



(u/s 3 of UGC Act 1956)

#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

Approved by MHRD/UGC/AICTE/PCI/BCI/COA/NCTE Government of

India

(NAAC Accredited)



Learning Outcomes-based Curriculum Framework

For

Commerce

**B.B.A + MBA 2022-2027** 

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Sc	ho	ol: S	Schor		Se mmerce and	ssi	on:	20	22-20	25					
M	an	agei	nent		mmerce and			ξ.	_						
De	pa	rtm	ent:	Comm	erce and Mana					:2022-	2025	i.			
Co	Jun	se:	BBA	Comme	erce and Manag	gen	nent	:	Year:						
						-		_	Seme	ster: I					<b>a i</b> ·
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S.			teg	se	Course		_	_	Cred				Pr	actic	ct
N		0	ry	Code	Name	L	T	P	its		Theory	-	ļ_	al	Total
				cout						AB	MS	ES	I	EX	Mark
					Fundamentals			-		Q	E	E	P	P	S
				BBA-	of	5	1	-	6	15	25	60			100
	1	PC	С	101	Management				0	15	23	00	-	-	100
				BBA-	Basics of	-			100	+		-			
	2	PC	С	103	Marketing	5	1		6	15	25	60	-	-	100
-				BBA-	Warketing				(Street of the street of the s						
	- 16			GE-	Basics of	5	1	-	6	15	25	60	_	_	100
	3	GE	Ξ	131	Accounting		1	193	Ū		25			-	100
			-		0			8	Å		-	4 9	100	765	
				HSS-	Business	3	-	-	3	15	25	60			100
	4	AF	ECC	105	Communication				A	10	20			La la	100
				100	Total	1	Name of	1	21		. An	10	h.	39 19	
	_			8. 7		Y	k			Printed 1	growing in		1	- 407-	
				S. /			A		1)	land 1	-				
					1	AB.	BRE	EVA	TION	S 🖌	1	A	No.	道武	
E	BBA	A:	Bach	elors of E	Business administr	atio	n	2	3	ABQ:	Assign	iment ]	Based	l Quiz	
-	PC(		0		ore Course		L.) s		16 1	MSE:				aminati	
-	AE(	CC			cement Compulso	ry	Cour	se	200 J	ESE:			r Exa	aminati	on
h-	GE			ral Elect	Social Science			12	S	L:	Lectu				
	ISS	5:	Hum	anities &	Social Science					T: P:	Tutor		1.0		
-										IP:	Practi				
-					+ + LING 1:					EXP:		al Prae			
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Scho	ool: Schoo	l of Comm	erce and Mana	ge	me	nt	Batch:2	2022-2	2025				
Dep	artment:	Commerce	and Managem	en	t		Year: 1						
Cou	rse: BBA						Semest	er: II					
				P	eric s	bd		Ev	valuati	ion So	chen	ne	Subje
S. N	Categor y	Course Code	Course Name	L	т	Р	Credit s	1	heory	,		actic al	ct Total
								AB Q	MS E	ES E	IP	EXP	Marks
1	PCC	BBA-102	Organisation al Behaviour	5	1	-	6	15	25	60	-	-	100
			Business Ethics and Social Responsibilit	3	1		4	15	25	60	-	-	100
2	SEC	BBA-104	X T		1			V	A	2	C	9	
3	GE 🔨	BBA-GE- 132	Marketing Managemen t	5	1		6	15	25	60		) <u>-</u>	100
4	РСС	BEC-106	Indian Economy	5	1	-	6	15	25	60	<u>_</u>		100
5	AECC	CE-108	Environmen t science & Ecology	2	U	-		15	25	60	N	-	100
			Total				24						



	AB	BREVATION	IS
BBA:	Bachelors of Business administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
GE	General Elective	ESE:	End Semester Examination
SEC	Skill Enhancement Course	L	Lecture
		T:	Tutorial
		P:	Practical
		IP:	Internal Practical
		EXP:	External Practical

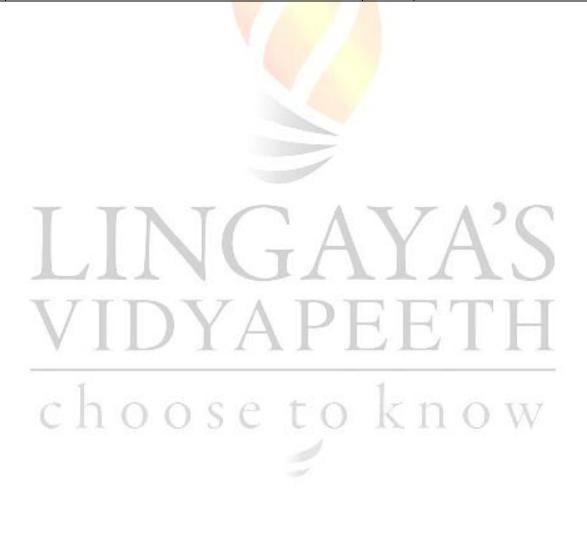




Scho	ool: Schoo	ol of Comm	erce and Mana	ger	ner	nt	Batch:	2022-2	2025				
Dep	artment:	Commerce	e and Managem	ent	;		Year: 2						
Cou	rse: BBA						Semest	ter: III					
				P	eric s	bd		Ev	valuati	ion So	chen	ne	Subje
S. N	Catego ry	Course Code	Course Name	L	т	Ρ	Credit s	1	heory	,		actic al	ct Total
								AB Q	MS E	ES E	IP	EXP	Marks
1	РСС	BBA-201	Introduction to Human Resource Management	5	1	-	6	15	25	60	-	-	100
2	PCC	BBA-203	Production and Operation Management	5	1		6	15	25	60		-	100
3	PCC	BBA-205	E-Commerce	5	1		6	15	25	60		) <u>-</u>	100
4	GE	BL-201	Corporate Law	5	1	-	6	15	25	60			100
5	AECC	h с нss-201	Advance Business Communicati on	3	t	-	3 k	15	25	60	Ņ	_	100
			Total				27						



	ABBREVA	ATIONS	
BBA:	Bachelors of Business administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
AECC	Ability Enhancement Compulsory Course	ESE:	End Semester Examination
GE	General Elective	L:	Lecture
		T:	Tutorial
		P:	Practical
		IP:	Internal Practical
		EXP:	External Practical





Sch	ool: Schoo	ol of Comm	nerce and Manag	gem	nen	t	Batch:	2022-2	2025				
Dep	artment:	Commerce	e and Manageme	ent			Year: 2	2					
Cou	rse: BBA						Semes	ter: IV	,				
				P	eric s	bd		Ev	aluati	on So	cher	ne	Subje
S. N	Catego ry	Course Code	Course Name	L	т	Р	Credi ts	т	heory	1		actic al	ct Total
								AB Q	MS E	ES E	IP	EX P	Marks
1	РСС	BBA-202	Entrepreneu <mark>rs</mark> hip Development	5	1	-	6	15	25	60	-	-	100
2	РСС	BBA-204	Introduction to Digital Marketing	5	1		6	15	25	60	_	-	100
3	PCC	BBA-206	Introduction to International Business	5	1	ł	6	15	25	60	S	) -	100
4	GE	BBA-GE- 232	Research Methodology	5	1	-	6	15	25	60			100
5	SEC	BBA-208	Cost accounting and Control	3	t	(	) <sub>3</sub> k	15	25	60	V	-	100
			Total				27						



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GE:	General Elective	ESE:	End Semester Examination
SEC	Skill Enhancement Course	L:	Lecture
		T:	Tutorial
		P:	Practical
		IP:	Internal Practical
		EXP:	External Practical





Sch	ool: Schoo	ol of Comm	erce and Mana	ge	me	nt	Batch:2	2022-2	2025				
Dep	artment:	Commerce	and Managem	en	t		Year: 3						
Cou	rse: BBA				ï		Semest	ter: V					
				P	eric	bd							
					S			E١	/aluati	ion So	hen	ne	Subje
S.	Categor	Course	Course				Credit				Pra	actic	ct
Ν	У	Code	Name	L	Т	Ρ	S	ו	Theory	/		al	Total
								AB	MS	ES			Marks
								Q	E	Е	IP	EXP	
			Banking &										
			Insurance	5	1		6	15	25	60	-	-	100
1	PCC	BBA-301	Law										
			Marketing										
			of Financial	5	1		6	15	25	60	-	-	100
2	PCC	BBA-303	Services		1		A 7	7	- A	3	C	1	
St	<mark>udents ha</mark>	<mark>ve to opt o</mark>	ne of the Disci	<mark>plir</mark>	ne S	Spe	<mark>cific Spe</mark>	cialisa	ation i	n Vth	l Ser	neste	<mark>r with</mark>
	two	subjects an	d the same Sp	ecia	alis	atio	on will c	ontin	ue in \	/Ith S	eme	ster	
			Disciplin	e S	pec	ific	Elective	e - 1					
				F	ina	nce			1.1				
		1	Personal				. 1						
	C	BBA-305	Financial	5	1		6	15	25	60	N	-	100
		А	Planning			1							
3	DSE	BBA-305	Financial	5	1		6	15	25	60			100
		В	Markets	5	<b>–</b>	-	U	13	25	00	-	-	100
		BBA-305	Investment	-	1		C	4 5	25	<u> </u>			100
		С	Banking	5	1	-	6	15	25	60	-	-	100



			Disciplin	e S	pec	ific	Elective	e - 2					
				Μ	ark	eti	ng						
		BBA-307 A	Retail Marketing	5	1	-	6	15	25	60	-	-	100
4	DSE	BBA-307 B	Advertising & Sales Promotion	5	1		6	15	25	60	-	-	100
		BBA-307 C	Product & Brand Manageme nt	5	1		6	15	25	60	_	-	100
		1	Discipline	e Sj	bec	ific	Elective	- 3	<u> </u>	<u> </u>			
			Hu	Ima	n F	Res	ource						
		BBA-309 A	Mergers & Acquisition	5	1		6	15	25	60	-	-	100
5	DSE	BBA-309	Public Relations & Corporate	5	1	1	6	15	25	60	S	-	100
	1	В ВВА-309	Image Talent Manageme	5	1	P	E	15	25	60		[	100
		C	nt		4	20.	_ 1	- +			* 7		
			Disciplin	e S	pec	ific	Elective	e - 4					
			Inter	nat	ion	al E	Business						
6	DSE	BBA-311 A	Internationa I Business Operations	5	1	-	6	15	25	60	-	-	100



Global Strategic BBA-311 CGlobal Strategic Manageme nt51-6152560100Manageme ntnt1-6152560100Manageme report & Presentatio n00421007PROJBBA-351nTotal0260100			BBA-311 B	Internationa I Supply Chain & Logistics	5	1	-	6	15	25	60	-	-	100
7PROJBBA-351report & Presentatio n042100100				Strategic Manageme	5	1	-	6	15	25	60	_	-	100
Total 26	7	PROJ	BBA-351	report & Presentatio	0	0	4	2	-	-	-	-	100	100
				Total		J		26						

BBA:	Bachelors of Business administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
SE:	Discipline Specific Elective	ESE:	End Semester Examination
ROJ:	Internship report & Presentation		Lecture
	VIDV	TD	Tutorial
		P:	Practical
		IP:	Internal Practical
	choose	EXP:	External Practical



