

SCHEME OF EXAMINATION

&

SYLLABUS

of

BBA-MBA (INTEGRATED)

for

**First to Nine Semester (w.e.f. 2018 – 2023 Academic Session)
(w.e.f. 2019-2024 Academic Session)**



LINGAYA'S VIDYAPEETH

NACHAULI, JASANA ROAD, GREATER FARIDABAD, HARYANA



SCHEME OF EXAMINATIONS
LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
BBA-MBA INTEGRATED (BMI)

I. SUMMER TRAINING PROJECT

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Director / Principal of the Institution before the commencement of the end-term Examination. The Summer Training Report shall Carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the VIDYAPEETH and for the rest of the 50 marks by an Internal Examiner to be appointed by the Director / Principal of the Institution.

II. PROJECT REPORT

Each student shall undertake a project to be pursued by him / her under the supervision of an Internal Supervisor to be appointed by the Director / Principal. The project should preferably be based on primary data. Both the subject and the name of the Supervisor will be approved by the Director / Principal of the Institution. The Project Report in duplicate along with one soft copy in a CD/DVD will be submitted at least three weeks prior to the commencement of the End Term Examination of the Sixth Semester. Project Report shall carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the VIDYAPEETH and for the rest of the 50 marks by an Internal Examiner to be appointed by the Director / Principal of the Institution.

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
BBA-MBA INTEGRATED (BMI)

INSTRUCTIONS FOR PREPARATION OF THE PROJECT REPORTS

Students are required to follow the mentioned pattern in preparing the project:

Format of the report:

1. Title page
2. Certificate
3. Acknowledgement
4. Table of Contents
5. Chapter Plan:
 - Chapter I: Introduction
 - Objectives of the study
 - Review of Literature
 - Research Methodology
 - Limitations of the study
 - Chapter II: Profile of the Organization
 - Chapter III: Analysis and Interpretation of Data
 - Chapter IV: Conclusions and Recommendations

Format for Bibliography

Books

Pandey, I.M.; Financial Management, Vikas Publishers, New Delhi; 2017.

Articles

Gupta, K; Durables: On a Fast Track; Harvard Business Review, No. 11; Vol. 8; pp 4-7.

Websites:

www.google.com

Annexures

Questionnaire (if applicable)

LINGAYA'S UNIVERSITY, GREATER FARIDABAD, HARYANA
BACHELOR OF BUSINESS ADMINISTRATION (BBI)

INSTRUCTIONS FOR PREPARATION OF THE PROJECT REPORTS

Students are required to follow the mentioned pattern in preparing the project:

Format of the report:

1. Title page
2. Certificate
3. Acknowledgement
4. Table of Contents
5. Chapter Plan:
 - Chapter I: Introduction
 - Objectives of the study
 - Review of Literature
 - Research Methodology
 - Limitations of the study
 - Chapter II: Profile of the Organization
 - Chapter III: Analysis and Interpretation of Data
 - Chapter IV: Conclusions and Recommendations

Format for Bibliography

Books

Pandey, I.M.; Financial Management, Vikas Publishers, New Delhi; 2017.

Articles

Gupta, K; Durables: On a Fast Track; Harvard Business Review, No. 11; Vol. 8; pp 4-7.

Websites:

www.google.com

Annexures

Questionnaire (if applicable)

BMI

Semester IX

Course No.	Course Name	Periods	Evaluation Scheme				Cr
		L-T-P	Synopsis	Report	Presentation & Viva	Total	
BA-1581A	MAJOR PROJECT	0-0-30	20	50	30	100	15

In IX semester the students will undergo Internship for six months which will be treated as Major Project for evaluation purpose. The grade will be awarded to the student in Internship i.e. 0-0-P course will be based on his performance in the organization where he/she undergoes the internship. The marks will be awarded for project report, presentation and defending in a viva-voce.

SEMESTER I

INTEGRATED MBA (BMI)

BBA 111: Principles of Management

L-4, T-0

Credits –4

Max Marks: 75

Objectives: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

Course Contents

Unit I

Lectures:- 10

Management: Concept, Nature, Process, Significance; Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management.

Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.

Planning: Nature, Scope and Objectives of Planning; Types of plans; Planning Process; Business Forecasting; MBO: Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality. **Organising:** Concept, Principles of an Organization; Span of Control; Departmentation; Types of an Organization; Authority-Responsibility; Delegation and Decentralization;

Unit II

Lectures: - 12

Staffing: Concept, Nature and Importance of Staffing. Motivating and Leading: Nature and Importance of Motivation; Types of Motivation; Theories of Motivation: Maslow, Herzberg, X, Y and Z; Leadership: Meaning and Importance; Traits of a leader; Leadership Styles – Likert's Systems of Management, Tannenbaum & Schmidt Model and Managerial Grid.

Controlling: Nature and Scope of Control; Types of Control; Control Process; Control Techniques – Traditional and Modern; Effective Control System.

Unit III

Lectures: - 12

Organisational Behaviour-1: Concept and nature of Organizational behavior, O.B. Models, Importance, Challenges and Opportunities,

Individual & Interpersonal Behaviour: Personality – Determinants and Traits; Emotions; Learning-Theories, Perception –Process and Errors, Attitudes- Formation, Theories, Relationship between Attitude and Behavior; **Interpersonal Behaviour:** Johari Window; Transactional Analysis – Ego States, Types of Transactions, Life Positions, Applications of T.A

Unit IV

Lectures: - 10

Group Behaviour & Team Development: Concept of Group and Group Dynamics, Stages of Group Development, Theories of Group Formation; Concept of Team Vs. Group; Types of Teams; Building and Managing Effective Teams.

Organization Culture and Change Management: Concept of Organizational Culture, Managing Conflict, Managing Change; Resistance to Change, Managing cross Cultures.

Text Books

1. Robbins, (2011). Fundamentals of Management: Essentials Concepts and Applications, Pearson Education.
2. Robbins, S.P. and Sanghi, S., (2009), Organizational Behaviour; 13th edition, Pearson Education.
3. Stoner, Freeman and Gilbert Jr. ((2010)) Management, 8th Edition, Pearson Education.

Reference Books

1. Koontz, H.(2014), Essentials of Management, McGraw Hill Education.
2. Ghillyer, A, W., (2008) Management- A Real World Approach, McGraw Hill Education.
3. Mukherjee, K, (2009), Principles of Management, 2nd Edition, McGraw Hill Education.

4. Luthans, Fred, (2008), Organizational Behavior, 11th Edition, McGraw Hill Education

CO1: Understand the concepts related to Business.

CO2: Demonstrate the roles, skills and functions of management.

CO3: Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.

CO4: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	-	-	-	-	1	-	2
CO2	-	2	2	-	-	-	-	2
CO3	1	-	-	-	-	-	-	1
C04	-	2	-	2	-	2	-	2

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)

BMA 401: BUSINESS STATISTICS

L-4, T-0

Credits –4

Max Marks: 75

Course Objective : The central **objective** of the undergraduate major in **Statistics** is to equip students with consequently requisite quantitative skills that they can employ and build on in flexible ways.

UNIT 1

Population and Sample: Definition of Statistics, Scope of Statistics in Economics, Management Sciences and Industry. Concept of population and sample with illustration. Methods of Sampling – SRSWR, SRSWOR, Stratified, Systematic. (Description of sampling procedures only)

UNIT 2

Data Condensation and graphical Methods: Raw data, attributes and variables, classification, frequency distribution, cumulative frequency distributions; Graphs - Histogram, Frequency polygon. / Diagrams - Multiple bar, Pie Subdivided bar.

Measures of Central Tendency: (6)

Criteria for good measures of central tendency, Arithmetic mean, Median and Mode for grouped and ungrouped data, combined mean.

UNIT 3

Measures of Dispersion: Concept of dispersion, Absolute and relative measure of dispersion, Range, Variance, Standard deviation, Coefficient of variation, Quartile Deviation, Coefficient of Quartile deviation.

UNIT 4

Correlation and Regression (for ungrouped data): Concept of correlation, positive & negative correlation, Karl Pearson's Coefficient of correlation, meaning of regression, Two regression equations, Regression coefficients and properties.

Recommended Books:

1. S.C. Gupta – Fundamentals of Statistics - Sultan chand & Sons, Delhi.
2. D.N. Elhance – Fundamentals of Statistics – Kitab Mahal, Allahabad.
- 3.

Satayanarayana, Lalitha Raman- Management operations Research.

M.

Course Outcome

CO1: Familiarizes the concept of statistics

CO2: Provide practical exposure on calculation of measures of average

CO3: Introduce the students about the concept of Research sample.

CO4: Provide the glimpse of business trends and projections

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	-	-	-	-	1	-	2
CO2	-	2	2	-	-	-	2	
CO3	1	-	-	-	-	-	1	
CO4	-	2	-	2	-	2	2	

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)
BBA 113: Financial Accounting

L-4 T-0

Credit-4

Max Marks: 75

Objectives: The objective of this subject is to give understanding of the basic accounting principles and techniques of preparing the accounts for users of accounting information.

Course Contents

Unit I

Hours: - 10

Meaning and Scope of Accounting: Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting, Accounting Principles and Standards: Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards Issued by ICAI.

Unit II

Hours: - 10

Journalizing Transactions: Journal Entries, compound Journal entries, Opening Entry.

Ledger Posting and Trial Balance: Preparation of Ledger, Posting, Cash book, Sales and Purchase book and Trial Balance.

Company Final Accounts: Preparation of Final Accounts with adjustments, Trading Account, Profit & Loss Account, Balance Sheet.

Unit III

Hours: - 12

Depreciation Provisions and Reserves: Concept of Depreciation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation,

Methods of Providing Depreciation, Depreciation Policy, AS-6 (Revised) Provisions and Reserves, Change of method of Depreciation (by both current and retrospective effect).

Contemporary Issues & Challenges in Accounting: Human Resource Accounting, Green Accounting, Inflation Accounting, Price level Accounting, Social Responsibility Accounting

Unit IV

Hours: - 12

Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Right Shares.

Issue and Listing of Securities: Stock Exchange of India, Control of SEBI, Regulating business in stock exchange (Elementary Knowledge only).

Text Books

1. Tulsian, P.C., (2012) Financial Accountancy, Pearson Education.
2. Maheshwari, S.N. and Maheshwari, S. K., (2012) An Introduction to Accountancy, Vikas Publishing House

Reference Books

1. Bhattacharyya, Asish K., (2010) Essentials of Financial Accounting, Prentice Hall of India.
2. Rajasekran, (2012), Financial Accounting, Pearson Education.
3. Bhattacharya, S.K. and Dearden, J., (2010) Accounting for Manager – Text and Cases, Vikas .

Course Outcomes

On completion of this course, the students will be able to

CO1. Demonstrate the applicability of the concept of Accounting to understand the managerial Decisions and financial statements

CO2. Apply the Financial Statement Analysis associate with Financial Data in the organization.

CO3. Analyse the complexities associated with management of cost of product and services in the Organization

CO4. Demonstrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to LM Sector

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	-	-	-	-
CO2	3	3	3	2	-	-	-	-
CO3	3	3	3	2	-	-	-	-
C04	3	1	1	1	-	-	-	-

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)

BBA 115: Business Economics

L-4, T-0

Credit-4

Max Marks: 75

Objectives: The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

Course Contents

Unit I

Hours: - 10

Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and

Application of Business Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Time Value of Money, Marginalism, Incrementalism, Market Forces and Equilibrium, Risk, Return and Profits.

Unit II

Hours: - 12

Consumer Behavior and Demand Analysis:

Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods (Brief)

Unit III

Hours: - 12

Theory of Production: Meaning and Concept of Production, Factors of Production and Production function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISO QUANTS.

Unit IV

Hours: - 10

Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale, Explicit Cost and Implicit Cost, Private and Social Cost. Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.

Text Books:

1. Samuelson, P & Nordhaus, W. (2010) Economics, McGraw Hill Education.
2. Dwivedi, D.N. (2010) Managerial Economics, Vikas Publishing House.

Reference Books:

1. Salvatore, D. (2014) Managerial Economics in a Global Economy, Oxford VIDYAPEETH Press.
2. Kreps, D. (2010) Microeconomics for Managers, Viva Books Pvt. Ltd.
3. Mankiw, NG, (2011), Principles of Economics, Cengage Learning.
4. Peterson, L. and Jain (2012), Managerial Economics, Pearson Education.

CO1. To understand the concepts of cost, nature of production and its relationship to Business operations.

CO2. To apply marginal analysis to the “firm” under different market conditions.

CO3. To analyse the causes and consequences of different market conditions.

