

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 VIDYAPEETH, GREATER FARIDABAD, HARYANA
BACHELOR OF BUSINESS ADMINISTRATION (BMI)

INSTRUCTIONS FOR PREPARATION OF THE PROJECT REPORTS

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

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LINGAYA'S VIDYAPEETH
Nachuali, Jasana Road, Faridabad

SCHOOL OF COMMERCE & MANAGEMENT STUDIES
COURSE CURRICULUM (BMI)

S.No.	Semester/ Subject Code	Subject	L	T	P	Credit
YEAR-I : SEMESTER-I						
1	BBA111	Principles of Management	4	-	-	4
2	BMA401	Business Statistics	4	-	-	4
3	BBA113	Financial Accounting	4	-	-	4
4	BBA115	Business Economics	4	-	-	4
5	BEN401	General English	3	-	-	3
6	BCS101	Computer Applications for Business	3	-	-	3
7	BCS151	Computer & Accounting Lab	-	-	4	2
8	PD-101	Induction & Nurturing Hobbies	-	-	2	1
		Total	22		6	25
YEAR-I : SEMESTER-II						
1	BBA112	Cost & Management Accounting	4	-	-	4
2	BMA402	Quantitative Analysis	4	-	-	4
3	BCS102	Business Communication	4	-	-	4
4	BBA114	Business Organization & Environment	4	-	-	4
5	BBA116	Production Management	4	-	-	4
6	BBA118	Business Law	4	-	-	4
7	PDP-102	People Connect	-	-	2	1
8		* Social Services	-	-	2	1
		Total	24	-	4	26
YEAR-II :SEMESTER-III						
1	BBA211	Marketing Management	4	-	-	4
2	BBA213	Human Resource Management	4	-	-	4
3	BCE401	Environmental Science	4	-	-	4
4	BBA215	Business Ethics and Corporate Social Responsibility	4	-	-	4
5	BBA217	Indian Economy	4	-	-	4
6	BCS403	E-Commerce	4	-	-	4
7	PDP201	Personality Development and Grooming	-	-	2	1
8	SS*	*SOCIAL SERVICE	-	-	2	1
		Total	24	-	4	26
YEAR-II : SEMESTER-IV						

1	BBA212	Financial Management	4	-	-	4
2	BBA214	Strategic Management	4	-	-	4
3	BCS404	Management Information System	4	-	-	4
4	BBA216	Entrepreneurship Development	4	-	-	4
5	BBA218	Income Tax Laws and Practices	4	-	-	4
6	BBA220	Sales and Distribution Management	4	-	-	4
7	PDP-202	Life Skills	-	-	2	1
		Total	24	-	2	25

YEAR-III : SEMESTER-V

1	BMA403	Operation Management	4	-	-	4
2	BBA311	Service Marketing	4	-	-	4
3	BBA313	Research Methodology	4	-	-	4
4	BBA315	Project Management	4	-	-	4
5	BBA314	Corporate Governance	4	-	-	4
6	BBA319	Goods and Services Tax (GST)	4	-	-	4
7	BBA001	Seminar	-	-	2	1
8	PDP492	Professional Career and Skills		-	2	1
		Total	24	-	4	26

YEAR-III : SEMESTER-VI

1	BBA001	Industrial Training and Project	08	-	-	08
2	BBA321	International Accounting	04	-	-	04
3	PDP 302	Problem solving skills		-	2	01

Specialization (Elective any one of the following group)

International Business

1	BBA322	International Business Operations	4	-	-	4
2	BBA323	WTO & International Trade Policy	4	-	-	4
3	BBA324	Export Import Procedure & Documentation	4	-	-	4

Financial Management

1	BBA325	Financial Markets & Institutions	4	-	-	4
2	BBA326	Introduction to Derivatives	4	-	-	4
3	BBA327	Personal Financial Planning	4	-	-	4

Marketing Management

1	BBA328	Retail Marketing	4	-	-	4
2	BBA329	Digital Marketing	4	-	-	4
3	BBA330	Marketing of Financial Services	4	-	-	4

Human Resource Management

1	BBA331	Strategic Human Resource management	4	-	-	4
2	BBA332	Training & Development	4	-	-	4
3	BBA333	Career Counselling and Development	4	-	-	4
	BBA003	Seminar	-	-	2	01
		Total	24	-	4	26
OVERALL CREDITS (1st to VIth Semester)						154

SS*-SOCIAL SERVICES (ANY TWO PARTICIPATION – Semester wise)				
S.No.	Code	Social Service		Credit
1	SS01	SWACCH BHARAT (SB)	-	1
2	SS02	GREEN BHARAT (GB)	-	1
3	SS03	COMMUNITY WELFARE (CW)	-	1

Semester – VII

S.No	Course Code	Course Title	Periods	Credit	Sessional Examinations				ESE	Total
			L- T- P		ABP	MSE 1	MSE 2	Total		
1	MBA201	Strategic Management & Analysis	3-0-0	3	15	25		40	60	100
2	MBA203	Financial Markets	3-0-0	3	15	25		40	60	100
3	MBA205	Business Statistics	3-0-0	3	15	25		40	60	100
4		Specialization Elective 1 (Major)	3-0-0	3	15	25		40	60	100
5		Specialization Elective 2 (Major)	3-0-0	3	15	25		40	60	100
6		Specialization Elective 3 (Major)	3-0-0	3	15	25		40	60	100
7		Specialization Elective 1 (Major)	3-0-0	3	15	25		40	60	100
8		Specialization Elective 2 (Major)	3-0-0	3	15	25		40	60	100
9		Specialization Elective 3 (Major)	3-0-0	3	15	25		40	60	100
Practical/ Dev. of Skills/ Social Services/ Project/ Summer Internship/ Viva-Voce										
1	MBA003	Summer Internship Project & Viva-Voce	0-0-8	4						100
Total				31						1000

P=Practical /L=Lecture/ T=Tutorial/ ABP=Assignment Based Presentation/ MSE=Mid Semester Examination /ESE=End Semester Examination

Semester – VIII

S.No	Course Code	Course Title	Periods	Credit	Sessional Examinations			ESE	Total
			L- T- P		ABP	MSE1	Total		
1	MBA209	Managing Diversity	3-0-0	3	15	25	40	60	100
2	MBA204	Corporate Social Responsibility & Governance	3-0-0	3	15	25	40	60	100
3	MBA206	Project Management	3-0-0	3	15	25	40	60	100
4		Specialization Elective 1 (Major)	3-0-0	3	15	25	40	60	100
5		Specialization Elective 2 (Major)	3-0-0	3	15	25	40	60	100
6		Specialization Elective 3 (Major)	3-0-0	3	15	25	40	60	100
7		Specialization Elective 1 (Major)	3-0-0	3	15	25	40	60	100

8		Specialization Elective 2 (Major)	3-0-0	3	15	25	40	60	100
9		Specialization Elective 3 (Major)	3-0-0	3	15	25	40	60	100
Practical/ Dev. of Skills/ Social Services/ Project/ Summer Internship/ Viva-Voce									
1	MBA 004	Dissertation Submission & Viva-Voice	0-0-8	4					100
Total				31					1000

P=Practical /**L**=Lecture/ **T**=Tutorial/ **ABP**=Assignment Based Presentation/ **MSE**=Mid Semester Examination
/ **ESE**=End Semester Examination

SPECIALISATION OFFERED IN 7th AND 8TH SEMESTERS HUMAN RESOURCE MANGEMENT

Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 207	Performance Management	3-0-0	3
MBA 209	Compensation Management	3-0-0	3
MBA 211	Organizational Design	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 208	International Human Resource Management	3-0-0	3
MBA 210	Strategic Human Resource Management	3-0-0	3
MBA 212	Cross Cultural Management	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

