

Theory, Contingency Theory, Emerging approaches in management thoughts.

Social and Ethical Responsibilities of Management: Social Responsibility of Management, Arguments for and against Social Responsibilities of Business, Social Stockholders: Shareholders, Employees, Customers Creditors, Suppliers and Society and Government - Managerial Ethics-Types of Management Ethics – Factors that Influence Ethical Behavior – Ethical Guidelines for Managers – Mechanism for Ethical Management.

PLANNING

Fundamentals of planning: Definitions of Planning – Nature of Planning – Significance of Planning – Types of Plans: plans based on organizational level, plans based on frequency of use, plans based on time frame - Steps in the Planning Process, Pre-requisites for Effective Planning – Limitations of Planning.

Objectives Strategies and Policies: Nature of Objectives –Hierarchy of objectives, The process of formulating objectives and the organizational Hierarchy- Evolving Concepts in MBO, Early impetus to MBO; Emphasis on performance appraisal, The Process of MBO: Steps in MBO – Benefits of MBO – Limitations of MBO - making MBO Effective – Strategies and Policies: Nature and Purpose of Strategies and Policies- Strategic Planning, Characteristics

of Strategic Planning; Limitations of Strategic Planning

Managerial Decision-making: Significance and Limitations of Rational Decision-making – Decision-making Process- Types of Managerial Decisions: programmed decision and non-programmed decisions- Group Decision-making: Forms of group decision-making, Decision-making Techniques.

ORGANIZING

Fundamentals of Organizing: Definition of Organizing, Benefits of Organizing – Traditional perspectives on organizing: challenges to the traditional view of Organizations – Closed system Vs Open system: Closed system view of Organization, Open system view of Organizing – Formal Vs Informal Organization - Span of management: Tall Vs Flat structure, – Prerequisites for Effective Organizing.

Strategic Organization Design: Designing Organizational Structures - An Overview- Major Structural Alternatives- Functional Structure; Divisional Structure; Hybrid Structure; and Matrix Structure- Other Bases for Departmentation: Departmentation by simple number, Departmentation by time, Departmentation by process or equipment - Choosing the Pattern of Departmentation.

Line & Staff Authority and Decentralization: Authority defined – Power: Bases of Power, Line and Staff Relations: Concepts of Line and Staff; Functional Authority, Line and staff conflict, View point of line managers- view point of staff managers, Avoidance of Line and Staff Conflict - Centralization vs. Decentralization, Delegation of Authority: Factors affecting delegation of authority.

STAFFING AND LEADING

Human Resource Management and the Human Factor:

Human Resource Management: An Overview: Human Resource planning: Staffing; Training and Development; Performance Appraisal; Compensation – Staffing- The Nature of People: Mc Gregor's Theory X and Theory Y- Harmonizing Objectives: The Key to Leading.

Motivating Employees for Job Performance: Definitions and Meaning of Motivation, Classification of Motivation Theories: content Theories of Motivation;

Maslow's needs hierarchy theory- McClelland's needs theory- Alderfers' ERG Theory- Process Theories of motivation: Vroom's Expectancy theory, Equity theory- A Systems and Contingency Approach to Motivation.

Leadership: Definition and Meaning of Leadership, Key Elements of Leadership, Leadership Theories: Trait Theory of leadership, Behavioral Theories, Situational or Contingency Theories, Transformational Leadership Theory.

Managing Communications: Definitions of Communication, Significance of Communication in organizations, Communication Process, Communication Flows in an Organization: Downward communication; Upward Communication; Cross-wise Communications, Barriers to Communication- Gateways to Effective Communication.

CONTROLLING

The Control Function: Planning and Controlling, Importance of Controlling, Levels of controlling: Strategic control; Tactical control; Operational control, The Basic Control Process, Requirements for Effective Controls.

The Control Techniques:

Major Control Systems: managerial Level; Nature of timing- Financial Control: Financial Statements; Ratio Analysis, Budgetary Control: Quality Control, Inventory Control.

Management Information Systems

Management Information: meaning of information: Attributes of information: Information needs of Managers - Components of an information system: Hardware; Software; people; Data procedures- Types of information Systems: Transaction processing systems; Office Automation systems; Decision support systems; Executive support system- Management Information system: Evolution of MIS.

MANAGERIAL FUNCTIONS

Productivity and Operations

Management (OM): Production and Productivity – Operations Management and its importance – Operations Research for Planning, Controlling and Improving Productivity- The Concept of Operations Research; The essentials of operations research- Operations Research Methodology- Some Operations Research

Techniques: Linear Programming; Inventory Control; Limitations of Operations Research – Other tools and techniques for Improving Productivity: Time-event network; Value Engineering; Work Simplification; Quality circles; Total Quality Management.

Marketing Management: Nature and scope of marketing: Business Dimensions of marketing-Definitions of marketing: Needs and wants-The evolution of marketing: The production era: The sales era: The marketing era: The societal Marketing concept-The marketing process- Marketing Research system-Forecasting and measurement of Demand-Positioning-Product life cycle-Marketing Mix: Product: Price: place: Promotion

Financial Management

Significance of financial management-Objectives of financial management-Functions of a Finance manager-Financial planning and forecasting; Cash budgets: Pro forma Financial statements: Operating Budgets; pay back period; Net present value; Internal rate of return- sources of funds: Equity; preference shares; Debentures; Loans; Securities-Valuation methods of a firm-past performance Analysis: Preparation of a fund flow statement: Importance of funds flow statement.

APPLICATION OF MANAGEMENT

Management of public Organizations

Meaning of public Organizations-Distinction between public enterprise and public sector-Performance of public organizations: Profitability; Employment Level; Earning of foreign exchange- Types of public sector undertakings in India; Governmental companies; Departmental undertakings; Public Corporations; Holding company-Strategic Management and policy making-Decision making in public organizations-Staffing and Directing in public organizations-Controlling-suggestions for improvement.

Administering Health Services

History of the Industry-The transition period-Types of Hospitals-Emergence of for-profit Hospitals-How Healthcare services is Distinct from other services-Organizational structure in Healthcare services-Macro level forces influencing Healthcare services: market forces; Industry forces; financial forces; Regulatory forces; -Financing in Healthcare Services-Staffing in Healthcare Services-management control in Healthcare Services Quality Assurances in Healthcare Services : process; Structure; Outcome-Need for regulatory Mechanism-Healthcare services in India: The salient features of Healthcare services in India.

Management of MNCs

Defining MNCs- Characteristics of MNCs-Types of MNCs-Growth of MNCs-Evolution of MNCs: Internationalization theory; Oligopoly Theory; The Tariff-Jumping Hypothesis; Obsolescing Bargain Theory-The changing nature of International Business-Models of Entry to Foreign Markets: Exporting: Turnkey Projects; Licensing; Franchising; Joint ventures; Wholly owned subsidiaries-Change in Attitude towards other nations: Ethnocentric approach; Polycentric approach; Geocentric approach-Management functions applied in international Operations: Organizing: Staffing: Communicating: Controlling-Major Problems faced by International Managers: Repatriations of expatriates; Expatriates pay.

Entrepreneurship

What is Entrepreneurship? Entrepreneurial Characteristics-Benefits of Entrepreneurship-Drawbacks of Entrepreneurship- The entrepreneur Decisions process-Entrepreneurship and Innovation-Business plan; Sources of new ideas; what is business plan? Importance of Strategic planning; preparing of Strategic plan- Small business Operations: Marketing; Finance; Operations; Human Resources- Intrapreneurship: Reasons for interest in Intrapreneurship; Climate for Intrapreneurship;Intrapreneurial Characteristics; Problems of Intrapreneurship.

Scheduled of Sessions

| Topic | Sessions |
|---|-----------|
| PRE-MID SEM | |
| Management an Overview | 2 |
| Evolution of Management Thought | 3 |
| Social and ethical Responsibility of management | 3 |
| Fundamentals of Planning | 3 |
| Objectives, Strategies and Policies | 3 |
| Managerial Decision-Making | 2 |
| Fundamentals of Organizing | 3 |
| Strategic Organization Design | 3 |
| Line & Staff Authority and Decentralization | 3 |
| Human Resource Management and the Human factor | 2 |
| Motivating Employees to job performance | 2 |
| POST-MID SEM | |
| Leadership | 3 |
| Managing Communications | 2 |
| The control function | 2 |
| Control Techniques | 3 |
| Management Information System | 2 |
| Productivity and Operations Management | 3 |
| Marketing Management | 3 |
| Financial Management | 3 |
| Management of public management | 2 |
| Administering Health Services | 3 |
| Management of MNCs | 3 |
| Entrepreneurship | 2 |
| Total | 60 |

ENGLISH LANGUAGE SKILLS-II

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : II |
| Class of : | Duration : 1 hr |
| Course Code : LS112 | Sessions : 60 |

| Text Book/Workbook | Author/Publication |
|----------------------------|----------------------------|
| English Language Skills-II | The ICFAI University Press |

Detailed Curriculum

Word Accent: Recognize stress pattern of English words-Identify prominent syllable in the word- Know the articulation of monosyllable and multisyllable words-Identify the accentual pattern of compound words- Identify how the change of stress brings change in meaning – Identify how the change of stress brings change in parts of speech also.

Sentence Accent: know the stress pattern of the sentence- Know the pronunciation of words in isolation and in the connected speech- Identify the weak forms of auxiliary verbs in the connected speech- Identify the weak forms of conjunctions in the connected speech- Identify the weak forms of preposition in the connected speech- Identify the weak forms of articles in the connected speech- Identify the weak forms of personal pronouns in the connected speech-Know the contracted forms.

Effective Speech: Overcome common problems of speech like elision, or transposition of sounds- Understand how pronunciation brings about change of meaning- Pronounce inflectional suffixes correctly- Pronounce endings of words correctly- Overcome enunciation problems in speech- Acquire the pronunciation of consecutive consonants in words and in sentences.

Debate: Analyse the given situation and formulate argument- Acquire clarity of expression- Present arguments with logical reasoning- Avoid convoluted arguments-Identify proposition, issue and argument-Acquire speaking skill- Convince others with your argument.

Group Discussion: Know the importance of

group discussion- Develop the skill of analyzing the different aspects of the problem- Improve oral communication skill-Avoid interpersonal conflicts in the discussion- Convince others with your arguments- Develop intensive listening skill-Concede to other's point of view- Present your views politely and courteously-Regulate the rate of your delivery.

Writing Paragraphs: Develop an idea into a meaningful paragraph- Know the purpose of writing a paragraph- Understand unity and coherence of a paragraph- Know the techniques to develop an effective paragraph- Know the various principles for writing an effective paragraph- Know how to write topic sentences- Know various types of paragraphs- Write an effective paragraphs.

Paraphrase Writing: Learn to comprehend the passage- Identify the context- Identify the content and overall idea of the topic-Organize the material in a logical way without distorting the meaning- interpret the given material based on context- Express the given document in simple language.

Note-Making: Identify the main points of the document- Identify the overall idea of the given material- Organize the information in a logical way- Make notes after reading the document- Take notes while listening to a talk- Take notes while participating in a discussion.

Precis writing: Identify the essential ideas of a given document- Identify non-essential ideas- Express an elaborated material in a concise way- Reproduce important ideas and supporting points effectively- Reduce the lengthy and repetitive explanation- Enhance

the skill of reading- Increase the skill of quick comprehension- Develop the skill of summarizing the information- Develop the effective skill of writing.

Writing Summaries: Develop the skill of comprehension- Identify the main points of the original material- Discriminate, evaluate and select the essential points- Organize the points effectively- Condense the information without changing the original meaning.

Enquiries and Quotation Letters: know the important points to be covered in letters of enquiries and quotations- Write the openings and closings of these letters effectively- Know that what you have to write in the body of these letters- Develop the skill of drafting these letters.

Orders and Acknowledgement Letters: Know the points to be covered in each of these letters- Write effective beginnings and closings of these letters- Know that what points you have to write in the body of these letters- Develop the skill of drafting these letters.

Complaint and Adjustment Letters: Know the points to be covered in claim and adjustment letters- Write and closing of these letters effectively- Know how to develop the body of these letters- Develop the art of writing business letters.

Sales Letters: Know the structure of sales letters- Features of sales letter- Arrest the attention of buyers towards your product- Arouse interest in the minds of the prospective buyer- Convert the reader of your letter into a buyer of your product- Know how to write an introductory paragraph of sales letter- Know how to develop the body of sales letter- Know how to conclude the sales letter.

Circulars: Know what is meant by circular letter- Know what points we have to cover in circular letters- Learn to use 'you-approach in circulars'.

Learning Spelling: Write correct spellings- Know different spellings for the same sound- remove confusion in spellings- Know the variant spellings- Develop self-confidence about your ability to spell accurately.

Punctuation: Write sentences correctly- Understand the meaning of the sentences- Identify different types of punctuation marks- use punctuation marks appropriately.

Common errors in English: Identify errors in using nouns, pronoun, prepositions, verbs, adjectives, adverbs and conjunctions- Overcome your mistakes- Write without errors.

Schedule of Sessions

| Topic | Sessions |
|------------------------------------|-----------|
| PRE MID SEM | |
| Word Accent | 4 |
| Sentence Accent | 4 |
| Effective Speech | 3 |
| Debate | 3 |
| Group Discussion | 4 |
| Writing Paragraphs | 4 |
| Paraphrase Writing | 3 |
| Note-Making | 2 |
| Precis writing | 3 |
| POST MID SEM | |
| Writing Summaries | 4 |
| Enquiries and Quotation Letters | 3 |
| Orders and Acknowledgement Letters | 3 |
| Complaint and Adjustment Letters | 3 |
| Sales Letters | 4 |
| Circulars | 3 |
| Learning Spelling | 3 |
| Punctuation | 3 |
| Common errors in English | 4 |
| Total | 60 |

FINANCIAL ACCOUNTING – II

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : II |
| Class of : | Duration : 1 hr |
| Course Code : FM122 | Sessions : 60 |

Objective: The course intends to introduce and acclimatize the students with the fundamental principles, concepts, standards, and mechanics of financial accounting.

| Textbook/Workbook | Author/Publication |
|-------------------------------|---|
| Accounting | The ICFAI University Press |
| Reference Books | Author/Publication |
| Financial Accounting | P C Tulsian/ PHI |
| Financial Accounting (Year-I) | S.P Jain & K.L Narang/ Kalyani Publishers |
| Advanced Accounts | M.C Shukla, T.S Grewal S.C Gupta / S. Chand |

Detailed Curriculum

Final Accounts: Distinction between Capital and Revenue Expenditures-Trading account- Profit and Loss Account- Balance Sheet- Preparation of Balance Sheet- Adjustments.

Partnership Accounts: Essential Characteristics of Partnership- Partnership Deed- Final Accounts- Admission of a Partner- Retirement of a Partner- Death of a Partner-Dissolution of Partnership Firm - Insolvency of a Partner.

Company Accounts: Meaning and Characteristics of a Company-Kinds of Companies- Differences between a Public Limited Company and a Private Limited Company-Formation of a Company-Share Capital - Issue and Forfeiture of Shares-Final Accounts of Companies-Forms of Balance Sheet.

Analysis of Financial Statements and Ratio Analysis: Meaning and Concept of Financial Analysis- Types of Financial

Analysis- Procedure of Financial Statements
Analysis- Methods or Devices of Financial
Analysis- Comparative Income Statement-
Common size Income Statement- Common
size Balance Sheet- Trend Analysis-
Limitations of Financial Analysis, Ratio
Analysis- Classification of ratios.

Schedule of Sessions

| Topics | Sessions |
|---|-----------------|
| PRE-MID SEM | |
| Final Accounts | 12 |
| Partnership Accounts | 17 |
| POST-MID SEM | |
| Company Accounts | 16 |
| Analysis of Financial Statements and Ratio Analysis | 15 |
| Total | 60 |

QUANTITATIVE METHODS

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : II |
| Class of : | Duration : 1 hr |
| Course Code : MA132 | Sessions : 60 |

Objective: The course is an introduction to the use of various quantitative tools/techniques for analyzing business situations.

| Textbook | Publication |
|---|---|
| Quantitative Methods | The ICFAI University Press |
| Reference Books | Author |
| Statistics for Management | Richard I Levin and David S Rubin – PHI |
| Fundamentals of Statistics | S C Gupta |
| Essence of Statistics for Business | M.C. Fleming /PHI Publication |
| Basic Statistics for Business and Economics | Paul Global and Raymond J Jossen – Wiley & Sons |
| Quantitative Approaches in Business | Clare Morris – Pitman |

Detailed Curriculum

Probability: The Concept of Probability, The Venn Diagram, Probability rules, Unconditional and Conditional Probability and Bayes' Theorem – Expected value-Random variable and Probability Distributions.

Theoretical Distribution: Binomial Distribution- Poisson Distribution -Normal Distribution.

Correlation: Cause and Effect, Significance of Correlation, Types of Correlation, Methods of Correlation, Karl Pearson's Coefficient of Correlation, Coefficient of Correlation and Probable Error, Coefficient of Determination, Rank Correlation, Concurrent Deviation.

Regression Analysis: Use of Regression Analysis, Difference between Correlation and Regression Analysis, Regression Line, Regression Equations, Regression Equation

of X on Y, Regression Equation of Y on X, Deviations taken from Actual and Assumed Mean, Graphical Regression Line, Standard Error of Estimate.

Index Number: The Concept of Index Numbers, Uses of Index Numbers, Types of Index Numbers, Aggregates Method of Constructing Index Numbers, Value Index Numbers, Average Relative Method of Constructing Index Numbers, Chain Index Numbers, Tests for Consistency, Consumer Price Index Number.

Time Series Analysis: Time Series Analysis, Secular Trend, Cyclical Variation, Seasonal Variation and Irregular Variation.

Linear Programming: The Graphical Method of Linear Programming, the Simplex Method of Linear Programming, Post Optimality Analysis, Duality.

Schedule of Sessions

| Topics | Sessions |
|--------------------------|-----------------|
| PRE-MID SEM | |
| Probability | 6 |
| Theoretical Distribution | 7 |
| Correlation | 8 |
| Regression Analysis | 9 |
| POST-MID SEM | |
| Index Numbers | 10 |
| Time Series Analysis | 10 |
| Linear Programming | 10 |
| Total | 60 |

MANAGERIAL ECONOMICS-II

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : II |
| Class of : | Duration : 1 hr |
| Course Code : EN152 | Sessions : 60 |

Objective: The course aims at providing basic theories and tools of analysis and develops an understanding of the behavior of various economic agents. The course also provides an appreciation and application of various macroeconomic theories, in different situations.

| Textbook | Author/Publication |
|-------------------------------------|----------------------------|
| Economics | The ICFAI University Press |
| Reference Books | Author/Publication |
| Fundamental of Management Economics | Jose. T. Palli |
| Principles of Micro Economics | H. L. Ahuja /S.Chand |
| Microeconomics-Theory & Policies | Jhingan |
| Indian Economics | B Tandon |
| Economics | Samuelson |

Detailed Curriculum

Economic Indicators: Introduction, Economic Growth and Economic Development: Economic Growth, Impact of Economic Growth on the Economy, Economic Development. Economic Indicators: National Income, Balance of Payments, Foreign Exchange Reserves, Inflation. Human Development Index as a measure of Economic Development.

Economic Systems, Planning and LPG Strategy: Introduction, Economic Systems – Capitalism, Socialism, Mixed Economy. Economic Planning in India: Objectives of Planning, Five Year Plans in India – An Appraisal, Tenth Five Year Plan. Liberalization, Privatization and Globalization (LPG).

Industrial Environment: Introduction, Structural Characteristics of the Indian Industries: Industrial Pattern – Post Independence Era. Industrial Policy Resolutions: Industrial Policy Resolutions-1948, 1956,1977,1980,1991. Public versus Private Sector. Role of Heavy Industries: Iron & Steel, Jute Industry, Textile Industry, Sugar Industry, Cement Industry, Paper Industry, Petrochemical Industry. Small-Scale and Cottage Industries: Case for

Small-Scale Enterprises, Performance, Problems and Remedial Measures. Industrial Sickness: Fundamental Reasons for Industrial Sickness, Measures for Revival of Sick units, Disinvestment in Industries. Changing Scenario of Indian Industry in the Era of Liberalization: Role of MNCs, Foreign Investment Policy. An Appraisal of Indian Industrial Sector: Infrastructure-Power Sector, Governance.

Financial System: Introduction, Functions of Financial System: Constituents of Financial System, Characteristics, Types of Financial Markets. Money Market: Need & its Functions: Indian Money Market, Money Market Players and Instruments, Repo Transactions, Classification of Capital Markets. Securities and Exchange Board of India: Objectives, Reforms.

Evolution of Money and Related Issues: Introduction, Barter – The Pre-Monetary Society: Defects or Inconveniences of Barter. Evolution of Money: Theories of Money-Definitions, Different Schools of Thought-Definitions, Functions of Money, Importance and Significance of Money, Defects of Money. Paper Money: Advantages, Defects of Paper Money,

attributes of good money material, The Types of Modern money, Super Money. Value of Money: Index numbers.

Banking: Introduction, Commercial Banks Meaning and Definition: Functions of Commercial Banks, Multiple Expansion of Credit and Nationalization of Commercial Banks: Objectives of Nationalization of Banks, Performance of Public Sector Banks, Specialized financial institutions, Central Banking – Meaning & Definition: Functions of a Central Bank, Methods of Credit Control, and Bank Rate. The Reserve Bank of India: Aims and Objectives of the RBI, Role of RBI in Economic Development. Monetary Policy: Main Objectives, Neutral Money, Working of the Monetary Policy.

International Issues: Introduction, International Issues: Globalization, Management of Foreign Exchange Reserves.

International Financial Institutions: International Monetary Fund, the World Bank. World Trade Organization: Functions, Ministerial Conferences, Implications of WTO Proposals on India.

New International Economic Order: Important Issues of NIEO, NIEO – Some Reflections on India, Newly Incorporated Elements in NIEO.

Business Cycles: Introduction – Meaning – Phases of Business Cycles – Theories of Business Cycles: Schumpeter’s Innovations Theory of Trade Cycles, Hawtrey’s Monetary Theory of the Trade Cycles and Keynes Theory of the Trade Cycle – Stabilization Policies, Fiscal Policy, Monetary Policy, Expansionary Policy, and Contraction Policy.

Schedule of Sessions

| Topics | Sessions |
|---|-----------|
| PRE-MID SEM | |
| Economic Indicators | 8 |
| Economic Systems, Planning and LPG Strategy | 6 |
| Industrial Environment | 15 |
| POST-MID SEM | |
| Financial System | 9 |
| Evolution of Money and Related Issues | 5 |
| Banking | 6 |
| International Issues | 5 |
| Business Cycles | 6 |
| Total | 60 |

COMPUTER PROGRAMMING

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : II |
| Class of : | Duration : 1 hr |
| Course Code : CB152 | Sessions : 60 |

Objective: The course aims at providing the basic concepts of Computers and their application in the field of business and management.

| Text Book | Author/ Publication |
|--|--|
| Fundamentals of Computers | V Rajaraman /PHI |
| Reference: Books | Author/ Publication |
| Fundamentals of Computers | C.S.V. Murthy/Himalaya Publishing House |
| Mastering office 2003 for Business Professionals | Gini Courter, Annette Marquis/ BPB |
| UNIX Operating System | Kaare Christian 2 nd edition/ Wiley |

Detailed Curriculum

Computer Basics: Algorithms, Simple Model of Computer, Characteristics of Computers, Problem Solving Using Computers.