CO4. To integrate the concept of price and output decisions of firms under various market structure

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	-	-	-	-
CO2	3	3	3	2	-	-	-	-
CO3	3	3	3	2	-	-	-	-
CO4	3	1	1	1	-	-	-	-

**LINGAYA'S VIDYAPEETH NACHUALI,
JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)
BEN 401 GENERAL ENGLISH**

L-4, T-0

Credits–4

Max Marks: 75

Objective: The objective of this course is to familiarize students about the dynamics of business language and discourse.

Unit 1 Grammar Section: (a) Question Tag (b) Clauses (noun, relative and adverbial clauses)

Unit 2 Professional communication: (a) Soft Skills (b) Public Speaking (ii) Home Assignment: Writing Skills from the text prescribed: (a) Principles of good writing (b) Paragraph writing

Unit 3 Speaking Skills: Monologue, Dialogue, Group Discussion, Effective Communication/ Mis-Communication, Interview, Public Speech

Unit 4 Reading and Understanding: Close Reading, Comprehension, Summary Paraphrasing, Analysis and Interpretation, Translation (from Indian language to English and vice-versa) Literary/Knowledge Texts 5. Writing Skills Documenting, Report Writing, Making notes, Letter writing

Readings:

1. Fluency in English - Part II, Oxford University Press, 2006.
2. Business English, Pearson, 2008.
3. Language, Literature and Creativity, Orient Black swan, 2013.
- 4.

Course Outcome

CO1: To study basic English Grammar and composition for developing communication skills.

CO2: To develop critical thinking in students.

CO3: Express creativity through writing documents.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2
CO1	2	-	-	-	3	-	2	-
CO 2	1	2	-	-	-	-	-	1
CO3	1	2	-	-	-	-	-	1
CO4	-	1	-	-	2	-	-	1

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)

BCS 101: Computer Application for business

L-4, T -0

Credit-4

Max Marks: 75

Objectives: This is a basic paper for students to familiarize with computer and its applications in the relevant fields and exposes them to other related papers of IT.

Course Contents

Unit I

Hours: - 08

Basics of Computer: Characteristics of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware), Function of Different Units of Computer, Classification of Computers. Computer Memory: Primary Memory, Secondary memory.

Unit II

Hours: - 10

Computer Software: Types of Software, Introduction to Operating System; Function of OS, Types of Operating Systems, Booting Procedure, Start-up Sequence, Details of Basic System Configuration, Important Terms like Directory, File, Volume, Label, Drive Name, etc; Introduction to GUI using Windows Operating System, Compiler, Interpreter and assembler, Types of languages; word processor and software.

Unit III

Hours: - 14

Operating System Concept: Introduction to MS-Word, MS-Excel / Spread Sheets.

Advanced Excel: Introduction, features, applications and advanced functions of Excel.

All Directory Manipulations, Operating system commands. Introduction to DBMS, Structure of a DBMS and Advantages of DBMS.

Protection & Security: Indian IT Act, Goals of Protection and Security, Concept of Encryption & Decryption, Virus, Worm, Antivirus, Firewall.

Information Technology and Society: Application of information Technology in Railways, Airlines, Banking, Online Banking System, Insurance, Inventory Control, Financial systems, Hotel management, Education, entertainment and health, security issues in information technology.

Unit IV

Hours: - 12

Computer Networks and IT applications: Data communication concepts, types of communication media, Concepts of Computer Networks, Network topologies, Networking devices, OSI model.

Concepts of Web Technology: Internet, Intranet and Extranets; Applications of internet, Basics services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain Names, Web Browsers, Internet Protocols, Search Engines, e-mail.

Text Books

1. Leon and Leon, (2012), Introduction to Information Technology, Vikas Publishing House.
2. Sinha, Pradeep K. Foundations of Computing, (2012), BPB Publisher

Reference Books

1. Joseph A.Brady and Ellen F Monk, (2012), Problem Solving Cases in Microsoft and Excel, Thomson Learning.
2. Tanenbaum, A. S., (2011), Computer Networks, Pearson Education.
3. Goyal, Anita, (2012) Computer Fundamentals, Pearson Education.
4. ITL, ESL, (2008) Introduction to Infotech, Pearson Education..

1. To apply various terminologies used in the operation of computer systems in a business environment.
2. To apply various terminologies used in the operation of computer systems in a business environment.
3. To develop or provide support for MIS according to business organizational needs
4. To provide support for MIS according to business organizational needs

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	3	2	-	-	-	-
CO2	3	3	3	2	-	-	-	-
CO3	3	3	3	2	-	-	-	-
C04	3	1	1	1	-	-	-	-

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)
BCS 151 Computer & Application Lab

L-0, T-04

Credit-2

Max Marks: 60

Lab would be based on the following topics:

2. All commands specified in unit III using Windows

3. Introduction to MS-Word:

Introduction to Word Processing, it's Features, Formatting Documents, Paragraph Formatting, Indents, Page Formatting, Header and Footer, Bullets and Numbering, Tabs, Tables, Formatting the Tables, Finding and Replacing Text, Mail Merging etc.

4. Introduction to MS-Excel:

Introduction to Electronic Spreadsheets, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data, Creating Tables, Graphs and charts, Creating Database, Sorting Data, Filtering etc.
Advanced Excel: Advanced Functions of MS-Excel.

5. Introduction to MS PowerPoint:

PowerPoint, Features of MS PowerPoint Clipping, Slide Animation, Slide Shows, Formatting etc.

6. Computerized Accounting Software:

The students must be familiar with preparation of computerized accounts (By using Tally Software or any other popular accounting software): including creation of company, vouchers and recording transactions, preparing reports – cash book and bank book, ledger accounts, trial balance, profit and loss account (income statement) and balance sheets.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	2	1	-	-	-	-
CO2	1	-	2	-	-	-	-	-
CO3	2	2	2	-	-	-	-	-
C04	1	1	-	-	-	-	-	-

SEMESTER -II

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)

BMA 402: QUANTITATIVE ANALYSIS

L-4, T-0

Credits –4

Max Marks: 75

Objective- To make the students understand the concepts of quantitative analysis and probability.

Unit I

Introduction to Statistics: Introduction; Statistics and Statistical Methods; Characteristics of Statistics; Functions of Statistics; Limitations of Statistics; Statistics in Business and Management; Distrust of Statistics.

Time Series - Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Unit II

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Unit III

PROBABILITY: Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions meaning, types and applications, binomial, Poisson and normal distributions.

Unit IV

Hypothesis Testing:: Null and Alternative Hypothesis; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (Z Test and Chi Square Test)

RECOMMENDED BOOKS

1. Gupta, S.P. & Gupta, M.P. "Business Statistics", Sultan Chand & Sons. Delhi
2. Levin and Rubin, "Statistics for Business", Prentice Hall of India.
3. Hooda. R.P., "Statistics for Business and Economics", McMillan India Ltd.
4. N.P.Bali "Engineering Mathematics III/IV", Laxmi Publications

Course Outcome

CO1: Understand the basic concept of Statistics.

CO2: Know how we test the hypothesis with different statistical tools.

CO3: Examine the index numbers.

CO4: Develop hypothesis under various situation.

Unit Wise Syllabus

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O1	PS O2
CO1	3	-	-	-	-	-	1	-
CO2	-	2	-	-	1	-	2	-
CO 3	2	-	1	-	-	-	2	-
C04	2	-	-	1	-	2	-	1

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE
BBA 112: Cost & Management Accounting

L-4, T-0

Credits –4

Max Marks: 75

Objective- To enable the students to gain insights into the various concepts related to cost accounting and the terms, which characterize the phenomenon of costing.

UNIT I

COST ACCOUNTING: Meaning of cost, costing and cost accounting, comparison between financial accounting and cost accounting, cost unit, cost center, classification of cost, preparation of cost sheet, total costs and unit costs.

UNIT II

MATERIAL COST CONTROL: Meaning and objectives of material control, material purchase procedure, fixation of inventory levels – Reorder level, EOQ, Minimum level, Maximum level, Danger level and methods of Valuing material issues.

UNIT III

LABOUR COST CONTROL: Meaning of labour cost and its importance, Methods of time keeping and time booking, Treatment and Control of labour turnover, Idle time, Overtime, Systems of wage payment – Time wage system, Piece wage system and balance or debt method; Overhead – classification, allocation and apportionment of overhead including machine hour rate.

UNIT IV

METHODS OF COSTING: Job, Batch and contract costing, Process costing, Process losses and gains.

RECOMMENDED BOOKS

1. Jain, S. P.& Narang, K. L. Cost Accounting. New Delhi: Kalyani Publishing House
2. Kishore, R. M. Cost accounting. New Delhi: Taxmann Publishing
3. Maheshwari, S. N. & Maheshwari S. K. Cost and Management Accounting. New Delhi: Vikas Publishing House.
4. Jain, S. P., & Narang, K. L. *Cost & management accounting*. New Delhi: Kalyani Publishers
5. Prasad, N.K., Principles and Practice of Cost Accounting

Course Outcome

CO1: To understand the meaning, nature of cost accounting.

CO2: To know the measures of material cost control.

CO3: To examine the labour cost control.

CO4: To develop the methods of costing.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	2	-	-	-	-	-	2	-
CO2	2	-	-	1	-	-	2	-
CO3	1	-	-	-	-	-	1	-
C04	-	1	1	-	-	2	-	1

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
BCS 102: Business Communication

L-4, T-0

Credits –4

Max Marks: 75

Objective- To familiarize the students with the fundamentals of communication for professional purposes and to enable them in writing and speaking well.

UNIT I

INTRODUCTION: Meaning, nature, objective, need and importance, 7 Cs of effective communication, process of communication, and its various components. Types of communication: verbal and nonverbal, formal and informal. Barriers to effective communication: physical and Mental barriers, language or semantic barriers, socio-psychological barriers, organizational and personal barriers, overcoming barriers.

UNIT II

WRITING AND SPEAKING SKILLS: Sub-processes and effective of writing skills (unified and coherence writing skills), Importance of speaking skills, skills required in telephonic conversation. Business letters: Characteristics of a good business letter, structure/layout of a business letter (fully block, semi block, hanging intended and NOMA style). Types of business letters: sales, orders, complaint, adjustment, enquiry, follow ups, recommendation, acknowledge, cover letter of registration. Other types: business circulars, thank you, request, congratulatory.

UNIT III

E-C COMMUNICATION: E-mail and its popularity, guidelines for writing e-mails, effective e-mail, limitations of e-mail. Official communication: Memorandum, minutes of meeting-objective, difference between agenda and minutes types (resolution and narration), contents and guidelines for writing minutes, writing resume, difference between resume and CV, modern tools of communication (whatsApp, twitter, facebook etc.)

UNIT IV

BUSINESS REPORTS: concept, importance, characteristics of a good report, types of reports (oral, written, formal, informal, informational, interpretive, routine), steps in writing a business report, layout/style of business report. Interview: Nature, types of interview (personal, traditional, evaluation, telephonic, group, panel, lunch/dinner, case, structured, semi-structured, unstructured and stress interview), procedure of interview, and facing an interview. Do's and dont's of interview.

RECOMMENDED BOOKS

1. Chhabra, T. N. Effective business communication. New Delhi: Sultan Chand & Sons.
2. Lesikar, R. V. Business communication. New Delhi: Tata McGraw Hill.
3. Pal, R., & Korlahalli, J. S. Essentials of business communication. New Delhi: Sultan Chand & Sons.
4. Sharma, R. C. & Mohan, K. Business correspondence & report writing. New Delhi: Tata McGraw Hill

CO1. To be familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern & Assignments

CO2. To participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.

CO3. To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.

CO4. To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O1	PS O2
CO1	3	-	-	-	-	1	-	2
CO 2	-	-	2	-	-	-	-	2
CO3	2	1	-	-	-	-	-	3
CO4	2	1	-	-	-	2	-	3

LINGAYA'S VIDYAPEETH

**NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BBA 114: BUSINESS ORGANIZATION AND ENVIRONMENT

L-4, T-0

Credits –4

Max Marks: 75

Objective- To enable the students in terms of understanding the various concepts related to business organizations and administrative aspects

UNIT I

BUSINESS ORGANIZATION: Concept, nature and scope of business, business objectives, distinction between business, commerce and trade; Forms of business organization –Sole proprietorship, partnership, joint stock company, joint Hindu family; types of company-cooperative societies; multinational corporations.

UNIT II

BUSINESS COMBINATIONS & ASSOCIATIONS: Concept and causes of business combinations between government and business; Types and forms of combinations; chambers of commerce and industries in India – FICCI, CII Association, ASSOCHAM, AIMO etc..

UNIT III

BUSINESS ENVIRONMENT: Nature, components and determinants of business environment; basic nature of Indian economic system; growth of public and private corporate sector; social responsibility of business; economic reforms since 1991 – an overview. Review of industrial policy developments and pattern of industrial growth since 1991; Industrial licensing policy; public sector reforms; privatization and liberalization trends.