SPECIALISATION OFFERED IN 7th AND 8th SEMESTERS
FINANCIAL MANAGEMENT

Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 213	Financial Services	3-0-0	3
MBA 215	Security Analysis and Portfolio Management	3-0-0	3
MBA 217	Strategic Cost Management and Control	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 214	International Finance	3-0-0	3
MBA 216	Strategic Financial Management	3-0-0	3
MBA 218	Financial Derivatives	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

SPECIALISATION OFFERED IN 7th AND 8th SEMESTERS
INTERNATIONAL BUSINESS

Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 219	International Business Environment	3-0-0	3
MBA 221	International Logistics & Supply Chain Management	3-0-0	3
MBA 223	International Trade (Practices, Procedures & Documentations)	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 220	Mergers and Acquisitions	3-0-0	3
MBA 222	International Project Management	3-0-0	3
MBA 224	FOREX Management & Currency Derivatives	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

SPECIALISATION OFFERED IN 7th AND 8th SEMESTERS
MARKETING MANAGEMENT
Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 225	Consumer Behavior	3-0-0	3
MBA 227	Integrated Marketing Communication	3-0-0	3
MBA 229	Product & Brand Management	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
MBA 226	International Marketing	3-0-0	3
MBA 228	Strategic Marketing	3-0-0	3
MBA 230	Services Marketing	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

LINGAYA'S UNIVERSITY, FARIDABAD
BBA-MBA(I)

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.

M.

Satyanarayana, Lalitha Raman- Management operations Research.

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	-
CO4	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	-
CO4	-	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 Karama and Kinds of Karam 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	-
CO4	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	-
CO4	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
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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, J.A. 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. Research Methodology for Faculty (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 Education.
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 it 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	-

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

BBA 324- EXPORT IMPORT PROCEDURE & DOCUMENTATION

Objectives: The purpose of this course is to familiarize students with policy, procedures and documentation relating to foreign trade operations, and to train them to handle the export-import business

Course Contents:

1. Policy Framework for India's Foreign Trade in Pre- and Post-liberalisation Era; Export-Import Policy, Infrastructural Support for India's Foreign Trade: Policy Formulating, Consultative and Deliberative Bodies; Export Promotion Councils, Commodity Boards and Product Development Authorities; Support Organizations and Services – IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO, Commercial Representatives Abroad; State Governments and their Role in Trade Promotion; Canalization Policy and Role of Public Sector Organizations.
2. Setting up Export Company, IEC Number / RCMC from Export Promotion Council, Benefits and Costs. Export Sales Contracts - Terms / Conditions, Terms of Shipment, Processing of Export Order. Documentation : Proforma Invoice, Commercial Invoices and its Attestation, Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR4 Form, Mate's Receipt, GR Form, Marine Insurance Policy, ECGC Policy, Bill of Exchange, Bank Realization Certificate, Bill of lading, Airway Bill, BSP Certificate / Spl Consular Invoice and other related documents.
3. Methods and Terms of Payments for Exports; Cargo, Credit and Foreign Exchange Risks: Procedure for Filing Claims; Quality control and Pre-shipment Inspection; Excise and Custom Clearance; Export Incentives: Major Incentives and Procedures for Claiming them, Procurement for Exports – Planning and Methods of Procurement for Exports; Custom Clearance of Imports – Regulations and Procedures; Managing Risks Involved in importing ; Duty Exemption Schemes : Objectives, Benefits, Procedures and Documentation; Schemes for Import of Capital Goods: Procedures for New/second Hand Capital Goods.
4. Foreign Trade Financing and Insurance Schemes: Pre-and Post-shipment Export Credit Schemes, Import Financing Schemes; Role of EXIM Bank and Commercial Banks; Export Credit and Foreign Exchange Covers, Export Credit and Guarantee Corporation (ECGC), Financial Guarantees; Export / Trading/ Star trading/ Superstar Trading Houses : Objective Criteria and Benefits; Procedures and Documentation; Policy for EOU / FTZ / EPZ units : Objectives, Criteria and Benefits; Procedures and Documentation.

Text Books:

1. Foreign Trade Policy (2002-2004).
2. Ram Paras (2004). Export: What, Where and How? Anupam Publications.

Outcome: Students will be able to learn the process of export and import and all documentation procedure related.

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
CO4	2	3	-	-	-	-	-	-	1
CO5	3	2	-	-	-	-	1	-	1

BBA 332	TRAINING AND DEVELOPMENT
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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	-

Semester VII

OBJECTIVES

To develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

UNIT I. INTRODUCTION: Concept of Strategy & Strategic Management; Strategic Management Model, Benefits; Levels of Strategy, Role of Board of Directors/CEO, **Strategy Formulation-** The Business Mission & Vision, **The External Assessment-** Social, Economic, Political, Governmental, Legal. Technological. Competitive Environment; Competitive Analysis- Porter's Five force Model, The Internal Assessment; Industry Analysis- The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM).

UNIT II. THE INTERNAL ASSESSMENT: The Nature of an Internal Audit, The Resource-Based View (RBV), Integrating Strategy and Culture, Functional Assessment- Marketing, Finance/Accounting, Production, Research & Development; Value Chain Analysis, The Internal Factor Evaluation (IFE) Matrix.

UNIT III. STRATEGIES IN ACTION : Long-Term Objectives; The Balanced Scorecard; Types of Strategies- Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies, Michael Porter's Five Generic Strategies; Means for Achieving Strategies.

UNIT IV. STRATEGY ANALYSIS AND CHOICE: The Process of Generating and Selecting Strategies, A Comprehensive Strategy-Formulation Framework- The Input Stage, The Matching Stage- The SWOT Matrix, SPACE Matrix, BCG) Matrix, IE Matrix 188 & The Grand Strategy Matrix ; The Decision Stage- The Quantitative Strategic Planning Matrix (QSPM).

UNIT V. STRATEGY IMPLEMENTATION & EVALUATION: Implementing Strategies: Management and Operations Issues- Resource Allocation, Structure, Restructuring, Reengineering, and E-Engineering, Managing Change etc.; Functional Issues- Strategies: Marketing, Finance/ Accounting, R&D, and MIS Issues; Strategy Review, Evaluation, and Control- Overview, Global Issues.

REFERENCE BOOKS

1. David R. Fred, "Strategic Management- Concept & Cases", 13th Ed. Pearson Education, Inc., Prentice Hall.
2. Michael Hitt, R. Duane Ireland, Robert E. Hoskisson, "Strategic Mgt. Competitiveness & Globalisation", South - Western Thomson Learning.
3. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd. New Delhi
4. V.S.P. Rao, "Strategic Management", Excel Books, New Delhi.

OBJECTIVE

To give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

UNIT I. INTRODUCTION: Meaning of financial markets, Types of Markets: Equity, Debt, Derivatives, Commodities; meaning and features of Private Public companies, Types of investment avenues; Government Securities Market: Indian debt market, Primary market; Secondary market-NDS; NDS-OM; CCIL Wholesale debt market (WDM) segment of NSE

UNIT II. PRIMARY MARKET: Initial Public Offer (IPO); Book Building through Online IPO; Eligibility to issue securities; Pricing of Issues; Fixed versus Book Building issues; allotment of Shares; Basis of Allotment; Private Placement

UNIT III. SECONDARY MARKET: Role and functions of Securities and Exchange Board of India (SEBI); Depositories; Stock exchanges; Intermediaries in the Indian stock market; Listing Membership; Trading Clearing and settlement and risk management; Investor protection fund (IPF); and Do's and Don'ts for investors, Equity and debt investment

UNIT IV. DERIVATIVES: Types of derivatives; Products, Participants and functions; Trading mechanism; Membership; Contract specification; Clearing & Settlement; Open interest; Implied interest rate; Implied volatility; Debt derivatives.