Data Representation: Representations of Characters in Computers, Representations of Integers, Representations of Fractions, Hexadecimal Representation of Numbers, Decimal to Binary Conversion, Error Detecting Codes.

Computer Generations and Classification: First Generation of Computers, The Second Generation, The Third Generation, The Fourth Generation, The Fifth Generation, Moore's Law, Classification of Computers, Distributed Computer System, Parallel Computers.

Input/Output Units: Description of Computer Input Units, Other Input Methods, Computer Output Units.

Computer Memory: Memory Cell, Memory Organization, Read Only Memory, Serial Access Memory, Physical Devices Used to Construct Memories, Magnetic Hard Disk, Floppy Disk Drives, Compact Disk Read Only Memory, Magnetic Tape Drives.

Binary Arithmetic: Binary Addition, Binary Subtraction, Signed Numbers, Two's Complement Representation of Numbers,

Addition/Subtraction of Numbers in 2's complement Notation, Binary Multiplication, Binary Division, Floating Point Representation of Numbers.

Computer Languages: Why Programming Language?, Assembly Language, Higher Level Programming Languages, Compiling High Level Language Program, Some High Level Languages.

Operating Systems: Why Do We Need an Operating System? Batch Operating System, Multiprogramming Operating System, Time Sharing Operating System, Personal Computer Operating System, The UNIX Operating System, Microkernel Based Operating System, On-line and Real Time Systems.

Computer Networks: Need for Computer Communication Networks, Internet and the World Wide Web, Communication Protocols, Local Area Networks, Token Ring Local Area Network, Interconnecting Networks, The Future of Internet Technology.

Computer Graphics: Computer Graphics Applications, Display Devices, Overview of Display Method, Raster Scan Display Processing Unit, Input Devices for Interactive Graphics.

Schedule of Sessions

| Topic | Session |
|---------------------------------------|---------|
| PRE-MID SEM | |
| Computer Basics | 7 |
| Data Representation | 7 |
| Computer Generations & Classification | 3 |
| Input/Output Units | 3 |
| Computer Memory | 10 |
| POST-MID SEM | |
| Binary Arithmetic | 6 |
| Computer Languages | 6 |
| Operating Systems | 10 |
| Computer Networks | 4 |
| Computer Graphics | 4 |
| Total | 60 |

INTRODUCTORY PSYCHOLOGY

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : II |
| Class of : | Duration : 1 hr |
| Course Code : HS162 | Sessions : 60 |

Objective: This course will serve as an overview of the major fields within psychology with an emphasis on developing an understanding of psychology as the science of human thought and behavior.

| Text Book | Author / Publication |
|--|---------------------------------|
| General Psychology-1 General Psychology-2 | The ICFAI University Press |
| Reference Book | Author / Publication |
| An introduction to Psychology | S.K. Mangal- ISBN 81 207 1840 2 |

Detailed Curriculum

Introduction: What is Psychology-History of Psychology: Overview of different studies of Psychology, Psychology in India-Goals of Psychology-Psychology today-Branched of Psychology-Applications of Psychology.

Biological Bases of Behavior: The Nervous System: Neurons, Sending Information, The Central Nervous System, The Peripheral Nervous System-Endocrine System: Hormones, The Pituitary Gland, The Thyroid Gland-Influence of Genes on Behavior: Chromosomal Abnormalities, Dominant and Recessive Genes, Genotype and Phenotype.

Sensation and Sensory Process

Basic Principles of Sensation: Sensory Thresholds, Sensory Adaptations-The Visual System: The Eye-The Auditory System: Structure and Functions of Ear, Auditory Pathways, Auditory Perception-The Chemical Senses: Taste and Smell-Skin Senses: Touch, Temperature, Pain-Other Senses: Kinesthetic Sense, Vestibular Sense.

Perception: Illusions-Selection: Selective Attention, Feature Detectors, Habituation-Organization: Form Perception, Perceptual Constancy, Depth Perception-Interpretation: Perceptual Adaptation, Perceptual Set, Motives, Frame of Reference-Subliminal Perception-Extrasensory Perception.

State of Consciousness: Meaning of Consciousness: Measuring Consciousness-Levels of Consciousness: Consciousness and Brain Activity-Circadian Rhythms: Free-running Circadian Rhythms-Sleep-Waking Cycle: Stages of Sleep, Changes in Sleep Patterns with Relation to Age, Changes in Sleep Patterns with Relation to Culture, the Neural Basis of Sleep, Sleep Deprivation, Functions of Sleep, Sleep Disorders-Dreams: The Nature of Dreams, Content of Dreams, Theories of Dreaming-Hypnosis: Effects of Hypnosis, Theories of Hypnosis-Meditation-Psychoactive Drugs: Factors Influencing the Effects of Drugs, Drug Dependence, How Drugs Work-Consciousness and Cultures.

Learning: Learning about Stimuli-Classical Conditioning: Key Variables in Classical Conditioning, Processes in Classical Conditioning, Classical Conditioning in everyday Life-Operant Conditioning: Processes in Operant Conditioning, Reinforcement-Strengthening a Response, Punishment-Weakening a Response, Superstitious Behavior, Applications of Operant Conditioning-Cognitive Learning: Cognitive Aspects of Operant Conditioning, Insight Learning, Observational Learning, Application of Classical Conditioning in the Immune System, Getting Rid of Phobias.

Memory: The Nature of Memory-Encoding: The Role of Attention in Encoding, Levels of Processing, Improving Encoding-Storage: Sensory Register, Short-Term Memory, Long-Term Memory-Retrieval: Using cues to help Retrieval, Encoding Specificity, Reconstructing Memories-Forgetting: Theories of Forgetting-The Physiology of Memory-Memory Systems.

Thought and Language: Cognition-Thinking: Types of Thinking, Elements of Thoughts-Reasoning: The Role of Mood States, The Role of Beliefs, Confirmation Bias-Decision-Making: Heuristics-Problem Solving: The Nature of Problem Solving, Different Strategies of Problem Solving, Enhancing Problem Solving Abilities, Factors that Interfere with Problem Solving-Artificial Intelligence-Creativity: The Process of Creativity, Creative Individuals-Language: The Structure of Language, Levels of Language, Basic Components of Language Development, Language and Thought-an intimate relation.

Intelligence: Introduction-Theories of Intelligence: Factor Theories of Intelligence, Process Oriented Theories of Intelligence-Measuring Human Intelligence: The Stanford Binet Test, The Wechsler Tests, Group Tests-Reliability and Validity of Psychological Tests: Reliability, Validity-The Determinants of Intelligence: Evidence for Hereditary Influence, Evidence for Environmental Influence, The Interactive Hypothesis-Mental Retardation-The Intellectually Gifted-Emotional Intelligence: The Assessment of Emotional Intelligence and Competence.

Motivation and Emotion: Introduction-Motivation-Theories of Motivation-The Instinct Theory: The drive-reduction theory, The Expectancy or Incentive Theory, The Humanistic Theory-Maslow's Hierarchy of Needs, The Arousal Theory-The Motivation of Hunger and Eating: Biological Factors in the Regulation of Hunger, Social Factors in

Eating, Eating Disorders, The Need for Achievement-Measurement of Social Motives: Projective Tests-Types of Conflicts: Approach-Approach conflict, Avoidance –Avoidance Conflict, Approach-Avoidance Conflict, Multiple Approach-Avoidance Conflicts-Emotions: Classification of Emotions, Bodily Response or Physiological Arousal, The Subjective Feelings or Conscious Experience, Overt Behavior or Expressive Response-Theories of Emotions: The James –Lange Theory, The Cannon-Bard Theory, The Schachter-Singer Theory, Measurement of Emotions-Non-verbal Behavior and The Expression of Emotions.

Chapter 11: Personality: Meaning and Definition of Personality-Meaning and Definition of Theory: Criteria of a Good Theory-Theories of Personality: The Psychoanalytic Approach, Trait Approach, Learning Approach, Humanistic Approach-Assessment of Personality: Paper and Pencil Tests, Projective Tests, Behavioral Assessment.

Life-Span Development: Introduction-The Beginning of Life 'Conception'-The Pre-Natal Period: Environmental Factors Influencing Pre-natal Development-Infancy and Childhood: Perceptual Development, Hearing and Other Senses, Physical and Motor Development, Emotional Development, Social Development-The Beginning of Love and Attachment, Language Development, Language and Gender, Cognitive Development, Moral Development-Adolescence: Physical Development, Cognitive Development During Adolescence, Social and Emotional Development During Adolescence, Erikson's Eight Stage of Life-Development in Adult Years: Physical Changes During Adult Years, Social Development, Careers and Transitions in Work, Cognitive changes

During Adulthood-Old Age: Consequences of Aging. LEAVE

Health Psychology: Meaning and Definition of Health Psychology: Historical Traditions-the gradual emergence of a holistic viewpoint of health, The Social and Culture Basis of Health and Illness, The Study of Health Behavior-Stress: Its Nature and Relation to Illness: The Physiology of Stress, Genetic Contribution to Stress, Causes of Stress, Effects of Stress, Strategies of Coping with Stress, Other Ways of Coping with Stress.

Social Psychology: Introduction-Person Perception: Cognitive Schemas, Stereotypes, Attribution-Social Influence: Conformity, Compliance, Attitudes-Behavior in Groups-Social Relations: Prejudice, Altruism, The Bystander Phenomenon.

Schedule of Sessions

| Topics | Sessions |
|--------------------------------------|-----------------|
| PRE-MID SEM | |
| Introduction to Psychology | 4 |
| Biological Bases of Behavior | 5 |
| Sensation and Sensory Process | 4 |
| Perception | 5 |
| State of Consciousness | 4 |
| Learning | 4 |
| Memory | 4 |
| POST-MID SEM | |
| Thought and Language | 4 |
| Intelligence | 5 |
| Motivation and Emotion | 5 |
| Personality | 5 |
| Life-Span Development | 5 |
| Health Psychology | 3 |
| Social Psychology | 3 |
| Total | 60 |

TECHNICAL REPORT WRITING

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : III |
| Class of : | Duration : 1 Hr |
| Course Code : LS211 | Sessions : 60 |

Objective: The objective of this course is to make the students experts in managerial communication and accordingly help them perform their managerial tasks effectively.

| Text Book | Author/Publication |
|--|---|
| Professional Communication | Aruna Koneru, TATA McGraw – Hill Publications |
| Reference Books | Author/Publication |
| Business Reports in English | Comfort, Jeremy et. Al 1984/ Cambridge University Press |
| Technical Writing: Process and product | Gerson, Sharon J and Steren M. Gerson 2000 3rd edition. India/ Pearson Education Asia |

Detailed Curriculum

Basics of Communication; Introduction – Process of communication – Components of communication – Factors of communication

Verbal and Non verbal communication: Introduction – Personal Appearance – Facial Expressions – Movement – Posture – Gestures – Eye Contact – Vocal communication Techniques -

Barriers to Communication: Introduction – Physical Barriers – Psychological Barriers – Semantic Barriers – Organizational Barriers – Interpersonal Barriers

Business correspondence: Letter components and layout – Introduction – Letterhead – Inside address – Layout of business letter – Forms of Layout of Letter

E- Mail Communication: -Introduction – Popularity of E-Mails – problems in E- Mail communication – General Problems Techniques for writing Effective E- Mails – E- Mail Etiquette – Typography.

Memo Reports: Introduction – Usefulness of Memos – The importance of Context in Memos – Structure for Memos

Notice, Agenda and minutes of meeting: Introduction – Meeting – Notice of Meeting – Agenda of Meeting – Minutes of Meeting

– Structure of Minutes – Delivery of Minutes

Effective Writing: Introduction – Diction – Effective Sentences – Effective Paragraphs

Reports: It's Features, Types of Reports: Introduction – Features of a Report – Process of Writing report – Importance of Reports – Types of Reports - Formal Reports

Gathering Information: Introduction – Conducting surveys – Selection of Sampling Methods- Development of Questionnaire for survey – Types of Questions – The Covering Letter – The process of Personal Interview – Telephonic Interview

Organization of Material: Introduction – Principles of Organization – Types of Outline - Format

Writing Abstracts and Summaries: Introduction –Digest, Brief, synopsis and Abridgement – Abstract – Summary – Suggestions for Writing Abstracts – Procedure for Writing Abstracts – Two forms of Abstracts – Difference between Abstract and summary

Writing Definitions: Introduction – Importance and explanation of Definitions – What to Define – Word selection methods – How to Define – Techniques to Define – Placement and Definitions

Reading and Listening skills: Reading skills- introduction – Mechanics of Reading – Undesirable Reading Habits – Guidelines for improving Reading Skill – Types of Reading – Reading Speed – Techniques for comprehension

Listening Skills – Introduction – purpose of listening – Cognitive Process of listening – Barriers to Listening – Overcoming Listening Barriers – Guidelines for improving Listening Skill

Note Making: -Introduction – A Worked Out Sample.

Précis Writing: Introduction – Principles of a Good Précis – Steps for Writing a Good précis – Methods for Abridging Sentences

Audio Visual Aids: Introduction – Types of Visuals – Use of Audiovisuals – Principles to Use Audiovisuals – Use of Audiovisual Equipment: Applications

Effective Writing: Introduction – Diction – Effective Sentences – Effective Paragraphs

Oral presentation: Introduction – Preparation for the Presentation – Structure of your Presentation – Plan your Presentation – Mastering the Technique of Delivery – Impromptu Speaking – Rehearsing the Presentation – Guidelines for

Final speech – Handling Question and Answer session

Editing: Proofreading Introduction

Mechanics of Writing:

Transitions: Introduction – Transitions: Its Interpretations – Use of Transitions in written work – Use of Transitions

Spelling Rules: Introduction – Spelling Rules – Different Spellings for the Same Sound – Silent Consonant Letters in Some words – Variant Spellings

Hyphenation – Introduction – Compound Words with Hyphens – Use of Hyphens with Numbers - Use of Hyphens with Prefixes – Compound Words without Hyphens – Prefixes without Hyphens

Transcribing Numbers – Introduction – Numbers Spelled Out – Numbers Expressed in Figures – Large Numbers

Abbreviating Technical and Non- Technical Terms – Introduction

Schedule of Sessions

| Topic | Sessions |
|--|-----------|
| Pre Mid Sem | |
| Basics of Communication | 3 |
| Verbal and Non verbal communication | 2 |
| Barriers to Communication | 4 |
| Business correspondence | 3 |
| E- Mail Communication | 3 |
| Memo Reports | 3 |
| Notice, Agenda and minutes of meeting | 3 |
| Effective Writing | 3 |
| Reports: It's Features, Types of Reports- Formal Reports | 6 |
| Post Mid Sem | |
| Gathering Information | 3 |
| Organization of Material | 3 |
| Writing Abstracts and Summaries | 3 |
| Writing Definitions | 3 |
| Reading and Listening skills | 4 |
| Note Making | 1 |
| Précis Writing | 2 |
| Audio Visual Aids | 3 |
| Editing | 1 |
| Mechanics of Writing | 7 |
| Total | 60 |

BUSINESS LAW – I

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : III |
| Class of : | Duration : 1 Hr |
| Course Code : BL221 | Sessions : 60 |

Objective: The course introduces the students to various Acts in Indian Legislation pertaining to Business and related activities.

| Textbook/Workbook | Author/Publisher |
|------------------------------------|----------------------------|
| Business Law | The Icfai University Press |
| Reference Books | Author/Publisher |
| Elements of Mercantile Law | N D Kapoor/ S Chand |
| Student's Guide to Mercantile Law | A K Majumdar/ Taxman |
| Company Law & Secretarial Practice | N D Kapoor/ S Chand |
| Industrial Law | P C Malik |

Detailed Curriculum

The Indian Contract Act, 1872

Nature of Contracts: Definition of Contract-Essential Elements of Valid Contract- Classification of Contracts

Offer and Acceptance: Offer and Acceptance- Conditions of Making an Offer- Conditions of Acceptance- Intention to Create Legal Relationship.

Consideration: Kinds of Consideration- Rules for Consideration- Stranger to Contract

Capacity to Contract: Minor and It's Position in a Contract - Persons of Unsound Mind- Persons Disqualified from by any law.

Genuine and Free Consent: Coercion and Effect of Coercion- Undue Influence- Misrepresentation- Fraud and Mistake.

Legality of Object: Contracts with Unlawful Consideration and Illegal Object- Agreements Opposed to Public Policy- **& Void Agreement:** Agreements Void for Uncertainty- Wagering Agreements or Wager- Contingent Contracts

Performance of Contract: Essentials of a Valid Tender – Time and Place of Performance - Devolution of Joint Rights and Liabilities.

Discharge of Contract: Different Modes of Discharge of Contract

Remedies for Breach of contract: Alternatives for Injured Party in case of Breach of Contract

Quasi Contract: Types of Quasi Contracts – Latest Amendments to the Indian Contract Act, 1872

Special Contracts: Contracts of Indemnity and Guarantee- Bailment and Pledge- Contract of Agency

The Sale of Goods Act, 1930: Contract of Sale-How a Contract of sale is made-Effect of Destruction of Goods-Ascertainment of Price- Conditions and Warranties- Caveat Emptor – Transfer of Property – Sale by Non Owners - Performance of Contract- Rights and Duties of the Buyer- Rights of an Unpaid Seller against the Goods and Buyer Personally

Negotiable Instruments Act, 1881: Definition, Characteristics and Kinds of Negotiable Instruments - Parties to Negotiable Instruments-Capacity and Liabilities of Parties-Negotiation-Holder deriving Title from Holder in due course-assignment-Endorsement -Negotiation Back-Instruments obtained by Unlawful means - Negotiable Instrument and Consideration - Presentment - Dishonor of a Negotiable Instrument- Discharge of a Negotiable Instrument - Discharge of Party or Parties - Material Alteration.

Schedule of Sessions

| Topic | Sessions |
|----------------------------------|-----------------|
| Pre-Mid Sem | |
| Nature of Contract | 3 |
| Offer and Acceptance | 3 |
| Consideration | 3 |
| Capacity to Contract | 3 |
| Genuine and Free consent | 6 |
| Legality of Object | 2 |
| Void Agreements | 5 |
| Performance of contracts | 3 |
| Post-Mid Sem | |
| Discharge of contracts | 3 |
| Remedies of Breach of Contracts | 2 |
| Quasi Contracts | 2 |
| Special contracts | 9 |
| Sale of Goods Act, 1930 | 8 |
| Negotiable Instruments Act, 1881 | 8 |
| Total | 60 |

MANAGEMENT ACCOUNTING

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : III |
| Class of : | Duration : 1 Hr |
| Course Code : FM231 | Sessions : 60 |

Objective: This course aspires to equip the students with the Management Accounting Concepts used by the Firms and Corporate offices.

| Text Book | Author/Publication |
|--|----------------------------|
| Management Accounting | The Icfai University Press |
| Reference Books | Author/Publication |
| Management Accounting and Financial Analysis | M.Y Khan / TMH |
| Managerial Accounting | Hilton, Ronald. W / TMH |

Detailed Curriculum

Nature and Scope of Management Accounting: Introduction-Evolution of Management Accounting- Nature or Characteristics of Management Accounting-Scope of Management Accounting-Management Accounting Vs. Financial Accounting-Management Accounting Vs. Cost Accounting-Tools and Techniques of Management Accounting-Limitations of Management Accounting.

Basic Cost Terms and Concepts: Introduction-Classification of Costs-Cost Units-Cost Centers-Elements of Cost-Statement of Cost or Cost Sheet-Proforma of Cost Sheet-Tenders or Quotations.

Over Heads: Introduction-Classification of Over heads Costs-Over Head Accounting-Absorption of Over heads-Over head Control.

Methods of Costing: Introduction-Job Costing-Batch Costing-Contract Costing-Process Costing-Comparison between Job Costing and Process Costing-Operating Costing-Objectives-Operating Costs-Cost Accumulation Procedure-Preparation of Operating Cost Sheet.

Marginal Costing: Introduction-Absorption Costing-Direct Costing-Marginal Costing-Advantages of Marginal Costing-Limitations of Marginal Costing-Marginal Costing Equation-Break Even Analysis and Break Even Point or CVP Analysis-Cost-Volume-

Profit (CVP) Analysis-Application of CVP Analysis-Limitations of CVP Analysis-Application of Marginal Costing Techniques.

Decisions Involving Alternative Choices: Nature of Managerial Decision-Making-Characteristics of Relevant Costs for Decision-Making-Accounting Data for Decision-Making-Application of Marginal Costing Techniques in Decision-Making-Differential Costing.

Budget and Budgetary Control: Introduction-Meaning of Budget, Budgeting and Budgetary Control-Forecasting and Budgeting-Budgeting Process-Classification of Budgets-Performance Budgeting-Zero-Base Budgeting-Objectives of Budgetary Control-Requirements for a Successful Budgetary Control System.

Standard Costing and Variance Analysis: Introduction-Objectives of Standard Costing-Need for Standards-Analysis of Variances.

Management Information Systems: Introduction-Concept of Management Information System-Levels of Management and Their Information Requirements-Developing Management Information System-Management Reporting System.

Schedule of Sessions

| Topic | Sessions |
|---|-----------------|
| Pre-Mid Sem | |
| Nature and Scope of Management Accounting | 3 |
| Basic Cost Terms and Concepts | 4 |
| Overheads | 8 |
| Methods of Costing | 11 |
| Marginal Costing | 7 |
| Post-Mid Sem | |
| Decisions Involving Alternative Choices | 6 |
| Budgeting and Budgetary Control | 8 |
| Standard Costing and Variance Analysis | 8 |
| Management Information Systems | 5 |
| Total | 60 |

MARKETING MANAGEMENT – I

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : III |
| Class of : | Duration : 1 Hr |
| Course Code : MK241 | Sessions : 60 |

Objective: The course is designed to fulfill the following objectives:

- i) To enable students to build a sound theoretical and practical understanding of the basic knowledge of marketing management.
- ii) To develop an understanding of the marketing strategy and creative justification for different types of strategies.
- iii) To be sensitive to legal and ethical consideration in the formulation and the implementation of marketing management practices.

| Text Book | Author/Publication |
|--------------------------------------|-------------------------------|
| Fundamentals of Marketing Management | The Icfai University Press |
| Reference Books / Magazines | Author/Publication |
| Marketing Management | The Icfai University Press |
| Principles of Marketing Management | Philip Kotler/ PHI |
| Marketing Management | Philip Kotler |
| Essence of Marketing | Simon Majaro/ PHI Publication |
| Marketing Management | Saxena Rajan/ TMH |

Detailed Curriculum

Basics of Marketing Management

The Development of a Concept: Definition of Marketing: Concept of Exchange, Needs and Wants, Economic Utility-Evolution of Marketing: Production Era, Sales Era, Marketing Era, Societal Marketing Concept (SMC) – Marketing Myopia.