Sch	ool: Scho	ol of Comm	erce and Manag	em	en	t	Batch:	2022-:	2025				
Dep	artment:	Commerce	and Manageme	nt			Year: 3	•					
Cou	rse: BBA						Semes	ter: V	l				
				P	erio s	bd		Εv	aluati	ion Se	cher	ne	Subje
S. N	Catego ry	Course Code	Course Name	L	т	Р	Credi ts	1	heory	/		actic al	ct Total Mark
								AB Q	MS E	ES E	IP	EX P	S
1	РСС	BBA-302	Business Policy & Strategies	5	1	-	6	15	25	60	-	-	100
2	PCC	BBA-304	Industrial Relations & Labour	5	1		6	15	25	60	-	-	100
Stı	udents ca	n opt any o	ne of the special opted				VIth Se mester	emest	<mark>er wh</mark>	ich h	as a	Iready	/ been
		Dis	cipline Specific E	Elec	tiv	e -	1 (Choo	se any	y One)	)			
		/	DYA	Fi	nan	ice	H	-		1	-		
		BBA-306 A	Introduction to derivatives	5	1	-	6	15	25	60		- :	100
3	DSE	BBA-306 B	Financial Reporting & Analysis	5	1	-	6 6	15	25	60	<u>-</u>	-	100
		BBA-306 C	Portfolio Management	5	1	-	6	15	25	60	-	-	100



			Discipline	Sp	ecit	fic I	Elective	- 2					
			1	Ma	rke	tin	g						
		BBA-308 A	Event Management	5	1	-	6	15	25	60	-	-	100
4	DSE	BBA-308 B	Consumer Behaviour	5	1	-	6	15	25	60	-	-	100
		BBA-308 C	Entrepreneurs hip and New venture Planning	5	1	_	6	15	25	60	-	-	100
			Discipline	Spe	ecif	ic E	lective -	3					
			Hun	nan	Re	eso	urce						
		BBA-310 A	Strategic HRM	5	1	-11	6	15	25	60	-	-	100
5	DSE	BBA-310 B	Organisational Design & Structure	5	1	-	6	15	25	60	S	-	100
		BBA-310 C	Human Resource Information System	5	1		6	15	25	60		-	100
			Discipline	Spo	ecif	fic I	lective	- 4					
	1	- A.A. N	Interna	atic	ona	l Bi	usiness						
6	DSE	BBA-312 A	WTO & International Trade Policy	5	1	-	6	15	25	60	-	-	100



		BBA-312 B	Export & Import Procedure & Documentatio n	5	1	-	6	15	25	60	-	-	100
		BBA-312 C	International Financial Management	5	1	-	6	15	25	60	-	-	100
7	PROJ	BBA-352	Project Report & Presentation	0	0	8	4	-	-	-	-	100	100
			Total				28						

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PCC:	Programme Core Course	MSE:	Mid Semester Examination
DSE	Discipline Specific Elective	ESE:	End Semester Examination
PROJ	Project Report & Presentation	A	Lecture
		T:	Tutorial
	VIDVA	P	Practical
	VIDIA	IP:	Internal Practical
	ſ	EXP:	External Practical
	Total Credits of BBA	T O	153 X 153



	ool: Schoo nagement	l of Com	merce and				Batch:2	2022-2	025				
Dep	artment: (	Commer	ce and Manager	mei	nt		Year: 2						
Cou	rse: MBA	& BMI			1		Semest	er: III	& VII				
				P	eric s	d		E۱	valuati	ion So	chen	ne	
S. N	Categor Y	Cours e Code	Course Name	L	т	Ρ	Credit s	1	Theory	,	Pr	actic al	Subjec t Total Marks
								AB Q	MS E	ES E	IP	EXP	
1	РСС	MBA- 201	Organisationa I Behavior & Design	3	1	-	4	15	25	60	-	-	100
2	PCC	MBA- 203	Marketing Research	3	1	-	4	15	25	60	-	-	100
3	AECC	PDP- 201	Advance Professional Skills	1	Ì	2	$A_{2}$	Y	P	Ĺ	5	) <u> </u>	100
		1	Summer Vacation Training	Ą		ŀ	PE	E	9				
4	proj C	MBA- 251	report & Presentation	0	0	6	0 3	Κ1	1 (	2 1	W	100	100
	Students	will opt	any two Speciali spe				eas and subjects	from	each a	rea so	elect	t any t	:wo
			S	pec	iali	sat	ion - 1						
			Н	um	an	Re	source						



		MBA- 205 A	Employee Relations & Labour Law	3	1	-	4	15	25	60	-	-	100
5	DSE	MBA- 205 B	Talent Acquisition & Succession Planning	3	1	-	4	15	25	60	_	-	100
		MBA-	Change Management & Organisation Transformatio										
		205 C	n	3	1	-	4	15	25	60	-	-	100
			S	pec	iali	sat	ion - 2				I		
				N	/lar	ket	ing						
		MBA- 207 A	Sales & Retail Management	3	1	-	4	15	25	60		-	100
6	DSE		Consumer Behavior & Marketing	-	I	_	A	Y	P		2		
		MBA- 207 B	Communicati on	3	1	ŀ		15	25	60	[-]	[_	100
	C	MBA- 207 C	Advertising & Branding	3	1		o 4	15	25	60	v	_	100
			Sr	bec	iali	sati	ion - 3						
					Fin	and	ce						
7	DSE	MBA- 209 A	Financial Planning & Tax	3	1	-	4	15	25	60	_	-	100



			Management											
		MBA- 209 B	Investment Analysis & Portfolio Management	3	1	_	2	L L	15	25	60	_	-	100
		MBA- 209 C	Financial & Credit Risk Analytics	3	1	_	2	ŀ	15	25	60	_	_	100
			S	pec	iali	sat	ion - 4					<u> </u>	I	
-			Inte	rna	tio	nal	Busine	ss						
8	DSE	MBA- 211 A MBA- 211 B	Export & Import Documentatio n International Business Management	3	1				15	25 25	60 60	-	-	100
	Ţ	MBA- 211 C	International Trade Laws	3	1	-			15	25	60			100
			S	pec	iali	sat	ion - 5	- 1						
	1	2	Infor	ma	tio	n Te	echnolo	ogy					- (6	
	С	MBA- 213 A	Data Visualization	3	1		0	k	15	25	60	Ŵ	-	100
9	DSE	MBA- 213 B	Data Science using R	3	1	-	Z	L I	15	25	60	-	-	100
		MBA- 213 C	ERP	3	1	-	2	Ļ	15	25	60	-	-	100



			S	pec	iali	sat	ion	- 6						
			Operat	tior	ns 8	κM	ana	gem	ent					
		MBA- 215 A	Operations Planning and Control	3	1	-		4	15	25	60	_	-	100
10	DSE	MBA- 215 B	Supply Chain & Logistics Management	3	1	-		4	15	25	60	_	-	100
		MBA- 215 C	Sustainable Operation Management	3	1	-		4	15	25	60	-	-	100
			Total					29						

	ABBREVATIONS	5	
MBA:	Master's in Business Administration	ABQ:	Assignment Based Quiz
PCC:	Programme Core Course	MSE:	Mid Semester Examination
AECC	Ability Enhancement Compulsory Course	ESE:	End Semester Examination
PROJ	Summer Vacation Training report & Presentation		Lecture
DSE	Discipline Specific Elective	R.	Tutorial
	T	P:	Practical
	chooseto	IP:	Internal Practical
		EXP:	External Practical



	ool: Schoo nagement		nmerce and				Batch:2	2022-2	2025				
Dep	artment:	Comme	rce and Manage	me	nt		Year: 2						
Cou	rse: MBA	& BMI					Semest	ter: IV	& VIII				
				P	eric	ods		Ev	valuati	ion So	chen	ne	
S. N	Categor y	Cours e	Course Name	L	т	Р	Credit s	1	heory	,		actic al	Subje ct Total
		Code						AB Q	MS E	ES E	IP	EXP	Marks
1	РСС	MBA- 202	Business Process & Re- Engineering	3	1	-	4	15	25	60	-	-	100
2	PROJ	MBA- 252	Research Project Report & Presentation	0	0	1 2	6	V	Δ	2	$\leq$	100	100
	Students	will opt	any two Special sp				eas and fubjects	from e	ach a	rea se	elect	t any t	wo
			S	peo	ciali	isati	on - 1						
		1	H	lum	nan	Res	ource					-	
	DSE	MBA- 204 A	HR Analytics	3	1		4	15	25	60	N	-	100
3	USE	MBA-	Diversity and Inclusion of HR	_					_	_			
		204 B	Professionals	3	1	-	4	15	25	60	-	-	100



		MBA-	Compensatio n										
		204C	Management	3	1	-	4	15	25	60	-	-	100
			S	pe	ciali	sati	on - 2						
				ſ	Mar	keti	ng						
		MBA-	Service										
		206 A	Marketing	3	1	1	4	15	25	60	-	-	100
	DSE	MBA-	Marketing	1									
4		206 B	Analytics	3	1	-	4	15	25	60	-	-	100
			Social Media	/			7.						
		MBA- 206 C	& Web Analytics	3	1	_	4	15	25	60	_	_	100
		200 C			X			15	25	00			100
			5	pec	lalı	satio	on - 3						
					Fin	anc	e						
		MBA-											
5	T	208 A	Risk Analytics	3	1	-	A 4	15	25	60	C	Ŋ-	100
	DSE	MBA-	Financial		Y	1		Y.	P				
		208 B	Derivatives	3	1	Ċ	4	15	25	60	)	-	100
			Personal	Δ						2			
	_	MBA- 208C	Financial Management	3	1	<u>*</u>	4	15	25	60	5.8	_	100
			_			eet:							
				•			on - 4						
			Inte	rna	itio	nal	Busines	S					
		MBA-	Cross Cultural	_				. –					
6	DSE	210 A	Management	3	1	-	4	15	25	60	-	-	100
		MBA-	International						~-				
		210 B	Trade Law	3	1	-	4	15	25	60	-	-	100

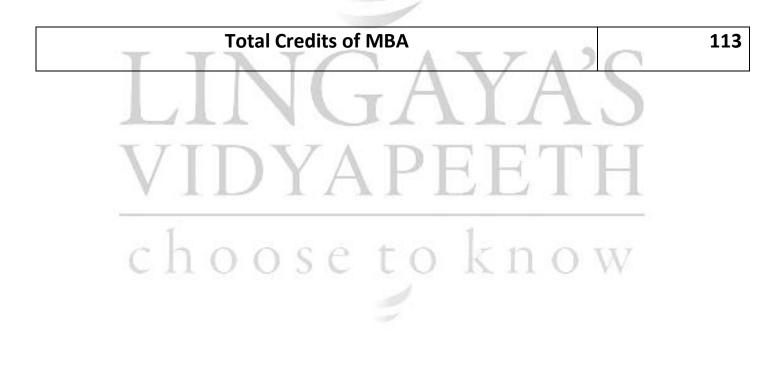


		MBA-	International Trade (Practices, Procedures & Documentatio											
		210 C	n)	3	1	-		4	15	25	60	-	-	100
			S	peo	ciali	isati	on - !	5						
			Infor	ma	tio	n Te	chno	log	У					
		MBA- 212 A	Cloud Computing for Business	3	1	-		4	15	25	60	-	_	100
7	DSE	MBA- 212 B	Business Data Warehousing & Data Mining	3	1			4	15	25	60	-	-	100
	Т	MBA- 212C	Information Security	3	1		٨	4	15	25	60	0	N.	100
			S	peo	ciali	isati	on - (	6						
			Operat	tior	1s 8	k Ma	anag	eme	ent	A	10			
		/ [	Management of	Δ	1	ŀ	1		E					
8	DSEC	MBA- 214 A	Manufacturin g System	3	1	E I	0	4	15	25	60	Ā	-	100
		MBA- 214 B	Project & Sourcing Management	3	1	1		4	15	25	60	-	_	100
		MBA- 214 C	Production Management	3	1	-		4	15	25	60	-	-	100



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ABBREVATIONS					
MBA:	Master's in Business Administration	ABQ:	Assignment Based Quiz		
PCC:	Programme Core Course	MSE:	Mid Semester Examination		
DSE	Discipline Specific Elective	ESE:	End Semester Examination		
PROJ	Research Project Report & Presentation	Ŀ	Lecture		
		T:	Tutorial		
	V	P:	Practical		
		IP:	Internal Practical		
		EXP:	External Practical		





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#### LINGAYA'S VIDYAPEETH SCHEME OF STUDIES Session- 2022-2027

			merce and Managemen Commerce and Manag	t			-		Batch	: 2022	-27		
Cou	se: BBA	A-MBA Inte	grated	eme	nt	4			Year:	5			
			Brated						Seme	ster: D	х		
SN	Cate- gory	Course Code			Desit 1	Evalu		valuation Scheme Si		Subject			
			Course Name	Periods Credits		1978-1	Theory		Pra	ctical	Total		
2.				L	Τ	Ρ		ABQ	MSE	ESE	IP	EXP	Marks
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		and the second	Total>	1.55		30	15	URAN S	1.2.52		aler.	1012 M	

Abbreviations:						
PROJ:	PROJ:	Project	Assignment Based Quiz			
L:	Lecture	MSE:	Mid Semester Examination			
Τ:	Tutorial	ESE:	End Semester Examination			
P:	Practical	BMI:	BBA MBA Integrated			
EXP:	External Practical					

18/68

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#### Vision

Traditionally believing that God is the Source of all Truth, Goodness and Beauty, Lingaya's Vidyapeeth, wishes to develop in students a wisdom that translates academic achievements into responsible citizenship, sincere professional service and a deep respect for life and beauty in God's Creation and Recreation.