UNIT V. CONSUMER OPINION & LEARNING: Diffusion Of Innovations; Diffusion Process; Reaching The Consumer; Gaining Consumer's Attention; Shaping Consumer's Opinion; Opinions Change; Product's And Advertising's Role In Shaping Consumer Opinion; Cognitive Learning; Retrieval Of Information; Company's Role In Helping Consumers To Remember.

REFERENCE BOOKS

1. Blackwell, Roger, Miniard, Paul and Engel, James, "Consumer Behaviour", Thomson Learning, New Delhi
2. Solomon, Michael R, "Consumer Behaviour – Buying Having and Being", Pearson Education; New Delhi
3. Schiffman, Leon G. and Kanuk, Leslie Lazar, "Consumer Behaviour", Pearson Education; New Delhi
4. Loudon, David J. and DellaBitta, Albert, "Consumer Behaviour" Tata McGraw Hill, New Delhi.

LINGAYA'S VIDYAPEETH
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

Course Code: MBA 205

Business Statistics

Credits - 03

Objective:

To expose students to Quantitative Techniques in management decision-making.

COURSE CONTENTS:

UNIT I

(14 hours)

- **Probability** – Meaning, Approaches of Probability Theory
- Addition and Multiplication Theorems, Conditional Probability, Bayes' Rule
- Probability Distributions – Binominal Poisson, Normal Distribution
- Application of Probability Theory in Business Decision Making.

UNIT II

(16 hours)

- **Linear Programming** – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model,
- Solution of Linear Programming Problem with the help of Graphical and Simplex Method,
- Concept of Duality, Shadow Prices,
- Sensitivity Analysis, Role LP in Economic Decision Making.
- Transportation Problems - Initial Basic Feasible Solution, Test for Optimality.
- Assignment Problems,
- Travelling Salesman Model

UNIT III

(12 hours)

- **Decision Theory** - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis.
- Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods.

UNIT IV

(12 hours)

- **Network Analysis** – Meaning of Networking, Network Analysis with help of Models, Resource Planning and Meaning of crashing, PERT and CPM
- Queuing Theory – Meaning, Concepts and assumptions of queuing models, M/M/1/FIFO.
- Simulation Modeling.

Semester VIII

LINGAYA'S UNIVERSITY, FARIDABAD

MBA 209C

Managing Diversity

Credit 03

Objective:

The objective of the course is to develop an insight into diversity dynamics as it manifests in organization and to develop a holistic understanding of the nature and Challenges of workforce diversity within an organization.

Unit 1:

Introduction to diversity: Meaning, Need for Diversity, Diversity Legislation in Global perspective: Equality and Fairness in Employment, Defining Diversity in Global context, Global Demographic Trends: Impact on workforce diversity, personal dimension, group dimension and Institutional dimension, Business Advantages of Diversity in the Workplace, Consequences of Ignoring Diversity. (12 Hours)

Unit 2:

Cultural Perspectives of Workplace Diversity: Defining diversity in Global context, Theoretical perspective on Diversity and Exclusion in the Workplace Culture and communication in the global workplace. Intercultural and issues of power, Interpersonal Relationship in a global Work Context. (10 Hours)

Unit 3:

Managing a Diverse Workplace: Inclusive workplace, An overview of the Inclusive workplace model, Globally Inclusive workplace. Management process, Developing organizational competency to manage diversity, Resources needed for diversity management, Guiding principles, Social policies and Action programs, Diversity Legislation in Global perspective.

(10 Hours)

Unit 4:

Negotiating Across Cultures: Culture and Conflict Resolution, Intercultural Dissonance: A Theoretical Framework: Negotiating Behaviour in various cultures, Negotiating in north- America-, Negotiating in Japan- Negotiating in Russia, Negotiating in Germany – Negotiating in France. (10 Hours)

Text Books

1. Michalle E. Mor Barak (2010), Managing Diversity: Toward a Globally Inclusive Workplace Paperback, Sage Publications
2. Harvey (2015), Understanding and Managing Diversity: reading , Cases and exercises, Pearson Education

Reference Books

1. Gill Kirton, Anne Marie Greene (2010), The Dynamics of Managing Diversity: A critical approach, 3/e. Butterworth Heinemann, Elsevier Ltd.
 2. Taylor Cox (1994) Cultural Diversity in Organisations: Theory, Research and Practice, i/e, Berrett-Koehler publications.
- Mustafa Ozbiligin, Ahu Tatli (2008), Global Diversity Management: An Evidence Based

OBJECTIVE

The objective of the course is to share the concepts and knowledge related to the changes of the economic processes and its implications on the organizations. The expected impact of the course is to improve the awareness of the students for their professional choices.

UNIT I. INTRODUCTION: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; CSR Initiatives in India.

UNIT II. CSR-Legislation in India & the world. Section 135 of Companies Act 2013 regarding CSR activities. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's, Implementation Process of CSR in India.

UNIT III. The Drivers of CSR in India, Market based pressure and incentives, civil society pressure, the regulatory environment in India, Counter trends of CSR. Performance in major business and programs. Voluntarism Judicial activism.

UNIT IV. Corporate Governance: Definition—Historical perspective of corporate governance and Issues in corporate governance—Theoretical basis of corporate governance—mechanism- corporate governance systems—Indian model of governance –What is good corporate governance—obligations towards society and stake holders. Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

UNIT V. Ethical decision making: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick) Ethical Issues in Functional Areas of Business.

Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. **HR:** Workers Right and Duties: Work place safeties, sexual harassment, whistle Blowing.

REFERENCE BOOKS

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Good Governance Issues and Sustainable Development: The Indian - Ed. R.N. Ghosh, Rony
6. The Quest for Sustainable Business - Wayne Visser Cochius; Greenleaf Publishing; 2011 Corporate Governance, Mallin, Oxford

OBJECTIVE

The objective of the course is to acquaint the students with the overview of business related project management.

UNIT I. Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles.

UNIT II. Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point
Project Planning: Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

UNIT III. Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts

Project Risk Management: Introduction of Risk and risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk identification, Risk Analysis, Reducing Risks

UNIT IV. Project Performance Measurement and Evaluation: Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects

UNIT V. Project Close-out, Termination and Follow-up: Project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

REFERENCE BOOKS

1. Greg Horine, Project Management Absolute Beginner's Guide, Pearson Education.
2. Gupta, Rajeev M, Project management PHI.
3. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi.
4. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Pearson Education
5. Kalpesh Ashar, Project Management, Vibrant Publishers,
6. Khanna R B, Project Management, PHI
7. Narendra Singh, Project Management and Control, HPH.
8. Panneerselvam., R. and Senthilkumar, P., Project management, PHI
9. Ramakrishna and Kamaraju, Essentials of Project Management

Specialisation in 7th & 8th
Semester
HRM

OBJECTIVE

The primary concern of this course is to develop in depth understanding of the concepts of performance management which is the most critical function and strong determinant of organizational excellence. This course is designed to develop skills essential for designing PMS.

UNIT I. Performance Management: Concept and definitions of PM, characteristics, objectives and significance of PM, Performance Management Model, Imperatives of PM, Benefits of PM, and Determinants of Job Performance, Personality and Job Performance: The Five-Factor Model, Elements of effective PM, and Challenges to PM.

UNIT II. Performance Management System: Conditions required for successful institutionalization of PMS, PMS- Generic conceptual Model, Responsibilities in PMS, Objectives of PMS, Functions of PMS, Characteristics of Effective PMS, Competency based PMS, Electronic Performance Management.

UNIT III. Performance Management Implementation: Bottlenecks in the implementation of PM, Strategies for effective implementation of PM, Factors Affecting Effective use of PM, Operationalizing change through PM, Concept of High-performance Teams, Organizational culture and PM.