Delivering values, Satisfaction and Retention

Business Components: Stakeholders, Processes, Resources, Organization, Customer Satisfaction, Concept of value: Value chain, providing value-cost balance, Value delivery system, Attracting and Retaining Customers: Attracting Customers, Cost of Losing a customer, Need for retention, Relationship marketing.

Marketing Environment: Competitive Forces: Types of Competitive Structures, Monitoring Competition- Macro Environmental Forces- Demographic Environment, Political Environment, Socio-Cultural Environment, Technological

Environment, Natural and Legal Environment.

Analyzing Marketing Opportunities

Understanding Consumer Behavior: Factors Influencing Consumer Buying Behavior: Cultural Factors, Social Factors, And Personal Factors, Psychological Factors- Buying Decisions: Buying Roles, Buying Behavior- Buying Decision Process: Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post-Purchase Behavior.

Organizational Market and Organizational Buying Behavior: The Concept of Organizational Buying: Differences between Organizational Markets and Consumer Markets- The Classification of Organizational Markets: Producer Markets, Reseller Markets, Government Markets, Institutional Markets- Factors Influencing Organizational Buying: Environmental Factors, Organizational factors, Social Factors, Personal factors- Participants in Organizational Buying-

Procurement Process: Buying, Supply Management Orientation- Stages of Buying: Problem recognition, General Need Recognition, Product Specification, Searching for Potential Suppliers, Value Analysis, Order Routine Specification, Multiple sourcing, Performance Review.

Marketing Research: Meaning and Scope of Marketing Research - The Marketing Research Process: Formulating the Problem, Developing the Objective of the Research, Designing an Effective Research Plan, Data Collection techniques, Evaluating the data and preparing a Research Report.

Developing Marketing Strategies

Market Segmentation, Targeting and Positioning: Need for Segmenting Markets- Market Segmentation Levels - The Selection of Segmentation Variables: Criteria for Segmenting Consumer Market, Criteria for Segmenting Organizational Markets- Effective Segmentation: Measurable, Substantial, Accessible, Differentiable, Actionable- Target market Selection Process: Evaluating the Market Segments, Selecting the Market Segments, Other Considerations- Positioning.

Developing Product and Distribution Strategies

Product: Product Personality: Nature of the Product, Product Hierarchy- Product Classification: Durability and Tangibility, Usage- Product Policy: Product Mix, Product Mix Strategies- Product Life Cycle: Introduction, Growth, Maturity, Decline; Stages of New Product Development: Idea Generation, Idea Screening, Concept Testing

and Business Analysis, Product Development, Test Marketing, Commercialization- Branding: Brand as a Concept, Value and Significance of a Brand, Types of Brands, Brand Equity- Packaging: Importance of Packaging in Marketing- Labeling.

Marketing and Competitive Strategies:

The Concept of Competitive Advantage- Porter's five force model- Analysis of Competitors- Porter's generic competitive strategies: Cost Leadership Strategy, Differentiation strategy, Focus Strategy, Generic Strategy Mix- Designing Competitive Strategies- Competitive Intelligence System: Setting up the System, Data Collection, Analysis and Evaluation of data, Information Communication and Response.

Developments in Marketing

Marketing Management: Ethical and social Dimensions:

Importance of Marketing Ethics, Social Impact of Marketing - Individual customer, Society, Other Businesses, Social Regulations in Marketing - Consumerism, Customer Rights, Consumer Protection Act, Bureau of Indian Standards, Competition Policy, Environmentalism, Public action to regulate marketing. Business Regulations in Marketing - Enlightened Marketing, Marketing Ethics, Corporate Code, Principles of Public Policy towards Marketing.

Schedule of Sessions

| Topics | Sessions |
|---|-----------|
| Pre-Mid Sem | |
| Marketing: The Development of a Concept | 5 |
| Delivering Values, Satisfaction and Retention | 6 |
| Marketing Environment | 5 |
| Understanding Consumer Behavior | 5 |
| Organizational Markets and Organizational Buying Behavior | 7 |
| Post-Mid Sem | |
| Marketing Research | 5 |
| Market Segmentation, targeting, and Positioning | 8 |
| Product | 8 |
| Marketing and Competitive Strategies | 6 |
| Marketing Management : Ethical and social Dimensions | 5 |
| Total | 60 |

ORGANIZATION BEHAVIOR

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : III |
| Class of : | Duration : 1 Hr |
| Course Code : HR251 | Sessions : 60 |

| Text Book/Workbook | Author/Publication |
|---------------------------------------|---|
| Organizational Behavior and HR | The Icfai University Press |
| Reference Books | Author/ Publication |
| Organizational Behavior | K Aswathappa/ Himalaya Publishing House |
| Organizational Behavior | Stephen P Robbins/Prentice Hall |
| Organizational Behavior | L.M Prasad/Frankline Publishing House |
| Essentials of Organizational Behavior | Stephen P. Robbins/ PHI |

Detailed Curriculum

Foundations of Organizational Behavior:

Introduction to Organizational Behavior and human Resources- Definitions, Goals and Nature of Organizational Behavior- The Contribution of the Various Fields to Organizational Behavior- Foundations of Organizational Behavior- Current Trends Affecting Organizational Behavior- The Role of Managers in Organization

Individual Behavior and Learning in Organizations:

Individual Behavior in Organizations- Factors Influencing Employee's Behavior and Performance-Learning.

Personality, Attitudes and Values in Organizations:

The Role of Personality in Organizations- The Role of Attitudes in Organizations- Values and Behavior at Work

Perception and Attribution: The Nature and Importance of Perception- The Nature and Importance of Attribution- Specific Application and Implications of Perception and Attribution in Organizations- Impression Management.

Theories of Work Motivation:

Understanding Employee Motivation- Theories of Work Motivation – Content Theories, Process Theories.

Motivation: From Theory to Application:

Importance of Motivation in Work Place- Key Motivational Techniques Used in Organizations.

Work Groups and Teams:

Work Groups- Types of Work Groups- Stages of Group Development- Group Structure- Group Tasks, Goals, Rewards, Resources and Technology- Group Processes- Group Decision – Making Techniques- Work Teams- Key Components of Effective Teams- Implementing Teams in Organizations.

Communication in Organizations:

Functions of Communication- The Communication Process- Barriers to Effective Communication- Fundamentals of Communication- Strategic Forces- Influencing Communication

Leadership in Organizations:

History of Leadership Research- Theories of Leadership- Contemporary Issues in Leadership.

Stress in the Workplace:

The Cause of Stress in the Workplace- Effects of Job Stress- Consequences of Job Stress – Reducing Stress at Work.

Organizational Structure and Design:

Meaning of Organizational Structure and Design- Major Elements of Organizational

Structure and Design- Determinants of Organizational Structure and Design- Historical Roots of Organizational Structure and Design- Basic Types of Organizational Structure and Design and its Effect on Employee Behavior- Organizational Life Cycle

Employment of Human Resources: Job Design and Job Analysis-Human Resources Planning- Recruitment-Selection and Placement.

Development of Human Resources: Performance Appraisal- Employee Training and Development-Compensation Management.

Schedule of Sessions

| Topic | Sessions |
|--|-----------|
| Pre Mid Sem | |
| Foundations of Organizational Behavior | 5 |
| Individual Behavior and Learning in Organizations | 5 |
| Personality, Attitudes and Values in Organizations | 5 |
| Perception and Attribution | 4 |
| Theories of Work Motivation | 6 |
| Motivation: From Theory to Application | 4 |
| Post Mid Sem | |
| Work Groups and Teams | 6 |
| Communication in Organizations | 4 |
| Leadership in Organizations | 5 |
| Stress in the Workplace | 5 |
| Organizational Structure and Design | 5 |
| Employment of Human Resources | 3 |
| Development of Human Resources | 3 |
| Total | 60 |

SOFT SKILLS-I

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : III |
| Class of : | Duration : 1 Hr |
| Course Code : SS261 | Sessions : 60 |

Objective: The Soft Skills-I course aims at enriching the student in various life skills necessary to compete in the global corporate world.

| Text Book | Author/Publication |
|---|----------------------------|
| Soft Skills-I | The Icfai University Press |
| Reference Books | Author/Publication |
| Personal Development for Life & Work- 8 e | Wallace & Masters/ Thomson |
| All About Body Language | Goodwill Publishing House |

Detailed Curriculum

Personal Grooming: Introduction to Grooming – Grooming for Professional Growth – Hygiene and Skin Care – Hands and Nails – Oral Hygiene-Hair Care-Neat and Tidy Attire –Personal Health.

Attitude: Defining Attitude – What you think-What you do – What you feel-Controlling and Changing Emotions – Resilience.

Adaptability: Defining Adaptability – Adaptive Performance at Workplace - Solving Problems Creatively – Dealing with the Uncertain/Unpredictable Work Situations – Learning New Tasks, Technologies and Procedures – Interpersonal Adaptability – Demonstrating Cultural Adaptability.

Motivation: Defining Motivation – Develop a Dream – Goals – Perseverance-Overcoming Failure – Comfort Zone – Decisions.

Habits: Importance – Habits of Desire – Habits of Fear – Learning how to Learn: Habit of Positive Thinking, Developing Good Study Habits, Developing Good Money Habits, Developing Good Time Management Habits.

Listening Skills: Listening Effectively: Active Listening – Barriers to Effective Listening – Tips for being an Effective Listener – Classroom Listening Skills.

Speaking Up: Importance – Overcoming Shyness – Being an Effective Speaker – Greeting-Introducing-Leave Taking

Voice Modulation: Introduction – Pitch – Tone – Volume – Articulation - Exercises

Writing Circulars & Notices: Introduction – Format – Exercises

Group Discussions – Level I: Introduction to Small Group Discussion – Being an Effective Participant in Class Discussion – Strategies for Group Success – Getting Started – Reframe Disagreements in Constructive Ways – Opening Our Eyes to Differences among Group Members – Practice Sessions on simple topics

General Awareness – Facing Social Dilemmas: Introduction – Identifying Current Social Issues – Studying the various aspects – Arriving at a personal opinion – Speaking up – Practice Sessions.

Persuasive Skills: Introduction – Creating the Right Impression – Persuasion as a Communicative Process – Walking the Talk

Realizing Dreams: Importance – Dreaming Big – Road Maps –Keeping Track – Assessment – Overcoming Failures

Focusing: Discovering Natural Brilliance – Developing Clarity – Confidence– Persistence – Decisive Action – Living for a Purpose.

Schedule of Sessions

| Topic | Sessions |
|--|-----------------|
| Pre-Mid Sem | |
| Personal Grooming | 2 |
| Attitude | 4 |
| Adaptability | 3 |
| Motivation | 3 |
| Habits | 2 |
| Listening Skills | 5 |
| Speaking up | 5 |
| Voice Modulation | 2 |
| Language Proficiency | 7 |
| Post-Mid Sem | |
| Writing Circulars & Notices | 2 |
| GD – Level I | 6 |
| General Awareness – Facing Social Dilemmas | 12 |
| Persuasive Skills | 3 |
| Realizing Dreams | 2 |
| Focusing | 2 |
| Total | 60 |

BUSINESS LAW-II

| | |
|----------------------------|----------------------|
| Program : BBA | Class of : |
| Course Code : BL222 | Semester : IV |
| Credits : 3 | Sessions : 60 |

Objective: The course introduces to the student various Acts in Indian Legislation pertaining to Business and related activities.

| Textbook/Workbook | Author/Publisher |
|------------------------------------|-------------------------|
| Business Law | FedUni |
| Reference Books | Author/Publisher |
| Elements of Mercantile Law | N D Kapoor/ S Chand |
| Student's Guide to Mercantile Law | A K Majumdar/ Taxman |
| Company Law & Secretarial Practice | N D Kapoor/ S Chand |
| Industrial Law | P C Malik |

Detailed Curriculum

The Companies Act, 1956

Meaning and Nature of a Company:

Meaning & Nature of Company, Features of a Company, Lifting the Corporate Veil, Distinction between a Company and other entities.

Kinds of Companies: Classification of Companies, Private Companies & their Characteristics, Public Companies & their Characteristics, Conversion of a Private Company into a Public Company.

Registration and Incorporation:

Incorporation of a Company, Promoters of the Company, Procedure for Incorporation, The Memorandum of Association, The Articles of Association, The Doctrine of Indoor Management.

Prospectus: Matters that have to be stated in the Prospectus, Registration of Prospectus, Golden Rule for Framing of Prospectus, Liability for Misstatements in the Prospectus, Remedies for Misstatement in a Prospectus Against the Company, Statement in Lieu of Prospectus.

Membership: Who is a member?, Eligibility of a member, Modes of Acquiring Membership, Termination of Membership, Expulsion of a Member, Rights of a

Member, Liabilities of a Members, Register of Members.

Share and Share Capital: Share, Introduction, Kinds of Share Capital, Issue of Shares, Allotment, Payment of Certain Commissions, Share Certificate and Share Warrant, Buy-back of Shares, Reduction of Share Capital, Calls on Shares, Forfeiture of Shares, Transfer and Transmission of Shares, Surrender of Shares.

Borrowings and Debentures: Methods of Borrowing, Ultra Vires Borrowings, Debentures, Remedies for a Debenture holder, Rights and duties of Debenture Holders.

Directors: Status of a Director, Disqualifications for Appointment as Director, Number of Directors, Appointment of Directors, Duties of a Director, Liabilities of Directors, Vacation of Office, Resignation of a Director, Removal of Directors, Remuneration of Directors, Prevention of Management by Undesirable Persons, Register of Directors and Directors' Shareholdings, Managerial Personnel.

Meetings: Procedure & Requisites of Valid Meeting, Resolutions, Kinds of Meetings, Procedure to be followed.

Divisible Profits and Dividends: Meaning of Dividend, Sources for payment of dividend, Declaration of Dividend, Payment of Dividends.

Winding Up: - Dissolution of a Company, Winding Up by NCLT, Statement of Affairs(454), Voluntary Winding Up, General Provisions applicable to all Modes of Winding Up.

Industrial Law

Factories Act, 1948: Definitions, Approval, Licensing and Registration of Factories, Inspection of Factories, Health, Safety and Welfare, Annual Leave with Wages, Penalties & Procedure.

The Workmen's Compensation Act, 1923: Scope & Coverage of Workmen's Compensation Act, Rules regarding Workmen's Compensation Act, Amount of

Compensation, Distribution of Compensation.

The Employees' State Insurance Act, 1948: Definitions of Important Terms, Administration of the Scheme, Finance & Audit, Contributions & Benefits, Adjudication of Disputes & Claims, Penalties.

Industrial Disputes Act, 1947: Meaning of Industry, Industrial Disputes, Meaning and Definition, Procedure for settlement of Industrial Disputes, Adjudication Machinery, Award and settlement, Strikes and Lock-Outs, Retrenchment, Lay-offs, Closure.

The Trade Unions Act, 1926: Meaning and Definition of Trade Unions, Registration of Trade unions, Rights and Privileges of a Registered Trade Union, Duties and Liabilities of a Registered Trade Union, Amalgamation of Trade unions, Regulation of Trade unions, Dissolution of Trade Unions.

Schedule of Sessions

| Topics | Sessions |
|--------------------------------------|-----------------|
| PRE-MID SEM | |
| Meaning & Nature of Company | 2 |
| Kinds of Companies | 2 |
| Registration and Incorporation | 3 |
| Prospectus | 3 |
| Membership | 2 |
| Share and Share Capital | 4 |
| Borrowings and Debentures | 3 |
| Directors | 7 |
| Meetings | 4 |
| POST-MID SEM | |
| Divisible Profits and Dividends | 2 |
| Winding Up | 6 |
| Factories Act, 1948 | 5 |
| Worker's Compensation Act, 1923 | 4 |
| Employees' State Insurance Act, 1948 | 4 |
| Industrial Disputes Act, 1947 | 5 |
| Trade Unions Act, 1926 | 4 |
| Total | 60 |

OPERATIONS MANAGEMENT

| | |
|----------------------------|----------------------|
| Program : BBA | Class of : |
| Course Code : OM232 | Semester : IV |
| Credits : 3 | Sessions : 60 |

Objective: The course intends to develop basic knowledge in operations strategy, operations techniques and recent trends in operations management.

| Textbook / Workbook | Author/Publication |
|--|--|
| Operations Management | FedUni |
| Reference Books | Author/Publication |
| Operations Management | Gaither & Frazer |
| Production & Operations Management: Manufacturing & Services | Richard B Chase, Nicholas J Aquilano & F Robert Jacobs |
| Operations Management: Customer Focused Principles | Richard Schonberger & Edwaard M Knod |
| Operations Management | Roberta S.Russell & Bernard W. Taylor III |
| Production and Operations Management | K. Aswathappa & K. Shridhara Bhat |
| Modern Production & Operations Management | S Buffa and Rakesh K Sarin |
| The Essence of Total Quality Management | John Bank |

Detailed Curriculum

Operations Management – An Overview:

Introduction Operations Management Decisions - Historical Evolution of Operations Management: Scientific Management, Moving Assembly Line, Hawthorne Studies, Operations Research, Computers and Advanced Operations Technology.

Operations Strategy: Operations Strategy as a Competitive Weapon - Elements of Operations Strategy: Designing the Production System, Product/ Service Design and Development, Finished goods inventory policy, Technology Selection and Process Development, Facility Planning – Developing an Operations Strategy.

Forecasting in Operations - Forecasting Methods: Qualitative Forecasting Method, Delphi Method:- Nominal Group Technique, Quantitative Forecasting Methods/ Time series:- Simple Moving Average, Weighted

Moving Average, Exponential Smoothing, Causal Method – Linear Regression – Selecting Forecasting Method.

Allocating Resources to Strategic Alternatives: Allocation Decisions in Operations Strategy, The transportation problem in linear programming: (Both Balanced and Unbalanced problems): N-W corner method, Least cost method, Vogel’s approximation method, Stepping stone method.

Design of Production Processes: Introduction – Process Planning and Design – Major Factors Affecting Process Design Decisions: Nature of Demand, Degree of Vertical Integration, Flexibility, Degree of Automation, Quality Level and Degree of Customer Contact – Types of Process Designs: Product Focused, Process Focused, Group Technology - Process Planning Aids: Assembly Charts, Process Charts – Selecting

the type of process Design: Variety and Volume, Investment, Economic analysis.

Facility Location and Layout: Introduction – Importance of Location – Factors affecting the location decision – General Steps in Location Selection and Location Decision Process – Location Evaluation Methods - Facility Layout : Criteria for good layout - Basic Layout Formats – Developing a process Layout – Developing a Product Layout – Line Balancing-Developing Cellular Manufacturing Layout – Japanese Approaches and Trends in Manufacturing Layouts – Service Facility Layouts.

Aggregate Planning: Introduction: Overview of Planning Activity – The Aggregate Planning Process: Concept of Aggregation, Goals for Aggregate Planning, Forecasts at Aggregate Demand, Inter Relationships Among Decisions – Strategies for Aggregate Planning: Pure Planning Strategies, Graphical Method for Aggregate Output Planning, Optimal Models for Aggregate Planning, Heuristic Approach for Aggregate Planning, Computer search models, Computer simulation in capacity evaluation – Master Production Schedule: Functions of MPS, Master Production Scheduling, Master Production Schedule Formation - Implementing Aggregate Plans and Master Schedules: Unplanned Events, Behavioral Considerations- Capacity Planning.

Purchase Management and Inventory Control : Introduction – Importance of Purchasing: Impact of Cost on Profits, Increasing Prominence of Automation, Increasing Global Competition- Organizing Purchasing -Responsibilities of Purchase Manager: Vendor Development, Selection of Suppliers, Contract Negotiation and Communication Interface, Purchasing Process – Duties of Buyers – Make-or-Buy Analysis – Ethics in Buying.

Introduction-Purpose of Inventories: Smooth production, Better service to customers,

Protection against business uncertainties, Take advantage of quantity discounts– Inventory Costs: Purchase cost, Carrying Costs, Ordering Costs, Stock-out Costs – Inventory Systems: Fixed Order Quantity Systems, Fixed Order Period System – Economic Order Quantity Model – Reorder Point, Optimal Order Quantity.

Job design and Work Measurement: Introduction- Job Design fundamentals: Objectives of Job design- considerations in Job design: Job content, Specialization, Work Environment: Tools and Equipments, Atmosphere, Worker Motivation- Uses of Job design: Job Analysis, Job Description.

Introduction- Uses of Setting Work Standards – Work Measurement Techniques: Time Study, Standard Data, Predetermined Motion Time Study, Work Sampling, Historical Analysis, and Employee Self Timing.

ERP: Introduction – Evolution of ERP, Business Process Reengineering: BPR and IT -Business Modeling for ERP: Integrated data model – ERP Implementation – ERP and Competitive Advantage.

SCM: Introduction – Business drivers in Supply Chain Management– Principles of Supply Chain: segment customers based on service needs, customize the logistics network, plan based on market demand, enhance ability to meet customer requirements, improve relationships with the suppliers, have a supply chain wide technology strategy, devise a complete supply chain performance measure- Forces shaping the supply chain management: consumer demand, globalization, competition, information and communication, government regulation, Environment- Supply Chain Management Frame work: the seven SCM components, the six CM enablers- Customer focus in SCM: demand chains A focus on

end users, Broad trends and misconceptions, creating the demand chains of the future-
Electronic Supply Chain Management:
ESCM advantages, ESCM implementation-
Issues relating to ESCM.

Operations Scheduling: Introduction-
Purpose of Scheduling – Scheduling
Methods: Forward and Backward scheduling
- Scheduling Activities: Routing, Loading,
Dispatching – Scheduling by Type of
Operation: Job Operations, Repetitive
Operations, Service Operations, Labor-
intensive Operations – Scheduling
Techniques: Gantt Charts, Johnson’s job
Sequencing Rules, Queuing analysis-
Critical Ratio Method.

Quality Management: Introduction –
Strategic Role of Quality – Performance,

Features, Reliability, Conformance,
Durability, Serviceability, Aesthetics,
Perceived Quality –Role of Inspection in
Quality Control-Cost of Quality –Statistical
Concepts in Quality Control: Control Charts,
Essential steps in starting a control chart,
Control charts for variables, Control chart
attributes, Acceptance Plans – Computers in
Quality Control – Concept of TQM.

Maintenance Management: Introduction –
Necessity of Maintenance Management:
Impact of poor maintenance, Area of
maintenance– Types of Maintenance:
Preventive, predictive and Remedial-
Economies of maintenance, Evaluation of
preventive maintenance - Modern
approaches to Preventive Maintenance -
Recent trends in Maintenance.