#### Mission

- 1. To impart knowledge and skills in the field of Engineering/ Technology, Management, Education, Science & Arts and related areas;
- 2. To dedicate itself for improvement of social and economic status and enhancement of the quality of life for all;
- 3. To strive for maximizing human welfare through education;
- To produce effective knowledge workers, practitioners and educators who will be guided by vision, compassion, knowledge, discipline, discovery with deep respect for human values;
- 5. To provide an individual engineering and other professional learning experience for each student;
- 6. To develop critical thinking, analytical ability and creative skills;
- 7. To supplement the curricula, team work, leadership, communication skills, project management, social concerns and ethics and
- 8. To establish interaction with industries for Technology, Research & Development.

## In line with above vision and mission statements, Lingaya's Vidyapeeth has the following special characteristics:

• Lingaya's Vidyapeeth is an Institution for providing a student with opportunity for all round development and education with the aim of effective living as a good citizen.



- It has special strength in the field of Engineering and Technology with emphasis on practice and problem solving skills.
- Its activities and course curriculum concentrate on design, self-learning and research, which are the unique features of the Vidyapeeth.
- The primarily value of knowledge and skill imparted by Lingaya's Vidyapeeth resides in its utility in creating an infrastructure for the physical welfare of the general public, in sustaining good health of individual and the community.
- Lingaya's Vidyapeeth facilitates and promotes creativity and critical thinking capabilities in its students.
- The education in Lingaya's Vidyapeeth enhances the inherent capacity of a student with honesty, courage and fairness.





#### Vision and Mission of the School

#### Vision of School

To be a School committed to develop globally competent management professions who are responsible citizens and have respect for life and sensitivity towards the environment.

#### **Mission of School**

1. To develop managers and leaders who have the right attitude and aptitude to serve the society.

2. To develop and maintain state-of-the-art infrastructure and research facilities to enable, create, apply and disseminate knowledge.

3. To foster linkages with all stakeholders for continuous improvement in academics in management.

4. To develop human potential to its fullest extent so that intellectually capable and imaginatively gifted leers can emerge who have deep respect for human life and values.





#### **Programme Educational Objectives (PEO)**

PEO1: Develop into socially responsible and value driven people who are committed to long term development.

PEO2: To make managerial decisions, develop a creative, imaginative and entrepreneur mentality.

PEO3: Ability to adapt to a rapidly evolving, dynamic market climate and a desire to learn new skills.

PEO4: Provide advanced management skills for work and lifelong learning.

	Schoo	Schoo	Schoo	Schoo
PEO Statements	1	1	I	I
	Mission	Mission	Mission	Mission
	1	2	3	4
	2	2	1	2
PEO1:			7Δ'	C
	3	2	$\cdot \Lambda$	1
PEO2:	A ZZ	DE		E T
VIL	JIA	$^{2}$	2	
PEO3:		1		
cho	ose	<sup>3</sup> tok	$^{2}$ n o v	<sup>1</sup>
PEO4:		1		

#### Mapping of PEOs with Mission Statements



#### **Program Outcomes (PO's)**

**PO1-** Business environment and domain knowledge: Accounting, Finance, Corporate Laws, Auditing and Taxation are all areas in which students should be well-versed.

**PO2-** Critical thinking, business analysis, Problem Solving and Innovative Solutions: Identify, formulate, and analyze business issues in order to draw long-term conclusions based on results.

**PO3-** Global Exposure and Cross-Cultural Understanding: Refresh students' awareness on how to adopt global business practices.

**PO4** – Social Responsiveness and Ethics: Incorporate social responsiveness and professional ethics into business management strategies and adhere to them.

**PO5-** Effective Communication: Communicate with all stakeholders effectively. Graduates should be able to communicate effectively both orally and in writing.

**PO6-** Life Long Learning: Prepare for post-graduate and higher education, as well as professional success.

#### PSO's:-

**PSO1** – Achieve a solid foundation in the field of finance and accounting.

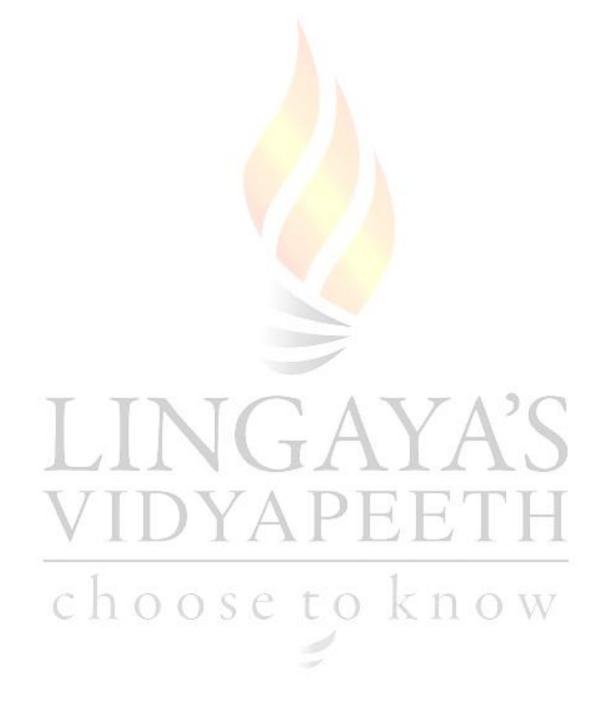
PSO 2 - Possess adequate knowledge skills and experiential learning in area of commerce education

	PEO1	PEO2	PEO3	PEO4
PO1	1	3	2	3
PO2		3	2	2
PO3	1	2	3	2
PO4	300	sei		$n^{1}$ w
PO5		1	2	2
PO6	1	2	3	2
PSO 1	1	3	2	2
PSO 2	1	2	1	2

### Mapping of Program Outcome with Program Educational Objectives



1. Slight (Low)2. Moderate (Medium)3.Substantial(High)





# BBA SEMESTER I

# LINGAYA'S VIDYAPEETH choose to know



(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-101	FUNDAMENTALS OF MANAGEMENT	L-T-P:5-1-0
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#### **Course Objectives:**

1. Understanding the concept of principles of management and practices of managing people.

2. To provide a basis of understanding to the students with reference to working of business organization through the process of management.

3. Exploring the relationships among the various components of Management.

#### III. Course Outline:

Unit I: Introduction - Definition, Nature, Purpose, Function, Scope and Importance of Management, Functions of a manager, an overview of planning, organizing and controlling, is management a science or art?

Unit II: Development of Management Thought - Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption.

Unit III: Management and Administration - Management and administration, Management as a profession, Professionalism of management in India, Management ethics and management culture, Skills required of manager, Classification of skills, Methods of skills development.

Unit IV: Management Planning and Decision Making - Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry. Concept of Decision making, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

Unit V: Organization - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organization structure. Books Recommended: 1. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education. 2. Harold Koontz & Heinj Weihrich, (2015) Essentials of Management, 10th Edition, Tata Mc Graw-Hill Education, New Delhi. 3. T.Ramasamy, (2015) Principles of Management, Himalaya Publishing House, Mumbai. 4. L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons, 6 th edition.

#### **Books Recommended:**

1. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education.



2. Harold Koontz & Heinj Weihrich, (2015) Essentials of Management, 10th Edition, Tata Mc Graw-Hill Education, New Delhi.

3. T.Ramasamy, (2015) Principles of Management, Himalaya Publishing House, Mumbai.

4. L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons, 6 th edition.

5. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1st edition.

6. P.C. Tripathi & P.N. Reddy, (2015) Principles of Management, 5th Edition, Tata McGraw-Hill Education, New Delhi.





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BBA-103	BASICS OF MARKETING	L-T-P:5-1-0

#### **Course Objectives:**

1. The subject of Accounting includes basic concepts underlying the accounting practices and its techniques with special reference to Sole-Proprietorship, Trading and Non-Trading Concerns.

2. To enable students understand the accounting process in a computerized accounting environment using the software. III. Course Outline:

Unit I: Introduction: Brief History of Accounting, Meaning of Accounting, Is Accounting Art or Science? Objectives of Accounting, Types of Accounting, Users of accounting information, Basic Accounting terms, Types of Transaction.

Unit II: Theory Base of Accounting: Introduction, Accounting Principles, GAAP, Classification of Accounting Principles – Different Concepts and Conventions, Accounting Equation, Meaning and Need for Accounting Standard.

Unit III: Recording of transactions: Accounting Cycle, Source Documents, Meaning of debit and credit, Recording of Transactions, Classification of Accounts, Rules for debit and credit, Journal - Meaning, Need, Importance, Journalizing, Ledger – Meaning, Need, Importance, and Preparation of Ledger Accounts. Difference between Journal and Ledger.

**Unit IV:** Trial Balance: Meaning, Features of Trial Balance, Limitations of Trial Balance, Methods of preparation of Trial Balance, Practical problems on Trial Balance.

Unit V: Final Accounts of Sole Trader: Meaning, Components of Final Accounts, Parties interested in financial statements, Meaning of Trading and Profit and Loss Account and Balance Sheet. Difference between Trial Balance and Balance Sheet. Preparation of Final Accounts with and without adjustment of a sole proprietor.

#### **Books Recommended:**

- 1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhary (Pearson Education)
- 2. Financial accounting: By Jane Reimers (Pearson Education)
- 3. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw -Hill)
- 4. Financial Accounting for Management: By Amrish Gupta (Pearson Education)
- 5. Financial Accounting for Management: By Dr. S. N. Maheshwari (Vikas Publishing House)



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BBA-GE-131 BASICS OF ACCOUN	ITING	L-T-P:5-1-0
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#### **Course Objectives**:

1. The subject of Accounting includes basic concepts underlying the accounting practices and its techniques with special reference to Sole-Proprietorship, Trading and Non-Trading Concerns.

2. To enable students understand the accounting process in a computerized accounting environment using the software.

Unit I: Introduction: Brief History of Accounting, Meaning of Accounting, Is Accounting Art or Science? Objectives of Accounting, Types of Accounting, Users of accounting information, Basic Accounting terms, Types of Transaction.

Unit II: Theory Base of Accounting: Introduction, Accounting Principles, GAAP, Classification of Accounting Principles – Different Concepts and Conventions, Accounting Equation, Meaning and Need for Accounting Standard.

Unit III: Recording of transactions: Accounting Cycle, Source Documents, Meaning of debit and credit, Recording of Transactions, Classification of Accounts, Rules for debit and credit, Journal - Meaning, Need, Importance, Journalizing, Ledger – Meaning, Need, Importance, and Preparation of Ledger Accounts. Difference between Journal and Ledger.