UNIT IV. Performance Management Linked Reward Systems: Introduction to Reward Management, Reward Management defined, Objectives of Reward Management, Components of Reward system, Linkage of PM to Reward and Compensation Systems, Implications of PM on Organizational Reward System.

UNIT V. Role of HR Professionals & Ethics in PM: Role of HR in Improving Organizational Performance, seven sins of HR Professionals, Seven Rules of Excellence for HR Professionals, Ethics in Pm, Ethical Performance Management Defined, Principles of Ethical PM, Objectives and Significance of Ethics in PM, Ethical issues and dilemmas in PM, Developing Code of Ethics in PM, Future Implications of Ethics in PM, Performance Management in MNCs.

REFERENCE BOOKS

1. Aguinis, Herman, "Performance Management", Pearson Education
2. Sahu, R.K., "Performance Management System", Excel Books, New Delhi
3. Cardy, Robert L, "Performance Management: Concepts, Skills and Exercises", Prentice Hall of India, New Delhi.
4. Kandula, Srinivas R, "Performance Management", Prentice Hall of India, New Delhi

OBJECTIVE

The primary concern of this course is to develop in depth understanding of the concepts and issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

UNIT I. Compensation: Introduction to Compensation and Rewards; Objective of Compensation and Rewards; Introduction to Framework of Compensation Policy; Labour market characteristics and pay relatives

UNIT II. Wage Determination & Wage Differential: Compensation structure and Differentials; Wage Determination Process, Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Theory of Wages: Minimum, Fair and Living Wage; Basic Kinds of Wage Plans; Wage Differentials & Elements of a Good Wage Plans; Institutional Mechanisms for Wage Determination; Wage Fixation

UNIT III. Job Evaluation: Nature and Objectives of Job Evaluation; Principles and Procedure of Job Evaluation Programs; Job Evaluation Methods; Rewards and Incentives – Objective, Role Importance and Classification

UNIT IV. Profit Sharing & Benefits: Cafeteria Style of Compensation; Compensation policy; Fringe Benefits; Benefit Programs; Concepts of Compensation Survey & Methodology; Planning Compensation for Executives & knowledge Workers

UNIT V. Tax Planning: Introduction to Tax Planning; Comparative International Compensation; Downsizing; Voluntary Retirement Scheme; Pay Restructuring in Mergers & Acquisition

REFERENCE BOOKS

1. Human Resource Management, by L.M Prasad, Sultan Chand & Sons.
2. Personal & Human Resource Management, by P. Subba Rao, Himalaya Publishing House.
3. Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.
4. Bhawdeep singh & Prem Kumar- Current Trends in HRD: Challenges & Strategies in a changing scenario.
5. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill
6. Martocchio, J.J., "Strategic Compensation", Pearson Education
7. Armstrong, M and Murlis, H, "Reward Management", Kogan Page, UK
8. Henderson, R.O., "Compensation Management", Pearson Education

OBJECTIVE

The primary concern of this course is twofold: first, to make the student understand the functioning of business organizations; and, second to introduce the basic concepts needed to design, implement and change the organizational structure of business organizations.

UNIT I. INTRODUCTION: Organizations and organizational structure, Business organizations: concept and distinctive features, Organizational structure and the parts of the organization

UNIT II. THE DESIGN PARAMETERS: Design of individual positions - unskilled positions, Professional positions, corporate culture and organizational design. Design of the superstructure-Departmental (unit) size, grouping criteria. Design of lateral linkages- Planning and control systems, Liaison (linking) Devices; Decentralization- Five types of decentralization

UNIT III. ORGANIZATION DESIGN IN PRACTICE: Contingency Factors-Age and size, Environment, Technology and organization structure

UNIT IV. STRUCTURAL CONFIGURATIONS: Bureaucratic structures, Innovation-oriented (organic) structures, organizing the diversified firm

UNIT V. ORGANIZATIONAL Development & CHANGE: Types of change, Planned Change, Resistance to change, Organizational Development and Interventions.

REFERENCE BOOKS

1. Cummings, Christopher, "Organization Development and Change", Thomson Learning
2. Chandan, Jit.S., "Organizational Behavior ", Vikas publishing House Pvt Ltd
3. French, Wendell, Bell, "Organization Development", New Delhi
4. S .K. Bhatia , " Management of Change and Organization Development , "Deep & Deep Publications
5. Jones, G. (2001): *Organizational Theory. Text and Cases*, 3^a ed. Prentice Hall.
6. Mintzberg, H. (1983): *Structure in Fives: Designing Effective Organizations*, 1st ed., Prentice-Hall.

Specialisation
Human Resource Management
Semester 4

OBJECTIVE

The course will enable students to apply the theoretical concepts to the current happenings in the industry, thereby enhancing awareness of the challenges that corporations face while operating in the multinational environment and the HR impact of these challenges.

UNIT I. Global Perspective & Multiculturalism: Nature of Globalisation; Drivers of Globalisation; Ripple effects of Globalisation; Culture- nature , effects; Multiculturalism; Managing across cultures.

UNIT II. IHRM: IHRM- Features, IHRM compared with Domestic HRM, Strategic IHRM, HRM in Cross-Border Mergers and Acquisitions

UNIT III. IHRM Functions I: Recent trends in International Staffing, Emerging trends in Training for Competitive Advantage, Issues in Managing Performance in the Global context

UNIT IV. IHRM Functions II: Issues in International Compensation, Repatriation and Inpatriation, International Industrial Relations

UNIT V. Future of IHRM: Developing and Retaining ‘A’ Players, Workforce Rationalizing, Gender Diversity, Maintaining Competitiveness, Building service-Oriented Organization, Technology Savvy, Organizational Redesign

REFERENCE BOOKS

1. International Human Resource Management-P.Subba Rao, Himalya Publishing House
2. International Human Resource Management-S.K.Bhatia, Deep and Deep Publications
3. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
4. Executive Skills for Global Managers – Upinder Dhar and S. Ravishankar
5. Global Business – Avadhani – Himalaya Publication

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.

UNIT I. INTRODUCTION – Definition of SHRM and its components, Evolution of SHRM, Objectives of SHRM, Features of SHRM, Difference between Traditional HRM and SHRM, Benefits of a strategic Approach to HRM, Barriers to SHRM. Define -Strategy, Strategic Management and Strategic Management Process.

UNIT II. MODELS OF SHRM: Business Oriented Model, Strategic Fit Model, SLAP Model (Strategic labour allocation process). **Levels of Strategy:** Corporate- Level Strategy, Business- Level Strategy and Functional- Level Strategy. **Strategic Management and HRM:** High Involvement Management Model, High Commitment Management model, High Performance Management Model. **Integrating HR with Strategic Management:** Drawing inputs from environment, identifying competitive advantages, formulating strategies, identifying HR strategies, Implementing strategies and Assessment.

UNIT III. HR DIMENSIONS: Human Resource Planning and strategic management.

UNIT IV. IMPLEMENTATION OF SHRM: Staffing, Training and Development, Performance Management and Feedback.

UNIT V. GLOBAL PERSPECTIVE: Global Human Resource Management, Global HRM vs Domestic HRM, Strategic HR Issues in Global Assignments

REFERENCE BOOKS

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

OBJECTIVE

The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organization. The primary objective is to develop the notions and frameworks in developing and understanding the diverse nature, behavior patterns and issues involved in multivariate values and culture systems.