UNIT IV

OVERSEAS BUSINESS: Trend and pattern of India's foreign trade and balance of payments; latest foreign trade policy; India's overseas investments; policy towards foreign direct investment; globalization trends in Indian economy; role of MNCs; impact of multilateral institutions (IMF, World Bank and WTO) on Indian business environment.

RECOMMENDED BOOKS

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi
2. Talloo, Thelman J., Business Organisational and Management, TMH, New Delhi
3. Tulsian, P.C., Business Organisation, Pearson Education, New Delhi
4. F. Cherunilum, Business Environment, Himalaya Publishing House, New Delhi
5. Biswanath Ghosh, Economic Environment & Business, Vikas Publishing House, New Delhi
6. N.K. Sengupta, Government and Business, Vikas Publishing House, New Delhi
7. K. Ashwathappa, Business Environment for Strategic Management, Himalaya Publishing House, New Delhi.

Course Outcome

CO1: Familiarize with global business environment.

CO2: Make them understand about different financial institutions.

CO3: Develop the knowledge about international business.

CO4: Know about international market.

Unit Wise Syllabus

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O1	PS O2
CO1	3	-	-	-	-	1	-	2
CO2	-	-	2	-	-	-	-	2
CO 3	2	1	-	-	-	-	-	3
C04	2	1	-	-	-	2	-	3

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
BBA 116: Production Management

L-4, T-0

Credits –4

Max Marks: 75

Objectives:

To develop basic understanding of concepts, theories and techniques of production process and operation management.

Unit I

Introduction: Definition, Objectives, Scope and Functions of Production Management, Types of Production Systems, Transformation Process Model. **Production Planning and Control:** Objectives, Importance, Levels and Procedures of Production Planning and Control. **Production Design and Development:** Product Design, Factors determining the Design of a Product, Approaches to Product Design, Product Development Process, and Factors influencing Product Development.

Unit II

Plant Location and Layout: Factors affecting for location, criteria of site selection, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Objectives of Plant Layout, Factors affecting for plant layout, Types of layouts-Process, Product and Fixed position layout, Problems in Facility Layout. **Purchasing and Material Management:** Objectives and Importance of Material Management, Organisation of Material Management, Factors responsible for providing economy in Material Management, Steps in purchasing procedure, and Methods of Purchasing.

Unit III

Inventory Management & JIT: Inventory management and analysis, Inventory Control, Essentials of a good Inventory Control System, Factors affecting Inventory Control Policy, Models / Methods of Inventory Control- EOQ, Re-order Level, ABC analysis, VED analysis, SDE analysis, HML analysis and FSN analysis. Just in Time Implementation Requirements.

Unit IV

Quality Management Systems and TQM: TQM, Phases of Quality Control, Specification of Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka–Yokes, ISO (9000&14000 Series), and Six Sigma (Introductory aspects only). **Plant Maintenance:** Importance of Maintenance Management, Types of Maintenance-Breakdown, Preventive, Predictive, Routine and Planned Maintenance.

Text Books

1. Aswathappa, K. Production and Operation Management, (2011), Himalaya Publishing.
2. Mahadevan, B. Operation Management: theory and practice, (2015), Pearson Education India.

Reference Books:

1. Charry, S., "Production and Operation Management", Tata McGraw-Hill, 2012.
2. Panneerselvam R. "Production and Operation Management", Prentice Hall, 2012.
3. Chase, R.B, et. Al (2011), Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
4. Stevenson W. J (2014). Operations Management, Tata McGraw Hill, New Delhi.

CO1. Identify the elements of production management and various transformation processes to enhance productivity and competitiveness.

CO2. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in production environments

CO3. Develop aggregate capacity plans and MPS in production environments.

CO4. Plan and implement suitable materials handling principles and practices in the production.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	2	-	-	-	1	-	2
CO2	-	-	3	-	-	-	-	2
CO3	2	2	-	-	-	-	-	3
CO4	2	1	-	-	-	3	-	2

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
BBA 118: Business Law

L-4, T -0

Credit-4

Max Marks: 75

Objective: The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Contents

UNIT I

The Indian Contract Act, 1872: General Principle of Law of Contract

- a) Contract – meaning, characteristics and kinds
- b) Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
- c) Contract of Indemnity and Guarantee
- d) Contract of Bailment & Pledge.

UNIT II

The Sale of Goods Act, 1930

- a) Contract of sale, meaning and difference between sale and agreement to sell.
- b) Conditions and warranties
- c) Transfer of ownership in goods including sale by non-owners
- d) Performance of contract of sale
- e) Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

UNIT III

The Companies Act 1956 with up-to-date Amendments (Basic elementary knowledge): Essential characteristics of a Company, Types of Companies, Memorandum and Articles of Association, Prospectus, Shares – Kinds, Allotment and Transfer, Debentures, Essential conditions for a valid Meeting, Kinds of Meetings and Resolutions; Directors and Remuneration, Directors, Managing Directors-their Appointment, Qualifications, Powers and Limits on their Remuneration, Prevention of Oppression and Mismanagement.

UNIT IV

The Negotiable Instruments Act 1881

- a) Meaning and Characteristics of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque, Crossing of Cheque, Bouncing of Cheques
- b) Holder and Holder in due Course, Privileges of Holder in Due Course.
- c) Negotiation: Types of Endorsements

Text Books

1. Kuchhal, M.C. and Vivek Kuchhal, (2014) *Business Law*, Vikas Publishing House, New Delhi.
2. Maheshwari & Maheshwari, *Principles of Business Law* (2013), Himalaya Pub.House-New Delhi.

Reference Books

1. Ravinder Kumar, *Legal Aspects of Business*, (2013), Cengage Learning
2. Singh, Avtar, *Business Law*, (2014), Eastern Book Company, Lucknow.
3. N.D.Kapoor, (2010) Sultan Chand, New Delhi
4. Bulchandani K R, *Business Law for Management*, (2014), Himalaya Pub.House-New Delhi.

CO1. Explain the concepts in business laws with respect to foreign trade

CO2. Apply the global business laws to current business environment

CO3. Analyze the principle of international business and strategies adopted by firms to expand globally

CO4. Integrate concept of business law with foreign trade

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	3	-	-	-	1	-	2
CO2	2	2	3	-	-	-	-	2
CO3	2	3	-	-	-	-	-	3
C04	2	2	-	-	-	3	-	2

SEMESTER- III

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA-211: Marketing Management

L-4, T-0

Credits -4

Max Marks: 75

Objectives: The objective of this paper is to identify the foundation terms and concepts that are commonly used in marketing. This course will give complete relationship between marketing and other management functions.

Course Contents

Unit I

Hours: -10

Introduction to Marketing: Nature, Scope and Importance of Marketing, Basic concepts, Marketing Environment, Consumer Behavior, Market Segmentation, Targeting and Positioning.

Unit II

Hours: -10

Product: Product Levels, Product Mix, Product Strategy, Product Development, Product Lifecycle and Product Mix.

Pricing Decisions: Designing Pricing Strategies and Programmes, Pricing Techniques.

Unit III

Hours: -12

Place: Meaning & importance, Types of Channels, Channels Strategies, Designing and Managing Marketing Channel, Retailing, Physical Distribution, Marketing Logistics and Supply Chain Management.

Unit IV

Hours: -12

Promotion: Promotion Mix, Push vs. Pull Strategy; Promotional Objectives, Advertising-Meaning and Importance, Types, Media Decisions, Promotion Mix, Personal Selling-Nature, Importance and Process, Sales Promotion – Purpose and Types; Publicity and Public Relations-Definition, Importance and Methods.

Emerging Issues in Marketing: Integrated Marketing, Online Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Text Books

1. Kotler, Armstrong, Agnihotri and Haque, (2012), Principles of Marketing- A South Asian Perspective, Pearson Education.
2. Ramaswamy and Namkumar,S.,(2013), Marketing Management Global Perspective: Indian Context, McMillan, Delhi.

References

1. Saxena, Rajan, (2012), Marketing Management, McGraw Hill Education.
2. Lamb, Charles W, (2012), MKTG: a South Asian Perspective, Cengage Learning.
3. Russel, Winer, (2012), Marketing Management, Pearson Education.
4. Kotler, Koshi Jha, (2014), Marketing Management, Pearson Education.

CO1. Students will demonstrate strong conceptual knowledge in the functional area of marketing management.

CO2. Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.

CO3. Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

CO4: To know the modern marketing knowledge

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	2	-	-	-	1	-	2
CO2	3	2	1	-	-	-	-	3
CO3	2	2	-	-	-	-	-	2
CO4	2	2	-	-	-	3	-	1

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)

BBA 213: Human Resource Management

L-4, T-0

Credits: 04

Max Marks: 75

Objectives: The objective of this course is to make students familiarize with basic concepts of human resource management and people related issues.

Course Content:

Unit I:

Hours: -10

Human Resource Management: Concept and Functions, Role, Models, Status of HR , HR Policies, Evolution of HRM. Emerging Challenges of Human Resource Management; workforce diversity, empowerment, Downsizing; VRS; Human Capital; HRIS.

Unit II

Hours: -12

Human Resource Planning: Human Resource Planning- Quantitative and Qualitative dimensions; **Recruitment** – Concept and sources; (E-recruitment, recruitment process outsourcing etc.); **Selection** – Concept and process; test and interview; placement induction. Job analysis – job description and job specification; job design; Job Enlargement; Job Enrichment and flexi-time; Career Planning; Succession Planning.

Unit III

Hours: -12

Training and Development: Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role Specific and Competency Based Training; Evaluating Training Effectiveness; Management Development; Career Development ;

Performance appraisal: Nature and objectives; Techniques of performance appraisal; potential appraisal and employee counseling; Internal mobility – promotions, demotion, transfers and separation. Compensation: concept and policies; job evaluation.

Unit IV

Hours: -10

Maintenance: Employee health and safety; employee welfare; social security; Industrial relations- an overview. Grievance handling and redressal Industrial Disputes causes and settlement machinery.

Strategic HRM: HRD audit, managing globalization; technology and HRM.

Text Books

1. Gary Dessler. (2013) A Framework for *Human Resource Management*. Pearson.
2. David A. Decenzo, Stephen P. Robbins, Susan L. Verhulst, *Human Resource Management*", (2015), Wiley India Private Limited.

Reference Books

1. Bohlendar and Snell, Principles of *Human Resource Management*, (2013) Cengage Learning.
2. K. Aswathappa, Human Resource Management (2013), McGraw Hill Education (India) Private Limited.
3. Chhabra, T.N. *Essentials of Human Resource Management*. (2014) Sun India Publication New Delhi.
4. Robert L. Mathis and John Jackson, Human Resource Management (2011), South-Western Publisher.

CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM

CO2: Demonstrate competence in development and problem-solving in the area of HR Management

CO3: Provide innovative solutions to problems in the fields of HRM

CO4: Be able to identify and appreciate the significance of the ethical issues in HR

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	-	-	-	-	-	1	-
CO2	-	2	-	-	1	-	2	-
CO3	2	-	1	-	-	-	2	-
CO4	2	-	-	1	-	2	-	1

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)
BCE 401: Environmental Science

L-2, T/P-0,

Credits: 02

Max Marks: 75

Objectives: The basic objective of this paper is to understand the basic fundamental to environmental science, complexity of ecosystems, major environmental problems including their causes and consequences. This course endeavors to provide a background to current and controversial environmental issues and possible solutions to environmental problems.

Course Contents

Unit I

Hours: - 06

Ecosystems and how they work: Types of Eco-Systems, Geosphere – Biosphere and Hydrosphere introduction. Major issues of Biodiversity, Conservation of Bio-Diversity.

Concept of sustainability and international efforts for environmental protection: Concept of Sustainable Development, Emergence of Environmental Issues. International Protocols, WTO, Kyoto Protocol, International Agreement on Environmental Management.

Unit II

Hours: - 06

Water Pollution: Water Resources of India, Hydrological Cycle, Methods of Water Conservation and Management, Rain Water Harvesting and their legal aspects, River Action Plan, Ground and Surface Water Pollution; Waste Water Management.

Air Pollution: Air Pollution and Air Pollutants, Sources of Air Pollution and its Effect on Human Health and Vegetations. Green House Effect, Global Warming and Climate Change.

Unit III

Hours: -06

Solid Waste: Management – and Various Method Used, Composting, Land Fill Sites etc. Hazardous Waste Management, Biomedical Waste Management.

Environmental Impact Assessment and Environmental Management System - Introduction and its Impact.

UNIT IV

Hours: -06

Introduction to Indian Environmental laws: Legal framework, The Indian Penal Code, Role of Judiciary in Environmental Protection, Water (Prevention and Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981,

Text Books

1. Miller Tyler, G. Jr., (2011), Environmental Science: Working with the Earth, Cengage Learning India Pvt. Ltd.
2. Mishra, S.P., and Panday, S.N., (2014), Essential Environment Studies, Ane Books Pvt. Ltd.