Unit IV: Trial Balance: Meaning, Features of Trial Balance, Limitations of Trial Balance, Methods of preparation of Trial Balance, Practical problems on Trial Balance.

Unit V: Final Accounts of Sole Trader: Meaning, Components of Final Accounts, Parties interested in financial statements, Meaning of Trading and Profit and Loss Account and Balance Sheet. Difference between Trial Balance and Balance Sheet. Preparation of Final Accounts with and without adjustment of a sole proprietor.

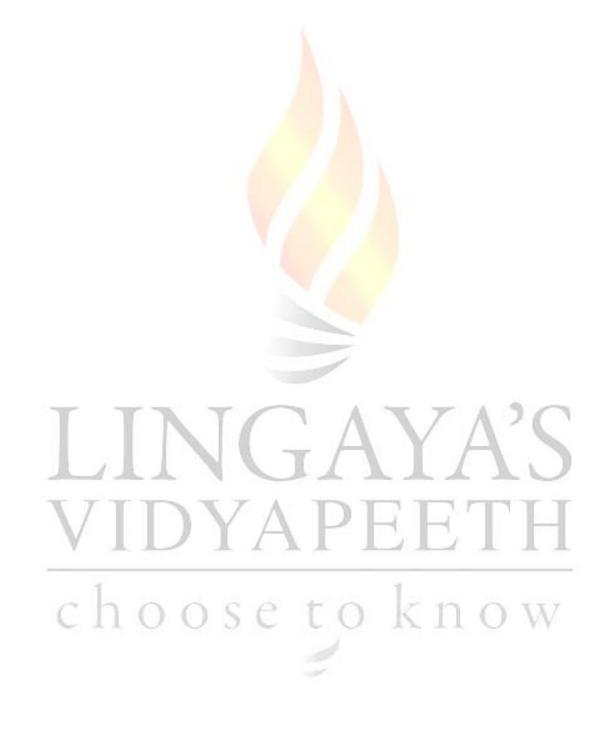
#### **Books Recommended:**

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhary (Pearson Education)

2. Financial accounting: By Jane Reimers (Pearson Education)



- 3. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)
- 4. Financial Accounting for Management: By Amrish Gupta (Pearson Education)
- 5. Financial Accounting for Management: By Dr. S. N. Maheshwari (Vikas Publishing House)





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HSS-107	L-T-P:3-0-0

#### **Course Objectives:**

1. To make the students aware of the English language skills

2. To enhance the communication skills of the students 3. To make the students aware of the mannerism and etiquettes.

Unit I: Recap of English Grammar: Articles, Parts of speech, Tenses, Auxiliary verbs, Active and passive voice, degrees of comparisons, Punctuation.

Unit II: Reading Techniques: Vocabulary Building; Comprehension; Interpretation; Summarizing, skimming and scanning techniques of reading

Unit III: Writing Techniques: Letter writing- formal and informal letters, Report writing, drafting emails.

Unit IV: Spoken English: Interactive Communication like Introducing Self, Greetings, Conversations, etc; Pronunciation: voice modulations, intonation, clarity, Extempore

Unit V: Business Etiquettes: Business meeting etiquettes, telephone etiquettes, Business attire mannerism, Business dining etiquettes

#### **Books Recommended:**

1. Leo Jones, Richard Alexander: New International Business English (Communication Skills in English for Business Purposes), Cambridge University Press.

2. NCERT, Knowing about English – A Book of Grammar & Phonology

3. NCERT, Working with English – A Workbook

4. A.E. Augustine & K.V. Joseph: Macmillan Grammar - A Handbook, Macmillan

5. Krishna Mohan & N.P. Singh: Speaking English Effectively, Macmillan



## **SEMESTER - II**

# LINGAYA'S VIDYAPEETH choose to know



(A Deemed to be University u/s 3 of UGC Act, 1956)

BEC-106	Indian Economy	A	L-T-P:5-1-0

#### **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.

#### Unit I

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

#### Unit II

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

#### Unit III

**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

**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.

#### **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.



- . Kapila Uma (2015), Indian Economy: Performance and policies, Academic Foundation.
- 5. Economic survey 2017.

#### **Course Outcomes:**

CO1:Explore national income and capital formation.

CO2:Rate economic growth and development.

CO3: Inspect the new economic reforms

CO4: Translate and relate population growth with economic development.

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





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BBA-102	ORGANISATIONAL BEHAVIOUR	L-T-P:5-1-0

#### **Course Objectives:**

1. To explain the fundamentals of managing business.

2. To understand individual and group behavior at work place so as to improve the effectiveness of an organization.

#### **Course Outline:**

Unit-I: Organizational Behavior – Meaning, importance and historical development of organizational behavior, Factors influencing organizational behavior Perception and Attribution- concept, nature and process, Factors influencing perception. Values and Attitudes Personality - Stages of personality development, Determinants of personality. Concept and theories of learning.

Unit-II: Motivation- Concept, importance and theories of motivation. Leadership - concept, characteristics, theories and styles of leadership, Managerial grid, Leadership continuum and Leadership effectiveness.

Unit-III: Group Dynamics – Meaning of groups and group dynamics, Formation, Characteristics and Types of groups, Theories of group dynamics, Group cohesiveness - Factors influencing group cohesiveness - Group decision making process. Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

Unit-IV: Management of Change – Meaning and importance of change, Factors contributing to organizational change, Change agents, Resistance to change – causes of and dealing with resistance to change, Organizational Development - meaning and process.

Unit-V: Organizational Culture, Conflict and Effectiveness- Concept of Organizational Culture, Distinction between organizational culture and organizational climate, Factors influencing organizational culture, Morale- concept and types of morale. Managing conflict, Organizational Effectiveness - Indicators of organizational effectiveness, Achieving organizational effectiveness. Organizational Power and Politics.



#### **Books Recommended:**

1. Robbins, P.Stephen - Organizational Behavior-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi, 1988.

2. Luthans Fred - Organizational Behavior - McGraw Hill Publishers Co. Ltd., New Delhi, 1988.

3. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt. Ltd., Delhi, 1987.

4. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi, 1988.

5. Sekaran, Uma - Organizational Behavior-text & cases - Tata McGraw Hill Pub Ltd., New Delhi, 1989.

6. Aswathappa. K. - Organizational Behavior – Himalaya Publishing House, Mumbai





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BBA-104	BUSINESS ETHICS AND SOCIAL RESPONSIBILITY	L-T-P:3-1-0

#### **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

#### Introduction:

Values-Concept, types and formation of values, ethics, values and behaviour, Values of Indian Managers, Ethics, development of ethics, ethical decision making and decision making process, relevance of ethics and values in business

#### Management of Ethics:

Management process and ethics, managerial performance, ethical issues, ethos of Vadanta in management, Hierarchism as an organizational value

#### UNIT-II

#### **Corporate Social Responsibility & Consumer Protection:**

Corporate responsibility of business: employees, consumers and community, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

#### UNIT-III

#### Understanding Progress, Results & Managing Transforming:

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



#### 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, wisdom-based management.

#### **Stress Management:**

Meaning, sources and consequences of stress, stress management and detached involvement.

#### **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.

CO1 To recollect concepts on ethical management practices in the business and appreciate the value system of ancient times and its applicability to modern business situations

CO2 To bring up value system in an organization based on ethics and provide knowledge about ethical decision making

CO3 To know the role of ethics in corporate governance.

CO4 To create knowledge about ethics and its application in functional areas of business CO5 To create knowledge about ethics and corporate social responsibility

Pos	PO1	PO2	PO3	PO4	PO5	PO6
Cos			T			CL
CO1	2	2	A 1		1	
CO2	1		A	<b>1</b> -1	-1	- 10
CO3	1	1	1	-	1	<u>.</u>
C04	$b^2$	0.0	1	1 1	1 10	0.117
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CE-108	ENVIRONMENTAL SCIENCE & ECOLOGY	L-T-P:5-1-0







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BBA-GE-132	MARKETING MANAGEMENT	L-T-P:5-1-0

#### **Objectives:**

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

#### **Course Contents**

#### UNIT I

Introduction to Marketing Concepts of Marketing Planning & implementation marketing Programmes Marketing environment – Micro and Macro. Consumer behavior Marketing Research and Demand Forecasting

#### UNIT II

Market Segmentation, Targeting, Positioning Developing New Market Offerings Product Life Cycle Product and Branding Strategy Designing and Managing Services

#### UNIT III

Developing Pricing Strategies Pricing Decisions Distribution Strategy Designing and Managing Marketing Channels

**UNIT IV** Promotion Mix



Marketing Communication and Media Planning Advertising Strategy Sales Promotion and Public Relations Personal Selling and Sales Management

#### UNIT-V

Marketing Strategy Marketing Plan Industrial Marketing Digital Marketing Total Marketing Efforts

#### **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

CO 1	Discuss the significance of concepts & theories of marketing.
CO 2	Analyze the data for making marketing decisions from MIS
CO 3	Demonstrate analytical skills in identification and resolution of problem pertaining to marketing management through marketing mix strategies
CO 4	Evaluate the recent trends in the contemporary marketing environment
	$CO_{-}PO \& CO_{-}PSO Manning$

#### CO-PO & CO-PSO Mapping

Mapping	PO 1	PO 2	РО 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4
CO 1	3	1	1	2	1	1	2	3	2
CO 2	2	3	1	2	1	2	1	3	1
CO 3	2	3	1	2	1	1	3	3	1
CO 4	2	2	2	3	1	3	2	3	1



# LINGAYA'S VIDYAPEETH SEMESTER III Choose wards and a second



(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-205 E-Co	ommerce	L-T-P 5-1-0
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#### **Objective:**

The course aims to enhance skills for effective and contemporary applications of E-commerce.

#### Unit 1:

**Introduction to E- Commerce** Concepts and significance of E-commerce; driving forces of E-commerce; E-commerce business models - key elements of a business model and categories; Design and launch of E-commerce website - decisions regarding Selection of hardware and software; Outsourcing Vs in-house development of a website; Functions of E Commerce; Types of E-Commerce; E-Commerce Systems and Prerequisites, Scope of E-Commerce, E Commerce Models.

## unit 2: choose to know

**E-Commerce Activities and Operations** Various E-Commerce activities; various manpower associated with e-commerce activities; Types of E-Commerce Providers and Vendors; Modes of operations associated with E-Commerce; E-Commerce types. E-commerce applications in various industries (banking, insurance, payment of utility bills and others), e marketing, e-tailing, online services, e-auctions, online portal, online learning, e-publishing and e-entertainment, online shopping.



Unit 3:

Website Designing and Publishing Internet Services, elements, URLs and Internet-Protocols (shopping cart, cookies) Internet Service Protocols (ISP), World Wide Web (www); Portals – steps in designing and developing E-Commerce website, Domain Name System (DNS). Introduction to HTML tags and attributes: Text formatting, fonts, hypertext links, tables, images, lists, forms, cascading style sheets. Online publishing, strategies and approaches.

#### Unit 4:

**E-payment System E-payment Methods-** Debit card, Credit card, Smart cards, E-Money, E-Wallets; Digital signatures- procedures and legal position; Payment gateways; Online banking-concepts, importance; Electronic fund transfer; Automated Clearing House. Automated Ledger Posting, Emerging modes and systems of E-payment (M-Paisa, PayPal and other digital currency), UPI Apps, Aadhar Enabled Payment Systems, BHIM App E-payments risks.

#### Unit 5:

Security and Legal Aspects of E-commerce E-commerce security – meaning and issues. Security threats in the E-commerce environment- security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.; Technology solutions- encryption, security channels of communication, protecting networks, servers and clients. Overview of Information Technology Act, 2000-provisions related to offences, secure electronic records, digital signatures, penalties and adjudication

#### **Suggested Readings:**

Agarwala, K. N., Lal, A., & Agarwala, D. (2000). Business on the Net: An Introduction to the whats and hows of E-commerce. Noida, Uttar Pradesh: Macmillan Publishers India Limited.