UNIT I. INTRODUCTION: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work

UNIT II. CULTURE AND GLOBAL MANAGEMENT: Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

UNIT III. CROSS CULTURE: Negotiation ,The Negotiation Process, Decision Making Process, Strategy Formulation & Implementation, Structure & Culture in an Organization Context

UNIT IV. GLOBAL HUMAN RESOURCE MANAGEMENT: Staffing and Training for Global Operations– Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT V. CORPORATE CULTURE: Diagnosing Organizational Cultures, Designing the Strategy for a Culture Change, Successful Implementation of Culture Change, Measurement of Ongoing Improvement

REFERENCE BOOKS

1. Holt, David H, “International Management–Text and Cases”, Dry Den Press, Thomson Learning, Bombay
2. Peter, J., Dolling, Danice, E. Welch, “International Human Resource Management”, Thomson Learning – Excel Books
3. Cullen, “Multinational Management”, Thomson Learning Bombay
4. Cashby Franklin, Revitalize Your Corporate Culture: Phi, Delhi
5. Deresky Helen, International Management: Managing Across Borders and Cultures, Phi, Delhi
6. Esenn Drlarry, Rchildress John, The Secret Of A Winning Culture: Phi, Delhi

Specialisation
Financial Management
Semester 3

OBJECTIVE

- To introduce the fund-based financial services provided by financial companies, their salient features and importance, and their present position in the Indian financial sector.
- To introduce the fee-based financial services provided by financial companies, their salient features and importance, and their present position in the Indian financial sector.

UNIT I. MUTUAL FUNDS :Meaning and importance of Financial Services; Meaning, Nature and organization of a mutual fund, types of schemes, calculation of NAV, advantages of investing in a mutual fund; Mutual Funds in India – growth, performance, problems, prospects, regulatory framework.

UNIT II. HIRE PURCHASE FINANCE & HOUSING FINANCE: Hire Purchase Finance - meaning, concepts of hire purchase finance, installment credit and consumer credit; sources of finance in India, difference between Hire purchase finance and housing finance.

Housing Finance – Need, nature of housing finance, fixed and floating rate home loans; sources of housing finance in India, growth of housing finance in India; Role of National Housing Bank; concept of mortgage and reverse mortgage; housing loans and mortgage loans, types of mortgage loans.

UNIT III.MERCHANT BANKING: Merchant Banking – Meaning, nature and functions; merchant banking in India, role in issue management; classification and regulations for merchant bankers by SEBI.

Stock Broking & Depository Services: Stock Broking – meaning, types of stockbrokers, sub-brokers; stock broking in India, e-broking – meaning, Indian experience

UNIT IV.DEPOSITORY SERVICES: meaning, role of depositories and their services, Advantages of depository system; Functioning of depository system; Depositories in India – NSDL & CDSL; Depository participants (DPs) and their role Custodial services - meaning; obligations and responsibilities of custodians; code of conduct.

UNIT V. MARKETING OF FINANCIAL SERVICES: Marketing of Financial Services: Definition of marketing; four pillars of marketing (customer orientation, profit, total company effort, social responsibility); selling versus marketing. **Segmentation** – Concept, basis, strategies; Target market selection and market positioning strategies; Pricing Strategy - Role of price in marketing of financial services; pricing strategies; pricing decisions.

Marketing Mix for Financial Services: 7 Ps - Product, People, Process, Promotion, Price, Place and Physical evidence (Case study discussions on marketing mix for banks, insurance companies, mutual funds, stock broking firms etc)

REFERENCE BOOKS

1. Agarwal O. P. (2005): Environment and Management of Financial Services, Mumbai, Himalaya
2. Batra G. S. (1999): Financial Services: New Innovations, New Delhi, Deep & Deep
3. Bhole L. M. &Mahakud J. (2009): Financial Institutions and Markets: Structure, Growth & Innovations, New Delhi, Tata-McGraw Hill, 5e
4. Khan M. Y. (2004): Financial Services, New Delhi, Tata McGraw-Hill
5. Mantravadi P. (2001): Financial Services, Hyderabad, ICFAI
6. Pezzullo M. N. (1998): Marketing of Financial Services, New Delhi, Macmillan.

OBJECTIVE

- To provide a theoretical and practical background in the field of investments.
- Designing and managing the bond as well as equity portfolios in the real world.
- Valuing equity and debt instruments.
- Managing the mutual funds.
- Measuring the portfolio performances.

UNIT I. Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management

Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives

Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return

UNIT II. Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis

Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators

Efficient Market Hypothesis: Concept of ‘Efficient Market’ and its implications for security analysis and portfolio management.

UNIT III. Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions

Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds

Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management

UNIT IV. Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier

Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model

Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk

UNIT V. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.

International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

Mutual Fund Operations: Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.

REFERENCE BOOKS

1. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.
2. Investment Analysis and Portfolio Management by Railley and Brown, Cengage Learning.
3. Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill.
4. Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India

LINGAYA'S VIDYAPEETH
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION

Course Code: MBA 217

Subjects: Strategic Cost Management and control

Credit: 03

OBJECTIVE

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

1. **INTRODUCTION:** Concept framework of SCM, environmental influences on cost management practices ,role of SCM in strategic positioning, cost management tools– life cycles costing ,target costing ,kaizan costing, JIT and theory of constraints, BPR and benchmarking.
2. **ABC:** Nature of activity –based costing (ABC); benefits and limitations of ABC; limitations of volume – based costing system, indicates of ABC; activity hierarchies; cost drivers; designing an ABC system activity based management; operational and strategic application of ABC.
3. **ANALYSIS:** Customer profitability analysis, process value analysis, financial measures of activity efficiency; nature of value chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition.

***PLANNING AND CONTROL:** Functional –based planning and control; budgeting –nature administration and effectiveness; budgeting cycle; activity based budgeting; kaizan approach; ZBB; performance budgeting, human aspects of budgeting; responsibility center and financial control –nature and role of responsibility centers
accounting and evaluation of responsibility centre measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications.*

- 5 **PERFORMANCE MEASUREMENT SYSTEM:** Strategic based performance measurement system: balanced scorecard – prospective and limitations; establishing objectives and performance measures in different perspectives of balanced scorecard; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system.

REFERENCE BOOKS

1. Drury, Colin, “Management Accounting and Control”, Thomson Learning
2. Hansen and Mowen, “Cost Management”, Thomson learning
3. Kaplan, Atkinson, “Advanced Management Accounting”, Pearson Learning Horngren, Datar Foster, “Cost Accounting”,

Specialisation
Financial Management
Semester 4

OBJECTIVE

To make the students understand financial management in global context and to explain the foreign exchange market-major players, basic concepts, international monetary system and contemporary practices.

UNIT I. INTERNATIONAL MONETARY AND FINANCIAL SYSTEM: Meaning of International Finance, Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System – Meaning and Scope.

UNIT II. INTERNATIONAL CAPITAL AND MONEY MARKET INSTRUMENTS: GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Floating Rate Instruments, Loan Syndication and Euro Deposits.

UNIT III. FOREIGN EXCHANGE MARKETS: Determining Exchange Rates; Fixed and Flexible Exchange Rate System; Exchange Rate Theories; Participants in the Foreign Exchange Market; Foreign Exchange Markets – Cash and Spot Markets; Exchange Rate Quotes; LERMS; Factors Affecting Exchange Rates – Spot Rates, Forward Exchange Rates, Forward Exchange Contracts; Foreign Exchange Dealings and Currency Possession; Information and Communication; Foreign Exchange Trades..

UNIT IV. FOREIGN EXCHANGE RISK: Translation Exposure and Economic Exposure; Management of Exposures – Internal Techniques, Netting, Marketing, Leading and Lagging, Pricing Policy, Assets and Liability Management and Techniques

UNIT V. BALANCE OF PAYMENTS AND INTERNATIONAL LINKAGES: Balance of payments and its Components; International Flow of Goods, Services and Capital; Coping with Current Account Deficit. **International Financial Market and Instruments:** International Capital and Money Markets; Money and Capital Market Instruments; Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries.

