

### **Department of Business Administration**

The Department follows the syllabus and adheres to the curriculum structure as mandated by the affiliating Assam University.

During the three years of the BBA honors programme, spread over 20 theory papers and 3 specialization papers are taught. Amongst the specialization papers the students can choose either Marketing Management, Human Resource Management or Financial Management as their specialization papers. For each of the specialization papers the students have to study 4 papers spread over the 2 semesters. The Semester wise distribution of the Papers and their Course Outcomes are as follows:-

Semester I	
Name of the paper: <b>FUNDAMENTALS OF MANAGEMENT AND OB</b>  Paper Code: BBACC – 101	<p>On completion of this course the students will learn, have a fair understanding of and develop the concepts of:</p> <p>CO 1: Basic forms of Business Ownership; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.</p> <p>CO 2: Overview of Planning: Types of Plans &amp; The planning process; Types and Techniques. Control: Function, Process and types of Control; <b>PRINCIPLES OF ORGANIZING</b></p> <p>CO 3 Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, .. Motivation: Concepts and their application.</p> <p>CO 4 Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.</p> <p>CO 5 Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict.</p>

<p>Name of the paper:  <b>BUSINESS  ACCOUNTING</b></p> <p>Paper Code:  BBACC - 102</p>	<p>Once this course is completed, the students will be able to use</p> <p>CO 1: Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles.</p> <p>CO 2: The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book.</p> <p>CO 3: Preparation of Financial Statements: Preparing Trading Account, Profit &amp; Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Indian Accounting Standards: concept, benefit, procedure for issuing Indian accounting Standard in India, Salient features of Ind AS issued by ICAI.</p> <p>CO : 4 Financial Statements: Objectives of Financial Statement Analysis; Techniques of Financial Statement Analysis -Horizontal Analysis, Vertical Analysis, and Ratio Analysis.</p>
<p>Name of the paper:  <b>BUSINESS  ETHICS AND  CORPORATE  SOCIAL  RESPONSIBILITY</b></p>	<p>On completion of this course the students will learn, have a fair understanding of and develop the concepts of:</p>

<p>Paper Code: BBAGE - 101</p>	<p>CO 1: Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: An alternative to moral principles: virtue ethics, Moral issues in business: Profit maximization vs. social responsibility</p> <p>CO 2: Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.</p> <p>CO 3: Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing.</p> <p>CO 4: Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring.</p> <p>CO 5: Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.</p>
<p style="text-align: center;"><b>SEMESTER II</b></p>	
<p>Name of the paper: <b>HUMAN RESOURCE MANAGEMENT</b></p> <p>Paper Code: BBACC - 201</p>	<p>On completion of this course the students will be able to learn, understand and develop the concepts of:</p> <p>CO 1: Human Resource Management: Concept, Functions, roles, skills &amp; competencies, HRD definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity. Work life balance. HRM issues in Indian Organisations.</p> <p>CO 2: Human Resource Planning: Process, Forecasting demand &amp; supply, Skill inventories Human Resource Information System (HRIS), Succession planning, Job analysis – Uses, methods, Job description &amp; Job specifications. Recruitment, Selection &amp; Orientation: internal &amp; external sources, e- recruitment, selection process, orientation process.</p> <p>CO 3: Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept &amp; Methods. Performance management system. Career planning: career anchors, career life stages</p> <p>CO 4: Compensation: Steps of determining compensation, job</p>

	<p>evaluation, components of pay structure, factors influencing compensation levels, wage differentials &amp; incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement &amp; other benefits.</p> <p>CO 5: Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes &amp; machinery for settlement of disputes- grievance, concepts, causes &amp; grievance redressal machinery, discipline &amp; disciplinary action , procedure, Collective bargaining- concept,type, process</p>
<p>Name of the paper: <b>STATISTICS FOR BUSINESS DECISIONS</b></p> <p>Paper Code: BBACC- 202</p>	<p>At the end of this course the students will be able to:</p> <p><b>CO 1:</b> Measures of Central Value; Mean , Median and Mode ,Measures of Dispersion: Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean</p> <p><b>CO 2:</b> Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression.</p> <p><b>CO 3:</b> Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers.</p> <p><b>CO 4:</b> Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson &amp; Normal distribution.</p>