Awad, E. M. (2009). Electronic Commerce from vision to fulfillment. Delhi: PHI Learning.

Bajaj, K. K., & Debjani, N. (2005). E-Commerce. New Delhi: Tata McGraw Hill Education.

Chhabra, T.N., Jain, H. C., & Jain, A. An Introduction to HTML. Delhi: Dhanpat Rai & Co. Dietel, H. M., Dietel, P. J., & Steinbuhler, K. (2001). E- Business and E- commerce for Managers. New Jersey: Prentice Hall.

Diwan, P., & Sharma, S. (2002). Electronic commerce- A Manager's Guide to E- Business. Delhi: Vanity Books International.

Kosiur, D. (1997). Understanding Electronic Commerce. New Delhi: Prentice Hall of India Pvt. Ltd. Turban, E., King, D., Lee, J., Warkentin, M., Chung, H. M., & Chung, M. (2002).

Electronic Commerce: A Managerial Perspective. New Jersey: Prentice Hall Publishing.



Whiteley, D. (2000). E-Commerce: Strategy, Technologies and Applications. New York: McGraw Hill.

Note: Latest edition of the books should be used.

Course Outcomes:

- CO1: Understand concept and types of e-commerce.
- CO2: Discuss the network infrastructure for e-commerce.
- CO3: Describe the security and legal aspects of e-commerce
- CO4: Explain Website Designing and publishing
- CO5: Describe different types of e-payment systems and methods

Pos	PO	PO	PO	PO	PO	PO	20
Cos	1	2	3		5	6	6.1
CO 1	1	-	4	<u></u>	-	-	
-	7 1						TTT
CO	1		I · /-	1	2	E	
2							
СО	2	-	1	1	1	-	
3	· h	0.0	se	T (	$\mathbf{D}$ K	n	O W
C04	1	1		1	- 193		
CO 5	1	1	-	1	-	-	



(A Deemed to be University u/s 3 of UGC Act, 1956)

BL-201	Corporate Laws	L-T-P:5-1-0

#### Unit- I

**Company-** Meaning and Characteristics ; Features of company; advantages and disadvantages of incorporation; Lifting of corporate veil; Privileges of private company.

#### Unit- II

**Formation of Company:** - Promotion of company; Functions of promoter; importance of promoter; Promoter's remuneration; legal status of Promoter; Rights of promoters; Duties of promoters; Liabilities of promoters; Pre- incorporation contracts, Incorporation and commencement of Business. Prospectus: - definition; contents; statement in lieu of prospectus; misleading prospectus and its consequences.

#### Unit- III

**Memorandum of Association:** - Meaning; importance; clauses of memorandum of association and their Alteration; doctrine of ultra- vives. Articles of Association: - Meaning; contents; alteration of articles of association; constructive notice and doctrine of indoor management.

#### Unit- IV

Borrowing Powers; Debentures and Charges.

#### **Suggested Readings:**

1. Kuchal M.C. Modern Indian Company Law Shri Mahavir Books, Noida.

- 2. Kapoor N.D. Company Law Incorporating the provisions of the companies Amendment Act.
- 3. Singh Avtar Company Law Eastern Book Company, Lucknow.



#### **Course Outcomes:**

CO1: Explain the nature of company and procedure for formation of Company as per Indian Companies Act (Amendment 2013).

CO2: Compare and contrast Memorandum of Association and Articles of Association.

CO3: Summarize the Rights and liabilities of company shareholders.

CO4: Describe powers and duties of company directors and procedure for convening statutory and other meetings.

CO5: Explain circumstances and the procedure for winding up of the company.

Pos	PO1	PO2	PO3	PO4	PO5	PO6
Cos			(7)	la.		
CO1	1	1			1	1
CO2	2	-			-	1
CO3	2	-	K	-	1	1
C04	2	1		-	-	2





(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-201	Production & Operations Management	L-T-P:5-1-0
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#### Unit-I

#### Introduction –

Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organization, Factors that affect System and Concept of Production and Operation Management, Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.

#### Unit-II

#### **Production System and Related Concepts:**

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

#### Unit-III

Scheduling and measuring Production Activities: Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

#### Material and Inventory Management:

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages ), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

#### Unit-IV

#### **Quality in Production and Operations Management:**



Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

#### **Reference Books:**

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- 1. Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behavior, PHI New Delhi
- 2. Chary SN, Production, and Operations Management- Concepts, Methods and Strategy, PHI New Delhi 2005
- 3. Ajay Garg, Production and Operations Management, TMH, Delhi
- **4.** Pankaj Madan; Production and Operation Management, Global Vision Publishing, New Delhi (2010)

CO 1	To discuss the p	production and	d operation fur	nctions		
CO 2	To apply the co	ncept of mate	rials flow, repl	enishment wit	th reference t	o operations
CO 3	To evaluate cap in decision mak		g, inventory ma	inagement an	d supply chaiı	n management
CO 4	To investigate t management in	-	-	ted to produc	tion and oper	ration
Pos	PO1	PO2	PO3	PO4	PO5	PO6
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CO2	V II		11			

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#### (A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-201	Introduction to Human Resource Management	L-T-P:5-1-0
		12

#### **Objective:**

To acquaint the learners with the techniques and principles to manage human resources of an organization.

#### Unit 1:

Introduction to Human Resource Management Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of human resource management - Workforce diversity, empowerment, downsizing, VRS, work life balance.

#### **Unit 2:**

Acquisition of Human Resource Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention.

#### Unit 3:



**Training and Development Concept and importance**; Role specific and competency-based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, Inbasket, management games, conferences and seminars, coaching and mentoring, management development programmes; Training process outsourcing.

#### Unit 4:

**Performance Appraisal and Compensation Management Performance appraisal-** Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job changes - Transfers and promotions. Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organisation incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation.

**Unit 5:** Maintenance of employees and Emerging Horizons of HRM Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations. Employee code of conduct. Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System (HRIS) and e-HRM; Impact of HRM practices on organisational performance; HR Audit, Contemporary issues in human resource management-emerging job opportunities.

#### **Suggested Readings:**

Satrapi, K. (2007). Human Resource Management. New Delhi: Tata McGraw-Hill.
Chhabra, T. N. (2004). Human Resource Management. Delhi: Dhanpat Rai &Co.
Gupta, C. B. (2018). Human Resource Management. Delhi: Sultan Chand & Sons.
Decenzo, D. A., & Robbins, S. P. (2009). Fundamentals of Human Resource Management.
New Jersey: Wiley. Dessler, G., &Varkkey, B. (2011). Human Resource Management. New Delhi: 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	PO1	PO2	PO3	PO4	PO5	PO6
Cos						
CO1	2	3	-	-	-	1

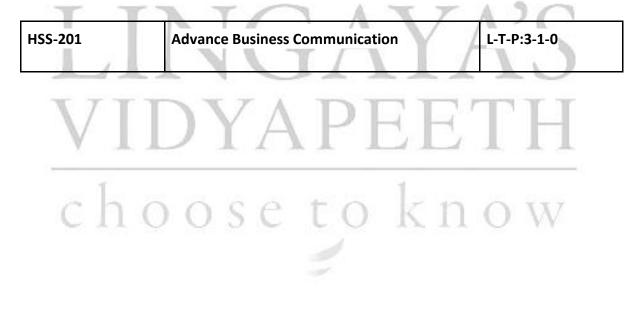
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CO3	3	2	-	-	-	-
C04	2	3	-	-	-	-

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## **SEMESTER - IV**

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(A Deemed to be University u/s 3 of UGC Act, 1956)			
BBA-204	Introduction to Digital Marketing	L-T-P:5-1-0	

#### **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 the 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-email-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, engage Learning, New Delhi.

2. Hanson, W. and Kalyanam, (2010), e-Commerce and Web Marketing 1st Edition, engage Learning, New Delhi.

#### CO's:

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

Pos	PO1	PO2	PO3	PO4	PO5	PO6
Cos						
C01	2	-	2	1	1	-



ČO2	-	-	-	-	1	-
CO3	1	-	1	-	-	-
C04	1	-	1	1	1	1



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BBA-202	Entrepreneurship Development	L-T-P:5-1-0		
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**Objective:** The course aims to equip the learners with entrepreneurship so that they are inspired to look at entrepreneurship as a viable, lucrative, and preferred option of professional life. **Unit 1:** 

Introduction Meaning, elements, determinants and importance of entrepreneurship and creative Behaviour; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship

#### **Unit 2:**

Entrepreneurship in India Concept of business houses and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioural orientations; Conflict in family: Introduction: Entrepreneurship in



India: Entrepreneurship Ecosystem: Sources of business ideas and tests of feasibility: Mobilizing Resources business and its resolution. Initiatives of Government of India to promote entrepreneurship - Start Up India, Stand Up India, Make in India, etc.

#### Unit 3:

Entrepreneurship Ecosystem Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of government, Institutions, industries/entrepreneur's associations and self-help groups, Concept, role and functions of business incubators, angel investors, venture capital, start-up finance and private equity fund.

#### Unit 4:

Sources of business ideas and tests of feasibility Significance of writing the business plan/ project proposal including feasibility analysis; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, sourcing of material, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions

#### Unit 5:

Mobilizing Resources Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems.



Desai, V. (2009). Dynamics of Entrepreneurial Development and Management. Mumbai: Himalaya Publishing House.

Dollinger, M. J. (2008). Entrepreneurship: Strategies and Resources. New Jersey: Prentice Hall.

Hisrich, R., Peters, M., & Shepherd, D. (2017). Entrepreneurship. New York: McGraw Hill Education.

Rao, T. V., & Kuratko, D. F. (2012). Entrepreneurship: A South Asian Perspective. Boston: Cengage Learning.

Yadav, V., & Goyal, P. (2015). User innovation and entrepreneurship: case studies from rural India.. Journal of Entrepreneurship & Innovation, 4(5). Retreived from https://link.springer.com/article/10.1186/s13731-015-0018-4.



#### Note: Learners are advised to use latest edition of text books.

#### **Course Outcomes:**

CO1: Explain factors stimulating entrepreneurship and obstacles in entrepreneurial growth.

CO2: Explain contemporary role models in Indian business

CO3: Explain role of Public and Private system of stimulation.

CO4: Understand the significance of writing the business plan/project proposal.

CO5: Describe the possibilities of mobilizing resources for startup.

Pos	PO1	PO2	PO3	PO4	PO5	PO6
Cos						
C01	2	-	2	1	1	-
CO2	-	-		-	1	-
CO3	1	-	1	-	-	-
C04	1	-	1	1	1	1



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BBA-GE-206	Research Methodology	L-T-P:5-1-0
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#### **Objectives:**

The course aims to acquaint the student with a basic and elementary knowledge of the research.

#### **Course Contents**

#### Unit I

#### An introduction meaning of research -

objectives of research, significance of research, types of research. Research Problem – what is research problem, selection of research, necessity of defining a problem.

#### Unit II

#### **Research Design** –

Meaning of research design, need for research design, features of research design, different types of research design. Methods of Data Collection – Primary data, data collection through



questionnaires, Schedules and other methods of data collection, primary data Vs secondary data, appropriate method of data collection.

#### Unit III Data Collection –

Methods of data collection: secondary data, sources of secondary data, primary data, collection of primary data observation, questionnaire, designing of questionnaire, interviewing. Data Processing and Tabulation: Editing coding, problems in editing, tabulation.

#### Unit IV

**Interpretation and Report Writing:** Interpretation, types of research reports, guidelines for writing a report, writing a report format, evaluation of research report.