Schedule of Sessions

| Topics | Sessions |
|--|-----------|
| PRE-MID SEM | |
| Operations Management–An Overview | 2 |
| Operations Strategy | 3 |
| Allocating Resources to Strategic Alternatives | 5 |
| Design of Production Processes | 5 |
| Facility Location and Layout | 6 |
| Aggregate Planning: Introduction | 6 |
| POST-MID SEM | |
| Purchase Management and Inventory Control | 5 |
| Job Design and Work Measurement | 5 |
| Enterprise Resource Planning | 4 |
| SCM | 5 |
| Operations Scheduling | 6 |
| Quality Management | 4 |
| Maintenance Management | 4 |
| Total | 60 |

MARKETING MANAGEMENT – II

| | |
|----------------------------|----------------------|
| Program : BBA | Class of : |
| Course Code : MK242 | Semester : IV |
| Credits : 3 | Sessions : 60 |

Objective: The course is designed to fulfill the following objectives:

- i) To enable students to build a sound theoretical and practical understanding of the basic knowledge of marketing management.
- ii) To develop an understanding of the marketing strategy and creative justification for different types of strategies.
- iii) To be sensitive to legal and ethical consideration in the formulation and the implementation of marketing management practices.

| Text Book | Author/Publication |
|--------------------------------------|-------------------------------|
| Fundamentals of Marketing Management | FedUni |
| Reference Books | Author/Publication |
| Principles of Marketing Management | Philip Kotler/ PHI |
| Marketing Management | Philip Kotler |
| Essence of Marketing | Simon Majaro/ PHI Publication |
| Marketing Management | Saxena Rajan/ TMH |

Detailed Curriculum

Developing Marketing Strategies

Strategic Planning Process in Marketing:

Scope and Importance of Strategic Planning – Defining Strategic Market Planning – Corporate and Divisional Strategic Planning: Corporate Mission, Establishment of SBUs, Resource Allocation to SBUs – Strategic Business Planning – Business Mission, SWOT Analysis – Marketing Process: Value Delivery Sequence, Steps in the Planning Process – Marketing Plan.

Developing Product and Distribution Strategies

Channels of Distribution: Nature of Marketing Channels – Role of Marketing Channels: Channel Flow, Channel Levels, Service Sector Channels – Functions of Marketing Channels: Facilitating the Exchange Process, Alleviating Discrepancies, Standardizing Transactions, Matching Buyers and Sellers, Providing Customer Service – Designing Distribution Channels: Analyzing customer Expectations

of Service Output, Formulating Objectives, Evaluation of Distribution Environment, Evaluating Channel Alternatives – Channel Management: Channel Member Selection, Channel Members’ Training, Member Motivation and Evaluation, Modifying Channel Arrangement, Legal and Ethical Issues in Channel Management – Channel Dynamics: Horizontal Marketing System, Vertical Marketing System. Multichannel Marketing System- Channels and Conflicts: Types of Channel Conflict, Causes of Channel Conflicts, Managing Channel Conflicts.

Logistics, wholesaling and Retailing:

Objectives of Market Logistics: Delivering Customer Service, Reducing Total Distribution Costs, Reducing Cycle Time-Market Logistics Decisions: Order processing, Inventory Management, transportation – Functions Of warehousing-Types of warehousing – Classification of Wholesalers- Retailing- Types of Retailers:

Ownership, The extent of Product Lines Handled, Retailing Based on the Service Vs. Goods Retail Strategy Mix, Non-Store Based Retailing- Franchising: Major Types of Franchising, Advantages and Disadvantages of Franchising.

Pricing and Promotion

Pricing: Significance and Importance of Price to a Marketer- Price and Non- Price competition- The Process of Setting Prices: Setting Pricing Objectives, Factors Affecting Demand, Determination, Analyzing Competitors' Pricing, The Selection of a Pricing Method, The Selection of a Pricing Policy – Approaches to Price Adjustment: Geographical Pricing, Promotional Pricing, Discriminatory Pricing, Discounts and Allowances, Experience Curve Pricing and Product Mix Pricing.

Marketing

Communication: Communication and Promotion Process: Types of Communication Channels: Personal Channels, Non-Personal Channels- Developing a Communication Program: Target Audience Identification, Determination of Communication Objectives, Developing Marketing Communication Budget, Factors Influencing the Designing of Communication Message- Marketing Communication Mix- Factors setting the marketing communications mix, Product market type, Pull-Push Strategy, The Product Life Cycle, Effectiveness of Advertising- Marketing communication integration and coordination- Future of Marketing Communication.

Advertising, Sales Promotion and Public

Relations: Benefits of Advertising- Developing an Advertising Program: Identifying the Target Audience, Define the Objective of Advertising Campaign, Set the Advertising Budget, Developing the Advertising Message, Selecting the Right Media, Evaluation of Advertising Effectiveness- Sales Promotion: Purpose of Sales Promotion, Importance of Sales Promotion, Decisions in Sales Promotion-

Public Relations: Major Decisions in PR, Major Tools of PR, Dealing with Unfavorable PR.

Personal Selling and Sales Force

Management: Nature and Importance of Personal Selling- Types of Salespersons: Order Takers, Order Getters, Support Personnel- Personal Selling Process: Prospecting and Evaluating, Pre-Approach, Approach, Presentation, Handling Objections, Closing, Follow Up- Sales Force Management: Establishing Sales Objectives, Fixing the Sales Quotas, Designing the Sales Force, Determining the Sales Force Size, Recruiting and Selecting Salespeople, Routing and Scheduling, Training Sales Personnel, Compensation, Evaluating the Sales Force, Motivating the Sales Force.

Organizing and Marketing Control

Managing Marketing Department and

Organization: Marketing Organization: Evolution of Marketing Department, The Designing of Marketing Organizations- Linkages with other Departments: Research and Development, Engineering, Manufacturing and Operations, Purchasing, Finance-Strategies for Organization Wide Marketing Orientation- Marketing Implementation.

Marketing Control:

Marketing Cost Analysis: Importance of Marketing Cost Analysis, Steps in Marketing Cost Analysis, Full Costs Versus Contribution Margin Approach- Customer Profitability Analysis- Steps in Customer Profitability Analysis, Financial Situation Analysis, Financial Ratios, Contribution Analysis- Budgeting for the Sales Force Department- Production and Efficiency- Learning Effect and Experience Curve- Evaluation and Control- Annual Plan Control, Sales Analysis, Market Share Analysis, Marketing Expense to Sales Analysis, Financial Analysis, Market Based Score Card Analysis, Profitability Control, Efficiency Control, Strategy Control.

Developments in Marketing

Direct and Online Marketing: Nature and Scope of Direct Marketing- The Growth and Benefits of Direct Marketing- Forms of Direct Marketing: Catalog Marketing, Telemarketing, Kiosk Marketing, Home Shopping, Other Media- The Growth of Online Marketing- Advantages and Disadvantages of Online Marketing- Developing Online Marketing Strategies- Opportunities and Challenges in Online Marketing.

Marketing of Services: Growing Importance of Services in Marketing- Bases for Service Classification- Classification on the Basis of the Degree of Involvement of the Customer, Classification on the Basis of the Service Tangibility, Classification on the

Basis of Skills and Expertise Required, Classification on the Basis of the Business Orientation of Service Provider, Classification on the Basis of the Type of end-user- Characteristics of Services: Intangibility, Heterogeneity, Inseparability, Perishability- Developing Marketing Strategies for Services: Product, Pricing, Promotion, Distribution, People, Process, Physical Evidence- Managing Service Differentiation: Offer, Delivery, Image- Managing Service Quality: Strategic Concept, Commitment of the Top Management, High Standards, Monitoring Systems, Customer Complaints, Satisfying Employees.

Schedule of Sessions

| Topics | Sessions |
|--|-----------|
| PRE-MID SEM | |
| Strategic Planning Process in Marketing | 6 |
| Channels of distribution | 6 |
| Logistics, wholesaling, and retailing | 5 |
| Pricing | 6 |
| Marketing Communication | 5 |
| POST-MID SEM | |
| Advertising, sales promotion, and public relations | 6 |
| Personal selling and sales force management | 5 |
| Managing marketing department and organization | 4 |
| Marketing control | 4 |
| Direct and online marketing | 6 |
| Marketing of services | 7 |
| Total | 60 |

HUMAN RESOURCE MANAGEMENT

| | |
|----------------------------|----------------------|
| Program : BBA | Class of : |
| Course Code : HR252 | Semester : IV |
| Credits : 3 | Sessions : 60 |

Objective: The course is an introduction of Human Resource Management and the principles and the policies of dealing with human assets of the organization.

| Textbook/Workbook | Author/Publication |
|---------------------------|----------------------------|
| Fundamentals of HRM | FedUni |
| Reference Books | Author/ Publication |
| Human Resource Management | VSP Rao |
| Human Resource Management | Aswathappa |
| Human Resource Management | P Subba Rao |

Detailed Curriculum

Overview of Human Resource Management

Introduction to Human Resource Management: Definition and concept of Human Resource Management-History of Human Resource Management-Scientific Management Approach, Human Relations Approach, Human Resources Approach-Functions of Human Resource Management: Managerial functions, operative functions-Human Resource Management and other Organization Functions – The Role of Human Resource Department in an organization-Emerging role of Human Resource Management-Role of HR Executives-Challenges to HR Professionals.

Employment of Human Resources

Human Resource Planning: Definition of Human Resource Planning-Objectives of Human Resource Planning –The Process of Human Resource Planning – Managing the Forecasted Demand /Surplus-Job Analysis: Process of Job Analysis, Job Description, Job Specification, Uses of Job Analysis – Concept of Job Design: Different Approaches to Job design-Modern Management Techniques.

Recruitment and Selection: Concept of Recruitment: Factors affecting Recruitment

:Organizational factors and Environmental Factors-Sources of Recruitment: Internal Search, External Sources-Concept of Selection – The Selection Process – Application Forms-Selection Tests-Interviews: Preliminary Interview, Selection Interview, Decision- Making Interview-The interview process – Placement.

Management of Human Resources

Performance Appraisal: Concept of Performance Appraisal-Objectives of Performance Appraisal –The Appraisal Process-The Appraisers: Self Appraisals, Supervisors, Peers, Customers, Clients, Subordinates-Performance Appraisal Methods: Management by Objectives, Graphic Rating Method, Work Standards Approach, Essay Appraisal, Critical Incident Method, Forced Choice Rating Method, Point Allocation Method, Ranking Method, Check-List, Behaviorally Anchored Rating Scale,360 Degree Performance Appraisal, Team Appraisals, Balanced Score Cards-Pitfalls in Performance Appraisal-Uses of Performance Appraisal.

Employee Training and Management Development:

Definition and purpose of Training: Improving Employee Performance, Updating Employee Skills,

Avoiding Managerial Obsolescence, Preparing for Promotion and Managerial Succession, Retaining and Motivating Employees, Creating an Efficient and Effective organization-Assessing Training Needs-Employee Training Methods: On-the-Job Training, Off-the- Job Training-Evaluation of Training Program-Training & Development-Concept of Management Development- Objectives of Management Development- Process of Management Development- Management Development Methods: On-the-Job Development Methods-Off-the Job Development methods-Evaluating the Management Development Program.

Compensation Management: Job Evaluation: Objectives of Job Evaluation, Principles of Job Evaluation, Process of Job Evaluation, Techniques of Job Evaluation, Advantages of Job Evaluation, Limitations of Job Evaluation-Concept of Wage and Salary Administration: Principles Governing Compensation Administration, Purpose of Wage and Salary Administration, Concepts of Different Wages, Basic Wage Plans, Variable Compensation-Concept of Rewards: Incentive Plans, Employee Benefits.

Occupational Safety and Health: Causes of Safety and Health Problems at the Work Place: Lack of Education and Training, Human Errors, Technical Errors, Psychological Problems, Occupational Hazards and Risks-Provisions to prevent Accidents at the Workplace-Safety and Health Programs in Organizations:

pre-requisites for an Effective Safety and Health Policy, Accident Prevention in the Workplace-Stress and its Consequences on Employee Performance: Causes of Stress,

Handling Employee Stress, Avoiding Burnout-Challenges in the Service Sector: Importance of Ergonomics.

Employee Relations

Disciplinary Action and Grievance Handling: Definition and Concept of Discipline-Acts of Indiscipline or Misconduct: Causes of Indiscipline and Misconduct-Principles of Maintaining Discipline-Disciplinary Procedure-Approaches to Discipline: Incorrect Discipline, Preventive Discipline, Positive Discipline – Types of Disciplinary Action: Verbal Warning, Written Warning, Suspension, Demotion, Pay-cut, Dismissal-Concept of Grievance-Causes of Grievance-Need for a Grievance Redressal Procedure-Steps in a Grievance Redressal Procedure-Conflict Resolution.

Trade Unions: Definition and Concept of Trade Unions: Trade Unions Membership-Characteristics of Trade Unions – Functions of Trade Unions-Methods Adopted by Trade Unions-Mutual Insurance, Collective Bargaining, Legal Enactments, Other Methods-Issues of Trade Unions: Uneven Growth of Unionism, Small Size of Unions, Financial Weakness, Multiplicity of Unions, Inter-Union Rivalry, Leadership Issue, Politics and Unions.

Industrial Relations: Industrial Relations: Different Roles in Industrial Relations, Objectives of Industrial Relations- Industrial Disputes Prevention Machinery-Collective Bargaining: Features of Collective Bargaining, Objectives of Collective Bargaining, Collective Bargaining Process-Worker's Participation in Management: Purpose of Worker's Participation, Conditions Necessary for Effective Working of the Scheme.

Schedule of Sessions

| Topics | Sessions |
|--|-----------------|
| PRE-MID SEM | |
| Introduction to Human Resource Management | 5 |
| Human Resource Planning | 5 |
| Recruitment and Selection | 6 |
| Performance Appraisal | 7 |
| Employee Training and Management Development | 7 |
| POST-MID SEM | |
| Compensation Management | 6 |
| Occupational Safety and Health | 6 |
| Disciplinary Action and Grievance Handling | 4 |
| Trade Unions | 7 |
| Industrial Relations | 7 |
| Total | 60 |

FINANCIAL MANAGEMENT

| | |
|----------------------------|----------------------|
| Program : BBA | Class of : |
| Course Code : FM212 | Semester : IV |
| Credits : 3 | Sessions : 60 |

Objective: The course intends to introduce and acclimatize the student into the fundamental principles, concepts and theories of Finance.

| Text Book | Author/Publication |
|------------------------|---|
| Finance | FedUni |
| Reference Books | Author/Publication |
| Financial Management | R.K Sharma & Shashi.K. Gupta/Kalyani Publications |
| Financial Management | M.Y Khan and P.K Jain/TMH |
| Financial Management | I M Pandey / Vikas Publications |

Detailed Curriculum

Introduction to Financial Management:

Nature and Importance of Finance Function-Meaning and Scope of Financial Management-Objectives of Financial Management-Functions of a Finance Manager-Interface between Finance and Other Functions-Challenges in Financial Management.

Time Value of Money: The Concept of Time Value of Money-Computation of Future Value-Computation of Present Value.

Concept and Measurement of Cost of Capital: Meaning of Cost of Capital-Assumptions and Importance of Cost of Capital-Explicit and Implicit Costs-Measurement of Cost of Capital-Concept of Weighted Average Cost of Capital-Weighted Marginal Cost of Capital Schedule-Additional Illustrations.

Capital Structure, Cost of Capital and Valuation: Importance of Capital Structure Decision-Factors affecting the Capital Structure-Capital Structure Theories-Net Income Approach-Net Operating Income Approach-Traditional Approach-Modigliani and Miller Approach.

Leverage Analysis and Introduction to Risk and Return: Concept of Leverage-

Measure of Leverage—Operating Leverage-Financial Leverage-EBIT-EPS Analysis-Combined Leverage-Introduction to Risk-Introduction to Return-Additional Illustrations.

Capital Budgeting-Principles & Techniques: Capital Budgeting Decision-Types of Capital Budgeting Decision-Capital Budgeting Process-Investment Evaluation Criteria-Additional Illustrations.

Working Capital Management: Meaning of Working Capital-The Need for Working Capital-Concepts of Working Capital-Classification of Working Capital-Objective of Working Capital Management-Static View of Working Capital and its Shortcomings-Dynamic View of Working Capital-Factors Affecting the Composition of Working Capital-Monitoring and Control of Working Capital.

Indian Financial System: Financial System-Functions-Indian Financial System-Financial Markets-Instruments of Financial Markets-Financial Intermediaries-Regulatory Authorities of Indian Financial System-Creation of Credit and Money-Financial Sector Reforms.

Schedule of Sessions

| Topics | Sessions |
|---|-----------------|
| PRE-MID SEM | |
| Introduction to Financial Management | 4 |
| Time Value of Money | 8 |
| Concept and Measurement of Cost of Capital | 8 |
| Capital Structure, Cost of Capital and Valuation | 7 |
| POST-MID SEM | |
| Leverage Analysis and Introduction to Risk and Return | 9 |
| Capital Budgeting-Principles and Techniques | 10 |
| Working Capital Management | 9 |
| Indian Financial System | 5 |
| Total | 60 |

SOFT SKILLS – II

| | |
|----------------------------|----------------------|
| Program : BBA | Class of : |
| Course Code : SS262 | Semester : IV |
| Credits : Audit | Sessions : 60 |

Objective: The Soft Skills-II course aims at enriching the student in various life skills necessary to compete in the global corporate world.

| Text Book | Author/Publication |
|------------------|---------------------------|
| Soft Skills-II | FedUni |

Detailed Curriculum

Kinesics: Define Kinesics – Recognize the Importance of Kinesics – Identify the Types of Kinesics – Appreciate the Practical Aspects of Kinesics.

Dressing: Understand the Importance of Dress Code – Have the Awareness of Formal and Informal Dress – Understand Corporate Dress Code – Learn Interview Dress Code.

Etiquette: Understand the Meaning and Importance of Etiquette – Understand the Importance of Class room Etiquette – Understand the Importance of Corporate Etiquette – Appreciate the practical aspects of following etiquette.

Self-Discipline: Learn the Importance of Self-discipline – Know the Characteristics of Self-discipline – Learn Self-discipline at work – Know the Characteristics of Self-disciplined Millionaires.

Professionalism: Understand the Definition of Professionalism – Know the Importance of Professionalism – Know the Key Components of Professionalism – Know the Characteristics of Professionalism – Understand the Basic Principles of Professionalism.

Assertiveness: Learn the Definition of Assertiveness – Understand the Importance of Assertive Communication – Know the Characteristics of Assertiveness – Understand the Benefits of Assertiveness.

General Awareness: Understand the Importance of General Awareness – Develop Awareness of Current Affairs.

Interpersonal Skills: Know the Definition and Importance of Interpersonal Skills – Learn the Strategies for Improving Interpersonal Skills – Recognise the Role of Interpersonal Skills in a Team – Understand the Role of Interpersonal Skills in Work Ethics.

Team Building: Know the Definition of Team – Know the Importance of Team Work – Identify the Team Work involved in Mother Nature – Know the Benefits of Team Work – Know the Characteristics of Effective Team Work – Know the Stages of Team Growth – Know the Definition of Team Building – Identify the Focus of Team Building – Appreciate the Significance of Team Building.

Leadership: Know the Definition of Leadership – Understand the Importance of Leading – Know the Leadership Qualities – Understand Corporate Leadership.

Public Speaking: Know the Definition of Public Speaking – Understand the Purpose of Public Speaking – Know the Elements of Public Speaking – Understand the Basic Rules for Effective Public Speaking – Know the Attributes of an Effective Speaker – Understand the Factors Affecting Platform Behavior – Know the General Tips for Effective Speaking.

Group Discussion: Understand the Meaning and Importance of GD – Know the Types of GD – Understand the Methods to Prepare for a GD – Know the Skill sets necessary for a GD – Understand the Role of Non-Verbals in GD – Learn the Do's and Don'ts of GD.

Negotiation: Know the Art of Negotiation – Learn the Importance of Negotiation – Know the Basic Elements of Negotiation – Know the Stages of Negotiation – Learn the Types of Negotiation – Learn the Techniques of Negotiation.

Itinerary Writing and Diary Writing: Understand the meaning of Itinerary and Diary – Know the Benefits of Diary writing – Develop skills for Itinerary Writing – Develop skills for Diary Writing.

Schedule of Sessions

| Topics | Sessions |
|-------------------------------------|-----------|
| PRE – MID SEM | |
| Kinesics | 3 |
| Dressing | 3 |
| Etiquette | 2 |
| Self-Discipline | 2 |
| Professionalism | 3 |
| Assertiveness | 4 |
| General Awareness | 3 |
| Interpersonal Skills | 4 |
| General Awareness | 3 |
| Team Building | 3 |
| POST – MID SEM | |
| General Awareness | 3 |
| Leadership | 3 |
| General Awareness | 3 |
| Public Speaking | 4 |
| Group Discussion | 3 |
| Negotiation | 5 |
| Group Discussion | 3 |
| Itinerary Writing and Diary Writing | 3 |
| Group Discussion | 3 |
| Total | 60 |

CURRENT AFFAIRS –INDIAN

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : V |
| Class of : | Duration : 1 Hr |
| Course Code : CA311 | Sessions : 60 |

Objective: This course intends to provide the students, an idea about various current affairs in India affecting the environment surrounding them ranging from geography to sports and culture so as to equip the students for MBA entrance exams.

| Text Book | Author/Publication |
|------------------------------|--|
| Current Affairs – I (Indian) | The Icfai University Press |
| Reference Book | Author/Publication |
| Manorama Year Book 2008 | Malayalam Manorama Publication |
| CSR Year Book | Competition Success Review Publication |
| India Year Book 2009 | Publications Division, Govt. of India |

Detailed Curriculum

Coalition Governments: Emerging

Trends: Multi-party System in India – Reasons for the Emergence of Coalition Governments – The Beginning of ‘Multi-party System’ and ‘Coalition Era’ – Coalition Governments and their Common Agenda: An Indian Experience, The National Democratic Alliance (NDA), United Progressive Alliance (UPA) – Coalition Experiments: Challenges and Prospects – Coalition Governments: Emerging Trends

Political Scenario in Border States:

Conflict in Kashmir: An Overview – Kargil Conflict 1999 – Terrorism in Jammu and Kashmir – Role of Pakistan – Recent Development in Kashmir – Insurgency in Northeastern India – Reasons for Rise of Insurgency in Northeast – Major Implication of Insurgency in the Northeast – Recent Development in the Region

Indian Society: Issues and Challenges:

Overview of Social Tensions in India – Communalism – Casteism – Regionalism

Liberalized Policies and the Impact on

Economy: Liberalization, Privatization and

Globalization (LPG)-Disinvestment Process- External Sources-Emergence of Knowledge Economy-Biotechnology in India-Bioinformatics in India.