<p>Name of the paper: <b>ENTREPRENEURSHIP DEVELOPMENT</b></p> <p>Paper Code: BBAGE – 201</p>	<p>Once this course is completed, the students will learn, have a fair understanding of and develop the concepts of:</p> <p>CO 1: The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning.</p> <p>CO 2: Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.</p> <p>CO 3: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.</p> <p>CO 4: The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships.</p> <p>CO 5: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.</p>
<b>Semester III</b>	
<p>Name of the paper: <b>MANAGERIAL ECONOMICS</b></p> <p>Paper Code: BBACC301</p>	<p>At the end of this course the students will be able to learn, understand and develop the concepts of:</p> <p>CO 1: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment.</p> <p>CO 2: Keynesian theory of Income and employment : simple Keynesian</p>

	<p>model,  components of aggregate demand, equilibrium income, changes in  equilibrium, multiplier  ( investment, Government expenditure, lump sum tax, foreign trade),  effect of fiscal and  monetary policy.</p> <p>CO 3: Money: functions of money, quantity theory of money,  determination of money  supply and demand, H theory of money multiplier, indicators and  instruments of  monetary control;</p> <p>CO 4: Inflation: meaning, demand and supply side factors, consequences  of inflation, antiinflationary policies, natural rate theory, monetary  policy-output and inflation, Phillips  curve (short run and long run)</p> <p>CO 5: Open Economy: brief introduction to BoP account, market for  foreign exchange  and exchange rate, monetary and fiscal policy in open economy,  Mundell Fleming model  (perfect capital mobility and imperfect capital mobility under fixed and  flexible exchange  rate)</p>
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<p>Name of the paper: PRINCIPLES OF MARKETING</p> <p>Paper Code: BBACC - 302</p>	<p>Once this course is completed, the students will be able to use</p> <p>CO 1: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept.</p> <p>CO 2: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;</p> <p>CO 3: Product &amp; Pricing Decisions: Concept of Product Life Cycle (PLC), marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging &amp; Labelling, New Product Development.</p> <p>CO 4: Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).</p> <p>CO 5: Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations &amp; Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries.</p>

<p>Name of the paper: MANAGEMENT ACCOUNTING</p> <p>Paper Code: BBACC - 303</p>	<p>At the end of this course the students will be able to learn, understand and develop the concepts of:</p> <p>CO 1 : Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Cost; Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.</p> <p>CO 2: Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Shut down vs. Continue.</p> <p>CO 3: Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.</p> <p>CO 4: Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances.</p>



<p>Name of the paper: <b>TAX PLANNING</b></p> <p>Paper Code: <b>BBAGE- 301</b></p>	<p>At the end of this course the students will be able to:</p> <p>CO 1: Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.</p> <p>CO 2: Computation of Income under the head Salary</p> <p>CO 3: Computation of Income under the Head: House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.</p> <p>CO 4: Clubbing of Income, Set-off and carry-forward of losses , Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units.</p> <p>CO 5: Meaning of Tax Planning and Management; Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies; tax planning with reference to amalgamation or de-merger of companies.</p>
<p>Name of the paper: <b>E – COMMERCE</b></p> <p>Paper Code: <b>BBASEC – 301</b></p>	<p>Once this course is completed, the students will learn, have a fair understanding of and develop the concepts of:</p> <p>CO 1: Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs ebusiness, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C.</p> <p>CO 2: Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets ,The making of world wide web, web system architecture.</p> <p>CO 3: Building and hosting your website: choosing an ISP, registering a</p>

	<p>domain name, web promotion.</p> <p>CO 4: Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds.</p> <p><b>CO 5:</b> Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.</p> <p>CO 6: Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized estores, e-mall, direct selling by manufacturer, supplementary distribution channel.</p>
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Semester IV	
<p>Name of the paper: BUSINESS RESEARCH</p> <p>Paper Code: BBACC – 401</p>	<p>On completion of this course, the students will learn, understand and develop the concepts of:</p> <p>CO 1: Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem.</p> <p>CO 2: Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages &amp; Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)</p> <p>CO 3: Primary Data Collection: Survey Vs. Observations. Comparison of selfadministered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques;</p> <p>CO 4: Measurement &amp; Scaling: Primary scales of Measurement- Nominal, Ordinal, Interval &amp; Ratio. Scaling techniquespaired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form &amp; design.</p> <p>CO 5: Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA.</p>