Text Books

Research Methodology by C.R. Kothari Beri, G.C.; Marketing Research, Tata McGraw Hill, 2003. Gupta, S.L., Marketing Research, Excel Books, 2004

#### CO's:

CO1: Discuss the significance and process of research.

CO2: Gather the required data using appropriate sampling and scaling techniques.

CO3: Analyze and interpret data collected for the problem.

CO4: Use advanced data analysis tools and techniques.

Pos	PO1	PO2	PO3	PO4	PO5	PO6
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C04		1	-	-	-	1

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#### **Course Objectives:**

1. Understand the scope and challenges for a company to enter into the international market along with the theories of International Trade.

2. Understand the Country risk analysis process before making a decision to enter an international market and market entry strategies.

#### **Course Outline:**

Unit I: Definition and Scope of International Business: Importance of International Business, Forces of Globalization, International Trade Theories,



Domestic Business Vs International Business. Country Risk Analysis: Political Risk Analysis, Economic Risk Analysis, Socio-Cultural Risk Analysis, Legal Environment.

Unit II: Balance of Trade and Balance of Payment: Trade Barrier, Tariff Barriers &Non-Tariff Barriers

Unit III: Regional Trade Agreements: Bio lateral Trade Agreements & Multilateral Trade Agreements

Unit IV: Foreign Market Entry Strategies: International Pricing decisions & International Commercial Terms (INCO) Terms

Unit V: International Monetary System: Foreign exchange rates, International Monetary fund (IMF), International Bank for Reconstruction and Development (IBRD)

#### **Books Recommended:**

1

1. International Business –By K Ashwathappa, TATA McGraw-Hill publication, Third edition

2. International Business-Competing in the Global Marketplace by Charles W Hill and Arun K Jain, TATA McGraw-Hill publication, Sixth edition

3. International Business –Strategy, Management and The New Realities By S.Tamer Cavusgil, Gary Knight and John R. Reisenberger, Pearson Publications, First Edition

#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)-

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BBA-208	COST ACCOUNTING AND CONTROL	L-T-P:3-0-0



# LINGAYA'S VIDYAPEETH choose to know



## **SEMESTER – V**



#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-301	Banking and Insurance Law	L-T-P:5-1-0

#### **Objectives**:

The course aims to acquaint the student with a basic and elementary knowledge of the business and corporate laws.



#### Money and Banking -

An Overview; Nature, Functions and Significance of Money. Demand and Supply of Money-Concepts and Approaches; Money and Prices- Quantity Theory & Money; Inflation and it's control.

#### **Evolution of Banking –**

Systems of Banking-Mixed, Branch, Unit, Group, Chain; Brief Structure of banks; RBI-Organisation, Functions, Methods of credit control; Commercial banking; Balance sheet of a Bank; Credit creation

#### Unit II

#### Structure and Charateristics of Financial & Banking system in India -

Indian Money Market; Indian Capital Market; Indian Monetary Policy & System.

**Sources and Uses of Funds in Banks -** Value Chain Analysis in Banking Industry. Emerging trends in Banking: Universal Banking, Venture Capital, Project Financing, Merchant Banking, E-Banking, Credit Cards, Banking Ombudsman Scheme.

#### Unit III

#### Concept of Risk –

Types of Risk, Risk Appraisal, Transfer and Pooling of Risks, Concept of Insurable Risk.

#### **Concept of Insurance** –

Relevance of Insurance to the emerging socio-economic needs of all the sections of society including Industrial sector, Types of Insurance Organisations, Insurance Business, Intermediaries in Insurance Business.

#### Unit IV

**Formation of Insurance Contract** - Life, Fire, Marine and Motor Insurance Contracts, Principles of Insurance: Utmost Good Faith, Indemnity, Insurable Interest

**Classification of Insurance:** Life, Non-Life (general), Health, Pension, Social Security and Retirement Benefits, Insurance Products

#### Text Books

- 1. Sundaram & Varshney, "Banking, Theory Law and Practice" Sultan chand & sons;2004
- 2. Chaturvedi D.D., Anand Mittal, "Business Economics-II", Brijwasi Book Distributors;2005
- 3. Varshney & Malhotra, "Principles of Banking", Sultan Chand & Sons, 2005.
- 4. Gupta P.K, "Insurance and Risk Management"
- 5. Himalya Publishing House; 2004
- 6. Mishra M.N., "Principles and Practices of Insurance", S. Chand and Co; 2004
- 7. Panda G.S., "Principles and Practices of Insurance" Kalyani Publications, 2004

#### **Course Outcomes:**

CO1: Explain functions of banking and banker customer relationship.

- CO2: Summarize the different sources and uses of funds in Banks.
- CO3: Describe principles of operations in Indian Money Market.
- CO4: Summarize the importance of internet banking.



CO5: Explain the types of risk and concept of insurance.

Pos	PO1	PO2	PO3	PO4	PO5	PO6
Cos						
C01	2	1	-	-	-	-
CO2	2	1		1	-	-
CO3	2	1	-	<u>-</u>	1	-
C04	1	1	-	1	1	-



#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-303	MARKETING OF FINANCIAL SERVICES	L-T-P:5-1-0
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#### **Objective:**

1

The course aims to provide knowledge of corporate governance, procedures, and techniques in accordance with current legal requirements and professional standards.



#### Unit 1:

#### Introduction Corporate Governance –

Meaning, significance and principles, Management and corporate governance; Theories and Models of corporate governance; Agency theory and separation of ownership and contract; ownership structure and firm performance; Whistle blowing, Class Action; Role of Institutional investors. Codes and Standards on Corporate Governance- Sir Adrian Cadbury Committee 1992 (UK), OECD Principles of Corporate Governance and Sarbanes Oxley (SOX) Act, 2002 (USA)

#### Unit 2:

Directors and Shareholders Powers of directors; Duties of directors; Non-executive directors and their duties; Relationship between board and shareholder; Board structure and Independent director, board committees and their functions. Shareholder expectations; Regulatory requirements for shareholder involvement shareholder activism and proxy advisory firms. Role of rating agencies.

#### Unit 3:

Major Corporate Governance Failures and International Codes BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen, Worldwide (USA), Vivendi (France), Satyam Computer Services Ltd, Lehman Brothers, Kingfisher Airlines, PNB Heist and IL&FS Group Crisis; Common Governance Problems Noticed in various Corporate Failures;

#### Unit 4:

Corporate Governance Framework in India Initiatives and reforms- Confederation of Indian Industry (CII) (1997), Kumar Mangalam Birla (1999), NR Narayana Murthy Committee (2005) and Uday Kotak Committee (2017). Regulatory framework: Relevant provisions of the Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements Regulations (LODR), 2015. Corporate Governance in the public sector, banking, non- banking financial institutions.

**Unit 5:** Business Ethics and Corporate Social Responsibility (CSR) Business Ethics and Values; Importance of Ethics; Corporate Governance and Ethics; Ethical theories; Code of Ethics and ethics committee. Concept of Corporate Social Responsibility; CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, CSR and Corporate Philanthropy; Environmental Aspect of CSR, Models and benefits of CSR, Drivers of CSR; CSR in India.

### Suggested Readings:

Gupta, K., & Arora, A. (2015). Fundamentals of Auditing. New Delhi: Tata Mc-Graw Hill Publishing India. Kumar A., Gupta L., & Arora, R. J. (2016). Auditing and Corporate Governance. Delhi: Taxmann Pvt. Ltd. Mallin, C. A. (2018). Corporate Governance. New Delhi: Oxford University Press.

Rani, G. D., & Mishra, R. K. (2017). Corporate Governance-Theory and Practice. New Delhi: Excel Books. Sharma, J. P. (2016). Corporate Governance, Business Ethics, and CSR. New Delhi: Ane Books Pvt. Ltd. Tricker, B.(2015). Corporate Governance-Principles, Policies, and Practice (Indian Edition). New Delhi: Oxford University Press. Institute of Chartered Accountants of India, Auditing and Assurance Standards, ICAI, New Delhi. <u>www.icai.org</u>



#### **Course Outcomes:**

CO1: Discuss the concept and models of corporate governance.

CO2: Discuss Corporate governance and the role of the Board.

CO3: Explain the Audit Committees for corporate governance.

CO4: Summarize trends in e-governance and Corporate Governance rating.

CO5: Correlate Business Ethics and CSR.

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



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# ELECTIVES GROUP -1



#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-305A	Personal Financial Planning	L-T-P:5-1-0

#### **Objectives:**

The course aims to acquaint the student with a basic and elementary knowledge of planning techniques.



#### Unit I

#### Understanding Personal Finance -

The Building Blocks to Achieving Personal Financial Success, Economy Affects Your Personal Financial Success, Economist, Time Value of Money - Calculating Future Values and Present Values, Tax-Free Money, Financial Planners.

#### Unit II

#### **Career Planning -**

Steps in Successful Career Planning, Work-Style Personality, Financial and Legal Aspects of Employment, Employment Search Strategies.

**Financial Statements, Tools, and Budgets-** Financial Values, Goals, and Strategies, Financial Statements Measuring, Financial Health and Progress, money management.

#### Unit III

#### **Managing Income Taxes-**

Income Taxes and the Marginal Tax Rate, Steps in Calculating Your Income Taxes.

#### Unit IV

#### **Managing Checking and Savings**

Accounts - Monetary Asset Management, Interest-Earning Checking Accounts, Savings Accounts, Money Market Accounts, Electronic Money Management, Psychology of Money Management, Building and Maintaining Good Credit

Text Books:-

Managing personal planning by Dr. Suresh Seth and Dr. Pooja Ohri. Managing personal planning by Lawrence J. Gitman

#### CO's:

**CO1:** To understand the basics of finance and assess the cash flows.

**CO2:** To learn the process of budgeting

CO3: Analyses the investment strategies

**CO4:** Evaluate the tools for calculation 0f finances.

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(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-311B	Retail Marketing	L-T-P:5-1-0

The objective of the course is to enhance the students with the skills required to be directly employed as a sales or marketing executive manager or to start a retail business of their own.

#### Unit I

#### **Retail Theory & Practices-**

Retail: Nature, Scope, History, Retail Institutions, Types, Retail Management Process, Indian Retailing Scenario, Retail Managers – Roles, Skills and Scope, Evolution of Management Theory, Organizational Environment in Retail Sector, Ethical Issues in Retailing Job Opportunities in Retail Industry- Personality Traits of Retailers, Retail Entrepreneur, Employment Opportunities, Internationalization and Globalization of Retailing

#### Unit II

#### **Retail Marketing Strategy-**

Introduction, Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels, Retail Promotion, Building Store Loyalty

#### Unit III

#### **Retail Organization & Functional Management-**

Introduction, Classification of Retail Organization, Franchising, Human Resource Management in Retail, Building and Sustaining Relationship in Retailing, Customer relationship Management, Store Planning: Location, Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management, Setting up Stores before Opening, Working with Floor Plans and Store Requirements.

#### Unit IV

#### **Electronic Retailing –**

Introduction, Types of Technology in Retailing, Role of IT in Business; Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of Online catalogues; Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of E-Retailing Strategies; Customer Relationship Management

Text Books:-

1 Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi

2. Agarwal, Bansal, Yadav, Kumar- Retail Management, Pragati Prakashan, Meerut



<sup>3</sup>. Berman Berry, Evans J.R.- Retail Management- A Strategic Management Approach, IX Edition, Pearson Education, New York, 2006

4. Pradhan Swapna- Retailing Management-Text and Cases, II Edition, Tata Mc Graw Hill.

CO1: Understand the basics of retail marketing

CO2: Learn the strategy of retail marketing

CO3: To analyses the promotional techniques.

CO4: Evaluate the various layout and design of marketing.

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(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-311C	Performance Management	L-T-P:5-1-0

The objective of the course is to help with planning study and to provide detailed information on what could be assessed in any examination session.

#### Unit I

#### **Foundations of Performance Management:**

Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management.