Reference Books

1. Chhatwal, Rajni Johar (2012), Environmental Science, UDH Publishers & Distributers (P) Ltd.
2. Ghosh Roy, M.K. (2014), Sustainable Development, Ane Books Pvt. Ltd.
3. Asthana, D.K. and Meera. (2014), Textbook on Environmental Studies. S.Chand.
4. Arumugam.N, & Kumaresan.V, (2014) Environmental Science & Engineering, Saras Publication.

CO1:To provide students with a broad interdisciplinary liberal arts framework for understanding the relationship between humans and their environment;

CO2:To provide students with informed perspectives on biological and physical processes relevant to environmental problems, to help students understand responsible environmental policy and practice, and to engage students in ethical reflection regarding environmental problems in local, regional, national, and global communities;

CO3:To prepare students for careers, citizenship and environmental stewardship through experiential curricular and co-curricular opportunities;

CO4:To equip students with the knowledge and skills necessary to pursue professional careers and advanced study related to the multi-faceted nature of environmental studies; and

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	-	-	-	-	-	1	-
CO2	-	2	-	-	1	-	2	-
CO3	2	-	1	-	-	-	2	-
CO4	2	-	-	1	-	2	-	1

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA 215: Business Ethics and Corporate Social Responsibility

L-4, T/P-0,

Credits: 04

Max Marks: 75

Objectives: The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

Course Contents

Unit-I

Hours: -10

Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers, Ethical Decision Making.

Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business

Unit-II

Hours: -12

Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker, Concept of Knowledge Management and Wisdom management.

Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement.

Concept of Dharma & Karma Yoga: Concept of Karma and Kinds of Karma Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.

Unit-III

Hours: -12

Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation.

Understanding Success: Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.

Unit-IV

Hours: -10

Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business

Text Books

1. Fernando, A.C., (2010), Business Ethics, Pearson education.
2. Hartman, Laura and Chatterjee, Abha, (2010), Perspectives in Business Ethics, McGraw Hill Education.

Reference Books:

1. Govindarajan.M, Natarajan.S, Senthilkumar, V.S., (2013) Professional Ethics and Human Values, PHI
2. Rao, A.B., (2012), Business Ethics and Professional Values, Excel Book.
3. Manuel G.Velasquez, (2012), Business Ethics Concepts, Printice Hall of India.
4. Sison, Alejo G. Corporate Governance and Ethics, (2010) Edward Elgar Publishing Ltd.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	-	-	-	-	-	1	-
CO2	-	2	-	-	1	-	2	-
CO3	2	-	1	-	-	-	2	-
C04	2	-	-	1	-	2	-	1

1. Categorizing business practices into ethically desirable or ethically undesirable.
2. Evaluating ethical and unethical business practices and the consequences of ethical and unethical business practices.
3. Understanding how including ethics as a part of business decision making at all levels of work and management makes a difference.
4. Learning how to develop and implement a code of ethics by including desirable variables

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA 217- Indian Economy

L-4 T/P-0

Credits-4

Objectives: To help the students to understand the basics of Indian economy and to catch up with economic changes occurring at national and international levels.

Course Contents

Unit I

Hours: 10

Nature of Indian Economy: The need for Economic Development, causes of under development, determinates of development, National Income of India-estimates, Interregional variations of national income, NITI Aayog (National Institution for Transforming India).

Unit II

Hours: 12

Human Resources and Economic Development – Demographic Features of Indian population, size and growth of population and economic development. Problem of over population. Human development Index. New Economy Policy; - Privatization, Liberalization, Globalization. Unemployment problem in India; Problem of Poverty.

Unit III

Hours: 12

Industrialization- Growth and problems of major industries-Iron and Steel, Cotton Textiles, Cement, Sugar and Petroleum. Industrial policy. Small scale industries-Problems and policy. Regional imbalances, Parallel Economy. India's foreign trade and balance of payment.

Unit IV

Hours: 10

Indian Finance System: Mobilization of resources for development, Fiscal policy. Economic Planning- Importance of planning for Economic development, Salient features of India's five years plans priorities-target achievements, failures, factors affecting successful implementations of plans.

Text Books

1. Datt, and Sundhram, R., (2013), Indian Economy, Sultan Chand & Sons.
2. Dhingra, I C., (2014), Indian Economy, Sultan Chand & Sons.
- 3.

Reference Books

1. Singh Ramesh (2015), Indian Economy, McGraw Hill Education.
2. Mishra and Puri (2015), Indian economy, Himalaya Publishing House.
3. Banik Nilanjan (2015), The Indian Economy: A Macroeconomic Perspective, Sage India Publisher.
4. Kapila Uma (2015), Indian Economy: Performance and policies, Academic Foundation.
5. Economic survey 2017.

CO1 Prepare students to develop critical thinking to carry out investigation about various socio-economic issues objectively while bridging the gap between theory and practice.

CO2 Equip the student with skills to analyse problems, formulate an hypothesis, evaluate and validate results and draw reasonable conclusions thereof.

CO3 Prepare students for pursuing research or careers that provide employment through entrepreneurship and innovative methods. Because today's unemployment problem can also be solved by developing the micro and small entrepreneurship.

CO4 Prepare students to develop own thinking /opinion regarding current national or international policies and issues.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	-	-	-	-	-	1	-
CO2	-	2	-	-	1	-	2	-
CO3	2	-	1	-	-	-	2	-
CO4	2	-	-	1	-	2	-	1

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
BCS 403- E-Commerce

L-4, T/P-0,

Credits: 04

Max Marks: 75

Objectives: The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Course Contents

UNIT I

Introduction to E-Commerce: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India., Web Based Tools for Electronic Commerce, e-Marketing, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process. `

UNIT II

Security Issues in e-business: Basic E-Commerce Security issues, Electronic Commerce Threats, E-Commerce Security Strategy, Encryption, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

UNIT III

Electronic Payment System: Concept of e-Money, Internet Banking, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Infrastructure Issues in EPS, Electronic Fund Transfer.

UNIT IV

e-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce, Basics of Internet Enabled SCM-e Supply Chain, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce

Text Books

1. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2012): Electronic Commerce – A Managerial Perspective, Pearson Education.
2. Bharat Bhaskar (2013). Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.

Reference Books

1. Elias M. Awad (2010). Electronic Commerce-From Vision to Fulfillment, PHI Learning.
2. Dave Chaffey (2013). E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education.
3. Joseph, P.T. and S.J. (2012). E-Commerce – An Indian Perspective, PHI.
4. Schneider Gary, (2014). Electronic Commerce, Cengage Learning.

Note: Latest edition of text books may be used.

CO1: Analyze the impact of E-commerce on business models and strategy.

CO2: Describe the major types of E-commerce.

CO3: Explain the process that should be followed in building an E-commerce presence.

CO4: Identify the key security threats in the E-commerce environment.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	2	-	-	-	1	-	2
CO2	3	3	2	-	-	-	-	2
CO3	2	3	-	-	-	-	-	2
C04	2	3	-	-	-	3	-	3

Semester 4

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

**BBA-212: Financial Management
Credit-4**

L-4, T-0

Max Marks: 75

Objectives: Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision- making in a business unit.

Course Contents

Unit I

Hours: -12

Financial Management: Meaning, Scope, Objectives of Financial Management, Profit Vs. Wealth Maximization. Financial Management and other Areas of Management, Methods of Financial Management, Organization of Finance Function.

Sources of Financing: Classification of Sources of Finance.

Unit II

Hours: -12

Capital Structure: Meaning and Theories of Capital Structure: Net Income, Net Operating Income and MM Approach and Traditional Approach, Factors Determining Capital Structure.

Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital (Cost of Equity, Preference, debt and WACC), Leverage: Financial, operating & composite leverage

Unit III

Hours: -12

Capital Budgeting: Concept, Importance and Appraisal Methods: Pay Back Period, Accounting Rate of Return, Net Present Value Method (NPV), Profitability Index, and IRR. Capital Rationing.

Dividend Policy: Theories for Relevance and Irrelevance Concepts of Dividend.

Unit IV

Hours: -8

Working Capital Management: Operating cycle, Working Capital Estimation, Concept, Management of cash: Preparation of Cash Budget.

Text Books

1. Khan M.Y, Jain P.K., (2014), Financial Management, McGraw Hill Education.
2. Pandey I. M., (2015), Financial Management, Vikas Publishing House.
3. Brigham and Houston (2013) Financial Management, CENGAGE Learning

Reference Books

1. Kapil, Sheeba, (2012), Financial Management, Pearson Education.
2. Chandra Prasanna (2011), Financial Management: Theory and Practice, McGraw Hill.
3. Maheshwari, S.N. (2013), Financial Management: Principles and Practice, Sultan Chand.
4. Tulsian, P.C. (2010), Financial Management: A self study textbook, S. Chand.

Course Outcome

CO1: Provide introduction to Financial Management.

CO2: Create an awareness about capital structure and theories of capital structure.

CO3: Make them understand the cost of capital in wide aspects.

CO4: Acquire and develop skills to take rational decisions in the process of Financing mix

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	2	-	-	-	-	-	3	-
CO2	-	3	-	-	-	-	2	-
CO3	2	-	-	-	-	-	-	-
CO4	2	-	3	-	-	2	-	2

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
BBA 214: Strategic Management

L-4 T-0

Credits-4

Max Marks: 75

Objectives: The course aims to acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.

Course Contents

UNIT I

Introduction: Nature, Scope and Importance of Business Policy; Evolution; Forecasting, Long-Range Planning, Strategic Planning and Strategic Management.

Strategic Management Process: Formulation Phase – Vision, Mission, Environmental Scanning, Objectives and Strategy; Implementation phase – Strategic Activities, Evaluation and Control.

UNIT II

Environmental Analysis: Need, Characteristics and Categorization of Environmental Factors; Approaches to the Environmental Scanning Process – Structural Analysis of Competitive Environment; ETOP a Diagnosis Tool.

Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of Analysis and Diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis. McKinsey's 7s Framework.

UNIT III

Formulation of Corporate Strategies: Approaches to Strategy formation; Major Strategy options – Stability, Growth and Expansion: Concentration, Integration, Diversification, Internationalization, Cooperation and Digitalization, Retrenchment, Combination Strategies.

UNIT IV

Choice of Business Strategies: BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model.

Major Issues involved in the Implementation of strategy: Organizational Cultural and Behaviour factors, Organization Structure; Role of Leadership, Resource Allocation.

Text Books

1. Kazmi, Azhar, (2014), Strategic Management and Business Policy, McGraw Hill Education.
2. Ghosh, P. K., (2012), Strategic Planning and Management, Sultan Chand & Sons, New Delhi.

Reference Books

1. Hill, Charles W.L. and Jones Gareth R. (2011), An Integrated Approach to Strategic Management, Cengage Learning.
2. Walker, Gordon, (2012), Modern Competitive Strategy, McGraw Hill Education.
3. Weelen, (2012), Concepts in Strategic Management and Business Policy, Pearson Education.
4. Fred, David, (2011), Strategic Management: Concepts and Cases, Prentice hall of India

Note: Latest edition of text books may be used

Course Outcome

CO1: To describe the concept of Business Policy Strategic Planning and Strategic Management.

CO2: To demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.

CO3: To understand the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature

CO4: To analyze the major issues involved in the Implementation of strategy.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2
CO1	1	-	-	-	-	-	-	-
CO2	1	-	-	-	-	2	-	1
CO3	-	2	-	-	-	-	1	-
CO4	1	-	-	2	-	2	-	-

LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)
BCS 404: Management Information System

L-4 T-0

Credit-4

Max Marks: 75

Objectives: The objective of the course is to acquaint the students about the concept of information system in business organizations, and also the management control systems.

Course Contents

Unit I

Hours: -10

Introduction: Definition, Purpose, Objectives, and Role of MIS in Business Organization, pre-requisites for effective MIS, MIS Applications in Business.

Information in Decision Making: Meaning and importance, Sources and Types of Information, information requirements with particular reference to Management Levels, Relevance of Information in Decision Making, Strategic Business objectives of information system.

Unit II

Hours: -10

Cost Benefit Analysis: Quantitative and Qualitative Aspects, Assessing Information needs of the Organization.

System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc., System Approaches - System Development Life Cycle (SDLC), Prototyping, End User Development, Waterfall and Spiral method, System Analysis, Design and Implementation.

Unit III

Hours: -12

Types of information system: Transaction Processing System, Expert System, Decision Support System, Executive Information system and Knowledge Management System.

Information Technology: Recent Developments in the Field of Information Technology, Impact of IT on Organization, Multimedia Approach to Information Processing, Centralized and Distributed Processing.