Globalization and Emerging

Opportunities: Growth of Service Sector in India-Growth of Information Technology-Rise of BPOs and Call Centers-Emergence of Knowledge Economy-Biotechnology in India-Bioinformatics in India.

Social Development: Role of State:

India and the Human Development Report (2006)- Women Empowerment-Literacy in India-Unemployment and National Rural Employment and National Rural Employment Guarantee Program-Right to Information Act, 2005: Key to Transparency and Good Governance.

Infrastructure Development: Role of

State: Different Transport Systems-Communication System-Science and Technology-Energy and Power-Foreign Investment in Infrastructure-Private Participation in Infrastructure.

Environment and National Concern:

Environmental Profile of India-National

Environment Policy 2004-Scientific breakthroughs in Environmental Protection-Big Dams-Environmental concerns-Disaster Management in India-Environmental Awareness: Role of Central Pollution Control Board (CPCB).

River Water System: Issues and Priorities: Water Scenario Across the

Globe-Legislative Mechanism-Water Wars: International and Regional Conflicts-A Critical Review of 'Rivers Inter-Linking' Projects-Towards Effective Water Management: Strategies and Significance-'Water Users Association (WUA) Experiment in Andhra Pradesh.

Schedule of Sessions

| Topic | Sessions |
|--|-----------|
| PRE-MID SEM | |
| Coalition Governments: Emerging Trends | 7 |
| Political Scenario in Border States | 8 |
| Indian Society: Issues and Challenges | 7 |
| Liberalized Policies and the Impact on Economy | 8 |
| POST-MID SEM | |
| Globalization and Emerging Opportunities | 6 |
| Social Development: Role of State | 6 |
| Infrastructure Development: Role of State | 6 |
| Environment and National Concern | 6 |
| River Water System: Issues and Priorities | 6 |
| Total | 60 |

BUSINESS STRATEGY & POLICY

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : V |
| Class of : | Duration : 1 Hr |
| Course Code : BM321 | Sessions : 60 |

Objective: This course in Business Strategy .is framed to help the students learn the concepts of Business Strategy, Formulating Policy decision and Organizational Working.

| Textbook | Author/Publication |
|--|--|
| Business Strategy | The Icfai University Press |
| Reference Books | Author/ Publication |
| Strategic Management | Dr. P SuBBA/ Integrated PG Program Rao/ Himalaya |
| Business Policy & Strategy | The Icfai University Press |
| Business Policy & Strategic Management | Sukul Lomask & P K Mishra/ Vikas Publication |
| Competitive Strategy | Michael Porter |

Detailed curriculum

Introduction to Strategic Management – Introduction, Evolution of Concept of strategic management—Importance of strategic management—Components of strategic management—Levels of strategic planning ---Making strategic decisions.

Strategic Management Process— Introduction –the process of strategic management—Strategic decision making— Practical limitations of the strategic management model.

Company Vision and Mission – Introduction—Vision—Mission statements—Social responsibility— Stakeholders approach to social responsibility —Guidelines for a socially responsible firm.

Analysis of business environment— Introduction—Remote environment— planning environment—Social environment—political environment— Economic environment—Legal environment - Operating environment— Environmental scanning--Five forces model---Structural analysis and competitive strategy—Structural analysis and

competitive strategy---Structural analysis and industry definition—Designing opportunistic strategies—Formulation of strategy

Analysis of internal environment--- Introduction — value of systematic internal assessment—Strategy and internal analysis--Analyzing departments and functions— analyzing management—The human side of enterprise—Quantitative approaches for evaluating internal factors.

Organizational Culture – Meaning of Culture, Culture and the Organization, Culture and Strategy Creation, Culture and Organizational Structure, Culture and Style of Management, Culture and power, Determinants of Culture, Aspects and Levels of Culture, Change of Culture, Culture and Values, Cultural Influences on Organizational Life.

Mergers, Acquisitions and Joint Ventures – Rationale for Mergers and Acquisitions, Mergers and Industry Life Cycle, Reasons for International Mergers and Acquisitions, Joint Ventures in

Business Strategy, Rationale for Joint Ventures, Reasons for Failure of Joint Ventures.

Analysis of Choice – Criteria for Evaluating Strategic Alternatives, Strategic Analysis at Corporate Level, Strategic Analysis at Business Unit Level, Behavioral Consideration Affecting Strategic Choice, Contingency Approach to Strategic Choice.

Long-term Objective and Strategic Formulation – Defining Objectives, The Need for Objectives, The Nature of Objectives, Levels of Objectives – Strategic to Operating, The Hierarchy of Objectives, Grand Strategies, Setting Long-term Objectives and Strategy Sets.

Strategy Implementation and Monitoring - Identification of Annual

Objectives, Developing Functional Strategies, Structural Considerations, Organizational Structure and Systems, Corporate Resource Planning, Functional Resources Planning, Allocation of Resource Strategic Controls, Operational Control Systems, Reward Systems, Crisis Management.

Business Strategy: The Road Ahead - Defining Value Chain, Value Chain and Buyer Value, Competitive Scope and The Value Chain, Value Chain and Industry Structure, Value Chain and Organizational Structure, Change of Strategy and Organizational Change, Forces and Types of Change, Resistance to Change Strategies for Implementation and Change, Role of the Strategist, Global Competitiveness.

Schedule of Session

| Topic | Sessions |
|--|-----------|
| PRE - MID SEM | |
| Introduction to Strategic Management | 5 |
| Strategic Management Process | 4 |
| Vision and Mission of the Company | 4 |
| Analysis of Business Environment | 6 |
| Analysis of Internal Environment | 6 |
| Organizational Culture | 5 |
| POST - MID SEM | |
| Mergers, Acquisitions and Joint Ventures | 6 |
| Analysis of Choices | 6 |
| Long-term Objective and Strategy Formulation | 6 |
| Strategy Implementation and Monitoring | 6 |
| Business Strategy: The Road Ahead | 6 |
| Total | 60 |

PROJECT MANAGEMENT

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : V |
| Class of : | Duration : 1 Hr |
| Course Code : FM331 | Sessions : 60 |

Objective: The course intends to introduce and acclimatize the student to the fundamental principles, concepts and theories of Project Management.

| Textbook | Author/Publication |
|--|---|
| Project Management | Bhavesh M Patel/ Vikas Publishing House |
| Reference Books | Author/ Publication |
| Projects: Planning, Analysis, Selection, Implementation, Review,4e | Dr. Prasanna Chandra/TMH |
| Project Management: A Managerial Approach, 2e | Jack. R. Meredith / John Wiley & Sons |
| Managing Projects | David Nickson /Viva Book, New Delhi |

Detailed Curriculum

Corporate Planning Process and Investment Decisions: Introduction-Basic framework of corporate planning process-Capital budgeting decisions-Stages in capital budgeting process.

The Corporate Financial Objective: Evolution of the corporate financial objective-Issues in shareholder wealth maximization-Stated objectives of firms.

Time Value of Money (Brief Revision): Introduction-What is time value-Future value of money (compounding)-Present value of money (discounting).

Backdrop of the Cost of Capital: Introduction-Capitalization decision-Cost of capital, Capital Structure Decisions.

Cost of Capital: Introduction-Two angles (perspectives) of the cost of capital-The concept of discounting-Cost of individual funds-Methods of calculating k_e investor perspective-The weighted average cost of capital (WACC or k_0).

Strategic Investment Decisions: What is growth-Why should a firm grow - Factors

inducing growth-Strategic investment: decision fields-Growth rate decision.

Project Feasibility Study: Introduction - Market feasibility - Technical feasibility - Financial feasibility-Economic viability-Critical success factors-Demand forecasting techniques.

Cost Benefit Analysis (Cash Flow Projections): Introduction-Role of the study group-Efficient investment analysis-Cash flow and related matters-Cash flow classification-Some issues in cash flow projection-A case on cash flow projection.

The Required Rate of Return from Projects: Introduction-Determining the required rate of return (RRR)-Consequences of not meeting COC-How to incorporate risk in discounting.

Capital Budgeting Evaluation Techniques (Brief Revision): Introduction – Cash flow methods – Discounted PBP – Net Present value (NPV) – Profitability Index (PI) – Uniform Annual Series – Net Terminal Value (NTV) – Share Price Appreciation Rate (SPAR) – Internal Rate of Return

(IRR) – Terminal Rate of Return (TRR) – Reverse calculations – Industry Practices.

Critical Examination of Evaluation Techniques: Problems with IRR – IRR and non-discounted techniques – Project disparities and conflict in ranking – Life disparity and chain of replacement – the danger of discounting – Conclusion.

The Economic Life of the Projects and the Replacement Policy: Life Cycle – Determining Economic Life.

Risk Management in Capital Budgeting: Introduction – Risk Management & Project Design.

Project Risk Analysis: Introduction – Identification of Critical Sources of Risk – Measuring Risk – Incorporating Risk in decision making.

Project Portfolio Risk: Introduction – Types of Risks – Portfolio Effect – Minimum Risk Portfolio – Integer projects and Optimum Risk Portfolio.

Allocation of Limited Capital: Introduction – Financial Criteria for capital Allocation – Ranking Methods – Feasible Combination Approach – Mathematical Models – Non-Financial Goals and Capital Rationing – Conflicting Goals and Solution Approach.

Project Planning & Control: Introduction – Need for Project Control – Phases in Project Life Cycle – Project Construction Alternatives – Control Requirements and Functions – Project Organization – Contracting – Monitoring – Termination of Project.

Post Completion Audit (PCA): Introduction – Types of Audit – PCA: Meaning & Definition – How are control of the Project and PCA different? Objectives of PCA – Design of a PCA system – Post Completion Audit procedures – Inflation Adjustment – PCA Techniques – PCA investigations – Some issues in PCA – Cost of PCA – Human issues – Limitations of the PCA. Schedule of Sessions

| Topic | Sessions |
|--|-----------------|
| PRE-MID SEM | |
| Corporate Planning Process and Investment Decisions | 2 |
| The Corporate Financial Objective | 2 |
| Time Value of Money | 2 |
| Backdrop of the Cost of Capital | 2 |
| Cost of Capital | 4 |
| Strategic Investment Decisions | 3 |
| Project Feasibility Study | 4 |
| Cost Benefit Analysis (Cash Flow Projections) | 4 |
| The Required Rate of Return from Projects | 3 |
| Capital Budgeting Evaluation Techniques | 4 |
| POST-MID SEM | |
| Critical Examination of Evaluation Techniques | 3 |
| The Economic Life of the Projects and the Replacement Policy | 2 |
| Risk Management in Capital Budgeting | 4 |
| Project Risk Analysis | 4 |
| Project Portfolio Risk | 4 |
| Allocation of Limited Capital | 5 |
| Project Planning & Control | 4 |
| Post Completion Audit (PCA) | 4 |
| Total | 60 |

BUSINESS ENVIRONMENT

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : V |
| Class of : | Duration : 1 Hr |
| Course Code : ER341 | Sessions : 60 |

Objective: This course intends to provide the students an idea about the Business environment, demographic environment, social environment, cultural environment, political environment, economic environment, financial environment, trade environment, technological environment, legal environment, regulatory environment, environmental analysis, which are going to affect their surroundings.

| Text Book | Author/Publication |
|---------------------------------|---|
| Business Environment | The Icfai University Press |
| Reference Book | Author/Publication |
| Business Environment and Policy | Francis Cherunilam, 4 th Edition 2005/ Himalaya Publishing House |

Detailed Curriculum

Business Environment: Introduction, Dimensions of Business Environment – Importance of Business Environment – Components of Business Environment – External and Internal Environment – External Environment: Demographic, Social, Cultural, Political, Economic, Financial, Trade, Technological, Legal, Regulatory, Tax, Ethical; Internal Environment: Strategy, Structure, Marketing Capability, Operations Capability, Personal Capability, Financial Capability, Technical Capability.

Demographic Environment: Understanding Demographic – Demographic Classification – Income, Lifestyle, Sex, Education, Social Class, Occupation, Age – Individual Aging and Population Aging – Calibrating the Demographics of Insurance – The Complexity of the Age Factor, Young-old, Old-old and Middle Age: Retirement dynamics, Empty Nest and Related Family dynamics, The Dynamics of Illness and Mortality – Longevity, Family Structure and Changing Responsibility - The Boarder Demographic Context of Insurance – Health and Longevity, Increasing Urbanization, Living arrangement.

Social Environment: Understanding Society – Social Class and Social Status - Social Stratification – Characteristics of Social Class – Multidimensional, Hierarchical, Behavioral, Homogeneous, Dynamic – Understanding Group – Group Properties – Status, Norms, Role, Socialization, Power - Classification of Group – Contents or Function, Degree of Personal Involvement, Degree of Organization – Understanding Family – Functions of Family – Economic Well Being, Emotional support, Suitable Family Lifestyles, Socialization – Family Life Cycle – Traditional Life Cycle, Modernization Family Life Cycle – Social Theory of Risk Perception – Impact of social Environment on Business.

Cultural Environment: Understanding Culture – Essence of Culture – Elements of Culture – Language, Aesthetics, Education, Religion – Manifestation of Culture – Consumption, Thinking Process, Communication Process – Cultural Change – Basis of Cultural Change, MNCs as Change Agents – Cultural Analysis – Hall’s Map of Culture – Cultural Adaptation – Cross Cultural Analysis, Misinterpreting

Cross Cultural Assessments – Culture Sensitivity of Markets – Industrial Markets, Consumer Markets – Cultural Risk Perception and Insurance.

Political Environment: Types of Government – Multiplicity of Political Environment – Foreign Politics, Domestic Politics, International Politics – Factors Contributing to Political Instability – Social Unrest, Attitudes of Nationals, Policies of Host Government – Political Risk – Elements of Political risk, Analysis of Political Risk, Management of Political Risks, Measures to Minimize Political Risk – Political Risk Consideration in emerging markets – Interface of Politics with Business – Impact of International Political Environment on Domestic Business.

Economic Environment: The World Economy: An Overview – Classification of Economies – Ownership of the Means of Production, Level of Development Reached – Consumption Patterns – Engel's Law, Product Saturation Level – Balance of Payments – National Control of International Transfers – The Indian Economy: An Overview – Agricultural Sector, Manufacturing sector, Service Sector – Economic Indicators – Types of Indicators: GDP and National Income, Inflation and Index Numbers, Interest Rates, Unemployment, Foreign Exchange Reserves, Income Distribution, Infrastructure – Role of Risk & Insurance Management in Economic Development.

Financial Environment: Monetization of Economy – Financial System – Financial Markets – Development of Financial Markets – The Nature and Role of Financial Institution in the Economy – The Nature of Financial Institutions, Financial Institution and Financial System, Financial Intermediation – Financial Products and Intermediaries – Mutual Funds, Venture,

Capital, Non-banking Finance Companies, Insurance, Banking.

Trade Environment: Liberalization and Globalization – Globalization of Indian Industry – Import Policy – Import Restrictions, Import Substitutions – Export Policy – Export Promotion Policies – The Major Highlights of Exim Policy – International Franchising – International Licensing – Home Trade – Wholesale, Retail, Mercantile Agents – Issues in the Global Economic Environment – GATT-WTO, Tariff Negotiations, Most Favored Nations (MFN), Centralized Vs Decentralized Planning.

Technological Environment: Understanding Technology and Technology Transfer – Technology Selection – State-of-the-Art in Production Technology, Factors for the Choice of Technology – New Risks Introduced by Technology – Technology Hazards, Computer Fraud & Failures, Liability Issues, Damage to System, Invasion of Privacy – Environmental Liability and the Costs of Technological Advances – The Problem, The Costs, The Liability, New Threats of the Environment.

Legal Environment: International Legal Perspective – Multiplicity of Legal Environment, Extraterritorial Reach, Jurisdiction of Laws, Intellectual Property Rights – Host Country Laws – Conflict Resolution, Dispute Settlement and Litigation – Indian Legal Insurance Environment – The Insurance Act 1938 (As amended), Life Insurance Corporation Act 1956, General Insurance Business (nationalization) Act 1972, Insurance Regulatory and Development Act, Public Liability Insurance Act 1991 – Laws Dealing with Insurance – Forms of Business Organization – Types of Companies – Incorporation of Joint Stock Company – Types of Capital – Shares.

Regulatory Environment: Regulatory Role of the Government – Purpose of Regulations – Theories of Regulations – Methods of Regulations – Mechanisms of Regulations – Areas of Regulations – Government as an Insurance Supplier, Market Place Competitors, Balancing Competition against Consumer Protection, Detecting Financial Difficulties among Insurers, Government Response to Financial Difficulties, Protection of Insured against Insolvent Insurers – Important Inter Government Organization involved in Insurance – Organization for Economic Cooperation and Development (OECD), European Union (EU), World Trade Organization (WTO), North American Free Trade Agreement (NAFTA).

Schedule of Sessions

| Topics | Sessions |
|---------------------------|-----------------|
| PRE-MID SEM | |
| Business Environment | 5 |
| Demographic Environment | 5 |
| Social Environment | 8 |
| Cultural Environment | 6 |
| Political Environment | 6 |
| POST-MID SEM | |
| Economic Environment | 6 |
| Financial Environment | 4 |
| Trade Environment | 5 |
| Technological Environment | 4 |
| Legal Environment | 5 |
| Regulatory Environment | 6 |
| Total | 60 |

CURRENT AFFAIRS –INTERNATIONAL

| | |
|----------------------------------|----------------------|
| Program : BBA | Semester : VI |
| Class of : | Credits : 3 |
| Course Code : HE357/CA312 | Sessions : 60 |

Objective: This course intends to provide the students an idea about the various international current affairs affecting the environment surrounding them ranging from geography to sports and culture so as to equip the students for MBA entrance exams.

| Text Book | Author/Publication |
|--------------------------------|--|
| Current Affairs- International | FedUni |
| Reference Book | Author/Publication |
| Manorama Year Book 2005 | Malayala Manorama Publication |
| General Knowledge 2005 | Competition Success Review Publication |
| Pearson's General Knowledge | Pearson Publication |

Detailed Curriculum

UN Role in Global Security–Post -1990's:

United Nations Organization– Objectives and Principles–UN role in Global security– Post-Cold war period–Role of UN in peace keeping operations–Post-1990s– Major peace keeping operations undertaken by the UN-Post 1990's-Expansion of the UN Security Council–Relevance of the UN in the Post-cold war period–India and the UN in the Post-cold war period.

Post-Cold War World Order-The Rise of the US:

Disintegration of Soviet Union– Emergence of the new world order (1991)– Multi-polar or Uni-polar world?– Post-cold war world–The rise of the US–US foreign policy–Post-1990s'–September 11th attacks and the US war against terrorism–Post September 11– Changing dimensions of the US foreign policy – US intervention in Iraq (2003).

Menace of Global Terrorism: Terrorism– Meaning and its characteristics–Key trends in modern terrorism– Menace of global

terrorism– Patterns of global terrorism, Rise of Religion– Fuelled terrorism, Rogue regimes and terrorism– September 11th Attacks– Global response against terrorism.

World Economic Growth: Trends in Global Economy-US as Growth Engine of World Economy –Role of EU, Japan, China in World Economic Affairs-Emerging Economies (BRIC)-Oil Prices and World Economy.

Global Trade: Free Trade-Transformation of GATT into WTO-Developed versus Developing Countries – WTO-Trade Blocks.

Science and Technology: Stem Cells Research – Human Genome Project - Bioinformatics-Pharma Research – Nanotechnology-Space Research

Environment: The threat of Global Warming-The need for renewable Energy sources-The importance of Bio-diversity-The menace of Deadly Diseases.

Schedule of Sessions

| Topic | Sessions |
|--|-----------------|
| PRE-MID SEM | |
| UN Role in Global Security–Post -1990’s | 12 |
| Post-Cold War World Order-The Rise of the US | 8 |
| Menace of Global Terrorism | 10 |
| POST-MID SEM | |
| World Economic Growth | 6 |
| Global Trade | 8 |
| Science and Technology | 10 |
| Environment | 6 |
| Total | 60 |

INTERNATIONAL BUSINESS

| | |
|----------------------------|----------------------|
| Program : BBA | Semester : VI |
| Class of : | Credits : 3 |
| Course Code : BM322 | Sessions : 60 |

Objective: This course intends to provide the students an idea about the International Business and its environment like social environment, cultural environment, political environment, economic environment and various trade policies. This course also aims that student should know about different international financial institution, balance of payments.

| Text Book | Author/Publication |
|--|--|
| International Business and International Marketing | FedUni |
| Global Business Environment | FedUni |
| Reference Book | Author/Publication |
| International Business | Sharan/ Pearson Education India |
| International Business | K Aswathappa/Tata McGraw Hills |
| International Business | O.P. Agarwal, Himalaya Publishing House |
| International Business | B Bhattacharya and Raj Agarwal/ Excel Books |
| International Business : Text and Cases | Cherunilam/ Prentice-Hall of India Pvt. Ltd. |

Detailed Curriculum

An overview of Global business environment:

Understanding globalization, The Global business environment and its components.

Social environment, Social structure and international business **Cultural environment**, Religion and international business, Values and attitudes and international business, Customs and Manners and International Business, Language Education, **Political environment** **Economic environment**, The changing nature of international business, Changing world output and world trade, Changes in Foreign Direct Investment (FDI), Growth in the Stock and Flow of FDI, Changes in the Sources of FDI, Changes in Recipients of FDI, Legal environment, Tariff Subsidies, Non-Tariff Barriers, Regulatory bodies, Technological environment, Adoption of technology in companies, Global production networks, Tax environment, Impact of globalization on business.

Process of Globalization: Historical Perspective of Globalization, Early records of globalization, Trade in Eurasia, The European Seaborne Empires, Early Modern World Economy, The Formation of National Economies, Industrial Capital, Technological Developments, Declining Trade and Investment Barriers, Regional Economic Integration in North America, Regional Economic Integration in Europe, Need to globalize, Imperfections in Products Factors of Production, Technology, Life Cycle of Products, Macro forces of globalization, The MNE and the competitive advantage of nations, The Stages of Development of a Transnational Corporation, Challenges of globalization, Customer centricity in globalization, Customer value expectations, Global customization, Global customer loyalty, The Multinational corporation.

An overview of Technology: Definition of Technology, The Choice of Technologies to

Develop, Technology Development, Interconnections among technology developers, Geographical Features of Technology Networks, Technology Transfer, Impact of Information Technology on organizations, Characteristics of new technologies, IT and its Strategic Value, IT does matter.

Regulatory Environment: Purpose of Regulation, Employment and Labor Laws, Labor laws in India, Discrimination in employment environment and pollution control, Intellectual Property Rights.

Tax Environment: Purpose of Taxation, Types of Taxation, Double Taxation, Role and characteristics of double taxation.

Legal Environment: Tariffs, Special duties, Ad Valorem Duties, Compound Duties, Non – tariff barriers, Foreign Investment Regulations.