REFERENCE BOOKS

1. Eun C.S. & Resnick, B.G. (2007). International Financial Management, USA: McGraw-Hill.
2. Stonehill, A.I., Michael, H. & Moffet (1993). International Financial Management, United Nations: United Nations Library on Transnational Corporations.
3. Madura, J. (2008). International Financial Management. USA: Cengage Learning,
4. Sharan, V. (2008). International Financial Management. New Delhi: PHI Learning Pvt. Ltd.
5. Siddaiah, T. (2009). International Financial Management. Noida: Pearson Education India.
6. Kevin (2009). Fundamentals of International Financial Management. New Delhi: PHI Learning Pvt. Ltd.
7. Srinivasan, S.P. (2005). International Financial Management. Delhi: Dreamtech Press

OBJECTIVE

The purpose of the course is to prepare the students to understand the advance topic of financial management in strategic management and get expertise in strategic planning & decision making and to familiarize various Techniques and Models of Strategic Financial Management.

UNIT I. FINANCIAL POLICY AND STRATEGIC PLANNING: Strategic Planning Process – Objectives and Goals – Major types of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

UNIT II. DECISION SUPPORT MODELS: Modeling for Decision Support, Modeling Process, Marakon Model, Alkan Model, Mckinsey Model.

Working Capital Management: Working Capital Leverage, Cash Budget Simulation, Discriminant Analysis, Cash Budget Models.

Investments Decisions under Risk and Uncertainty: Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

UNIT III. CORPORATE RISK MANAGEMENT: Sources of Risk, Approach to Risk Management, Process of Risk Management, Techniques of Risk Management

Strategic Cost Management: Value chain analysis, Activity based Costing, Life cycle Costing- Product & project.

UNIT IV. EXPANSION AND FINANCIAL RESTRUCTURING: Corporate Restructuring - Mergers and Acquisitions –reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

UNIT V. FINANCING STRATEGY-INNOVATIVE SOURCES OF FINANCE: Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

REFERENCE BOOKS

1. Bhalla V. K. - Financial Management & Policy
2. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007
3. Rajni Sofat&Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
4. Ravi M. Mohan - Financial Management Taxmann, New Delhi
5. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001

OBJECTIVE

To make the students aware about various financial derivatives available and to evaluate how these financial derivatives are used to minimize risk and formulate option trading strategies and its execution.

UNIT I. Introduction: Meaning and Purpose of Derivatives; Forward Contracts, Future Contracts, Options, Swaps and other Derivatives; Type of Trader; Trading Future Contracts; Specification of the Future Contracts; Operation of Margins, Settlement and Regulations; Role of Derivatives in Hedging, Speculation & Arbitrage

UNIT II. Option Contracts: Option Terminology, Comparison between Futures and Options, Types of Options; Options Trading; Margins; Valuation of Options; Binomial Option; Pricing Model; Black-Scholes Model, Exchange Traded Options, Over – the Counter Options, Quotes Trading, Margins, Clearing, Regulation and Taxations; Warrants and Convertibles.

UNIT III. Futures: Hedgers and Speculators; Future Contracts; Future Market – Clearing House Margins, Trading Future Positions and Taxation; Future Prices and Spot Prices; Forwards Prices Vs Future Prices; Future Vs Options. **SWAPS:** Mechanics of Interest Rate Swaps, Valuation of Interest Rate Swaps, Currency Swaps and its Valuation, Credit Risk and Swaps.

UNIT IV. Managing Market Risk: Hedging Schemes: Delta Hedging, Theta Gamma Relationship in Delta Theta and Gamma; Vega and Rho; Portfolio Insurance.

UNIT V. Financial Risk: Credit Vs Market, Default Risk, Foreign Exchange Risk, Interest Rate Risk, Purchasing Power Risk; Systematic and Non-systematic Risk.

REFERENCE BOOKS

1. Gupta S. L. (2010). Financial Derivatives. New Delhi: Prentice Hall of India Limited.
2. Arditti, F.D. (1996). Derivatives: A Comprehensive Resource for Options, Futures,
3. Interest Rate Swaps and Mortgage Securities, Washington, D.C.: Island Press.
4. Johnson, P.M. (1999). Derivatives: A Manager's Guide to the World's Most Powerful
5. Financial Instruments. USA: McGraw-Hill Professional

Specialisation
International Business
Semester 3

OBJECTIVE

The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Unit I: INTRODUCTION TO INTERNATIONAL BUSINESS: Importance, nature and scope of International business; Modes of entry into International Business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business; Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

Unit II: INTERNATIONAL BUSINESS ENVIRONMENT: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment. Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies.

Unit III: GLOBAL TRADING AND INVESTMENT ENVIRONMENT: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit IV: INTERNATIONAL ECONOMIC INSTITUTIONS AND AGREEMENTS: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.

Unit V: REGIONAL ECONOMIC GROUPINGS IN PRACTICE: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Important Regional Economic Groupings in the World. Contemporary Issues in International Business: Labour and Environmental Issues.

REFERENCE BOOKS

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth. Department of Commerce, University of Delhi 22
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.

OBJECTIVE

The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

UNIT I. BASIC FRAMEWORK: Concept of supply chain management (SCM); SCM and trade Logistics; Business view of SCM; Push and pull of SCM; Decision phases; Impellers and drivers in SCM Process views of SCM, planning and operations.

Integrated SCM: Concept, span and process of integrated SCM; Competitive strategy and strategic fit; Demand forecasting; Methods of demand forecasting.; Risk management in demand forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Supply chain modeling; Challenges to achieving and maintaining strategic fit

UNIT II. MANAGING RELATIONSHIP: Role of Relationship marketing in SCM; managing relationships with suppliers and customers; Role of on-line sales and supply chain. Designing strategic distribution network. Factors influencing distribution network.

Supply Chain and Information Management Systems: Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Vendor development. Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of TRADITIONAL ERP, SPECIAL ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions. Section B: Trade Logistics

UNIT III. LOGISTIC SYSTEM: Concept, objectives and scope of logistics; System elements; Inbound and Out bound logistics. Reverse inventory. Value added role of logistics. Logistics interface with manufacturer and marketing. Packing, Marking, Just in time concept; Third party logistic outsourcing– challenges and future directions.

UNIT IV. TRANSPORTATION: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out – sourcing; Implementation and continuous improvement; Carrier selection determinants and decision. Structure of Shipping: World sea borne trade; international shipping - characteristics and structure; Liner and tramp operations; Liner freightage; Chartering-Types, principles and practices; Charter, party agreement; Development in sea transportation-Unitization, containersation, inter and multimodal transport; CFC and ICD; Indian shipping – growth, policy and problems; Ports and port trust. International Air transport: International set up for air transport: Freight rates; India's exports and imports by air – Problems and prospects. Carriage of Goods by sea, sea and combined transport; international conventions and Indian law; Maritime frauds and unethical practices–causes and protection; Role and types of cargo intermediaries.

UNIT V. WAREHOUSING AND INVENTORY MANAGEMENT: Warehousing and marketing strategy; Objectives and functions of warehousing; Warehouse strategies; Material handling equipment and material mobility Warehousing evaluation and requirements. Inventory management-inventory categories, EOQ, LT, ICC; Inventory levels; Material planning and sourcing of procurement; Methods of cost reduction.

REFERENCE BOOKS

- 1 Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
2. Bes, J., Chartering Practices.
3. Bes, J., Dictionary of Shipping and chartering Practices.
4. Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
5. ICAO Journal, New York., various issues.

OBJECTIVE

The paper aims at acquainting the students with the theoretical foundations of international trade and enabling them to learn the pattern, structure and policy framework of India's foreign trade.

UNIT I. THEORETICAL FOUNDATIONS OF INTERNATIONAL TRADE: Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

UNIT II. DIRECT INVESTMENT: FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.

UNIT III. INSTRUMENTS OF COMMERCIAL POLICY: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries. Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.

UNIT IV. FACTOR MOVEMENTS AND INTERNATIONAL TRADE IN SERVICES: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.