Unit IV

Hours: -12

Emerging Concepts and Issues in Information Systems: ERP - An overview, Characteristics, and Role of ERP in Business Organization, Customer Relationship Management, Business Intelligence, Introduction to Database, Data Warehousing, Data Mining and its Applications, MIS and Information Security Challenges (Introductory aspects only).

Text Books

1. Laudon and Laudon, Management Information Systems, Pearson Education, 2014.
2. Javadekar, W.S., "Management Information Systems", Tata McGraw Hill Publication, 2014.

Reference Books

1. O'Brien, James A., "Management Information System", Tata McGraw Hill, 2014.
2. Davis, B. Gordon, "Management Information System", Tata McGraw Hill Publication, 2012.
3. Goyal D.P., "Management Information Systems", Macmillan Publication, 2014.
4. M Azam, "Management Information System", Tata McGraw Hill, 2012.

Course Outcome

CO1: Understand information system with its recent developments.

CO2: Know about role of MIS in consumers.

CO3: Analyze the relationship between information system and organizations.

CO4: Explain relationships between concepts of information systems

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2
CO1	3	-	-	-	1	-	-	-
CO2	-	3	-	-	-	-	-	1
CO3	-	-	2	-	-	-	1	-
CO4	1	-	-	-	-	2	-	-

**LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BBA 216 ENTREPRENEURSHIP DEVELOPMENTS

L-4 T-0

Credits –4

Max Marks: 75

Objectives: It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

Course Contents

Unit I

Introduction: The Entrepreneur: Definition, Emergence of Entrepreneurial Class; Theories of Entrepreneurship. Differentiate between Entrepreneur and Entrepreneur

Unit II

Promotion of a Venture: Opportunity Analysis; External Environmental Analysis Economic, Social and Technological; Competitive factors; Legal requirements of establishment of a new unit and Raising of Funds; Venture Capital Sources and Documentation Required, Forms of Ownership.

Unit III

Entrepreneurial Behaviour: Innovation and Entrepreneur; Entrepreneurial Behaviour and Psycho-theories, Social responsibility. Creativity and entrepreneurship and Steps in Creativity

Entrepreneurial Development Programmes (EDP): EDP, Their Role, Relevance and Achievements; Role of Government in Organizing EDP's Critical Evaluation.

Unit IV

Role of Entrepreneur: Role of an Entrepreneur in Economic Growth as an Innovator, Generation of Employment Opportunities, Complimenting and Supplementing Economic Growth, Bringing about Social Stability and Balanced Regional Development of Industries: Role in Export Promotion and Import Substitution, Forex Earnings

Text Books

1. Hisrich, Robert and Peters, Michael, (2012), Entrepreneurship, McGraw Hill Education.
2. Charantimani, (2014), Entrepreneurship Development and Small Business Enterprise, Pearson Education.

Reference Books

1. Balaraju, Theduri, (2012), Entrepreneurship Development: An Analytical Study, Akansha Publishing House.
2. David, Otes, (2014), A Guide to Entrepreneurship, Jaico Books Publishing House, Delhi.
3. Kaulgud, Aruna, (2012), Entrepreneurship Management, Vikas Publishing House, Delhi.
4. Chhabra, T.N. (2014), Entrepreneurship Development, Sun India.

Note: Latest edition of text books may be used.

Course Outcome

CO1: Aiming to develop students about Entrepreneurship development.

CO2: Create an awareness on various Entrepreneurship Development Programme

CO3: Enable them to understand project formulation

CO4: Create business opportunities that may be commercialized successfully

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2
CO1	3	-	-	-	-	-	2	-
CO2	-	3	-	-	-	-	3	-
CO3	2	1	-	-	-	-	1	-
C04	2	-	2	-	-	2	-	1

**LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BBA 218: INCOME TAX LAW AND PRACTICE

L-4, T/P-0,

Credits-4

Max Marks: 75

Objectives: The course aims to help students to comprehend the basic principles of the laws governing Direct and Indirect taxes. Students are expected to have only elementary knowledge of the topics specified in the syllabus.

Course Contents

Unit I

Introduction to Income Tax Act 1961, Salient Features and Basic Concepts – Previous Year, Assessment Year, Person, Gross Total Income and Agricultural Income, Residential Status and Incidence of Tax, Fully Exempted Incomes

Unit II

Heads of Income-Salary (perquisites, allowances and retirement benefits), House Property, Business or Profession, Capital Gains, Other Sources

Unit III

Deductions u/s 80C to 80U, Provisions for Clubbing of Income (simple problems), Meaning and Provisions of Set off and Carry Forward of Losses (simple problems)

Unit IV

Deduction of Tax at Sources, Payment of Advance Tax, Assessment of Individuals (computation of Total Income and Tax Liability) and Procedure for filing of returns (online filing- ITR).

Text Books

1. Lal, B.B., (2012), Income Tax and Central Sales tax Law and Practice, Pearson Education.
2. Singhania, V. K and Singhania, Monica, Students Guide to Income Tax, (2015), Taxman Publications.

Reference Books

1. Ahuja, Girish and Gupta, Ravi, Systematic Approach to Income Tax, (2014), Bharat Law House.
2. Datey, V.S., Indirect Taxes-Law and Practice, (2015), Taxmann Publications.
3. Government of India, Bare Acts (2014), (Income Tax, Service Tax, Excise and Customs).
4. Vashisht, Nitin and Lal, B.B., (2012), Direct Taxes: Income Tax, Wealth Tax and Tax Planning, Pearson Education.

Note: Latest edition of text books may be used.

Course Outcome

CO1: Introduce the basic concept of Income Tax.

CO2: Order to familiarize the different know-how and heads of income with its components

CO3: Helps to build an idea about income from house property as a concept

CO4: Help students to comprehend the basic principles of the laws governing Direct and Indirect taxes

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	-	-	-	-	-	2	-
CO2	2	-	-	1	-	-	1	-
CO3	1	-	-	-	-	-	1	-
C04	-	2	1	-	-	2	-	1

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
BBA-220 Sales & Distribution Management

L-4, T/P-0,

Credits: 04

Max Marks: 75

Objective: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Course Contents:

UNIT I

Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.

UNIT II

Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas; Evaluating Sales Performance; Information Technology in Sales Management;

UNIT III

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial products: Wholesale and Retail Structure, Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

UNIT IV

Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.

Text Books

1. Still. K.R., Cundiff. E.W & Govoni. N.A.P (2014). Sales Management. Pearson Education, New Delhi.
2. Rosenbloom, Bert (2014) Marketing Channels: A Management View, Cengage Learning, New Delhi.

Reference Books

1. Jobber , David and Lancaster, Geoffery (2012), Selling and Sales Management, Pearson Education, New Delhi
2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2014), Sales Management:, Pearson Education, New Delhi
3. Panda, T.K. and Sahadev, S (2012) Sales and Distribution Management, Oxford University Press, New Delhi.
4. Havaladar, K K. and Cavale, VM. (2012), Sales and Distribution Management: Text and Cases, Tata McGraw Hill, New Delhi.

Course Outcome

CO1: Understand of the diverse variables affecting the sales & distribution function.

CO2: Ability to understand the various concepts of sales force management.

CO3: Analyze and design various channel strategies.

CO4: Demonstrate the understanding of logistics management and be able to take decisions related to logistics.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PS O1	PS O2
CO1	2	2	-	-	-	1	-	-
CO2	-	-	-	-	3	-	-	1
CO3	-	2	-	2	-	2	1	-
C04	-	-	-	2	-	2	-	-

Semester 5

BMA 403	OPERATION MANAGEMENT
----------------	-----------------------------

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

Unit-I

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations, Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem.

Unit-III

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off, Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications;

Unit-V

Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Suggested Readings:

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.

Course Outcomes

CO1. Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.

CO2. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments

CO3. Develop aggregate capacity plans and MPS in operation environments.

CO4. Plan and implement suitable materials handling principles and practices in the operations.

CO5. Plan and implement suitable quality control measures in Quality Circles to TQM.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	2	-	-	3	-	-	3	1
CO2	1	1	2	3	1	-	-	3	-
CO3	2	1	2	-	1	-	-	2	-
CO4	2	-	1	1	-	-	-	2	-
CO5	1	-	2	-	3	1	-	1	2

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA-311 Services Marketing

L-4 T-0

Credits –4

Max Marks: 75

Objective: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Contents:

UNIT - I

Hours: -10

Introduction to Services Marketing: Meaning and Nature of Services Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

UNIT - II

Hours: -12

Understanding Consumer Behavior in Services; Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, Servqual, House of Quality, Return on Quality; GAPs Model; Service Recovery.

UNIT - III

Hours: -12

Services Marketing Mix: Service Positioning, Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

UNIT - IV

Hours: -10

Marketing Applications in Select Service Industries: IT, Hospitality Services, Airlines, Tourism Services, Health Care and Wellness; Banking and Insurance Services.

Text Books

1. Zeithaml V. A., Bitner M. J. and Pandit, A. (2013), Services Marketing, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2012). Service Marketing: People, Technology, Strategy, Pearson Education, New Delhi.

Reference Books

1. Hoffman, K. D. & Bateson, J. E.G. (2012), Marketing of Services, Cengage Learning.
2. Kurtz D. L. and Clow K. E. (2013). Services Marketing. Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2012), Services Marketing Text and Cases, Tata McGraw Hill Publishing Co. Ltd.
4. Fitzsimmons, JA, and Fitzsimmons, M.J (2012) Service Management: Operations, Strategy, and Information Technology, Irwin/McGraw-Hill

Note: Latest edition of text books may be used.

Course Outcomes:

CO1: Understand the Concept of Services and intangible products

CO2: Discuss the relevance of the services Industry to Industry

CO3: Examine the characteristics of the services industry and the modus operandi

CO4: Analyse the role and relevance of Quality in Services

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	2	-	-	3	-	-	3	1
CO2	1	1	2	3	1	-	-	3	-
CO3	2	1	2	-	1	-	-	2	-
CO4	2	-	1	1	-	-	-	2	-

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA-313 Research Methodology

L-4, T-0,

Credits: 04

Max Marks: 75

Objectives: The objective of this paper is to understand the various aspects of research, identify the various tools available to a researcher. Research Methodology can help the business manager in decision making.

Course Contents

Unit I

Hours: -10

Introduction: Meaning of research; Scope of Business Research; Purpose of Research – Exploration, Description, Explanation; Unit of Analysis – Individual, Organization, Groups, and Data Series; Conception, Construct, Attributes, Variables, and Hypotheses.

Unit II

Hours: -10

Research Process: An Overview; Problem Identification and Definition; Selection of Basic Research Methods- Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based Research, Longitudinal Studies, Panel Studies, Questionnaire Design.

Unit III

Hours: -12

Measurement: Definition; Designing and writing items; Uni-dimensional and Multidimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurston, Likert and Semantic Differential scaling, Paired Comparison, Reliability and Validity Scale.

Sampling –Steps, Types, Sample Size Decision; Secondary data sources.

Hypothesis Testing: Tests concerning means and proportions; ANOVA, Chi-square test and other Non-parametric tests.

Unit IV

Hours: -12

Report Preparation: Meaning, types and layout of research report; Steps in report writing; Citations, Bibliography and Annexure in report; JEL Classification.

Computerized Data Analysis: An overview, features, and role of Computerized Data Analysis (Advanced Excel / SPSS or any other analytical software) (Introductory aspects only).

Text Books

1. Malhotra, Naresh, (2010), Marketing Research, Pearson education.
2. Cooper, Donald R. and Schindler, Pamela S. (2014), Business Research Methods, Tata McGraw Hill.
3. Rresearch Methodology for Facult(2016), Centre for Education Growth and Research Publication.

Reference Books

1. Nargundkar, Rajendra, (2011), Marketing Research: Text and Cases, McGraw Hill Education.
2. Kumar, Ranjit, (2014), Research Methodology: A step by step guide for Beginners. Pearson Educaion.
3. Levin, Richard and Rubin, DS, (2013), Statistics for Management, Pearson Education.
4. Beri, G.C., (2013), Marketing Research, McGraw Hill Education.
5. Deepak chawla & Neena Soni,(2016), 2nd edition, Vikas Publishing House.

CO1: identify and discuss the role and importance of research in the social sciences.

CO2: identify and discuss the issues and concepts salient to the research process.

CO3: identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.

CO4: identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	-	-	-	-	-	2	-
CO2	2	-	-	2	-	-	1	-
CO3	3	2	-	-	-	-	2	-
C04	-	2	2	-	-	1	-	1

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA-315: PROJECT MANAGEMENT

L-4, T-0

Credits –4

Max Marks: 75

Objectives:

The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.

Course Contents

UNIT - I

Hours: -12

Introduction: Projects, Project Management, Objectives and Importance of Project Management, Tools and Techniques for Project Management, Project Team, Roles and Responsibilities of Project Manager, Determinants of Project Success.