International Finance and Economics: Foreign Exchange, Exchange Rates, Exchange Rate Regimes in Practice, Forecasting Exchange Rates, Risk In International Business, Meaning of Currency Risk, Exposure - Meaning and Types, Currency Risk Management Alternatives, Borrowing Alternatives, Balance of Payments (BoP), Disequilibrium in BoP, India's Balance of Payments Situation, The Crisis of the Early 1990s.

International Trade: Classical Trade Theories, Theory of Absolute Advantage, Theory of Comparative Advantage, Modern Trade Theories, Heckscher-Ohlin Theory, Imitation-Gap Theory, International Product Life Cycle Theory, WTO and its Role in World Trade, The General Agreement on Trade in Services (GATS), Trade-Related Intellectual Property Rights (TRIPS), Principles of the WTO, Benefits of WTO.

Funding Institutions: International Monetary Fund, Asian Development Bank.

Competitive Strategy in International Business: Porter's Industry Analysis : The Five Forces Model, Threat of New Entrants,

Intensity of Rivalry among Existing Competitors, The Bargaining Power of Buyers, The Bargaining Power of Suppliers, The Threat of Substitute Products, Principles of Competitive Strategy, Strategies for Companies Operating in International Markets: Transferring Core Competencies, Realizing Location Economies, Realizing Experience Curve Economies, Pressures for Cost Reductions and Local Responsiveness, Multinational Strategy, International Strategy, Global Strategy.

Entry Strategies in International Markets: Modes of Entry into International Markets, High Control / Fully Owned Mode of Entry, Low Control / Shared Ownership, Choosing an Entry Mode, Timing of Entry into International Markets, Level of Internationalization, Size of the Firm, Economies of Scope, Availability of Information, Social Ties and Entry into International Markets.

International Marketing:

Segmentation, Targeting, Positioning: Global Market Segmentation: Demographic Segmentation, Psychographic Segmentation, Behavioral Segmentation; International Targeting: Criteria for Targeting, Selecting a Global Target Market Strategy, Global Product Positioning: High-Tech Positioning, High-touch Positioning, Marketing in Less Developed Countries.

Planning Process: Role of Strategic Market Planning, Strategic Market Planning, Pricing Strategy, Cost Approach, Market Approach, Distribution Strategy, Promotion Strategy, Product Life Cycle/Market Life Cycle, Introduction, Growth, Decline, International Product Policy, Product Mix, Product Lines, Competition and International Marketing Strategies, Cost Leadership, Differentiation, Focus, Consumers, Government Actions, , Production Resources, Planning and Third World Markets, Controlling the Marketing Effort.

Schedule of Sessions

| Topics | Sessions |
|--|-----------------|
| PRE-MID SEM | |
| An overview of Global business environment | 5 |
| Process of Globalization | 5 |
| An overview of Technology | 4 |
| Regulatory Environment | 4 |
| Tax Environment | 3 |
| Legal Environment | 3 |
| International Finance and Economics | 6 |
| POST-MID SEM | |
| International Trade | 8 |
| Funding Institutions | 5 |
| Competitive Strategy in International Business | 4 |
| Entry Strategies in International Markets | 5 |
| Segmentation, Targeting and Positioning | 4 |
| Planning Process | 4 |
| Total | 60 |

STUDY PLAN

| Chapter | Book | Page nos. |
|--|--|---------------------|
| An Overview of the Global Business Environment | Global Business Environment | 4-17 |
| Process of Globalization | Global Business Environment | 19-29 |
| An Overview of Technology | Global Business Environment | 148-158 |
| Regulatory Environment | Global Business Environment | 172-182 |
| Tax Environment | Global Business Environment | 191-193 |
| Legal Environment | Global Business Environment | 199-202, 206-209 |
| International Finance and Economics | International Business & International Marketing | 17-33 |
| International Trade | International Business & International Marketing | 38-50 |
| Funding Institutions | International Business & International Marketing | 52-59 |
| Competitive Strategy in International Business | International Business & International Marketing | 70-84 |
| Entry Strategies in International Markets | International Business & International Marketing | 88-100 |
| Segmentation, Targeting, and Positioning | International Business & International Marketing | 126 – 137 |
| Planning Process | International Business & International Marketing | 139-152 |

INSURANCE MANAGEMENT

| | |
|----------------------------|----------------------|
| Program : BBA | Semester : VI |
| Class of : | Credits : 3 |
| Course Code : FM342 | Sessions : 60 |

Objective: The course introduces the students to the fundamental principles of Insurance and Risk Management, also provides knowledge on the practice of Insurance.

| Textbook/Workbook | Author/Publication |
|--------------------------------|--|
| Insurance and Risk Management | P.K. Gupta, Himalaya Publishing House. |
| Reference Books | Author/Publication |
| Risk Management(IC-86) | Insurance Institute of India |
| Principles of Insurance(IC-01) | Insurance Institute of India |

Detailed Curriculum

INTRODUCTION TO RISK MANAGEMENT

Understanding Risk: The Concept of Risk-Risk Vs. Uncertainty-Types of Risk-Classifying Pure Risks-Methods of Handling Pure Risk.

Risk Management and Control: Risk Management-Conceptual Framework-Risk Management Objectives-Risk Management Information Systems.

Risk Management by Individuals and Corporations: Risk Management by Individuals-Factors Affecting Individual's Demand for Insurance-Corporate Risk Management and Modelling.

MITIGATING RISK VIA INSURANCE MARKETS

Introduction to Insurance: Definition of Insurance-Costs and Benefits of Insurance-Elements of an Insurable Risk-Principles of Insurance-Kinds of Insurance.

Mathematical Basis of Insurance: Probability and its use in Insurance-Dual Application of Law of Large Numbers-Pooling in Insurance-Theories of Risk Management.

Globalization of Insurance: Need for Globalization-Global picture of Insurance-Globalization and its Impact on India.

Enterprise Risk Management: ERM Basics-Identifying Risk Exposures-Emerging Role of CRO-ERM in Insurance.

INSURANCE BUSINESS ENVIRONMENT IN INDIA

Indian Insurance Industry: Historical Framework of Insurance-Insurance Sector Reforms-Insurance as a Macro-economic Issues-Liberalization of Insurance Markets-Issues and Concerns-Insurance Players in India.

Regulation of Insurance Business in India: Regulation of Insurance Business in India-Legal Framework of Insurance Business-Insurance Contracts-Registration and Licensing of Insurance.

Accounting and Taxation Aspects: Accounting Principles for Preparation of Financial Statements-Taxation Aspects of Insurance.

INSURANCE SECTOR IN INDIA

Introduction to Life Insurance: Life Insurance Basics-Life Insurance in India: The Backdrop-Life Insurance Demand and Outlook-Performance of the Life Insurance Sector in India.

Practical Aspects of Life Insurance: Basic Procedure for Issuing a Life Insurance Policy-Issue of Duplicate Policies-Nomination-Assignment-Revivals-Policy Loan-Surrender Value-Claim Settlements.

Introduction to General Insurance:

History Framework of General Insurance in India-Industry Structure-GIC-Organization

and Working-Excerpts from Financial Statement of (2000/01-2001/02).

Fire Insurance: Fire Insurance Contracts-Fire Insurance Business in India-Fire Insurance Coverage.

Automobile Insurance: Overview of the losses arising due to Automobile Ownership and Usage-Need for Automobile Insurance-Types of Motor Insurance Policies-Form A & B-Factors Considered for Premium Rating-Bonus/Malus Clause and Schedules.

Marine Insurance: History of Marine Insurance-Types of Marine Insurance-Marine Insurance in India-Marine Insurance Policies.

Health Insurance: Basics-Current Scenario-Health Insurance Scheme-Imperative for Health Insurance in India.

Rural Insurance: Need and Potential of Rural Insurance-Legal Framework-Various Rural Insurance Policies.

Social Insurance: What is Social Insurance?-Characteristics and Need for Social Insurance-Legal Framework for the Social Insurance-Social Insurance in India-Unemployment Insurance.

Miscellaneous Insurance: Aviation Insurance-Project and Engineering Insurance-Liability Insurance-Other Insurances.

MANAGEMENT OF INSURANCE COMPANIES

Functions and Organization of Insurers: Types of Insurance Organizations-Organizational Structure of Insurance Companies-Functions of Insurers.

Product Design and Development: Product Development Process-Product Design/Development-Major Concerns in Indian Development in Insurance Industry-Product Design in Emerging Scenario.

Underwriting: Underwriting Basics-The Objectives and Principles of Underwriting-

Underwriting in Non-Life Insurance-Underwriting in Non-Life Insurance Businesses.

Claims Management: Introduction to Claims Management-Claims Settlement in General Insurance-Claims Management in Life Insurance.

Insurance Pricing: Fundamentals of Insurance Pricing-Pricing Objectives-Types of Rating-Life Insurance Vs. Non-Life Insurance Pricing-Rate Making Entities.

Insurance Marketing: The Marketing Concept-Marketing of Insurance Products-Critical Success Factors for Insurance Players-Distribution Channels-Marketing Strategies of Insurance Players in India.

Insurance Intermediaries and Distribution: Distribution of Insurance Products-Insurance Intermediaries and their Functioning-Surveyors and Loss Assessors-Third Party Administrators-Agents-Brokers-Corporate Agents-Bancassurance-Statistics on Intermediaries.

Financial Management in Insurance Companies: Financial Objectives of an Insurance Company-Responsibilities of Financial Managers-Planning Financial Goals and Strategies-Measuring the Performance of Insurance Company-Asset Liability Management (ALM)-Investment Trends of Insurance Companies in India-Risk-return Trade-off.

Reinsurance: Introduction to Reinsurance-Role of the Insurers-Techniques of Reinsurance-Nature of Reinsurance Risks-Reinsurance in Indian Perspective.

Information Technology in Insurance:

The Need for Information Technology-Technologies for Insurance-IT Applications in Functional Areas-Insurance and Electronic Commerce-E-insurance-Information Technology and LIC-IT Department in an Insurance Company.

Schedule of Sessions

| Topic | Sessions |
|---|-----------------|
| PRE-MID SEM | |
| Understanding Risk | 2 |
| Risk Management and Control | 2 |
| Risk Management by Individuals and Corporations | 2 |
| Introduction to Insurance | 2 |
| Mathematical Basis of Insurance | 2 |
| Globalization of Insurance | 2 |
| Enterprise Risk Management | 2 |
| Indian Insurance Industry | 2 |
| Regulation of Insurance Business in India | 2 |
| Accounting and Taxation Aspects | 2 |
| Introduction to Life Insurance | 2 |
| Practical Aspects of Life Insurance | 2 |
| Introduction to General Insurance | 2 |
| Fire Insurance | 2 |
| Automobile Insurance | 2 |
| POST-MID SEM | |
| Marine Insurance | 3 |
| Health Insurance | 1 |
| Rural Insurance | 3 |
| Social Insurance | 2 |
| Miscellaneous Insurance | 2 |
| Functions and Organization of Insurers | 2 |
| Product Design and Development | 2 |
| Underwriting | 3 |
| Claims Management | 2 |
| Insurance Pricing | 2 |
| Insurance Marketing | 2 |
| Insurance Intermediaries and Distribution | 2 |
| Financial Management in Insurance Companies | 1 |
| Reinsurance | 2 |
| Information Technology in Insurance | 1 |
| Total | 60 |

MONEY, BANKING & FINANCIAL MARKETS

| | |
|----------------------------|----------------------|
| Program : BBA | Semester : VI |
| Class of : | Credits : 3 |
| Course Code : FM332 | Sessions : 60 |

Objective: The course introduces the student to the role of banks in an economy, types of banks and the monetary aspect of banks in the global perspective.

| Textbook | Author/Publication |
|--|--|
| Money & Banking | FedUni |
| Reference Books | Author/ Publication |
| Money, Banking & International Finance | KPM Sundharam /Sultan Chand Publications |
| Money, Banking and Financial Markets | Lloyd B Thomas/ McGraw Hill Primis Custom Publishing |
| Money, Banking and Public Finance | D M Mithani/ Himalaya |

Detailed Curriculum

Money: Kinds, Functions and Significance: Barter System-What is Money?-Evolution and Kinds of Money-Money and Near Money-Functions of Money in Modern Economy-Money, Income, Wealth and Finance: A Distinction-Significance of Money in Capitalist Economy-Defects of Money.

Demand and Supply of Money and Theories of Interest: Demand for Money-Supply of Money-Factors Affecting Money Supply (M_3) in India-Reserve Money and the Money Multiplier in India-Functions of the Rate of Interest-The Classical Theory of Interest-Liquidity Preference Theory of Interest-Lonable Funds Theory of Interest-Modern Theory of Interest.

Inflation and Deflation: Types of Inflation-Consequences of Inflation-Control of Inflation-Inflation in an Underdeveloped Economy-Deflation-Inflationary and Deflationary (Recessionary) Gaps.

Theory of Money and Prices: Measurement of the Value of Money: Index Number-Quantity Theory of Money-Transactions: Velocity of Money, Income

Velocity of Money and the Level Prices-Keynesian Theory of Money.

Indian Money Markets: Money Market-The Composition of the Indian Money Market-Features and Weaknesses of the Indian Money Market-The Reforms of the Indian Money Market-The Bill Market in India.

Monetary and Fiscal Policies and Employment: Monetary and Fiscal Policies-Business Stabilization, Full Employment and Monetary Policy-Fiscal Policy, Inflation and Full Employment.

Financial Intermediation: The Importance of Savings in Economic Growth – The Concept of Intermediation – Kinds of Intermediation – The Concept of Financial Disintermediation – Financial Intermediation in the Indian Context – The role of Credit Market in an Economy – The Indian Credit Market – Banking Operations and the Business of Banks in India.

Indian Financial System: Structure & Function: Financial System – Role of Financial System in Economic Development – Financial Markets – Money Markets –

Debt Markets – Capital Markets – Foreign Exchange Markets – Market Regulators.

Principles of Banking: Definition - Definition of Banker– Relationship between Banker and a Customer - Rights of a Bank– Different Types of Customers for a Bank – The Concept of Bankers Book Evidence Act – Principles of Good Lending for a Bank.

Commercial Banking: Functions of Commercial Banks – Branch Banking – Universal Banking – Investment Policy of Commercial Bank – Bank Credit and Bank Deposits – Credit Creation – Credit Planning in India.

Rural Banking in India: Sources of Rural Finance – Credit Delivery Mechanisms in Rural Finance: Multi-Agency Approach – Regional Rural Banks (RRB) – Service Area Approach (SAA) – National Bank for Agricultural and Rural Development (NABARD).

Emerging Trends in Banking: The Basis for Reforms in the Indian Banking Sector – The Regulatory Reforms in the Banking Sector – The Consequences of Liberalization of the Banking Sector – The Innovative Trends in Banking Products, Technology and Customer Service.

Schedule of Sessions

| Topic | Sessions |
|---|-----------|
| PRE-MID SEM | |
| Money: Kinds, Functions and Significance | 4 |
| Demand and Supply of Money and Theories of Interest | 6 |
| Inflation and Deflation | 5 |
| Theory of Money and Prices | 4 |
| Indian Money Markets | 6 |
| Monetary and Fiscal Policies and Employment | 5 |
| POST-MID SEM | |
| Financial Intermediation | 6 |
| Indian Financial System: Structure & Function | 4 |
| Principles of Banking | 5 |
| Commercial Banking | 6 |
| Rural Banking in India | 5 |
| Emerging Trends in Banking | 4 |
| Total | 60 |

SALES MANAGEMENT

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : |
| Class of : | Duration : 1 Hr |
| Course Code : MK361 | Sessions : 60 |

Objective: The course intends to impart to the students to deal primarily with the subject of sales, salesmanship and sales management. The course provides the information with why, how, when and by whom about the subject of selling products and services to the consumer.

| Text Book | Author/Publication |
|------------------------------------|--|
| Introduction to Sales Management | The Icfai University Press |
| Reference Books / Magazines | Author/Publication |
| Fundamentals of Sales Management | Ramneek Kapoor / MacMillan |
| Sales Management | Cundiff & Govani /Prentice Hall of India |
| Sales management in Indian context | Das Gupta / Prentice Hall of India |
| Salesmanship and Publicity | R.S.Davar / Vikas Publication |

Detailed Curriculum

Introduction to Sales Management:

Evolution of the Sales Concept, Nature and Role of Selling, Objectives of Sales Management, Integrating Sales and Marketing Management, Environmental Changes Affecting Sales Management – Shorter Product Life Cycle, Longer, More Complex Sales Cycle, Reduced Customer Loyalty, Intense Competition among Manufacturing Companies, Rising Customer Expectations, Increasing Buyer Expertise, Electronic Revolution in Communication, Entry of Women in Sales Management.

Sales Functions and Policies: Role of a Sales Manger, Responsibilities of a Sales Manger – Hiring, Training, Coaching, Motivating, Setting Targets and Tracking the Results, Recognizing and Rewarding Performance, Providing Leads and Sales Support, Organizing the Sales Effort, Conducting Sales Meeting, Allocation of Scare Resources, Role of a Sales Executive, Responsibilities of a Sales Executive – Identify Potential Customers from Currently Available Databases, Identifying Prospective Accounts and Deciding upon the Selling Approach, Administrative Responsibilities, Policies that Impact Sales

Management – Sales-related Policies Pertaining to the Product, Sales-related Policies pertaining to Distribution, Sales-related Policies pertaining to pricing.

Personal Selling: Buyer Seller Dyads, Types of Selling Jobs – Sales Development, Sales Maintenance, Sales Force Objectives, Sales Force Strategies – Market Access Strategies, Account Relationship Strategy, Theories of Personal Selling – AIDAS Theory, Buying Formula Theory of Selling, Behavioral Equation Theory, Right Set of Circumstances Theory, Approaches to Personal Selling – Stimulus Response Process, Need Satisfaction Approach, Problem Situation Approach, Personal selling Process – Prospecting, Pre-approach, Approach, Sales Presentation, Handling Objections/Sales Resistance, Close, Post-sales Follow-up, Customer-related issues in Personal selling – Understanding Customer Types Through Different Selling styles, Finding Customers, Researching Customers, Communicating Effectively, Providing Customer Service, Creating Customer Satisfaction, Automation in Personal Selling – Benefits of Sales Force Automation.

Sales Planning: The Importance of Sales Planning, Better Implementation of Corporate Plans, Provide a Sense of Direction, Focus on Realistic Objectives, Improve Coordination, Facilitate Control, Ensure Healthy Interpersonal Relationships, Reduce Uncertainty Risk, Sales Manager as Planner and Administrator – Sales Manager as Planner, Sales Manager as Administrator, The Sales Planning Process – Setting Objectives, Determining Operations to Meet Objectives, Organizing for Action, Implementing, Measuring Results against Standards, Re-evaluating and Control, Causes of Unsuccessful Sales Planning – Lack of Awareness or Understanding of Important Aspects, Absence of Sales Force Involvement – Accuracy of Sales Planning.

The Sales Organizations: Role of a Sales Organization, Basis for Designing a Sales Organization, Types of Organization – Formal and Informal Organization, Vertical and Horizontal Organization, Centralized and Decentralized Organization, Line and Staff Organization, Types of Sales Force Structure – Product-based Sales Force Structure, Geographic-based Sales Force Structure, Customer-based Sales Force Structure, Combination-based Sales Force Structure, Sales Culture, Role of Sales Culture in Developing a Sound Sales Organization.

Estimating Market Potential and Forecasting Sales: Importance of assessing Market Potential, Need to Determine Market Potential, Analyzing Market Potential – Ability to Buy, Willingness to Buy, Sources of Data – Secondary Sources, Primary Sources, Importance and use of Sales Forecasts, Sales Forecasting Methods – Qualitative Methods, Quantitative Methods, Selecting a Forecasting method – Accuracy, Cost, Type of Data Available, Requirements of the Software, Experience of Flexibility, Availability of Statistical Indexes, Organizational Participation, Demand Patterns in the Market for the Product, Difficulties Associated with forecasting, Lack of Adequate Sales History, Lack of Time, Money and Qualified Personnel,

Changing Customer Attitudes, Fashion and Fads.

Hiring and Training Sales Personnel: Recruitment and Its Importance, Determining Specific Requirements of the Sales Personnel – Mental Aptitude Dimensions, Personality Dimensions, Sales Personnel Selection Process – Sourcing the Candidates, Screening the Candidates, Selection Test, Background Check, Personal Interview, Letters of Recommendations, Physical Examination, Making the Employment Offer, Types of Sale Training – Initial Sales Training, Follow-up or Refresher Training, Training by the Manufacturer to the Distributor's Sales Force, Training by the Manufacturer to the Customers, Benefits of Sales Training, Sales Training Programs – Designing the Training Program, Implementing the Training Program, Evaluating Training Programs.

Leading The Sales Force: Nature of Leadership, Characteristics of an Effective Leader – Personal Characteristics of the Manager, Needs and Motives, Bases of Power, Past Experience, Leadership Styles of Sales Managers – Traditional Leadership Styles, Modern Leadership Styles, Skills Essential for a Leader – Delegation Skills, Communication Skills, Team-building Skills, Administrative Skills, Interpersonal Skills.

Motivating The Sales Force: Concept of Motivation, Motivational Theories – Maslow's Hierarchy of Needs Theory, Herzberg's Two-factor Theory, Goal Setting Theory, Expectancy Theory, Job Design Theories – Motivation and Productivity of the Sales Force. Effect of Personal Characteristics on Sales Force Motivation – Competitor, Achiever, Ego-driven, Service-oriented, Sales Motivational Mix, Motivating the Sales Personnel at Different Stages of Their Career – Exploration Stage, Establishment Stage, Maintenance Stage, Disengagement Stage.

Compensating Sales Personnel: Objectives of Compensation Plans, Balancing the Needs of Personnel, Balancing the Needs of Personnel,

Managing Effects of Time, Characteristics of Compensation Plans – Fairness to All, Flexibility, Provide, Incentive and Motivation, Lead to Direction of Efforts towards company Objectives, Ease of Administration and Comprehension, Types of Compensation Plans – Straight Salary, Straight Commission Plans, Combination Salary Plans, Designing Compensation Plans – Determine specific Objectives, Establish desired Levels of Earnings, Methods of Payment, Implementing Compensation Plans, Sales Contests – Planning Sales Contests, Evaluating Sales Contests, Sales Force Expenses – Expense Plans, Types of Expense Plans, Fringe Benefits – Elements in Fringe Benefit, Advantage of Fringe Benefits.

Evaluating Sales Force Performance: Sales Force Performance, Determinants of Sales Force Performance – Internal Factors, External Factors, Performance Evaluation – Purpose and Reasons, Who Should Evaluate, When to Evaluate, Information Sources for Evaluation, Criteria for the Evaluation of Sales Force Performance, Establishing Performance Standards, Methods of Sales Force Evaluation – Essays, Rating Scales, Forced Choice Methods, Ranking, New Methods of Evaluation, Monitoring and Reviewing Sales Force Performance.