#### Unit II

#### Planning and Implementation of Performance Management:

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics.

#### Unit III

#### **Performance Appraisal and Monitoring:**

Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; reappraisal;



Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit.

#### Unit IV

#### **Other Performance Management and Development Issues:**

Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

Text Books:-

- Michael Armstrong "Performance Management" 2010, Kogan Page.
- A.S.Kohli&T.Deb, "Performance Management", 2009, Oxford.
- T.V.Rao, Performance Management & Appraisal System, Sage , 2008.
- A.M. Sharma, Perfomance Management System", 2010, HPH.
- M Armstrong, "Performance Management & Development", 2010, Jaico.

#### CO's:

CO1: Understand the fundamentals of performance management.

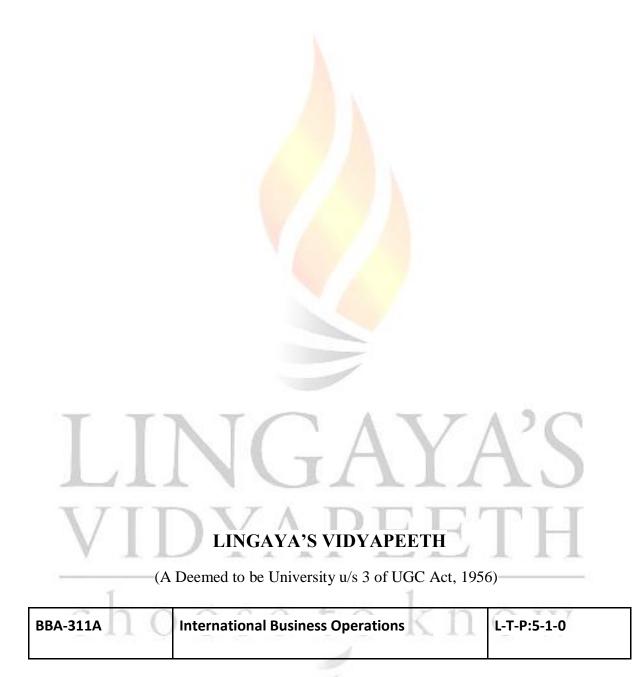
CO2: Develop an understanding of why and how the performance of employees to be evaluated and rewarded

CO3: learn various methods and tools used for managing employee's performance. CO4: to identify performance gaps and to develop tools to bridge the gaps.

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The objective of the course is to equip students with a broad based knowledge of trade practices in India.

#### **Course Contents**

Unit I



Introduction – Trade its meaning and types. Difference between internal and international trade. Theories of International Trade. India's Internal Trade- Characteristics and Problems. Coastal trade and trade of Uttar Pradesh. Terms of Trade. Trade : Terminology and abbreviations.

#### Unit II

Foreign Trade of India – Before independence, During Planning Period, Recent trends in India's Foreign Trade. Major Items of Exports: Composition, Direction and Future Prospects, Major Items of Imports: Composition, Direction and Future Prospects.

#### Unit III

Free Trade and Protective trade policies, India's Major trading partners. Financing of foreign trade, National Level Financing Institutions: EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ. Export promotions.

#### Unit IV

Strategy for Trade Policy in India – General Developments during planning period. Recent World trade Scenario, Recent changes in trade policy, Trade agreements – Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments.

Text Books:-

- 1) Bhagwati J. Srinivasan Foreign Trade regimes and Economics development
- 2) Jaiswal Bimal & A.K.Singh Foreign Trade of India
- 3) Plaekar Trade of India
- 4) Salvi P.G. New Directions on India's Trade policy
- 5) Cherrunilam F. International Trade Export Management
- 6) Singh, M India's Export trends
- 7) Varshney R.L. India's Foreign Trade.

#### 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

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(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-309A	Mergers & Acquisition	L-T-P:5-1-0

#### UNIT 1

#### Mergers:

types of merger, theories of mergers- operating, financial and managerial synergy of mergers, value creation in horizontal, vertical and conglomerate mergers, internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

#### UNIT 2

#### M & A:

A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A-SWOT analysis, BCG matrix, Porter's five forces model

#### UNIT 3

#### Merger Process:

Dynamics of M&A process - identification of targets negotiation, closing the deal. Five-stage model-Due diligence-Types- due diligence strategy and process- due diligence challenges. Process of merger integration, organizational and human aspects, managerial challenges of M & A

#### UNIT 4

#### Methods of financing mergers-

cash offer, share exchange ratio-mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy.

#### Accounting for amalgamation-

amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method-procedure laid down under Indian companies act of 1956 **Takeovers**, types, takeover strategies, - Takeover defences- financial defensive measures-methods of resistance- anti-takeover amendments-poison pills

#### **REFERENCE BOOKS:**

1.Value Creation from Mergers And Acquisitions, Sudi Sudarsanam i/e, PearsonEducation, 2003.

2.Merger Acquisitions & Corporate Restructuring-Chandrashekar Krishna Murthy &Vishwanath. S.R-Sage Publication.

3.Mergers, Ramanujam et al, TMH, 2003.

4. Handbook of International Mergers & Acquisitions, Gerard Picot, Palgrave PublishersLtd.



5.Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya PublishingHouse, 2011.

6.Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.

7.Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, VikasPublishing House, 2013

#### **Course Outcomes:**

- CO1: Understand M&A with its different classifications, strategies, theories, synergy etc.
- CO2. Conduct financial evaluation of M&A and analyze the results
- CO3: Evaluate different types of M&A, takeover and anti takeover strategies.

CO4: Familiarize with accounting of Amalgamation.

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# ELECTIVES GROUP-II LINGAYA'S VIDYAPEETH choose to know



(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-309B	Public Relations & Corporate Image	L-T-P:5-1-0

The objective of the course is to provide an understanding of the essential elements of public relations and its corporate image.

#### **Course Contents**

#### Unit I

#### Introduction to Public Relations-

Concept and definitions of public relations, Process of public relations, Need and scope of public relations, Growth and development of PR with special reference to India

#### Various Forms of P.R -

Public relations- advertising-propaganda publicity, Corporate Communication: similarities and differences, PR set-up in private and public sectors, PR in globalized world.

#### Unit II

#### **P.R.** Tools –

PR agency- structure and functions, Tools of public relations, House journal, PR writing for Press release, Press Conferences, Press Brief.

#### P.R for Development -

Internal and external publics relations, Public relations campaigns, Careers in PR, PR for Development.

#### Unit III

#### Corporate Reputation in Global Society -

Assessing Strategic Communication in Current Reputation Management Practices, Corporate Identity, Corporate Image, and Corporate Reputation, Professional Ethical Standards in Reputation Management, Corporate Social Responsibility.

#### Unit IV

#### Corporate Strategic Philanthropy -

Reputation Management Through Internal Relations, Reputation Management Through External Relations, When Business Mixes with Politics, Religion, & Social Justice, Issues Management, Managing Reputation During Crisis, Corporate Engagement in the Digital Era.



- <sup>1</sup> "The New Rules of Marketing and PR" by David Meerman Scott
- 2 "The Business of Persuasion" by Harold Burson
- 3 Keeping the Corporate Image: Public Relations and Business by Richard S. Tedlow

#### CO's:

CO1: Understand the Growth and development of PR with special reference to India

CO2: Learn about the various P.R. Tools

CO3: Helpful in Corporate Reputation in Global Society

CO4: To know the Corporate Engagement in the Digital Era.

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BBA-307B	Advertising & Sales Promotion	L-T-P:5-1-0

The objective of the course is to provide an understanding of advertisement and role of sales promotion.

#### **Course Contents**

#### Unit I

#### Introduction to Public Relations-

Concept and definitions of public relations, Process of public relations, Need and scope of public relations, Growth and development of PR with special reference to India

#### Various Forms of P.R -

Public relations- advertising-propaganda publicity, Corporate Communication: similarities and differences, PR set-up in private and public sectors, PR in globalized world.

#### Unit II

**P.R. Tools** – PR agency- structure and functions, Tools of public relations, House journal, PR writing for Press release, Press Conferences, Press Brief.

#### **P.R for Development** –

Internal and external publics relations, Public relations campaigns, Careers in PR, PR for Development.



#### Corporate Reputation in Global Society –

Assessing Strategic Communication in Current Reputation Management Practices, Corporate Identity, Corporate Image, and Corporate Reputation, Professional Ethical Standards in Reputation Management, Corporate Social Responsibility.

#### Unit IV

#### **Corporate Strategic Philanthropy** –

Reputation Management Through Internal Relations, Reputation Management Through External Relations, When Business Mixes with Politics, Religion, & Social Justice, Issues Management, Managing Reputation During Crisis, Corporate Engagement in the Digital Era.

Text Books:-

1 "The New Rules of Marketing and PR" by David Meerman Scott

2 "The Business of Persuasion" by Harold Burson

3 Keeping the Corporate Image: Public Relations and Business by Richard S. Tedlow

CO1 Studying the characteristics, types & impact of non products ADs.

CO2 Learning the types of media, advantages & disadvantages of ads medias.

CO3 Analysing media selection, planning & factors influencing media planning.

CO4 Understanding the techniques of sales promotion and know about the online sales promotions to create awareness among the students regarding the sale.

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	(A Deemed to be University u/s 3 of UGC	Act, 1956)
BBA-313C	Analytical Decision Making	L-T-P:5-1-0

The objective of the course is to provide an understanding of decision making.

#### Unit I

#### Basic concept of Decision Theory –

Three types of decision problems, Decision making under certainty basic concept, Two ways of expressing outcomes pay of and opportunity losses, solving the decision problem using expected pay of criterion, Maximax and Minimax criterion, expected utility criterion.

#### Unit II

#### Sampling -

Need for Sampling, Bias and error in Sampling, Types of sampling, the statistic and the sample frequency distributions, the sampling distribution of means when (a) Population is normal (b) Population is not normal (c) Population is small.

#### Unit III



#### Testing Of Hypothesis –

Null and alternative hypothesis, two types of errors one tailed and two tailed tests, levels of significance, testing the population mean when sigma (S) is known (for large and small samples), Two sample hypothesis tests comparing two population means (proportions) for large and small samples, test of significance of two population variances, hypothesis testing of simple regression.

#### Unit IV

#### Time Series Analysis and Forecasting -

Time series components the classical time series model analysis of secular trend determining linear trend using least square, exponential trend curve, analysis of seasonal fluctuations forecasting with seasonal index, cyclical movement isolating by residual method.

#### Theory of attributes -

Chi Square Test: Introduction, conditions, the independence between two attributes, homogeneity, goodness of fit and test for population variance.

Text Books :-

- 1 David F Groebner, Parrick W Shomon: Business Statistics-A Decision Making Approach Richard P Runayan,
- 2 Audrey Haber: Business Statistics John E Freund,
- 3 Frank J Williams: Elementary Business Statistics & The Modern Approach RC Gulzian:
- 4 Statistics For Decision Making Lawrence L Lapin: Quantitative Methods For Business Decisions

#### CO1 Studying the Decision making theory.

CO2 Learning the types of sampling & how to frame the hypothesis..

CO3 Helpful in analyzing the time series

CO4 Understanding the techniques of analytical decision making

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#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-305B	Financial Markets	L-T-P:5-1-0



The objective of the course is to provide an understanding of financial markets.

#### Unit I

#### Introduction of financial System-

financial system and economy, Reforms in the financial system, Role of Indian financial system-structure of financial system, nature and role of financial system.

#### Unit II

#### Financial Markets -

the place of financial markets in the economy-real assets and financial assets, money market, capital market, primary market, secondary market, government securities market, foreign exchange market, debt market, and derivative market.

#### Unit III

#### Development of Financial Institution and Instrument-

new financial instrument, evolution of development bank, changing role of development financial institution, banking and non banking institution, Commercial banks, co-operative bank, mutual funds, insurance companies, and financial regulation.