Project Life Cycle: Phases of Project Life Cycle, Classification of Projects.

Project Management Process and Project Selection: Process of Project Management, Project Selection Methods, Project Selection Criteria.

Generation and Screening of Project Ideas: Generation of Ideas, SWOT Analysis, Monitoring the Environment, Corporate Appraisal, Profit Potential of Industries (Porter Model, analysis for Project Ideas, Preliminary Screening, Project Rating Analysis, Entry barriers Analysis, Review of Project Planning.

Project Organizational Structure: Forms of Organizational Structure - Functional Organization, Project Organization, Matrix Organization.

UNIT-II

Hours: -10

Technical Analysis: Factors Considered in Technical Analysis, Factors Affecting Selection of Locations, Need for Considering Alternatives, Technology Selection, Sources of Technology, Appropriate Technology.

Market Analysis: Conduct of Market Survey, Characterization of Market, Market Planning (Introductory aspects only).

Network Techniques: Network Analysis, Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM), Identifying critical path, Probability of Completing the project within given time, Project Cost Analysis, Project Crashing (Simple problems only).

UNIT-III

Hours: -10

Financial Estimates and Projections: Feasibility Study, Types of Feasibility Study, Steps of Feasibility Study, Importance and Steps of Financial Feasibility, Components of Cost of Project and Its Estimation (Introductory aspects only).

Financing of Projects: Capital Structure, Sources of Long-term Finance, Debt Financing, Characteristics of Debt, Types of Debts, Equity Financing, Preferential Shares, Equity Shares, Retained Earnings, Short-term Sources for Working Capital, Newer Sources of Finance, Venture Capital.

UNIT-IV**Hours: -12**

Project Evaluation and Control: Project Monitoring and Controlling, Project Evaluation, Post Project Evaluation (Post Audit), Abandonment Analysis.

Social Cost Benefit Analysis: Social Cost, Social Benefit.

Risk Analysis: Process of Risk Management, Sources of Risk in Project Management, Managing Risk.

International Project Management: Introduction, Types of International Projects, Process of International Project Management, Financing International Projects, Risks Associated with International Projects.

Emerging Concepts and Issues in Project Management: Role of Information Technology in Project Management, Future of Project Management.

Text Books

1. Chandra, Prasanna, "Projects: Planning, Analysis, Financing, Implementation and Review", Tata McGraw Hill Publishing Company Limited, 2014.
2. Nagarajan, K., "Project Management", New Age International (P) limited, Publishers, 2015.

Reference Books

1. R. Panneerselvam. R, Senthilkumar. P., "Project Management", PHI Learning, (P) limited, Publishers, 2013.
2. Maheshwari, S.N., "Financial and Management Accounting", Sultan Chand & Sons, 2012.
3. Jeffrey K. Pinto, "Project Management: Achieving Competitive Advantage", Pearson Education, 2012.
4. Desai, Vasant, "Project Management", Himalaya Publishing House, 2013.

Note: Latest edition of text books may be used.

Course Outcomes:

CO1: Understand the basics about project management and its various types.

CO2: Enable them to develop project formulation and preparation of project report.

CO3: Equip the students for project appraisal and corrective measures..

CO4: Understand more about project finance and its sources. CO5: Awareness about project evaluation methods.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	-	-	1	-	-	3	1
CO2	1	1	1	1	1	-	-	2	-
CO3	1	1	1	-	1	-	-	2	-
CO4	2	-	1	1	-	-	-	1	-
CO5	1	-	-	1	1	-	-	2	-

**LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BCM-314: CORPORATE GOVERNANCE

L-4, T-0,

Credits: 04

Max Marks: 75

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Unit I 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.

UNIT II Relevance of The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, Critical issues in governance of board directors, CEO Duality.

Unit III 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. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring,

Unit- IV Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Reference Books :

1. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
2. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
3. A.C. Fernando: Business Ethics Pearson Education.
4. 4 A.C. Fernando: Corporate Governance Pearson Education

Course Outcome

CO1: apply corporate governance theories and frameworks to the various corporate governance structures found in their national environments

CO2: advanced understanding of the role of the board of directors in shaping the strategy of a company and protecting the interests of stakeholders

CO3: Identify the key factors shaping the debate on the recent development of corporate governance regulations and code

CO4: Demonstrate a critical appreciation of the growing importance of corporate responsibility and how it relates to corporate strategy.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO
CO 1	2	-	-	-	-	1	-	2
CO 2	-	2	-	-	-	-	2	-
CO 3	1	-	1	-	-	-	-	-
CO 4	1	-	-	-	-	-	-	1

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA-319: Goods & Services Tax (GST)

L-4 T-0

Credits –4

Max Marks: 75

Objective: The Objective of the course is to acquaint the student about the introduction of GST in India and the replacement of all Indirect Taxes with GST to make India Level playing field with outside world.

Unit-I

Indirect Taxes – Meaning and Types of Indirect Taxes, Central Excise Duty - features, nature, scope, salient features of central excise Duty Act; Procedure for excise registration and documents needed; CENVAT MODVAT provisions; Exemptions to small scale industries; Introduction to custom duties; its types, calculation and related issues.

Hours: 14

Unit-II

VAT – Introduction, meaning, features, merits and demerits, tax calculation, difference from sales tax, value addition with example; Different forms for VAT; VAT refund; Importance of CST Act 1956 Various Provisions; Different categories; CST Calculations; Introduction to Services Tax Act 2007; Types of Services covered; relevant provisions; Rates of Service Tax and its calculation.

Hours: 14

Unit-III

Goods and Service Tax (GST) - Constitutional Amendment, Features of GST, Importance and benefits; Difference between GST and other Taxes; Migration to GST; Registration of dealers under GST, Exempted List; Rate Structure under GST; Procedure for obtaining registration certificate, concept of IGST; CGST; SGST and its calculation with working examples.

Hours: 14

Unit-IV

Implementation of GST: GST Council, its members; composition; its role; GST Infrastructure; Impact of GST on Business; Salient features of GST Model. How to file refund under GST, Transfer of Input Tax credit and its related issues; Penalties and appeals under GST; Future of GST in India.

Hours: 14

Text Books

1. Mehrotra H.C., Agrawal V. P., (2016), Indirect Taxes, Sahitya Bhawan Publication.
2. B. Viswanathan, (2016), Goods and Services Tax in India, New Century Publications.

Reference Books

1. Singhaia Vinod K. & Singhania Monica, (2016), Students Guide to Indirect Tax Laws, Taxman Publications.
2. Datey V S. (2017), All about GST – A Complete guide to model GST Law, 5/e, Taxman Publications.
3. Gupta K Atul, (2016), GST- Concept and Roadmap, 1/e, LexisNexis Publisher.
4. Ahuja Girish & Gupta Ravi, (2016), Practical Approach to Direct & Indirect Taxes, (Income Tax, Excise, Customs, CST, VAT, Service Tax, & Wealth Tax 34/e, CCH India

Course Outcome

CO1: Enable the student to learn the concepts of indirect tax and GST.

CO2: Understand the importance of GST and its contribution in the economy.

CO3: Understand the practical implication of GST.

CO4: Implement tax planning, tax management and payment of tax and its filling process. CO5: Understand the custom law.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	1	-	-	3	-	-	-	1
CO2	3	2	-	-	-	-	1	-	-
CO3	-	1	-		1	-	-	-	-
CO4	3	1	-	-	-	-	-	-	1
CO5	2	1	-	-	-	-	-	-	-

Semester 6

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA 001: Industrial Training and Project

L-0, T-0

Credit-8

Max Marks: 100

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Director / Principal of the Institution before the commencement of the end-term Examination. The Summer Training Report shall Carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the VIDYAPEETH and for the rest of the 50 marks by an Internal Examiner to be appointed by the Director / Principal of the Institution.

Objectives: The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyse the accounting measurement and reporting issues unique to Multinational Business Transactions.

Course Contents:

Unit-I

International dimensions of Accounting; Conceptual and Comparative Developments, International Accounting Standards.

Unit-II

Concept and Mechanism of setting International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.

Unit-III

Dimensions of Financial Reporting : Concept and Development of International Financial Reporting Standards(IFRS), Dimensions of IFRS.

Unit-IV

Types of Foreign Currency Transactions, Managing International Information system, Analyzing Foreign Financial Statements: Accounting for Foreign Currency Translation.

Unit-V

Accounting for Inflationary Trends, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

Suggested Readings

1. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India.
2. Hennie Van Greuning, World Bank : International Accounting Standards: A Practical Guide.
3. Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black International accounting and multinational enterprises.
4. Shirin Rathore: International Accounts, PHI.

CO's:

CO1: Prepare financial reports: as per requirement under Ind AS and IFRS

CO2: Understand the complex financial reporting standards like financial instruments, consolidation, share based payments, etc.

CO3: Understand accounting and disclosure requirement for new standards: IFRS 15 - revenue from contracts with customer.

CO4: Prepare group financial statements with subsidiaries, associates & joint arrangements

CO5: Understand accounting for inflationary trends and transfer pricing.

Course Outcome

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO	PSO
CO1	2	-	2	-	1	-	1	1
CO2	-	1	-	-	-	-	-	2
CO3	2	2	-	3	1	2	3	-
CO4	-	2	3	-	-	-	-	2
CO 5	1	-	2	-	3	-	1	-

Specialization (Elective)
International Business

**LINGAYA'S VIDYAPEETH, GREATER FARIDABAD, HARYANA
INTEGRATED MBA (BMI)**

BBA-322 International Business Operations

L-4, T-0

Credits-4

Max Marks: 75

Objectives: The basis objective of this course is to provide understanding to the students with the global dimensions of management.

Course Contents

UNIT I

Hours: -12

Overview: International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and Opportunities; Nature, Meaning and Importance of International Competitive Advantage, Multidimensional view of Competitiveness.

Financial Perspectives: International Monetary Systems and Financial Markets, IMF, World Bank, IBRD, IFC, IDA, Existing International Arrangements; Globalization and Foreign Investment- Introduction FDI, national FDI Policy Framework, FPI.

UNIT II

Hours: -10

Globalization: Impact of Globalization, Technology and its Impact, Enhancing Technological Capabilities, Technology Generation, Technology Transfer, Diffusion, Dissemination and Spill Over, Rationale for Globalization, Liberalization and Unification of World Economics, International Business Theories, Trade Barriers- Tariff and Non Tariff Barriers.

UNIT III

Hours: -10

Strategy making and International Business: Structure of Global Organizations, Types of Strategies used in Strategic Planning for achieving Global Competitive Advantage, Meaning, Concept and scope of Distinctive Competitive Advantage, Financial Integration, Cross border Merger and Acquisitions.

UNIT IV

Hours: -12

Socio Cultural Environment- Managing Diversity within and across Cultures, Country Risk analysis, Macro Environmental Risk Assessment, Need for Risk Evaluation; Corporate governance, Globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications.

Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.

Text Books

1. Tamer, Cavusgil, Gary, Knight, (2012), International Business: Strategy, Management and the New Realities, Pearson Education.
2. K. Aswathappa, (2012), International Business, McGraw Hill Education.

Reference Books

1. Sinha P.K, (2012), International Business Management, Excel Books.
2. Singh Shamsher, (2013) International Business, Galgotia Publishing Company.
3. Cherunilam Francis (2010), International Business, PHI.
4. Deresky, (2012), International Management: Managing Across Borders and Culture, Pearson Education.

Note: Latest edition of text books may be used.

CO's:

CO1: Understand the concept of international business.

CO2: Learn about the global trading environment & FDI

CO3: Analyses of international financial environment

CO4: Evaluate the functioning international economic institutions

Course Outcome

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO	PSO
CO 1	2	-	2	-	1	-	1	1
CO 2	-	1	-	-	-	-	-	2
CO 3	2	2	-	3	1	2	3	-
CO 4	-	2	3	-	-	-	-	2

COURSE OBJECTIVE:

The paper seeks to develop conceptual and analytical framework within which the students can analyze international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustments.

Unit-I

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; Term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theories for IB manager.

Unit-II

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota, International economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

Unit-III

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets.

Unit-IV

Logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence, major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters.

Unit-V

Import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy.

Suggested Readings:

1. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi
2. Bo Sodersten, International Economics, Macmillan, London
3. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York
4. H. Robert Heller, International Trade, Prentice Hall of India, New Delhi

CO1: To know about the international business environment

CO2: Helpful in analysing the WTO

CO3: To know about the importance of Theories of Trade and Foreign Exchange

CO4: To know about the international marketing

CO5: To understand the provisions on trade policy

COURSE OBJECTIVE:

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO
CO1	1	-	2	-	2	-	1	1
CO2	-	2	-	-	3	-	-	2
CO3	1	2	-	3	1	2	3	-
CO4	-	1	2	-	-	-	-	2
CO 5	1	-	3	-	4	-	1	-

Elective (Financial Management)

**LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BBA 325- FINANCIAL MARKETS & INSTITUTIONS

L-4 T/P-0

Credits-4

Max Marks: 75

Objectives: To familiarize the students with components of Indian financial system and major institutions.