Sales Budget: Purpose of Sales Budgets – Mechanism of Control, Instrument of Planning, Benefits of Budgeting – Improved, Planning, Better Communication and Coordination, Control and Performance Evaluation, Psychological Benefits, Types of Budgets - Sales Budget, Selling-expense Budget, Administrative Budget and Profit Budget, Methods of Budgeting for Sales Force – Affordability Method, Percentage of Sales Method, Competitive Parity Method, Objective and Task Method, Return-oriented Method, Requirement for Successful Budgeting – Involvement and Support of Top Management, Flexibility in Budgeting, Developing a Sales Budget – Review and Analysis of the Situation, Identifying Specific market Opportunities and Problems, Sales Forecasting, Communicate sales Goals and Objectives, Preliminary precautions in

Preparing Sales Budget – Inability to Project Course of Future Events, Inability to Gain Acceptance, Involvement of Time, Repudiation of the Long Term.

Time and Territory Management: Time Management and Its Importance - Better Market Coverage, Reduced Selling Costs, Improved Customer service, More Accurate Evaluation of Sales Force Personnel, Territory Management and its Importance – Benefits of Territory Management, Criteria for Territory Design – Sufficient Potential, Reasonable Size, Adequate Coverage, Minimum Impediments, Methods for Designing Territories – Buildup Method, Breakdown Method, Incremental Method, Procedures for Developing Territories – Identifying Objectives and Criteria for Territory Formation, Bases for Developing Territories, Assigning Sales Personnel to Territories, Operating The Territory Management System – Routing, Scheduling .

Sales Quotas: Importance of Sales Quotas – Provide Performance Targets, Provide Standards, Provide Control, Provide Change of Direction, Tool for Motivating Salespeople, Types of Sales Quotas – Sales Volume Quotas, Activity Quotas, Characteristics of a Good Sales Quota, Methods of Setting Sales Quotas - Quota Setting Process, Administering Sales Quotas - Minimizing Acceptance Problems, Managing and Controlling People through Quotas, Limitations of Sales Quotas.

Sales and Cost Analysis: Sales Manager's Responsibility to Ensure Profits, Nature of Sales Control – Objective of Sales Control, The Sales Control Process, Difficulties in Sales Control, Sales Analysis – Elements of Sales Analysis, Steps in Sales Analysis, Variations of Sales Analysis, Problems in Sales Analysis, Sales Audit – Elements of Sales Audit, Marketing Cost Analysis – Types of Costs, Procedures for Costs Analysis, Marketing Audit - Procedure for a Marketing Audit, Components of a Marketing Audit, Profitability Analysis – Break-even Analysis, Capital Budgeting Tools, Principles of Analysis – Iceberg

Principle. 80-20 Principle, Cross-Classifications.

International Sales Management: Role of the Sales Manger in the International Market – Basic-level Functions, Advance level Functions, International Sales and Marketing Opportunities, Challenges in International Sales Management – Economic Environment, Legal Environment, Cultural Environment, Strategic Issues for International Sales and Marketing – Marketing Mix, Adapt or Standardize? Obtaining International Information, Entering Overseas Markets, Structure for International Sales Organizations – Long-distance Selling, Manufacturer’s Representatives, Piggybacking, Intermediaries, Establishing Direct sales Force Abroad, International Sales

Management Practices – Recruitment of Sales Personnel, Selection of Sales Personnel, Training and Development of Sales Personnel, Sales Incentives and Compensations.

Ethical and Social Issues in Sales Managements: Ethics in Business, What is Corporate Social Responsibility?

Evolution of Corporate Social Responsibility (CSR), Levels of Social Responsibility, Obeying the Law, Meeting Public Expectations, Anticipating New Social Demands, Leading the Way, What Influences Ethical Behavior – Individual’s Role Organization’s Role, Management’s Ethical Responsibilities – Ethical Issues Facing a Sales Manager, Ethical Issues Facing a Salesperson.

Schedule of Sessions

| Topics | Sessions |
|---|-----------------|
| PRE - MID SEM | |
| Introduction to Sales Management | 4 |
| Sales Functions and Policies | 4 |
| Personal Selling | 6 |
| Sales Planning | 4 |
| The Sales Organizations | 3 |
| Estimating Market Potential and Forecasting Sales | 4 |
| Hiring and Training Sales Personnel | 3 |
| POST - MID SEM | |
| Leading The Sales Force | 3 |
| Motivating The Sales Force | 3 |
| Compensating Sales Personnel | 3 |
| Evaluating Sales Force Performance | 3 |
| Sales Budget | 4 |
| Time and Territory Management | 3 |
| Sales Quotas | 3 |
| Sales and Cost Analysis | 3 |
| International Sales Management | 4 |
| Ethical and Social Issues in Sales Managements | 3 |
| Total | 60 |

ADVERTISING & COMMUNICATION

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : |
| Class of : | Duration : 1 Hr |
| Course Code : MK371 | Sessions : 60 |

Objective: The course is designed to meet the needs of management students specializing in marketing for advertising and communication. The course intends to impart to the students about the importance of communication for an organization as well as for the customers. The course also explains the different parameters of the advertising and sales promotional strategies.

| Text Book | Author/Publication |
|--------------------------------------|---|
| Advertisement Management | B.S. Rathor / Himalaya publishing house |
| Reference Books / Magazines | Author/Publication |
| Advertising Theory and Practice | Chunawalla and Others / Himalaya publishing house |
| Advertising-Principles and Practices | William Wells, John Burnett ,Sandra Moriarty/PHI |
| Advertising and Promotion | George E. Belch /TMH |

Detailed Curriculum

Nature and Scope of Advertising: - Definition, What is Advertising, Main ideas in the definition, Historical Perspective, Advertising – An element of Marketing Mix, Role and importance of Advertising, Nature and scope of Advertising – Nature, Scope of Advertising, Product related advertising, Institutional Advertising, Public Service Advertising, What Advertising is : Activities included in it, Activities excluded from it, What Advertising Included, Possible Advertising Objectives for a Manufacturer’s Product DAGMAR.

Classification and Types of Advertising: - Advertising based on demand influence level, Product Advertising, the audience to which it is directed, Timing of the response it elicits, sponsorship arrangement, Extent of Geographical Coverage, Advertising according to the medium utilized.

Role of Advertising in India’s Economic Development: - Introduction, Two fold task of advertising, Media Mix, Impact of Films, Visual Presentation, Consumer Surveys, Language Press, Is advertising wasteful? Why Advertising has not caught up in India – Income and Information Gap, Short Reach

of Mass Media, Advertising and Demand

Social and Economic Aspects of Advertising: A Social perspective on Advertising, Criticisms of Advertisements – Much Advertising is in Bad Taste, Advertising Insults, Advertising Appeals Mainly to Emotions, Advertising a Prime Source Of Discontent, Advertising Encourages Sale of Inferior Products, Economic aspects of Advertising – Economic Importance, Advertising as a source of information, Advertising and Prices, Advertising and the level of output, Gross National Product and Innovation – Competition, Advertising and allocation of Resources.

Ethics and Truth in Advertising and Social Responsibility: - Ethics – Sample Survey, Conclusions, Different Tag, Dangerous Substances, Ghalib Quoted, Advertising and social responsibility – Need for Creative Imagination, Social and Economic values, Obligations of Advertising and the people in it, Responsibilities of Ad men, useful tool, Competition, Advertising as an Election tool, Sex and Advertising.

Consumer Behaviour and Advertising:

Definition, Attitudes, The self concept, Personality, Family, Reference groups, Role of the opinion leader, Culture, Social Classes, Models of effective communication – Basic Model, Lavidge-Steiner Model and AIDA Model.

Marketing Communications Process:

Definition, The communication system, A View of the Communication Process - Formal, Informal, Vertical and Horizontal Channels, Advertising Vs other forms of mass communication – Advertising, Personal Selling, Sales Promotion, Publicity, Public Relations.

Perception, Learning and Diffusion

Process of Communications: Perception process of communications, Variables that Influence the process of Perception, Variables reflecting individual differences, Selective perception, Subliminal perception, Perceived Risk, Attention, Learning process – Important Variables in the Learning process, Diffusion process, The Trickle-Down thesis of Diffusion and The Booster Station Theory of influence.

The Communication Mix: Promotion Mix in the selling process, Relative advantages of Promotion Mix elements, Deciding the Promotional Mix, Stages of a Product in its Life Cycle, Type of Product – Consumer Goods, Industrial Goods, Promotion for Industrial Customers Promotion to Retailers, Promotion to Wholesalers, Target of Promotion, Size of the Budget, Push and Pull Strategies, Organizational Philosophy.

Planning and Managing Advertising

Campaigns: Elements of Advertising Planning, Campaign Duration, Bases of Campaign Classification, Campaign Planning, Creativity in Advertising Campaigns.

Various Advertising Media: - Broadcast media – Radio, Television, print media – Newspapers, Magazines, Outdoor and transit media – Outdoor Advertising, Transport Advertising Specialty advertising, Direct mail, Methods of sales promotion – Point-of-purchase Advertising, Trade shows, Samples, coupons and Premiums,

Uncontrolled communication.

Building an Advertising Programme:

Copy strategy:- Activities comprising Creative design, Characteristics of a good copy, Designing the creative approach, Creation of advertisements, Designing an individual Advertisements, Selecting Themes and appeals, Slogan, Headlines, Subheads, Text, Illustrations, Copy, Layout, Creative execution, Legal Restrictions on Creative Strategy, Developing USP, Preparation of strategy document.

Media Selection:

-- Elements of successful media proposal, Selecting major media types, Selecting Media Vehicles – Advertising Objectives, Media Circulation, Cost of the media, Nature of the Message, Time and Location of buying Decision, Co-operation and Promotional aids offered by Media, Media Selection models- Linear Programming Model, Interaction Model, Simulation Model, Evaluation of media selection models

Advertising Budgets:

- Introduction, Advertising Budget Allocations by ‘Rule of Thumb’ – Profit Maximization, Advertising as a percentage of sales, The objective and Task approach, Competitive Parity Approach, All the organization- can- afford, By Using Judgment, Advertising budgeting models – Statistical Advertising Budget Models (conceptual understanding)

Measuring Advertising Effectiveness:-

Worth of advertising, What is Advertising, Objective and goals, Process, Advertising copy research – What is it, The purpose of Copy testing, Methods of copy testing – Consumer- jury Survey, Coupon-return analysis, recognition test, Recall or Impact test, sales area test, Psychological analysis, controlled experiment, Advertising goals, Stages of consumer decision process, Sales Effectiveness Measurement- Historical Sales, Experimental Control, Indirect measures – Exposure to Advertisement, Attention or Recall of Advertising Message content, Product or Brand awareness, Comprehension, Attitude change, Communication v/s Sales effective Measures – Deciding on an approach, Combining advertising effectiveness

measures, Evaluation should always be in terms of Objectives, Other measures, Limits of Measurement, Guidelines

Productivity of Advertising: - Advertising Outlays, Increasing demand for firm's Product by Advertising, Seller's difficulties in estimating advertising effects, competitive demand creation, Advertising effects on consumer selection in market, Consumers-pay-the-cost argument.

Advertising Scheduling:- Introduction, Selection of media types, Difficulties in selection of media types, Selection of individual media, The advertising schedule – Duplication, Frequency, Size of advertisement, Colour, Rerun on advertisements, Continuity, Timing, positioning.

Advertising Agencies:- Advertising Industry, What is an Advertising Agency, Advertising agency functions, Major functions – Selecting Prospects, How an ad agency goes after new clients – Speculative presentations, The Account Executive, Basic Functions of an Advertising Agency – Copy, art, media, Research, Mechanical production, Traffic, accounting, Public Relations, Merchandising and sales promotion, Advertising Agency Services, Service Activities Performed, Agency Organization, Working with Advertising Agency, Advantages of using agencies, Why a company uses ad agency, Agency compensation – Commissions and Fees Methods, Selecting an ad agency, Client Clangers, Making the Final Decision, Selecting an Agency, Getting the best out of an agency, Emerging role of ad agencies.

Public Relations in India:- Definition, How it all Began, The Indian scene- Philanthropic phase, Phases of Conscious Activity, Post-Independence Phase, Emergence of Professionalisms, Present Status, The Need for PR, Objectives, Research in PR, The

place of PR in an organization, What kind of PR Men, Communication with the public, Communicating with Government and MPs, Communicating with the Press, Communicating with Shareholders, Communicating with Customers, Communicating with Dealer, Communicating with employees and Community, Some Special Areas, Tasks ahead, Role of public relations.

Industrial Advertising:- Role, Industrial Advertising Themes, Trade journals, Direct mail advertising, Catalogues, Trade shows, Exhibits and Displays, Samples, Commercial letters, Promotional Novelties, Public Relations, General considerations, Industrial advertising agencies and yardsticks for rating an ad agency, Tomorrow's Industrial Advertising Men.

Rural Advertising and Marketing in India: - Literacy and Media Habits, Problems of Marketing of Agricultural Products – The Challenge, Distribution, Motivation, Strategy for the future, A socio-Economic Survey, Communicating with the villager, Radio and Television, Product Development, Brakes on rural marketing, Transport, Price control and incentives, Expansion, Constraints on developing rural market, Rural budget surveys, The Changing Mode, Different approach to contacting rural buyer, Rural advertising mix, Problems and Needs, Low Incomes, Basic Consumer Changes, Lack of adequate data, Low Productivity of the Farm, Environmental Forces, Efficient Distribution System in Rural Markets, Role of rural advertising, Current marketing issues in India, Potential For Growth, Spread of Marketing, Size and importance of rural markets, sources of rural purchasing capacity, constraints on developing rural markets.

Schedule of Sessions

| Topic | Sessions |
|---|-----------|
| PRE-MID SEM | |
| Nature and Scope of Advertising | 3 |
| Classification and Types of Advertising | 3 |
| Role of Advertising in India's Economic Development | 2 |
| Social and Economic Aspects of Advertising | 4 |
| Ethics and Truth in Advertising and Social Responsibility | 2 |
| Consumer Behavior and Advertising | 3 |
| Marketing communication process | 2 |
| Perception, Learning and Diffusion process of Communication | 4 |
| The Communication Mix | 2 |
| Planning and Managing Advertising campaigns | 2 |
| Various Advertising Media | 3 |
| POST-MID SEM | |
| Building an advertising program : Copy strategy | 4 |
| Media Selection | 3 |
| Advertising budgets | 3 |
| Measuring Advertising effectiveness | 4 |
| Productivity of Advertising | 3 |
| Advertising Scheduling | 3 |
| Advertising agencies | 2 |
| Public relations in India | 2 |
| Industrial Advertising | 2 |
| Rural Advertising and Marketing in India | 4 |
| Total | 60 |

WORKING CAPITAL MANAGEMENT

| | |
|----------------------------|------------------------|
| Program : BBA | Semester : |
| Class of : | Duration : 1 Hr |
| Course Code : FM361 | Sessions : 60 |

Objective: This Course aspires to introduce and acclimatize the student with the fundamental concepts and theories of the Working Capital Management.

| Text Book/Workbook | Author/Publication |
|--|---------------------------------|
| Working Capital Management | The Icfai University Press |
| Reference Books | Author/Publication |
| Working Capital Management and Control-Principles & Practice | Satish B. Mathur |
| Financial Management, 12e | Dr. Prasanna Chandra/ TMH |
| Financial Management | Khan & Jain / TMH |
| Financial Management, 9e | I M Pandey / Vikas Publications |

Detailed Curriculum

Introduction to Working Capital:

Meaning of Working Capital-The Need for Working Capital-Concepts of Working Capital-Classification of Working Capital-Factors Affecting the Composition of Working Capital-Determinants of Working Capital-Advantages of Working Capital-Disadvantages of Working Capital.

Management of Working Capital:

Principles of Working Capital Management/Policy-Estimation of Working Capital Requirements-Financing of Working Capital-Determining the Working Capital Financing Mix-Level of Currents Assets-Analysis of Working Capital-Execution and Control of Working Capital.

Payables Management: Significance of Payables-Types of Trade Credit-Determinants of Trade Credit-Cost of Credit-Advantages of Payables-Management of Payables.

Cash Management: The Difference between Profits and Cash-Need for and Objective of Cash Management-Short-term Cash Forecasting and Cash Budgets-Cash Reports for Monitoring and Control-Cash

Management-Cash Management Methods-Factors for Efficient Cash Management-Investment of Surplus Cash-Forms of Liquidity and the Choice of Liquidity-Mix-Models for Determining Optimal Cash-Practical Problems.

Models of Cash Management: Nature of Cash-Motives for Holding Cash-Cash Management-Managing Cash Flows-Determining Optimum Cash Balance-Cash Management Models-Investment of Surplus Funds.

Inventory Management: The Role of Inventory in Working Capital-The Purpose of having Inventories-Types of Inventories - Inventory Management Techniques-Inventory Planning-Introduction to Specialized Techniques-Various Methods of Pricing of Inventories-Inventory and the Finance Manager.

Receivables Management: Purpose and Cost of Maintaining Receivables-Factors Influencing the Size of Receivables-Firm's Credit Policy-Collection Policy-Credit Evaluation-Credit Granting Decision:

Decision-Tree Approach-Monitoring of Receivables-Forecasting of Receivables Management-Dimensions of Receivables Management.

Strategies of Working Capital Management: Approaches to the Working Capital Management-Methods of Working Capital Management.

Working Capital Assessment: Working Capital Cycle (Operating Cycle)-Current Assets and Current Liabilities-Inter-Dependence among components of Working Capital-Operating Cycle Approach-Application of the operating Cycle-Assessment and Appraisal of Credit-Working Capital Financing by Banks-Export

Credit Appraisal-Consortium Finance-Multiple Banking Arrangements.

Tools of Working Capital Management: Working Capital Leverage-Weighted Operating Cycle-Cash Budget Simulation-Discriminant Analysis.

Emerging Source of Working Capital Finance: Commercial Paper: Features of Commercial Paper-Issuing Procedure-Evolution and development of Commercial Paper Market- Commercial Paper in International Markets-Innovation of Commercial Paper.

Securitization of Assets: Evolution of Securitization-Benefits of Securitization-Asset-Backed Securities-Obstacles to Securitization in India.

Schedule of Sessions

| Topic | Sessions |
|---|-----------|
| PRE-MID SEM | |
| Introduction to Working Capital | 4 |
| Management of Working Capital | 4 |
| Payables Management | 2 |
| Cash Management | 8 |
| Models of Cash Management | 4 |
| Inventory Management | 8 |
| POST-MID SEM | |
| Receivables Management | 8 |
| Strategies of Working Capital Management | 3 |
| Working Capital Assessment | 8 |
| Tools of Working Capital Management | 5 |
| Emerging Source of Working Capital Finance: Commercial Paper | 3 |
| Securitization of Assets | 3 |
| Total | 60 |

CONSUMER BEHAVIOR

| | |
|----------------------------|----------------------|
| Program : BBA | Semester : |
| Class of : | Credits : 3 |
| Course Code : BK357 | Sessions : 60 |

Objective: The course is designed to enable students to build a sound theoretical and practical understanding of the basic knowledge of Consumer Behaviour.

| Text Book | Author/Publication |
|---|---|
| Consumer Behavior | FedUni |
| Reference Books | Author/Publication |
| Consumer Behavior in Indian Context | P C Jain & Monika Bhatt / S. Chand |
| Consumer Behaviour in Indian Perspectives | Suja R Nair / Himalaya Publishing House |
| Consumer Behavior Text and Cases | Satish K Batra & S H Kazmi / Excel Books |
| Consumer Behavior and Managerial Decision Making | Kardes / Eastern Economy Edition |
| Consumer Behavior – Buying, Having & Being | Solomon / Eastern Economy Edition |
| Consumer Behavior (Indian Adaptation) | Henery Assael / Biztantra |

Detailed Curriculum

Consumer Research: The Paradigm Shift: Quantitative Vs. Qualitative, -Consumer Research Process: Defining The Research Problem and Developing Objectives, Exploratory Research and Analysis, Designing the Conclusive Research, Data Collection methods and Techniques, Data Collection, Analysis and Findings Report

Segmenting Consumers: Defining Market Segmentation, Bases for Segmentation: Geographic Segmentation, Demographic Segmentation, Psychological Segmentation, Psychographic Segmentation, Sociocultural Segmentation, Use-Related Segmentation, Use-Situation Segmentation, Benefit Segmentation, Hybrid Segmentation Approaches, Criteria for Effective Targeting of Market Segments, Market Segmentation Strategies: Concentration Strategy, Selective Segmentation Strategy, Product Specialization Strategy, Market

Specialization Strategy, Full Market Coverage, Counter-segmentation Strategy.

Motivation: Definition of Motivation: The Process of Motivation, Dynamic Nature of Motivation, -Motives: Types of Motives, Role of Motives in Influencing Behavior, - Classification of Motives: Motives Identified by McGuire, Motives identified by Henry Murray, -Theories of Motivation: Maslow's Theory of Need Hierarchy, Trio of Needs, -Motivational Theory and Marketing Strategies: Motivational Research, Marketing Strategies based on Motivation, Marketing Strategies based on Motive Combinations

Personality: Definition of Personality, - Nature of Personality: Personality Reflects Individual Differences, Personality is Consistent and Enduring, Personality Can Change, -The Concept of Self: Single and Multiple Selves, Self and Situational Self, Methods of Self-Concept Assessment.

Perception and Information Processing: Definition of Perception, -Elements of Perception: Sensation, Absolute Threshold, Differential Threshold or Just Noticeable Difference (JND), Subliminal Perception, - Process of Perception and Information Processing: Exposure, Attention, Interpretation, -Consumer Imagery: Product Image, Services Image, -Perception in Marketing: Brand Development and Perceptual Mapping, Retail Stores.

Learning: Defining Learning, - Characteristics of Learning: Motivation, Cues, Response, Reinforcement, -Theories of Behavioral Learning: Classical Conditioning, Instrumental Conditioning, - Theories of Cognitive Learning: Information Processing, Theory of Involvement, -Brand Loyalty: Brand Equity, Product Positioning, Brand Leverage.

Attitudes and Consumer Behavior: Characteristics of Attitudes, -Functional Theory of Attitudes: Utilitarian Function, Value-expressive Function, Ego-defense Function, Knowledge Function, Combination of Functions, -Formation of Attitudes: Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory, -Measurement of Attitudes: Semantic Differential Scale, Likert scale

Reference Groups and Opinion Leadership: Defining Reference Groups: Reference Group Influence, Reference Groups and Conformity, Important Reference Groups and Appeals: Friends, Shopping Group, Work Groups, Virtual Communities, Brand Communities, Consumer-Action Groups, Celebrities, The Expert, The Common Man, The Executive and Employee Spokesperson, Spokes-Characters, Other Reference Group Appeals

Family Influences: Defining Family: Types of Family Structures, Nontraditional Households, Pets as Family members, Role of Family, Family Lifecycle: Traditional FLC, Non-Traditional FLC

Social Class and Consumer Behavior: Defining Income, Defining Social Class, - Social Stratification: Social Classes in India, Social Class Mobility, -Social Class and Consumer Behavior: Cultural Capital, the Affluent Consumer, Old Money and Nouveaux Rich, Techno Class, Status Symbol.