<p>Name of the paper: MANAGERIAL ECONOMICS</p> <p>Paper Code: BBACC 402</p>	<p>Once this course is completed, the students will be able to use</p> <p>CO 1: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;</p> <p>CO 2: Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.</p> <p>CO 3: Producer and optimal production choice : optimizing behavior in short run(geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)</p> <p>CO 4: Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition: basic features</p> <p>CO 5: Factor market : demand for a factor by a firm under marginal productivity theory ( perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.</p>
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<p>Name of the paper: FINANCIAL MANAGEMENT</p> <p>Paper Code: BBACC – 401</p>	<p>At the end of this course, the students will learn, understand and develop the concepts of:</p> <p>CO 1: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function;</p> <p>CO 2: Concept of Time Value of Money, present value, future value, and annuity; Risk &amp; Return: Historical return, expected return, absolute return, holding period return. Risk - Systematic &amp; unsystematic risk –their sources and measures.</p> <p>CO 3: Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value;</p> <p>CO 4: Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return &amp; MIRR; Profitability Index Method.</p> <p>CO 5: Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of</p>

	<p>Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.</p>
<p>Name of the paper: PRODUCTION AND OPERATIONS MANAGEMENT</p>	<p>At the end of this course the students will be able to:</p> <p>CO 1: Introduction to Production &amp; Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.</p> <p>Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute.</p> <p>CO 2: Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error.</p> <p>.</p>

<p>Paper Code: BBAGE 401</p>	<p>CO 3: Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix .</p> <p>CO 4: Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Location Decisions &amp; Models: Facility Location –Objective, factors that influence location decision, location evaluation methods-factor rating method.</p> <p>CO 5: Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common &amp; assignable causes), Control charts: Variable measures (mean and range chart).</p>
<p>Name of the paper: IT TOOLS IN BUSINESS</p> <p>Paper Code: BBASEC - 401</p>	<p>On completion of this course the students will be able to learn, understand and develop the concepts of:</p> <p><b>CO 1 Spreadsheet</b> Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors.</p>
	<p><b>CO 2: Word-processing</b> Introduction: Creating and saving your document, displaying different views, working</p>

with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders.

Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.

**CO 3: Powerpoint presentation** Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide

Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation.

**CO 4: Databases** Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

**CO 5:** Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins.



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Semester V	
<p>Name of the paper: <b>QUANTITATIVE TECHNIQUES IN MANAGEMENT</b></p> <p>PaperCode: BBACC 501</p>	<p>Once this course is completed, the students will be able to learn, understand and develop the concepts of:</p> <p><b>CO I:</b> Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method;</p> <p><b>CO 2:</b> Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)</p> <p><b>CO 3:</b> Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing</p> <p><b>CO 4:</b> Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information</p> <p><b>CO 5:</b> Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods;</p>
<p>Name of the paper: <b>LEGAL ASPECT OF BUSINESS</b></p> <p>Paper Code BBACC - 502</p>	<p>At the end of this course, the students will be able to</p> <p><b>CO I:</b> The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contractBased on: validity, formation &amp; performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.</p> <p><b>CO 2:</b> Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881:Meaning of negotiable instruments, type of negotiable instruments,</p>

	<p>promissory note, bill of exchange, cheque.</p> <p><b>CO 3</b>The Companies Act 2013:Meaning and types, Incorporation, Memorandum &amp; Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners&amp; their relations, extent and limitation of liability.</p> <p><b>CO 4:</b> Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.</p> <p><b>CO 5</b> The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record public authority; obligations of public authorities, requesting information.</p>
<p>Name of the paper: <b>INTERNATIONAL FINANCE</b></p> <p>Paper Code: BBADSE – 501</p>	<p>Once this course is completed, the students will be able to learn, understand and develop the concepts of:</p> <p><b>CO1</b> Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India).</p> <p><b>CO 2</b></p> <p>International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.</p> <p><b>CO3</b></p> <p>Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps; Early delivery, extension or cancellation of Forward contracts. Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP;</p>

	<p>models of exchange rate forecasting- forward rate as an unbiased predictor, the DemandSupply approach.</p> <p><b>CO-4</b> Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure.</p> <p><b>CO-5</b> International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, Strategies for Direct Investment, Optional International Asset Allocation.</p>
<p>Name of the paper: <b>INVESTMENT BANKING AND FINANCIAL SERVICES</b></p>	<p>At the end of this course, the students will be able to</p> <p><b>CO- 1</b></p> <p>Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers.</p> <p><b>CO 2</b></p> <p>Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing.</p> <p><b>CO 3</b></p> <p>Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial &amp; operating lease, direct lease and sales &amp; lease back, advantages and limitations of leasing, Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest &amp; Installment, difference between Hire Purchase &amp; Leasing, Choice criteria between Leasing and Hire.</p> <p><b>CO 4</b></p> <p>Venture Capital: Concept, history and evolution of VC, the venture</p>