COURSE CONTENT

UNIT I

Financial System: components, features, financial system and economic development.

Unit-II

Financial Markets: Money market – functions, organization and instruments, recent developments in Indian money market; Capital Markets: functions, organization and instruments, primary and secondary markets, recent developments in capital market.

Unit-III

Financial Institutions: Indian banking industry- RBI, commercial banking, features, instruments, recent developments; Development Financial institutions (DFIs): overview and role in Indian economy; Life and non-life insurance organizations in India; Mutual Funds; Non-banking financial companies (NBFCs).

Unit-IV

Lectures: 20 Financial Services: Merchant banking, underwriting, Housing finance, leasing, venture capital, hire purchase, factoring.

Text Books:

1. Bhole, L.M., (2010), Financial Markets and Institutions, Tata McGraw-Hill Publishing Company.
2. Khan, M.Y., (2009), Indian Financial System – Theory and Practice, New Delhi: Vikas Publishing House.

Reference Books:

1. Avadhani, V.A., (2008), Indian Financial System, Bombay: Jaico Publishing Company.
2. Bihari S.C., (2012), Indian Financial System, International Book House.
3. Singh, J.K., (2009), Venture Capital Financing in India, Dhanpat Rai and Company, New Delhi.
4. Clifford, Gomez, (2010), Financial Markets, Institutions and Financial Services, 4th Edition, Prentice

Course Outcome

CO1: Understanding the concept of financial markets.

CO2: Define the functions of financial markets and institutions.

CO3: Develop the understanding of various financial institutions and analysis the impact of insurance companies in India

CO4: Identify and evaluate the financial services provided by the institutions.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO
CO 1	3	2	3	-	2	-	-	3
CO 2	3	-	-	-	2	-	-	2
CO3	3	-	-	-	2	3	2	3
CO4	3	-	-	-	-	-	-	2

**LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BBA 326- INTRODUCTION TO DERIVATIVES

L-4 T/P-0

Credits-4

Max Marks: 75

Objectives: This course is designed to help the students in understanding the concepts of equity derivatives, products and their applications as a risk management tool using different trading strategies on stock exchanges.

Course Contents

UNIT I

Basics of Derivatives: Introduction, Meaning of derivatives, types, history, economic significance, Applications of derivatives, Difference between Exchange Traded and OTC Derivatives, Hedgers, Arbitrageurs and Speculators, Derivatives as a risk management tool, Introduction to SWAP.

UNIT II

Trading Futures on Stock Exchanges: Forward contracts, Trading Futures- Pay-off of futures, Theoretical models for future pricing.

UNIT III

Trading Options: Option payouts, Option strategies, Determination of option prices, Factors affecting option prices, Futures and options trading system, Clearing and settlement - Clearing entities, Clearing mechanism, Settlement procedure.

UNIT IV

Regulatory Framework and Accounting: Securities Contracts (Regulation) Act, 1956, Securities and Exchange Board of India Act, 1992, Regulation for Derivatives trading, Guidelines of SEBI and RBI, Recent Developments in derivatives market.

Text Books

1. Chance Don M. (2013), An Introduction to Derivatives and Risk Management, Cengage Learning.
2. Hull C. John, (2013), Options, Futures and Other Derivatives, Pearson Educations.

Reference Books

1. Chance Don M. and Roberts Brooks (2015), Introduction to Derivatives and Risk Management, Cengage Learning.
2. Ross Andrew A. (2015), Introduction to Derivative Markets, CreateSpace Independent Publishing Platform.
3. Choudhry Moorad (2012), An Introduction to Credit Derivatives, Butterworth-Heinemann Ltd.
4. Jarrow Robert A. and Chatterjea Arkadev (2013), Introduction to Derivative Securities Financial Markets, and Risk Management, W. W. Norton & Company.

Note: Latest edition of text books may be used.

Course Outcome:

CO1: Understand and explain the differences between the various financial derivative securities (Futures, Forwards and Options).

CO2: Understand the terminology, risks and costs associated with financial derivatives.

CO3: Explain the mechanics of the Options market; analyze the various trading strategies involving options and compute payoff for different strategies.

CO4: Understanding the regulatory framework for derivatives

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO
CO 1	3	-	-	-	1	-	-	2
CO2	3	-	-	-	1	-	-	3
CO 3	2	-	-	-	1	-	-	3
CO 4	2	-	-	-	1	-	-	2

**LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BBA 327: PERSONAL FINANCIAL PLANNING

L-4 T/P-0

Credits-4

Max Marks: 75

Objectives: The course aims at helping students in analyzing their individual financial needs and making effective financial planning decisions.

Course Contents:

Unit I:

Planning for Personal Finance: Process of Planning and Personal Finances, Rewards for Sound Financial Planning, Personal Financing Goals, Planning Environment, Determinants of Personal Income. Mapping Financial Future, Balance Sheet of one's present worth, Income and Expenses Statement- What you earn and where you spend it, preparing and using personal financial statements, preparing and using budgets, putting a dollar value on financial goals (time value of money). Understanding Income Tax Principles, Effective Tax Planning. Role of Cash Management in Personal Financial Planning, Cash Management Products, Establishing a Saving Program.

(12 Hours)

Unit II:

Shelter Management Meeting House Needs: Buy or Rent, Financial Criteria for buying a house, How much housing one can afford, home buying process, buying an automobile, Financing Decision of Buying a car. Credit Management, Credit Use, Basic Concept of credit, different types of credits, principles of using credit wisely, features of consumer loans, single payment loans and installment loans.

(10 Hours)

Unit III:

Life Insurance: Basic concept, need of insurance, how much life insurance is right, choosing a right policy, key features of life, insurance policies, buying an insurance policy. Health Insurance: importance of health insurance, health insurance policies, health insurance decisions- coverage of expenses and policy provisions, health insurance check list, long term care insurance, disability insurance, property insurance, principles of property insurance, home insurance, automobile insurance, other property and liability insurance. Anything insurance claim settlement. (10 Hours)

Unit IV:

Investment Management: Planning Objectives, reward of investing, determination of amount of investment, securities market-types of securities, investment decisions, managing investment portfolio. Investing in Bonds- risks and benefits. Mutual funds investment, types of funds, funds services, choosing a best mutual fund, investing in real estate, investing in gold, investing in gold ETF. Retirement planning: overview, social security, pension plans, retirement programs. Estate Planning – principles of estate planning, trusts, estate taxes, estate planning Techniques. Tips for preparing a will. (10 Hours)

Suggested Readings:

1. Arora, M. Rat Race to Financial Freedom. Jaico Publishing House.
2. Bennand, J. W., & Ralph, R. F. Personal Finance. Pearson Education.
3. Chaudhary, P. Your Everyday Guide to Personal Finance & Insurance. Network Publications.
4. Joehnk, Billingslyey, & Gitman. Planning your personal finances. Cengage Publishing.

Course Outcome

CO1: demonstrate an understanding of the need for financial planning in everyday life, and give examples of the tools available to assist in the planning and record keeping

CO2: Understanding the procedure of shelter management.

CO3: Evaluate and develop the knowledge of life insurance.

CO4: It enhances the knowledge of students related to investment management and its planning.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO
CO1	3	3	-	-	-	2	3	3
CO2	-	2	-	-	-	1	2	-
CO3	-	3	-	-	-	-	2	-
CO4	-	2	-	-	-	-	-	2

Elective (Marketing Management)

**LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)**

BBA 328: RETAIL MARKETING

L-4, T-0

Credits -4

Max Marks: 75

OBJECTIVE

The objective of the course is to provide insights on retail operations. This will enable the students to become good retail planners and decision-makers and help focus on change and adaptation to change.

UNIT I

INTRODUCTION: Introduction to retail: retail in India; retail models and theories of retail development; retail life cycle, retail owning behavior of consumers; ethical issues in retailing, e-retailing.

UNIT- II

STRATEGY: Retail marketing strategy; retail franchising; retail store location and site selection, types of stores; non-store retailing, store layout and design; visual merchandising.

UNIT-III

MERCHANDISING: Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement, evaluating merchandise performance

UNIT-IV

PRICING AND PROMOTION: Retail pricing and retail communication mix & promotion, servicing the retail customers., FINANCIAL AND OPERATIONAL ASPECTS: Financial aspects of retail management; retail information system; supply chain management in retailing; retail store operations, retail human resource management.

REFERENCE BOOKS

1. Pradhan, Swapna, "Retailing Management", Tata McGraw Hill, New Delhi
2. Berman, Barry and Evans, Joel R., "Retail Management-A Strategic approach", Pearson Education/Prentice Hall of India, New Delhi
3. Levy, Michael and Weitz, Barton A., "Retailing Management", Tata McGraw Hill, New Delhi

Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi, "Retail Management", Oxford VIDYAPEETH Press, New Delhi

Course Outcome

CO1: Understanding of the concept of retailing in the market.

CO2: Try to analyze the various strategies associated with the retailing and finds out the different types of retailing.

CO3: Demonstrate the concept of merchandising.

CO4: Interpret the pricing and promotional techniques. Also enhances the financial and operation aspects related with the retailing management.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO
CO 1	1	-	2	-	3	2	1	-
CO 2	2	-	-	-	-	-	-	1
CO3	2	-	-	-	-	-	-	1
CO4	2	-	-	2	-	-	1	-

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE
BBA 329: Digital Marketing

L-4 T/P-0

Credits-4

Max Marks: 75

Objectives: This course aims at creating an understanding of the concepts and techniques of internet and digital marketing so as to exploit the opportunities of this medium to support the organization's marketing activities

Course Contents

Unit I

Role of Communications in Marketing, Advertising Vs Digital Advertising, Sales Promotions, Integrated Marketing Communications. Evolution of internet as a medium for communication.

Introduction to Digital Marketing: Digital Marketing meaning scope and importance, Internet versus traditional marketing communication, internet microenvironment; Use of Business to Consumer and Business to Business Internet Marketing; Internet marketing strategy.

Unit II

Use of Internet in Relationship Marketing (e-CRM) Approaches to Implementing e-CRM; Product Life Cycle Management with internet, Online buyer behavior and Models; The Marketing Mix (7-Ps) in online context. Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, Integrated Internet Marketing Communications (IIMC); Objectives and Measurement of Interactive marketing communication, Service quality.

Unit III

Digital Promotion Techniques: Email Marketing, Opt-in-e-mail-Permission Marketing, Social Media Marketing, Online PR, Interactive Advertising, Online Partnerships, Viral Marketing Search Engine Marketing, Mobile Marketing, Blogs. Search Engine Marketing (SEM): Search Engines,

Search Engine Optimization, Website Optimization, Content Marketing, Designing content for social media marketing, Campaign management.

Unit IV

Web Analytics: Creating a performance system, defining the performance metrics framework, Organic and paid search advertising and analytics, Electronic word-of-mouth analytics, Social media analytics Tools and techniques for Measurement, Website Maintenance Process, tools for web analytics, tools for social media analytics.

Text Books

1. Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R. (2009) Internet Marketing: Strategy, Implementation and Practice, Third Edition, Pearson Education, New Delhi.
2. Strauss, Judy and Frost, Raymond (2009), E-Marketing, 5th Edition, PHI Learning Pvt. Ltd., New Delhi.

Reference Books

1. Roberts, M.L. (2009) Internet Marketing, 1st Indian Edition, Cengage Learning, New Delhi.
2. Hanson, W. and Kalyanam, (2010), e-Commerce and Web Marketing 1st Edition, Cengage Learning, New Delhi.

Course Outcome

CO1: Demonstrate knowledge of the nature & process of DIGITAL MARKETING.

CO2: Examine the scope of DIGITAL MARKETING activity across the overall organizational context.

CO3: Evaluate the key issues in managing a digitally.

CO4: Formulate decisions in digital era.

Unit Wise Syllabus

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO	PSO
CO1	2	-	2	1	1	1	-	-
CO2	-	-	-	-	-	-	-	2
CO 3	1	-	2	-	3	-	-	1
CO 4	1	-	2	3	-	-	2	-

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)

BBA 330: MARKETING OF FINANCIAL SERVICES

L-4 T/P-0

Credits-4

Max Marks: 75

Objectives: The basic objective of this course is to acquaint the students about the various types of financial services and products and how these are to be marketed. It will also develop an understanding among the students regarding recent developments in marketing of Financial Products & Services.

Course Contents:

Unit I Marketing of Financial Services- a conceptual framework. Types of Financial Markets in India- an overview. Concept of Marketing and Marketing Mix, 4 P's of Marketing.