UNIT V. POLICY FRAMEWORK AND PROMOTIONAL MEASURES: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

REFERENCE BOOKS

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.

Specialisation
International Business
Semester 4

LINGAYA'S VIDYAPEETH
Nachauli, Jasana Road, Faridabad
MASTER OF BUSINESS ADMINISTRATION

Course Code: MBA- 220

Subject: MERGER AND ACQUISITION

Credit: 03

Objectives

To develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive.

Unit I

Introduction to Merger and Acquisition:

Meaning of mergers and acquisitions (M &A), Motives behind the M &A, advantages and disadvantages of M &A, Types of mergers and steps for a successful merger. Strategic Evaluation of M&A Opportunities- selection approaches and criteria, Modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, Describes fair value: institutional criteria and special features of acquisition of sick companies.

Unit II

Strategizing and Structuring M & A Activity- Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision Synergy and Value Creation in Mergers
- synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity

Unit III

Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers, Joint Ventures - Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-a-vis anti-trust policy **Unit IV**

International M & A —Introduction of interactional M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M&A

Takeover defences – Types of takeovers, techniques of bidding for a takeover, Defenses against takeover bids, Regulations and amendments, and guidelines for takeovers.

UNIT V

Accounting for Amalgamation —Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits

Legal and Regulatory Framework of M & A –

Provisions of the Companies Act, 1956 relating to M & A, Buyback of shares, Provisions of SEBI act, 1992 and 1997, Provisions relevant to M & A activity in the Income Tax. Act, and Foreign Exchange Management Act.

Suggested Book

1. Lecture notes, assignments, and other useful information will be posted on the course webpage.
2. Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, by Donald M. DePamphilis, Academic Press
3. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition, Wiley
4. The Theory of Corporate Finance, Jean Tirole, Princeton University Press • “Corporate Takeovers” by Betton, Eckbo, Thorburn, <http://ssrn.com/abstract=1131033>

Course Outcome

CO1: To analyze mergers and acquisitions of various types

CO2: To show the ways of capturing the value drivers through mergers and acquisition CO3:

To achieve skills in evaluation of target companies and the deals' value

CO4: To understand sources of funding for mergers and acquisitions

CO5: To demonstrate innovative financial decisions in mergers and acquisition

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	3	2	1	1	2	3
CO2	2	1	2	3	3	3	2	2
CO3	1	3	1	-	2	-	2	3
CO4	2	2	2	2	1	1	3	1
CO5	-	2	1	1	3	3	2	1

LINGAYA'S VIDYAPEETH
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION
Semester - IV

Course Code: MBA-222 Subject: INTERNATIONAL PROJECT MANAGEMENT Credit: 03

Objective: To acquaint the students with the overview of International project management and the issues related to it.

UNIT-1

International Project Management: Introduction, The New World of Globalised Business, Definition of International Projects, Parent Vs Host Country, Characteristics of International Projects, Importance of International Projects, Challenges of International Projects, Difference between domestic projects and international projects.

UNIT-2

International Project Financing: Sources of International Project Finance, Instruments of International Project Finance, Criteria of International Project Financing, Innovative Financing Solutions for funding International Projects.

UNIT-3

International Risk Management: Risks related with International Projects, Mitigation of Risk, Project Derisking: Tax

Incentives & Subsidies, Forms of Derisking, Forms of Tax Incentives Worldwide, Credit Risk Rating of Projects

UNIT-4

Resources Considerations in International Projects: Introduction, Resource Allocation, Scheduling, Team Management & Diversity Management, Hofstede 5D Model

UNIT-5

International Project Review & Administrative Aspects: Project Close-out, Project Termination, Project Follow up, The Post-audit, Abandonment Analysis

Reference:

1. Lath Pradip K. Parashar Sat P., Project Appraisal & Financing, Himalaya PublishingHouse.
2. Thomas W. Grisham, International Project Management: Leadership in ComplexEnvironments.
3. Kathrin Koster, International ProjectManagement
4. Bennet Lientz, Kathryn Rea, International ProjectManagement

LINGAYA'S VIDYAPEETH
Nachauli, Jasana Road, Faridabad

MASTER OF BUSINESS ADMINISTRATION
Semester - IV

Course: MBA-224

Subject: FOREX MANAGEMENT & CURRENCY DERIVATIVES

Credit: 03

OBJECTIVE

The primary concern of this course is to develop in depth understanding of the concepts of forex currency & derivatives. This course is designed to develop skills essential for understanding the functions of stock markets

UNIT I. Introduction of Derivatives: History & Evolution of derivatives, Derivative Products: features, merits, demerits, Growth drivers of derivatives.

UNIT II. Financial Institutions: IMF: objectives, function, merit, demerit, evolution. SEBI: introduction, characteristics, functions, role of sebi in international trade. Hedging.

UNIT III. Introduction of currency market: Merits, demerits, functions & features of currency market. History of foreign exchange market, Overview of International currency market, basics of currency market in India, Impact of market economies on currency price.

UNIT IV. Trading in International Currency: International reserve: concept of I.R, Characteristics of I.R, International currency crises, International capital budgeting, International tax law.

REFERENCE BOOKS

1. Websites and weblinks
2. S.S.S Kumar for financial derivatives
3. L.M. Bhole for financial institutions & markets

Course Outcome

CO1: To understand how the foreign Exchange Market operates

CO2: To understand the principles of Currency valuation

CO3: To explain techniques that can be used to hedge foreign exchange risk

CO4:

To create an understanding on foreign exchange Management in India CO5: To analyze the concept of Derivatives

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	1	-	2	1	1	1	2	2
CO2	2	1	1	2	1	-	3	2
CO3	2	3	2	1	3	3	3	2
CO4	3	1	3	1	2	2	2	2
CO5	3	2	1	-	2	1	1	2

Specialisation
Marketing Management
Semester 3

OBJECTIVE

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase particular product or avail a particular service.

UNIT I. INTRODUCTION: Consumer Behavior And Consumer Research; Importance Of Consumer Behavior, Evolution Of Consumer Behavior; Consumer Decision Process Model; Variables Affecting The Decision Process; Types Of Decision Process; Factors Influencing The Extent Of Problem Solving.

PURCHASE PROCESS: Purchase Processes; Need Recognition; Internal And External Search; Pre-Purchase Evaluation; Different Types Of Purchase Situations.

UNIT II. CONSUMPTION EXPERIENCES: Consumption Experiences; Importance Of Customer Satisfaction; Factors Affecting Satisfaction Level; Demographics And Consumer Behavior; Economic Resources And Consumer Behaviour.

MOTIVATING FACTORS: Personality And Consumer Behaviour; Personal Values; Lifestyle Motivational Conflict And Need Priorities; Motivational Intensity; Motivating Consumer; Attitude Theories Perception.

UNIT III. CULTURAL EFFECTS: Culture And Its Effect On Consumer Behaviour; Changing Values And Its Effect On Consumer Behaviour Changing Values And Its Effect On Marketing; Determinates Of Social Class; Social Class And Consumer Behaviour; Role Behaviour; Importance Of Families And Households On Consumer Behavior; Role Behaviour And It Influence On The Decision Process; Family Life Cycles; Changing Roles Of Women; Children And Household Consumer Behaviour.

UNIT IV. GROUP INFLUENCES: Group And Personal Influences On Individuals; Reference Group And Its Influence On Individual; Transmission Of Influence Through Dyadic Exchanges; Word Of Mouth And Opinion Leaders In Advertising And Marketing Strategy.

UNIT V. CONSUMER OPINION & LEARNING: Diffusion Of Innovations; Diffusion Process; Reaching The Consumer; Gaining Consumer's Attention; Shaping Consumer's Opinion; Opinions Change; Product's And Advertising's Role In Shaping Consumer Opinion; Cognitive Learning; Retrieval Of Information; Company's Role In Helping Consumers To Remember.