Cultural Influences: Defining Culture: The Dynamics of Culture, -Measuring Culture: Content Analysis, Consumer Fieldwork, Value Measurement Survey Instruments, Core Values, Defining Sub-Culture, - Defining Cross-Cultural Influences: Country-of-origin Effects, Targeting Consumers across Cultures, Global versus Local, Cross-Cultural Marketing Mistakes.

Consumer Decision – Making: Defining Consumer Decisions, -Consumers as Decision Makers: Types of Consumer Decisions, -Consumer Decision-making Process: Problem Recognition, Information Search, Alternative Evaluation and Selection
Post Purchase Behavior: Defining Post-purchase Consumer Behavior, -Consumer's Post-purchase Dissonance: Product Usage, Disposal

Marketing Communication and Persuasion: Nature of Communication: Elements of Communication, -Factors Affecting Communication: Credibility of the Source, Comprehension and Mood of the Receiver, Barriers to Communication, - Developing Persuasive Communication: The Target Audience, the Objective, the Message Design, the Media.

Schedule of Sessions

| Topic | Sessions |
|---|-----------|
| Pre – Mid Semester | |
| Consumer Research | 4 |
| Segmenting Consumers | 5 |
| Motivation | 5 |
| Personality | 3 |
| Perception and Information Processing | 5 |
| Learning | 4 |
| Attitudes and Consumer Behavior | 4 |
| Post - Mid Semester | |
| Reference Groups and Opinion Leadership | 3 |
| Family Influences | 4 |
| Social Class and Consumer Behavior | 5 |
| Cultural Influences | 4 |
| Consumer Decision-making | 5 |
| Post-purchase Behavior | 4 |
| Marketing Communication and Persuasion | 5 |
| Total | 60 |

Services Marketing

| | |
|----------------------------|----------------------|
| Program : BBA | Semester : |
| Class of : | Sessions : 60 |
| Course Code : BK356 | Credits : 3 |

Objective: The course introduces the student about the role of services in an economy, types of services and marketing of services in the global perspective.

| Textbook | Author/ Publication |
|--|---|
| Services marketing | Govind Apte / Oxford University Press |
| Reference Book | Author/ Publication |
| Services Marketing | Valarie A. Zeithaml & Mary Jo Bitner /TMH |
| Services Marketing- The Indian Perspective | Ravi Shankar/ Excel Books |
| Services Marketing | Audrey Gilmore /Himalaya Publishing |

Detailed Curriculum

Services- Characteristics and Categories: Nature and Definition of Services, Evolution of services as Value Contributors, Goods and Services Continuum, Contribution of the Service Sector to the Economy, Major Differences Between Services and Goods, Customer involvement and Perception, Classification of Different Types of Services.

Trends in Service Marketing: Customer as the Only Centre of Attention, Service as Key Differentiation Even for Manufacturing Firms, Emergence of Automation and New Technologies in Services, New Service Opportunities.

Consumer Behavior: Consumer Behavior, Consumer Purchase Behavior, Evaluation of Service Alternatives, Customer Satisfaction, Post-Purchase Evaluation by Customers.

Marketing Mix Elements for Services: Introduction, Targeting, Segmentation, and Positioning, Segmentation, Targeting and Positioning, Problem Areas of Segmentation.

Product, Promotion, Price, and Distribution: Introduction, Importance of Pricing in Marketing, Advertising and Sales Promotion in Services, Role of Distribution in Services.

Role of People in Services Marketing: Introduction, The Service-Provider Employee, The Service Recipient Customer.

Physical Evidence of a Service: Physical Evidence of a Service, Nature of Physical

Evidence of a Service, Contribution of Physical Evidence to the Service Understanding, Case Study.

Service Quality, Measurement, and Control: Introduction, What Exactly is Quality?, Measurement of Service Quality, Delivery of High-quality Service, Case Study.

Demand and Supply Management: Introduction, Demand Measurement, Measures to Respond to the Changes in Demand, Reshaping the Demand, Queues and the Associated Problems and Solutions, Case Study.

Marketing Research in Services Marketing: Introduction, Concept of Marketing Research, Questionnaire Method, Decisions Regarding Size of the Sample, Interpretation of the Study Data, Special Methods of Marketing Research Applicable to Services Marketing, Case Study.

Management of the Services Marketing Effort: Introduction, Performance Measurement, Use of Technology for Performance Enhancement and Control, Use of Discriminating Leadership Strategies, Customer Encounter Management, Case Study.

Service Tax Provisions: Introduction, Origins of the Concept of Service Tax, Services Currently under the Tax Net, Services Exempted from the Service Tax, Obligations and Duties of a Service Provider, Penalties Levied under the Service Tax Act.

Schedule of Sessions

| Topics | Sessions |
|---|-----------------|
| PRE - MID SEM | |
| Service: Characteristics and Categories | 5 |
| Trends in Services Marketing | 5 |
| Consumer Behavior | 5 |
| Marketing Mix Elements for Services | 5 |
| Product, Promotion, Price and Distribution | 5 |
| Role of People in Service in Marketing | 5 |
| POST - MID SEM | |
| Physical Evidence of Service | 5 |
| Service Quality, Measurement and Control | 5 |
| Demand and Supply Management | 5 |
| Marketing Research in Service Marketing | 5 |
| Management of the Services Marketing Effort | 5 |
| Service Tax Provisions | 5 |
| Total | 60 |

LIFE INSURANCE

| | |
|----------------------------|----------------------|
| Program : BBA | Semester : |
| Class of : | Credits : 3 |
| Course Code : BE354 | Sessions : 60 |

| Text Book | Author/Publication |
|---|-------------------------------|
| Life Insurance IC-33 (New Syllabus) | Insurance Institute of India. |
| Reference Books | Author/Publication |
| Principles of Insurance | Insurance Institute of India |
| Insurance Business Environment | Insurance Institute of India |
| Practice Life Assurance | Insurance Institute of India |
| Life Assurance Underwriting | Insurance Institute of India |
| Application of Life Assurance | Insurance Institute of India |
| Group Ins. & Retirement Benefit Schemes | Insurance Institute of India |

Detailed Curriculum

Introduction to Insurance: What is Insurance- Brief History of Insurance- Purpose & Need of Insurance- Classification of Risks- How Insurance works- The Human Asset- Insurance of Intangibles- The Business of Insurance- Trustee- Reinsurance- Insurance as a Social Security Tool- Role of Insurance in Economic Development- Advantages of Life Insurance.

Principles of Life Assurance: Life Insurance Contracts- Principle of Utmost Good Faith- Insurable Interest- Features of Insurable Interest- Principle of Indemnity- Different Risks- Needs and Insurance.

Premiums and Bonuses: What is Premium- Risk, Net and Pure Premium- Loadings- Level Premiums- Office Premium- Extra Premiums- Calculation of Age-Premium Calculation- Life fund- Actuarial Valuation- Bonus- Interim Bonus.

Life Insurance Products: Basic Elements- Some popular plans- Convertible Plans- With Profit and without Profit Policies- Joint life Policies- Childrens plans- Variable Insurance Plans- Industrial Assurance Plans- Salary Savings Scheme (SSS) Policies- Riders- Annuities- Plans Covering Handicapped- Group Insurance- What is Group Insurance-

Essential Features of Group Insurance Schemes- Group Insurance Schemes- Special Schemes- Group Leave Encashment Scheme (GLES)- Agent's Role.

Underwriting: Introduction- Classification of Risks- Financial Underwriting- Data for Underwriting- Assessing the Risk- Adverse Selection- Non-Medical Underwriting- Female Lives- Underwriting by Agents- Recent Trends.

Insurance Documents: Introduction- Proposal Forms- Personal Statement- First Premium Receipt (FPR)- Renewal Premium Receipt (RPR)- The Policy Document- Endorsements- Renewal and Bonus Notices- Prospectus.

Policy Conditions: Introduction- Age- Days of Grace- Lapse and Non-Forfeiture- Paid up Value- Keeping policy in force- Extended Term Insurance- Revival- Assignment- Nomination- Nomination vs. Assignment- Surrenders and Loans- Fore Closure- Alterations- Indisputability of the Policy- Married Women's Property (MWP) Act Policies- Restrictions- Loss of Policies.

Claims: Introduction- Maturity Claims- Survival Benefit Payments- Death Claim- Claim Concession- Presumption of Death-

Precautions- Accident and Disability Benefits- Critical illness Claims- IRDA Regulations.

Linked Life Insurance Products: What is a Linked policy-Option of Funds-Flexibility-Net Assets Value: or NAV-Lock in-Riders-Differences-Charges- Ulips and Traditional Insurance-Annuities and Pensions-IRDA Guidelines-Caution.

Insurance Agency: Definition of an Agent-Agents' Regulations-Procedure for Becoming an Agent-Methods of Remunerating Agents- Functions of an

Agent-Agency as a Profession-Responsibilities of an Agent-Prerequisites for success-Ethical Behaviour.

Laws and Regulations: Insurance Act, 1938- Life Insurance Corporation Act, 1956- Insurance Regulatory and Development Authority Act, 1999-Consumer Protection Act, 1986(COPA) - Ombudsman-Income Tax Act-Married Women's Property Act, 1874-Rural and Social Sectors- Micro Insurance.

Schedule of Sessions

| Topic | Sessions |
|--------------------------------|-----------|
| Pre-mid | |
| Introduction to Insurance | 4 |
| Principles of Life Assurance | 3 |
| Premiums and Bonuses | 6 |
| Life Insurance Products | 8 |
| Underwriting | 5 |
| Insurance Documents | 4 |
| Post-mid | |
| Policy Conditions | 6 |
| Claims | 5 |
| Linked Life Insurance Products | 6 |
| Insurance Agency | 7 |
| Laws and Regulations | 6 |
| Total | 60 |

General Insurance

| | |
|----------------------|----------------------------|
| Program : BBA | Course Code : BK359 |
| Semester : | Sessions : 60 |
| Class of : | Credits : 3 |

Objective: The course introduces the students with the fundamental principles of General Insurance and also provide in depth knowledge on the practice of General Insurance.

| Textbook/Workbook | Author/Publication |
|---|--|
| Principles and Practice of Non Life Insurance | P.K. Gupta, Himalaya Publishing House. ISBN:81-8318-520-7 |
| Reference Books | Author/Publication |
| General Insurance | Bernard Benjamin / Heinemann |
| Insurance Books | Insurance Institute of India |
| General Insurance Principles | A. S. Arnold / University Press |
| Introduction to General Insurance | Nick Holyoake / Financial World |

Detailed Curriculum

Introduction to Insurance: Insurance Defined-Cost and Benefits of Insurance-Nature of Insurance-Evolution of Insurance-Principles of Insurance-Insurance Contracts-Kinds of Insurance.

MARINE INSURANCE:

Marine Insurance: Introduction-History of Marine Insurance-Marine Insurance-Definition and Types-Nature of Marine Insurance Contract.

Marine Insurance Policies: Marine Insurance Policies-Types of Policies-Nature of Marine Policies-Marine Insurance Policy Conditions-Special Marine Covers.

Marine Underwriting & Rating: Cargo Underwriting-Hull Underwriting.

Marine Losses & Claims: Marine Losses-Settlement of Claims-Marine Cargo Losses and Frauds.

Progress of Marine Insurance: Underwriting Experience: Before and After Privatization-Market Shares and Growth-After Privatization.

HEALTH INSURANCE:

Health Insurance: Basics-Current Scenario-Health Insurance Scheme-Imperative for Health Insurance in India.

FIRE INSURANCE:

Fire Insurance Contract & Policies: Fire Insurance Contracts-Fire Insurance Proposals-Fire Insurance Coverages-Special Coverages.

Fire Underwriting & Rating: Rate Fixation in Fire Insurance-Cancellation of Policies-Mid-Term Cover-Claims Experience Discount-FEA Discount.

Fire Insurance Claims: Fire Claims Procedure-Extent of Indemnity-Valuation under Valued Policies-Valuation under Unvalued Policies.

Progress of Fire Insurance: Probability Before Privatization-Post Liberalization Progress.

Reinsurance: Fire Insurance-an Illustration-Introduction to Reinsurance-Role of the Reinsurers-Techniques of Reinsurance-Nature of Reinsurance Risks-Reinsurance in Indian Perspective.

Motor Insurance: Overview of the Losses due to Automobile Ownership and Usage-Need for Automobile Insurance-Types of Motor Insurance Policies-Factors Considered for Premium Rating-Motor Insurance Claims.

Burglary and Personal Insurance: Burglary Insurance-Personal Accident Insurance.

Other Miscellaneous Insurances: Banker's Indemnity Insurance-Aviation Insurance-Jeweller's Block Insurance-Other Urban Non-Traditional Insurance.

Rural Insurance: Need and Potential for Rural Insurance-Legal Framework-Various Rural Insurance Policies.

Property and Liability Insurance: Property Insurance-Liability Insurance-Tort Liabilities-Specific Statutory Liabilities.

Project and Engineering Insurance: Project Insurance-Engineering Insurance.

Social Insurance: What is Social Insurance?-Characteristics and Need for Social Insurance-Legal Framework for Social Insurance-Social Insurance in India-Unemployment Insurance.

Progress of Miscellaneous General Insurance: Underwriting Experiences-

Before Privatization-Growth and Market Shares.

Insurance Legislation in India: Historical Perspective-Insurance Act, 1938-Marine Insurance Act, 1963-The General Insurance Business (Nationalization) Act, 1972-IRDA Act, 1999.

NOTE: The Topic “HEALTH INSURANCE” was not included in the book “Principles and Practice of Non Life Insurance”, it should be collected from the book “Insurance and Risk Management” for reference.

Schedule of Sessions

| Topic | Sessions |
|---|-----------|
| PRE-MID SEMESTER | |
| Introduction to Insurance | 2 |
| Marine Insurance | 2 |
| Marine Insurance Policies | 4 |
| Marine Underwriting & Rating | 4 |
| Marine Losses & Claims | 3 |
| Progress of Marine Insurance | 2 |
| Health Insurance | 2 |
| Fire Insurance Contract & Policies | 3 |
| Fire Underwriting & Rating | 3 |
| Fire Insurance Claims | 3 |
| Progress of Fire Insurance | 2 |
| POST-MID SEMESTER | |
| Reinsurance | 3 |
| Motor Insurance | 3 |
| Burglary and Personal Insurance | 3 |
| Other Miscellaneous Insurances | 3 |
| Rural Insurance | 3 |
| Property and Liability Insurance | 3 |
| Project and Engineering Insurance | 3 |
| Social Insurance | 3 |
| Progress of Miscellaneous General Insurance | 3 |
| Insurance Legislation in India | 3 |
| Total | 60 |

General Insurance
Detailed Session Plan

| Session Number | Chapter Number | Chapter Name | Topic |
|-------------------------|----------------|------------------------------------|--|
| PRE-MID SEMESTER | | | |
| 1 | I | Introduction to Insurance | Insurance Defined-Cost and Benefits of Insurance-Nature of Insurance-Evolution of Insurance. |
| 2 | | | Principles of Insurance-Insurance Contracts-Kinds of Insurance. |
| 3 | II | Marine Insurance | Introduction-History of Marine Insurance-Marine Insurance-Definition and Types. |
| 4 | | | Nature of Marine Insurance Contract. |
| 5-6 | III | Marine Insurance Policies | Marine Insurance Policies-Types of Policies. |
| 7-8 | | | Nature of Marine Policies- Marine Insurance Policy Conditions- Special Marine Covers. |
| 9-10 | IV | Marine Underwriting & Rating | Cargo Underwriting. |
| 11-12 | | | Hull Underwriting. |
| 13 | V | Marine Losses & Claims | Marine Losses. |
| 14 | | | Settlement of Claims. |
| 15 | | | Marine Cargo Losses and Frauds. |
| 16 | VI | Progress of Marine Insurance | Underwriting Experience: Before and After Privatization. |
| 17 | | | Market Shares and Growth-After Privatization. |
| 18 | VII | Health Insurance | Basics-Current Scenario-Health Insurance Scheme. |
| 19 | | | Imperative for Health Insurance in India. |
| 20 | VIII | Fire Insurance Contract & Policies | Fire Insurance Contracts-Fire Insurance Proposals. |
| 21 | | | Fire Insurance Coverages. |
| 22 | | | Special Coverages. |
| 23-25 | IX | Fire Underwriting & Rating | Rate Fixation in Fire Insurance-Cancellation of Policies-Mid-Term Cover-Claims Experience Discount-FEA Discount. |
| 26-28 | X | Fire Insurance Claims | Fire Claims Procedure-Extent of Indemnity-Valuation under Valued Policies-Valuation under Unvalued Policies. |
| 29-30 | XI | Progress of Fire Insurance | Probability Before Privatization-Post Liberalization Progress. |
| POST-MID SEM | | | |
| 31 | XII | Reinsurance | Fire Insurance-an Illustration-Introduction to Reinsurance. |
| 32 | | | Role of the Reinsurers-Techniques of Reinsurance. |
| 33 | | | Nature of Reinsurance Risks-Reinsurance in Indian Perspective. |
| 34 | XIII | Motor Insurance | Overview of the Losses due to Automobile Ownership and Usage-Need for Automobile Insurance. |

| Session Number | Chapter Number | Chapter Name | Topic |
|----------------|----------------|--|---|
| 35 | | | Types of Motor Insurance Policies-Factors Considered for Premium Rating. |
| 36 | | | Motor Insurance Claims. |
| 37-39 | XIV | Burglary and Personal Insurance | Burglary Insurance-Personal Accident Insurance. |
| 40 | XV | Other Miscellaneous Insurances | Banker's Indemnity Insurance-Aviation Insurance. |
| 41-42 | | | Jeweller's Block Insurance-Other Urban Non-Traditional Insurance. |
| 43 | XVI | Rural Insurance | Need and Potential for Rural Insurance-Legal Framework. |
| 44-45 | | | Various Rural Insurance Policies. |
| 46 | XVII | Property and Liability Insurance | Property Insurance-Liability Insurance. |
| 47 | | | Tort Liabilities. |
| 48 | | | Specific Statutory Liabilities. |
| 49 | XVIII | Project and Engineering Insurance | Project Insurance. |
| 50-51 | | | Engineering Insurance. |
| 52 | XIX | Social Insurance | What is Social Insurance?-Characteristics and Need for Social Insurance-Legal Framework for Social Insurance. |
| 53-54 | | | Social Insurance in India-Unemployment Insurance. |
| 55 | XX | Progress of Miscellaneous General Insurance | Underwriting Experiences-Before Privatization. |
| 56-57 | | | Growth and Market Shares. |
| 58 | XXI | Insurance Legislation in India | Historical Perspective-Insurance Act, 1938. |
| 59 | | | Marine Insurance Act, 1963. |
| 60 | | | The General Insurance Business (Nationalization) Act, 1972-IRDA Act, 1999. |

MANAGEMENT INFORMATION SYSTEM

| | |
|----------------------------|----------------------|
| Program : BBA | Semester : |
| Class of : | Credits : 3 |
| Course Code : BE355 | Sessions : 60 |

Objective: This course is designed to introduce the concepts of organizational information system to students. It covers the conceptual foundations, structure and development of management information systems.

| Text Book | Author/Publication |
|---|--|
| Information Systems for Modern Management | Robert G. Murdock, Ross, James R. Claggett / PHI |
| Reference Books | Author/Publication |
| Introduction to Information systems, 8e | James O' Brien/ Galgotia |
| Management Information Systems | Gordon B Davis & Margrethe H Olson/ TMH |

Detailed Curriculum

The Meaning and Role of Management Information Systems: What is a Management? Information System? Note on Decision Support Systems, What is the System Approach? The Systems View of Business, MIS Organization within the Company.

Management, Organization Theory and the Systems Approach: Development of Organizational Theory, Management and Organizational Behavior, Management, Information and the Systems Approach.

What the Manager Should Know About Computer Systems:

Data Processing and the Computer, Operation of a Manual Information System, Components of a Computer System, Conversion of Manual to Computer- Based Systems, The Data Bank Concept, Types of Computer-Based Applications.

Database Management: The Business Setting, Enter: The Computer, Objectives of a DBMS, Database Technical Overview, Management Responsibility.

Information Systems for Decision Making: Evolution of an Information System, Basic Information Systems,

Decision Making and MIS, MIS as a Technique for Making Programmed Decisions, Decision-Assisting Information Systems.

Strategic and Project Planning for MIS: General Business Planning, Appropriate MIS Response, MIS Planning: General, MIS Planning: Details.

Conceptual System Design: Define the Problems, Set System Objectives, Establish System Constraints, Determine Information Needs, Determine Information Sources, Develop Alternative Conceptual Designs and Select One, Document the System Concept, Prepare the Conceptual Design Report.

Detailed System Design: Inform and Involve the Organization, Aim of Detailed Design, Project Management of MIS Detailed Design, Identify Dominant and Trade-off Criteria, Define the Subsystems, Sketch the Detailed Operating Subsystems and Information Flows, Determine the Degree of Automation of Each Operation, Inform and Involve the Organization Again, Inputs, Outputs and Processing, Early System Testing, Software, Hardware and

Tools, Propose an Organization to Operate the System, Document the Detailed Design, Revisit the Manager-User.

Implementation, Evaluation and Maintenance of the MIS: Plan the Implementation, Acquire Floor Space and Plan Space Layouts, Organize for Implementation, Develop Procedures for Implementation, Train the Operating Personnel, Computer-Related Acquisitions, Develop Forms for Data Collection and Information Dissemination, Develop the Files, Test the System, Cutover, Document the System, Evaluate the MIS, Control and Maintain the System.

Pitfalls in MIS Development: Fundamental Weaknesses, Soft Spots in Planning, Design Problems, Implementation: The Tar Pit.

Systems Concept and Control: Systems Classifications, Some System Concepts, Control: The Key System Concept, The Business Organization as a System, Control and System Design.

Management Science and System Modeling for MIS: What is Management Science? What are Models?, Kinds of Model, Use of Models for Analysis of Systems, Characteristics, Simulation, Construction of Models.

Schedule of Sessions

| Topic | Sessions |
|--|-----------|
| Pre-Mid Sem | |
| The Meaning and Role of Management Information Systems | 3 |
| Management, Organization Theory and the Systems Approach | 5 |
| What the Manager Should Know About Computer Systems | 5 |
| Database Management | 5 |
| Information Systems for Decision Making | 6 |
| Strategic and Project Planning for MIS | 6 |
| Post Mid Sem | |
| Conceptual System Design | 6 |
| Detailed System Design | 5 |
| Implementation, Evaluation and Maintenance of the MIS | 5 |
| Pitfalls in MIS Development | 4 |
| Systems Concept and Control | 6 |
| Management Science and System Modeling for MIS | 4 |
| Total | 60 |