Unit II Marketing of Banking Services – Banking products and services; Distribution, Pricing and Promotion Strategy for Banking Services; Attracting and Retaining bank customers. Marketing strategy of credit cards, debit cards, saving accounts and different types of loans, barter card.

Unit III Mutual Funds Markets in India and the Marketing strategies involved. Marketing of insurance products- Life and Non Life Products. Marketing of Pension Funds.

Unit IV Concept of Distribution, multiple delivery channels/ATM, EFT, CMS, POS and Bancassurance. Promotion- marketing information & research, public relations and publicity, image building. Globalisation and its impact on financial services.

Text Books:

1. Suri, R.K., "Services Management", Himalaya Publication, 2005.
2. Jha, S.M., "Bank Marketing", Himalaya Publication, 2003.

Outcome: The objective of the course is to provide an understanding of both the key ... the architecture of foreign exchange markets; the motivation of participants in foreign ... rates; the nature of foreign exchange exposure and risk and its management

Course Outcome

CO1: Define the framework of financial services.

CO2: Evaluates how the marketing contributes to success in modern financial institutions

CO3: outline how to identify which customers to target and analyzing the marketing strategies of pension funds.

CO4: Evaluate the different types of channels and develop an understanding about the image building concepts

Unit Wise Syllabus

Pos Cos	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO	PSO
CO1	3	-	2	-	1	-	3	2
CO2	-	-	-	-	-	-	-	-
CO 3	-	-	1	-	1	2	-	3
CO 4	-	2	2	-	-	-	-	2

Elective (Human Resource Management)

OBJECTIVE

The primary concern of this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and organizational outcomes.

1. **INTRODUCTION:** HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, STRATEGIC PERSPECTIVE: Evolution of SHRM, strategic vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.
2. **FRAMEWORK AND APPROACHES:** Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning, MEASURES: HRM and firm performance linkages – measures of HRM performance.
3. **HR SYSTEMS:** HR systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.
4. **STRATEGIC HR DECISIONS:** Strategic options and HR decisions – Downsizing and restructuring.
5. **GLOBAL PERSPECTIVE:** Domestic and international labor market, mergers and acquisitions, outsourcing and off-shoring.

REFERENCE BOOKS

1. Agarwala, Tanuja, "Strategic Human Resource Management", Oxford VIDYAPEETH Press, New Delhi
2. Mello, Jeffrey A., "Strategic Human Resource Management", Thomson Learning Inc.
3. Greer, Charles, "Strategic Human Resource Management", Pearson Education

Course Outcomes

CO1: Explain the importance of human resources in an organization.

CO2: Outline the dimensions; job analysis and job description and procedure for recruitment and selection.

CO3: Describe identifying the training need, implementation, monitoring and assessment procedures of training.

CO4: Understanding the importance of Performance appraisal system.

CO5: State the significance of compensation for employee and grievance redressal.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	3	-	-	-	1	1	-	1
CO2	3	2	-	-	-	1	-	-	1
CO3	3	2	-	-	-	-	1	-	1
C04	2	3	-	-	-	-	-	-	1
CO5	3	2	-	-	-	-	1	-	1

BBA 332	TRAINING AND DEVELOPMENT
----------------	---------------------------------

OBJECTIVE

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

1. **INTRODUCTION:** Training – concept and rationale; training process: different between training & development
2. **ASSESSMENT:** Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping, person and setting training assessment & design-designing the training – essential factors to be considered in training design, learning process & different learning style.
3. **METHODS and TECHNIQUES:** Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; brainstorming, mind mapping, electronic enacted
4. **EVALUATION:** Evaluation of training - need for evaluation, principles of evaluation, model of evaluation, return on investment in training, process of calculation of ROI in training,
5. **GLOBAL PERSPECTIVE:** Emerging trends in training and development; new perspectives on training – cross cultural training, and knowledge management.

REFERENCE BOOK

1. Sahu, R.K., “Training for Development”, Excel Books, New Delhi
Blanchard, P Nick, James W. Thacker, “Effective Training – Systems, Strategies and Practices”, Pearson Education, New Delhi.

LINGAYA'S VIDYAPEETH
NACHUALI, JASANA ROAD, FARIDABAD
BACHELOR OF COMMERCE (HONOURS)

BCM333: CAREER COUNSELLING AND DEVELOPMENT

L-4, T-0

Credits -4

Max Marks: 75

Objective-On successful completion of the course, students will be able to Examine the various concepts of guidance and counselling ,Explore various elements and levels of counselling ,Understand the meaning and ethics of career counselling ,Assess the role of counsellors in schools ,oUnderstand the concepts and process involved in career maturity

UNIT-1

Guidance-Meaning - Definition-Nature and Scope-Need-Objectives-Principles-Basic

Assumptions of Guidance-Guidance and Education-Guidance and Counselling- Functions-Types of Guidance-Major areas of Guidance

UNIT-2

Counselling-Meaning-Definition-Essential Elements of Counselling-Characteristics Aims and Objectives of Counselling-Difference between Counselling and Psychotherapy, Teaching and Advice-Techniques of Counselling-Levels of Counselling

UNIT-3

Career Counselling-Meaning-Definition-Nature and Scope-Importance-Types-Career

Counselling with Diverse Population-Career Counselling with College Students Career Counselling for Adults-Career Counselling for Women -Ethics of Career Counselling

UNIT-4

Career Counselling Services in Schools - Orientation Services - Pupil Information Services Inventory Services - Educational and Occupational Guidance Services - Group Guidance Services - Counselling Services- Support Services-Placement Services - Follow-up Services Role Counsellor in Schools.

Essential Readings:

- o Gideon Arulnagmani - (2004) - Career Counselling A Handbook - Tata Mc -Graw Hill Publishing Company Limited, New Delhi
- o Gibson.L.Robert & Mitchell - (2008) - Introduction to Counselling and Guidance prentice hall of india New Delhi
- o Cramer.L Herr. & Niles.G. Spencer - (2004) - Career Counselling A Systematic Approach - Pearson Inc.
- o Jennifer M Kidd - (2006) - Understanding Career Counselling - Theory, Research and Practice - Sage Publication,
- o Dr. Dalaganjan Naik - (2004) - Fundamentals of Guidance and Counselling - Adhyayan Publishers and Distributors, Delhi,.
- o S S Chauhan - Second Revised Edition - Principles and Techniques of Guidance- - Vikas Publishing House Pvt Ltd

Course Outcome

CO1: Make them understand their values, interests, strengths and skills and basics of counselling.

CO2: Student focus on the technique and levels of counselling.

CO3: Identify the scope and diversity of counselling and apply those things in practical life.

CO4: Try to analyze the career counselling services in schools.

Unit Wise Syllabus

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO	PSO
CO 1	-	1	1	-	3	3	1	-
CO 2	-	2	1	-	-	-	1	-
CO3	-	3	-	-	-	-	2	-
CO4	-	3	-	-	-	-	2	-

ELECTIVES - Financial Management

ELECTIVES – Marketing Management

Annexures

Annexure 1-POs defined by NBA for UG Engineering

1. **Engineering knowledge:** Apply the knowledge of mathematics, science, engineering fundamentals, and an engineering specialization to the solution of complex engineering problems.
2. **Problem analysis:** Identify, formulate, research literature, and analyze complex engineering problems reaching substantiated conclusions using first principles of mathematics, natural sciences, and engineering sciences.
3. **Design/development of solutions:** Design solutions for complex engineering problems and design system components or processes that meet the specified needs with appropriate consideration for the public health and safety, and the cultural, societal, and environmental considerations.
4. **Conduct investigations of complex problems:** Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.
5. **Modern tool usage:** Create, select, and apply appropriate techniques, resources, and modern engineering and IT tools including prediction and modeling to complex engineering activities with an understanding of the limitations.
6. **The engineer and society:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional engineering practice.
7. **Environment and sustainability:** Understand the impact of the professional engineering solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.
8. **Ethics:** Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice.
9. **Individual and team work:** Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
10. **Communication:** Communicate effectively on complex engineering activities with the engineering community and with society at large, such as, being able to comprehend and write

effective reports and design documentation, make effective presentations, and give and receive clear instructions.

11. **Project management and finance:** Demonstrate knowledge and understanding of the engineering and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

12. **Life-long learning:** Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.

PSOs - Examples

CSE: (Stem as with POs)

- Design, develop, test, and maintain Software Systems for business applications
- Design, develop, test, and maintain Systems Software.
- Maintain legacy

software systems ECE: (Stem as with POs)

- Specify, design, prototype and test modern electronic systems that perform analog and digital signal processing functions.
- Architect, partition, and select appropriate technologies for implementation of a specified communication system

Annexure 2-Programme Outcomes-Pharmacy Defined By NBA

Graduates Attributes (GAs) form a set of individually assessable outcomes that are the components indicative of the graduate's potential to acquire competence to practice at the appropriate level. The GAs are examples of the attributes expected of a graduate from an accredited programme. The Graduate Attributes of the UG pharmacy programme of the NBA are as following:

1. Pharmacy Knowledge

Possess knowledge and comprehension of the core information associated with the profession of pharmacy, including biomedical sciences; pharmaceutical sciences; behavioural, social, and administrative pharmacy sciences; and manufacturing practices.

2. Thinking Abilities

Utilise the principles of scientific inquiry, thinking analytically, clearly and critically, while solving problems and making decisions during daily practice. Find, analyse, evaluate and apply information systematically and shall make defensible decisions.

3. Planning Abilities

Demonstrate effective planning abilities including time management, resource management, delegation skills and organisational skills. Develop and implement plans and organise work to meet deadlines.

4. Leadership skills

Understand and consider the human reaction to change, motivation issues, leadership and team building when planning changes required for fulfilment of practice, professional and societal responsibilities. Assume participatory roles as responsible citizens or leadership roles, whenever appropriate, to facilitate improvement in health and well-being.

5. Professional Identity

Understand, analyse and communicate the value of their professional roles in society (e.g. health care professionals, suppliers of pharmaceuticals, promoters of health, educators, business managers, employers, employees) through consideration of historical, social, economic and political issues.

6. The Pharmacist and society

Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to the professional pharmacy practice.

7. Environment and sustainability

Understand the impact of the professional pharmacy solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

8. Ethics

Honour personal values and apply ethical principles in professional and social contexts. Demonstrate behaviour that recognises cultural and personal variability in values, communication and lifestyles. Use ethical frameworks, apply ethical principles while making decisions, and take responsibility for the outcomes associated with the decisions.

9. Communication

Communicate effectively with the pharmacy community and with society at large, such as, being able to comprehend and write effective reports, make effective presentations and documentation, and give and receive clear instructions.

10. Modern tool usage

Learn, select, and apply appropriate methods and procedures, resources, and modern pharmacy-related computing tools with an understanding of the limitations.

11. Life-long learning

Recognise the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change. Self-assess and use feedback effectively from others to identify learning needs and to satisfy these needs on an ongoing basis.

Annexure 3:

Course Outcome

- **Course Outcomes**–What is it?



- Course outcomes (COs) are clear statements of what a student should be able to demonstrate on completion of a course.
- COs should be assessable and measurable knowledge, skills, abilities and attitudes that student attains by the end of the course.
- It is generally good idea to identify between 4 and 7 outcomes.
- All courses in a particular programme shall have their own PO.
- Each CO is mapped to relevant PO.
- The teaching learning process and assessment process are to be designed in a way to achieve the COs.

Beginning words for Course Outcome:

Active verbs developed based on Bloom's Taxonomy

Knowledge	Understand	Apply	Analyze	Evaluate	Create
define	explain	solve	analyze	reframe	design
identify	describe	apply	compare	criticize	compose
describe	interpret	illustrate	classify	evaluate	create
label	paraphrase	modify	contrast	order	plan
list	summarize	use	distinguish	appraise	combine
name	classify	calculate	infer	judge	formulate
state	compare	change	separate	support	invent
match	differentiate	choose	explain	compare	hypothesize
recognize	discuss	demonstrate	select	decide	substitute
select	distinguish	discover	categorize	discriminate	write
examine	extend	experiment	connect	recommend	compile
locate	predict	relate	differentiate	summarize	construct
memorize	associate	show	discriminate	assess	develop
quote	contrast	sketch	divide	choose	generalize
recall	convert	complete	order	convince	integrate
reproduce	demonstrate	construct	point out	defend	modify
tabulate	estimate	dramatize	prioritize	estimate	organize
tell	express	interpret	subdivide	find errors	prepare
copy	Identify	Manipulate	survey	grade	produce
discover	indicate	Paint	advertise	measure	rearrange
duplicate	Infer	Prepare	appraise	predict	rewrite
enumerate	relate	produce	Break down	rank	role-play

(Reference: Retrieved from <http://www.teachthought.com/learning/249-blooms-taxonomy-verbs-for-critical-thinking/>)