<p>Paper Code: BBADSE -502</p>	<p>investment process, various steps in venture financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.</p> <p><b>CO 5</b></p> <p>Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.</p>
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<p>Paper Code: PHSDSE501TA</p>	<p>CO1: Dynamics of a system of particles</p> <p>CO2: Lagrangian formalism</p> <p>CO3: Hamiltonian Formalism</p> <p>CO4: Small Amplitude Oscillations</p> <p>CO5: Fluid Dynamics</p>
<p>Name of the paper: <b>CONSUMER BEHAVIOR</b></p> <p>Paper Code:</p>	<p>On completion of this course, the students will be able to learn, understand and develop the concepts of:</p> <p><b>CO I</b></p> <p>Consumer Behaviour: Nature, scope &amp; application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach.</p> <p><b>CO 2</b></p> <p>Consumer Needs &amp; Motivation: Characteristics of motivation, arousal of motives, theories of needs &amp; motivation. Personality &amp; Consumer Behaviour: Importance of personality, theories of personality.</p> <p><b>CO 3</b></p> <p>Consumer Perception: Concept of absolute threshold limit, differential threshold &amp; subliminal perception: Perceptual Process: selection, organisation &amp; interpretation.</p> <p>Learning &amp; Consumer Involvement: Importance of learning on consumer behavior.</p> <p>Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes.</p> <p><b>CO 4</b></p> <p>Group Dynamics &amp; consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products &amp; brands, application of reference groups. Culture &amp; Consumer Behaviour:</p>

<p>BBADSE – 501</p>	<p>Characteristics of culture, core values held by society &amp; their influence on consumer behaviour, introduction to sub-cultural &amp; cross-cultural influence.</p> <p><b>CO 5</b></p> <p>Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), postpurchase evaluation; Situational Influences</p>
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<p>NAME OF THE PAPER: ADVERTISING AND BRAND MANAGEMENT</p> <p>PAPER CODE BBADSE – 502</p>	<p><b>CO I</b></p> <p>Advertising need &amp; importance: Definition &amp; growth of modern advertising, advertising &amp; the marketing mix, types &amp; classification of advertisement, advertising spiral; Social &amp; economic aspects of advertising; Marketing communication models: AIDA.</p> <p><b>CO 2</b></p> <p>How advertising works: Exposure, salience, familiarity, low involvement, central route &amp; peripheral route &amp; cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational &amp; emotional approaches, selection of an endorser, creative strategy &amp; style- brand image, execution,</p>
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	<p>USP. <b>CO 3</b></p> <p>Media planning &amp; scheduling: Introduction to broadcast &amp; non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, &amp; all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle &amp; media option; Scheduling: flighting, pulsing, &amp; continuous</p> <p><b>CO 4</b></p> <p>Management of sales promotion: Importance &amp; need for sales promotion, planning for consumer schemes &amp; contests, different types of consumer schemes.</p> <p><b>CO 5</b></p> <p>Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.</p>
<p>PAPER NAME: TRAINING AND MANAGEMENT DEVELOPMENT</p> <p>PAPER CODE BBADSE – 501</p>	<p><b>CO 1:</b> Organization vision &amp; plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.</p> <p><b>CO 2 :</b> Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.</p> <p><b>CO 3 :</b> Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, etraining.</p> <p><b>CO 4:</b> Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behaviouralmodelling, job rotation, case study,</p>



	<p>multiple management, sensitivity training.</p> <p><b>CO 5:</b> Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions,</p>
<p>PAPER NAME: MANAGEMENT OF INDUSTRIAL RELATIONS</p> <p>PAPER CODE: BBADSE 502</p>	<p><b>CO 1:</b> Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.</p> <p><b>CO 2:</b> Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.</p> <p><b>CO 3:</b> Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.</p> <p><b>CO 4:</b> Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.</p> <p><b>CO 5:</b> The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures ,employment of women and young persons ,leave with wages and weekly holidays.</p>