REFERENCE BOOKS

1. Blackwell, Roger, Miniard, Paul and Engel, James, "Consumer Behaviour", Thomson Learning, New Delhi
2. Soloman, Michael R, "Consumer Behaviour – Buying Having and Being", Pearson Education; New Delhi
3. Schiffman, Leon G. and Kanuk, Leslie Lazar, "Consumer Behaviour", Pearson Education; New Delhi
4. Loudon, David J. and Dellabitta, Albert, "Consumer Behaviour" Tata McGraw Hill, New Delhi.

OBJECTIVE

The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

UNIT I. INTRODUCTION: An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, Evolution of IMC, Reasons for growing importance of IMC. Introduction to IMC tools – Advertising, Direct Marketing, Internet Marketing, Sales Promotion, Publicity/ Public Relations and Personal Selling. IMC Planning Process & Model. The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.

UNIT II. UNDERSTANDING COMMUNICATION PROCESS: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

UNIT III. PLANNING FOR MARKETING COMMUNICATION (MARCOM): Establishing Objectives and Budgeting for Promotional Programmes-Setting communication objectives, DAGMAR approach for setting ad objectives. Budgeting for MARCOM-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine MARCOM budget.

UNIT IV. DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME: Creative strategies in advertising, sales promotion, publicity etc.; Creative strategy in Implementation and Evaluation- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning

UNIT V. MEASURING EFFECTIVENESS AND CONTROL OF PROMOTIONAL PROGRAMMES Media Planning and Strategy , Evaluation of Broadcast Media, Evaluation of Print Media, Direct Marketing, The Internet and Interactive Media, Sales Promotion, Public Relations, Publicity, and Corporate Advertising, Personal Selling, Measuring the Effectiveness of the Promotional Program, Evaluating the Social, Ethical, and Economic Aspects of Advertising and Promotion.

REFERENCE BOOKS

1. Belch, George and Belch, Michael, "Advertising and Promotion", Tata McGraw Hill, New Delhi
2. Duncan, Tom, "Principles of Advertising and IMC", Tata McGraw Hill, New Delhi
3. Jethwaney, Jaishree and Jain, Shruti, "Advertising Management", Oxford University Press, New Delhi
4. Clow, Kenneth and Baack, Donald, "Integrated Advertising Promotion and Marketing Communication", Pearson Education, New Delhi.

OBJECTIVES

The objective of this paper is to understand concepts & processes involved in new product development & on brand building and also to understand how to establish, implement, measure and manage brand.

UNIT I. INTRODUCTION TO PRODUCT & BRAND: Levels Of Product; Product Life Cycle, Product Portfolio; Product Management & New Product Development; Branding Concepts; Branding Challenges And Opportunities; Strategic Brand Management Process; Brand Equity Concepts.

UNIT II. IDENTIFYING & ESTABLISHING BRAND: Customer Based Brand Equity; Building A Strong Brand And Its Implications; Identifying And Establishing Brand Positioning, Brand Mantra, Internal Branding, Brand Audit.

UNIT III. PLANNING & IMPLEMENTING BRAND MARKETING PROGRAMS: Choosing Brand Elements To Build Brand Equity; Designing Marketing Programs To Build Brand Equity; Integrating Marketing Communication To Build Brand Equity, Leveraging Secondary Brand Knowledge To Build Brand Equity.

UNIT IV. MEASURING & INTERPRETING BRAND PERFORMANCE: Developing a brand equity measurement and management system; Measuring Sources of Brand Equity: Capturing Customer Mind-Set; Measuring Outcomes of Brand Equity: Capturing Market Performance.

UNIT V. GROWING & SUSTAINING BRAND EQUITY: Designing & Implementing Brand Strategies- Brand Architecture, Brand Hierarchy, Designing a Brand Strategy, Cause Marketing tool to build Brand Equity; New Products & Brand Extensions.

Managing Brand: Managing Brands over Time: Managing Brands over Geographic Boundaries and Market Segments.

REFERENCE BOOKS

1. Strategic Brand Management, 3rd ed. by Keller, Kevin Lane, Prentice Hall. 2008
2. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
3. Building Brand Value : Five Steps of Building Powerful Brands, M. G.Parameswaran, 2006, New Delhi: Tata McGraw Hill
4. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
5. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications.

Specialisation
Marketing Management
Semester 4

OBJECTIVE

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

Unit-I INTRODUCTION: Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; international marketing environment; screening international marketing opportunities; techniques of foreign market selection.

Unit-II INTERNATIONAL MARKETING RESEARCH & STRATEGIES: International marketing research and information system; foreign market entry modes; global marketing operations and strategies;

Unit-III INTERNATIONAL PRODUCT STRATEGIES: International product, branding decision, PLC, pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions, consideration (factor) affecting, product strategy, product adoption & standardization, new product development.

Unit-IV INTERNATIONAL PRICING STRATEGIES: International direct marketing; international promotion mix; push and pull strategies; aspects of international sales management;

Unit-V INTERNATIONAL DISTRIBUTION & PROMOTION STRATEGIES : Global media strategy; (challenges of international advertising; the structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management), operations and control; managing risk in international marketing.

REFERENCE BOOKS

1. Onkvisit Sak and John J. Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi
2. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning,
3. Keegan Warren J., Global Marketing Management, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi
5. Rajgopal, International Marketing, Vikas, New Delhi

OBJECTIVE

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

UNIT I. STRATEGY FORMULATION – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

UNIT II. STRATEGIC MARKETING MANAGEMENT – Objectives & concept of Strategic Marketing Management - Strategy Definition

UNIT III. STRATEGIC MARKETING ANALYSIS – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness.

UNIT IV. MARKETING STRATEGY IMPLEMENTATION – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

UNIT V. SPECIFIC STRATEGY INITIATIVES – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries. **Marketing Strategy Evaluation** – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's marketing strategy formulation.

REFERENCE BOOKS

1. Marketing Management: Analysis, Planning & Control: - Phillip Kotlar
2. Business Policy & Strategic Management – Azar Kazmi
3. Strategic Marketing-David W.Cravens ,Nigel f.Piercy
4. Marketing Strategy, TMH Ed. - Boyd Walker, Mullins Larrech

OBJECTIVE

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

UNIT I. INTRODUCTION: Introduction to services marketing; Implication to marketers, role of services marketing; consumer behavior in service encounters; customer interaction, purchase process, positioning services in competitive markets.

UNIT II. SERVICE PRODUCT AND PRICING: Creating & pricing the service product; identifying and classifying supplementary services, planning and branding service products, new service development; setting pricing objectives and foundations for setting prices, pricing strategies.

UNIT III. DISTRIBUTING SERVICES AND PROMOTION: Distributing & promotion services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries, Distribution strategies. Designing and managing service processes: service process redesign, Promotion strategies, challenges in promoting services.

UNIT IV. DEMAND AND CAPACITY: Balancing demand and capacity: fluctuations in demand, capacity constrain, service environment, managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base:

UNIT V. CUSTOMER SERVICING: Customer feedback and service recovery: customer complaining behavior, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality defining, measuring and improving service productivity.

REFERENCE BOOKS

1. Lovelock, Christopher, Wirtz, Jocken and Chatterjee Jayanta, "Services Marketing – People Technology, Strategy" Pearson Education, New Delhi
2. Rao, K. Rama Mohana, "Services Marketing", Pearson Education, New Delhi
3. Hoffman and Bateson, "Essentials of Service Marketing", Thomson Asia Pte. Ltd., New Delhi
4. Rampal, M.K. and Gupta, S.L., "Services Marketing", Galgotia Publication, New Delhi
Harsh Verma, "Service Marketing", Tata Mcgraw.