6<sup>TH</sup> SEMESTER

<p>NAME OF THE PAPER: BUSINESS POLICY AND STRATEGY</p> <p>PAPER CODE: BBACC – 601</p>	<p><b>CO 1 :</b> Nature &amp; importance of business policy &amp; strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business &amp; functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process &amp; Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.</p> <p><b>CO 2</b> Environmental Analysis &amp; Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.</p> <p><b>CO 3:</b> Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies-offensive &amp; defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal.</p> <p><b>CO 4:</b> Strategic Framework: Strategic analysis &amp; choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix;</p> <p><b>CO 5:</b> Behavioural considerations affecting choice of strategy; Culture and Strategic</p>
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	<p>Leadership: Implementing &amp; operationalizing strategic choice, Impact of structure, culture &amp; leadership, functional strategies &amp; their link with business level strategies, Balanced Score Card; Introduction to Strategic control &amp; evaluation, Strategic surveillance.</p>
<p>NAME OF THE PAPER: FINANCIAL INSTITUTIONS AND MARKET</p> <p>PAPER CODE: BBACC - 602</p>	<p><b>CO 1:</b> Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs &amp; FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker.</p> <p><b>CO 2</b> Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets.</p> <p><b>CO 3:</b> Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges,</p> <p>Comparison between NSE and BSE; Indian Stock Indices and their construction, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets.</p> <p><b>CO 4:</b> Money Markets &amp; Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit.</p> <p><b>CO 5</b> Debt Markets in India: Introduction and meaning, Market for Government/Debt Securities</p>

	<p>in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Corporate Bonds vs. Government Bonds</p>
<p>NAME OF THE PAPER: <b>INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT</b></p> <p>PAPER CODE: BBADSE - 601</p>	<p><b>CO I</b></p> <p>Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yield.</p> <p><b>CO 2</b></p> <p>Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis.</p> <p><b>CO 3</b></p> <p>Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier &amp; optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier.</p> <p><b>CO 4</b></p> <p>Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line,</p>

	<p>Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets.</p> <p><b>CO 5</b></p> <p>Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds.</p>
<p>NAME OF THE PAPER: STRATEGIC CORPORATE FINANCE</p> <p>PAPER CODE: BBADSE - 602</p>	<p><b>CO-I</b></p> <p>Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition.</p> <p><b>CO 2:</b> Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.</p> <p><b>CO-3</b></p> <p>Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.</p> <p><b>CO-4</b></p> <p>Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core</p>

	<p>subsidiary, planned exit, forceful retirement and other disposals.</p> <p>Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving</p> <p><b>CO-5</b> Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools &amp; techniques, the link between valuation and corporate finance</p>
<p>NAME OF THE PAPER: RETAIL MANAGEMENT</p> <p>PAPER CODE: BBADSE – 601</p>	<p><b>CO I:</b> Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian</p> <p><b>CO2:</b> Retail Industry. Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, nonstore Based retail mix &amp; Non-traditional selling.</p> <p><b>CO 3</b> Store Planning: Design &amp; Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.</p> <p><b>CO 4:</b> Retail Marketing: Advertising &amp; Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.</p> <p><b>CO 5</b> Retail Merchandising: Buying function, Markups &amp; Markdown in merchandise management, shrinkage in Retail merchandise management.</p>
<p>NAME OF THE PAPER: DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT</p> <p>PAPER CODE: BBADSE - 602</p>	<p><b>CO 1:</b> The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.</p> <p><b>CO 2:</b> Distribution – Basic concept, Transportations, Inventory, Warehousing,</p>

	<p>Managing logistics.</p> <p><b>CO 3:</b> Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.</p> <p><b>CO 4 :</b> Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.</p> <p><b>CO 5:</b>Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.</p>
<p>NAME OF THE PAPER: PERFORMANCE AND COMPEMSATION MANAGEMENT</p> <p>PAPER CODE: BBADSE - 601</p>	<p><b>CO 1:</b> Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.</p> <p><b>CO 2:</b> Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.</p> <p><b>CO 3:</b> Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth,</p>

	<p>broadbanding, competency based pay.</p> <p><b>CO 4:</b> Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits &amp; Incentive practices in Indian industry.</p> <p><b>CO 5:</b> Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials &amp; national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.</p>
<p>NAME OF THE PAPER: CROSS CULTURAL HUMAN RESOURCE MANAGEMENT</p> <p>PAPER CODE: BBADSE = 602</p>	<p><b>CO 1:</b> Introduction to concepts of culture and nationality, Impact of culture on international business environment, Hofstede's approach ,advantages and disadvantages PCN, TCN,HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.</p> <p><b>CO 2:</b> Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building</p> <p><b>CO 3:</b>Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy</p> <p><b>CO 4:</b> Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross</p>



	<p>border</p> <p>Mergers and Acquisitions: HRM perspective</p> <p><b>CO 5:</b> International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC</p>
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