#### Unit IV

#### **Regulatory and Promotional Institutions-**

RBI. SEBI. the purpose of regulation, levels of regulations. Non-Bank Financial Intermediaries and Statutory Financial Organization- Small saving, pension Provident funds. and funds Foreign Capital Flows-Types of foreign capital Uses and determinants of foreign capital, Investment Foreign Direct (FDI), Foreign Portfolio Investment.

Text Books :-

- 1. L.M. Bhole, *Financial Institutions and Markets: Structure, Growth and Innovation*, Tata McGraw Hill Publishing Company Limited, New Delhi, 2009
- 2. Bharati. V. Pathak, *Indian Financial System*, Pearson Education in South Asia Publishing Company, New Delhi, 2006
- 3. V.A Avadhani, *Financial Economics: Theory and Practice*, Financial Economics: Theory and Practice
- 4. H.J. Johnson, *Financial Institutions and Markets*, Tata McGraw Hill Publishing Company Limited, NY,1993

CO's:

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CO1: Enable the students with Financial Markets and its various segments.

CO2: To give the students and understanding of the operations and developments in financial markets in India.

CO3: To acquaint them to gain an insight into the functioning and role of financial institutions in the Indian Economy.

CO4: To understand financial institutions.

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BBA-313E	Supply Chain Logistics	L-T-P:5-1-0
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The objective of the course is to provide an understanding of supply and logistics management.

#### **Course Contents**

#### Unit I

#### **Supply Chain Concepts:**

Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

#### Unit II

#### Logistics:

Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

#### Unit III

#### **Supply Chain Performance**:

Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

#### Unit IV

#### Warehousing:

Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL). Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

Text Books :-

- 1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.;
- 2. Supply Chain Management: Strategy
- 3. Planning and Operation; Pearson Education



- 4. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases
- 5. CO-I To analyze production management and types of Production System; plant location; factors affecting locations and plant layouts
- 6. CO-II To understand Importance & Procedure of Production Planning, Routing scheduling, factors affecting scheduling, Dispatch & Follow up
- 7. CO- III To acquire knowledge on Quality Control and supply chain management (SCM) operation
- 8. CO-IV To understand Logistics Management and its concepts





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(A Deemed to be University u/s 3 of UGC Act, 1956)

MG-302	Business Policy & Strategic Management	L-T-P:5-1-0	
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The objective of the course is to provide an understanding of business policy and strategy.

#### Unit I

#### **Introduction to Business Strategy:**

Introduction, Concept of Business Strategy, Need for Business Strategy, Functions of Business Strategies.

#### **Business Policy:**

Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies

#### Unit II

#### **Introduction to Strategic Management:**

Introduction, Strategic Management - Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management

#### **Strategic Management Process:**



Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Role of Strategic Management in Policy Making.

#### **Unit III**

#### **Strategic Analysis:**

Introduction, Strategic Analysis - definition, Need for Strategic Analysis & Environmental Scanning, Strategic thinkers & their contributions, Role of Strategic Analysis in Policy making

#### **Strategy Formulation:**

Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation

#### **Unit IV**

#### **Strategic Planning and Implementation:**

Introduction, Strategic Planning Process, Expansion or Growth, Mergers and Acquisitions, Issues in Strategy Implementation

#### **Strategic Leadership:**

Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage

Text Books :-

- 1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
- 2. Subba rao, Business Policy and Strategic Management, HPH
- 3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage Learning.
- 4. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill
- 5. C. Appa Rao; Strategic Management and Business Policy, Excel Books.
- 6. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill.
- 7. Pillai, Strategic Management,
- 8. Lawerence, Business Policy and Strategic Management, Tata McGraw Hill.
- 9. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt. Ltd.

**Course Outcomes** 

- To provide an introduction on Business system and its function I.
- II. To understand the concepts of social audit, business policy and capitalist economy
- III. To enable them to familiarize with corporate strategy
- To provide an idea about man power planning, product policies, market policies and IV. capital procurement.

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## VIDYAPEETH

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(A Deemed to be University u/s 3 of UGC Act, 1956)

BL-312	Industrial Relations & Labor Laws	L-T-P:5-1-0
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#### Course objective:

The course aims at providing fundamental knowledge and exposure to the industrial relations and related aspects prevailing in industries and to familiarize the students with various Labour Legislations applicable to businesses.

#### Course Outcomes (COs):

CO1: Describe fundamental concepts and nature of Industrial Relations.

CO2: To understand the nature and role of trade unions for workers and industries.

CO3: To study the relevance of collective bargaining and its impact on employee- management relations.

CO4: To understand industrial disputes and ways to resolve them.

CO5: To apply various industrial legislations in business.

#### <u>UNIT-I</u>

Definition & Concept of industrial relations, Factors affecting industrial relations.

Importance of industrial relations, Approaches to industrial relations, Impact of Technological

changes on industrial relations. Trade Unions: Nature of Trade Unions, Trade Union movement in India, Reasons for employees to join trade Unions, Problems of Trade Unions & Remedies. Quality Circles, history of QC, Organization structure of QC, Benefits and Problems of QC.

#### <u>UNIT-II</u>

Concept of collective bargaining, Prerequisites for collective bargaining, the collective bargaining process, Principles of Collective Bargaining, Essential conditions for the success of collective bargaining, Collective Bargaining and Labour Management Co-Operation in India. Grievance Management – causes of grievance – effects of grievance, Negotiation and Collective Settlements, Grievance redressal procedure.



#### <u>UNIT-III</u>

Meaning & causes of Industrial Conflicts, Types of Industrial Conflicts. Strikes & Lockouts, Machinery for resolving Industrial Disputes under Law. Meaning of workers participation in management, concepts and objectives of workers participation in management, growth and development of workers participation in management, types of workers participation in management.

#### UNIT-IV

Emergence and Objectives of Labour Laws, An overview of Factories Act, Industrial Disputes Act, Payment of wages Act, Payment of Bonus Act, ESI Act, Payment of Gratuity Act, Minimum Wage Act, PF Act. An introduction to The Industrial Relations Code-2019.

#### **Suggested Readings/Books:**

Davar, Personnel management and Industrial Relations, Vikas Publishing House Pvt Limited Memoria, C.B, Dynamics of industrial Relations in India, Himalaya Pub. House Johnson, Introduction to Industrial Relations, Greenwich Book Publishers Sharma A.M, Industrial Relations, Himalaya Publishing House
Ghosh, B., Personnel management and Industrial Relations, McGraw - Hill Publishing Co . Ltd Flippo B., Personnel management and Industrial Relations, McGraw-Hill Kapoor,

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N.D, Labour Legislation, Sultan Chand & Sons

Memoria ,C.B, Personnel management Himalaya Publishing House





# **ELECTIVES GROUP**-I H

### choose to know

#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-30	)6A	Introduction to derivatives	L-T-P:5-1-0

#### **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.

#### 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.

#### CO's:

CO1: To know about stock exchange market

CO2: To understand the working structure of SEBI

CO3: To evaluate the recent Developments in derivatives market

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CO4: To understand the mechanism & Settlement procedure of financial markets.

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Hours: 11

#### Hours: 11

#### Hours: 11

Hours: 11

LINGAYA'S VIDYAPEETH choose to know



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	C O S	1	2	3	4	5	6	1	2
	C O 1	-	1	1	2	-	1	1	1
	C O 2	2	1	2	-	1	2	-	2
	C O 3	2	1	-	-	1	-	2	-
	C O 4	-	3	3	1	2		3	-



#### (A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-302B	Services Marketing	L-T-P:5-1-0

Objectives: This course is designed to help the students in understanding the concepts of marketing of services.

#### **UNIT I**

#### Introduction to service marketing-

Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.

#### Service consumer behaviour-

Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions,

#### **UNIT II**

#### The service delivery process-

Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer **Retention and Benefits** 

#### **UNIT III**

#### Strategic issues in service marketing

-Market Segmentation in the Marketing of Srevices, Target Marketing, Positioning of Services-How to Create a positioning Strategy, Developing and maintaining Demand and Capacity.

#### **UNIT IV**

#### Challenges of service marketing-

Marketing Planning for Services, Developing and Managing the Customer Service Function, Developing and Maintaining Quality of Services,.

RELATIONSHIP MARKETING-The levels of Customer Relationships, Dimensions of a Relationship, Goal of relationship marketing..

#### **Text Books**

- 1. Service Marketing book by Dr. Tripti Vijaywargia
- 2. Service marketing and management by Audrey
- 3. Services Marketing by Jochen Wirtz

#### Hours: 11

Hours: 11

#### Hours: 11

#### Hours: 11





CO1: To understand consumer behavior, customer perception and customer expectation of services.

CO2. To provide the insight of understanding customer expectation through knowing service operations.

CO3. To understand the marketing strategies of service mix in various service industries.

CO4. Understanding of managing supply and demand in services industry





(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-310A Strategic HRM	L-T-P:5-1-0
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Objectives: This course is designed to help the students in understanding the concepts of strategic human resource management.

#### **Course Contents**

#### UNIT I Hours: 11

#### An Investment Perspective of Human Resource Management:

Adopting an Investment Perspective, Valuation of Assets, Understanding and measuring Human capital, Factors influencing how "Investment Oriented" an organizational Is. Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity

#### UNIT II Hours: 11

#### Strategic Management:

Models of strategy, the process of Strategic management, A Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources, Analysis of environment, Organizational Self- Assessment, Establishing Goals and objectives, importance of strategic planning for business success, Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market driven strategy, Resource driven strategy. The Evolving/ Strategic Role Of Human Resource Management: Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design.

#### UNIT III Hours: 11

#### **Human Resource Planning:**

Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning. Design and Resign of Work Systems : Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change.

#### UNIT IV

#### Hours: 11

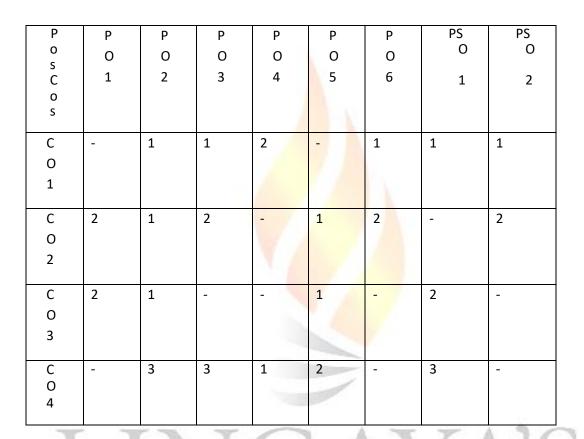
**Staffing:** Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, method's of Recruiting, selection, Interviewing, Testing, Diversity. Training and development: Benefits, Planning and strategizing training, Need Assessment, Objectives, Design and delivery, evaluation

Text Books

- 1. Strategic HRM, Jaffrey A Mello, Cengage Learning
- 2. Strategic Human Resource management, Das Pulak, Cengage Learning



- 3. Strategic Human resource management, Charles R. Greer, Pearson
  - CO1: Investment Perspective of Human Resource Management
  - CO2: Helpful in analysing the environment, Organizational
  - CO3: Design and Resign of Work Systems
  - CO4: To know about the recruitment process



LINGAYAS VIDYAPEETH choose to know

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-312A	WTO & International Trade Policy	L-T-P:5-1-0

**Objectives:** This course is designed to help the students in understanding the concepts of WTO and its trade policy.

#### **Course Contents**

#### **UNIT I**

#### **International Trade Environment and WTO:**

Global Economic Scenario: Historical Development of International Trade in context of GATT, UNCTAD, WTO and India, Globalization and its Impact on Developing World with special reference to market, industry, quality of products and services, competition and trade, Regional Economic Cooperation i) European Union ii) ASEAN iii) NAFTA iv) SAFTA, Various Dimensions and Future Prospects of Economic Regionalism.

#### **UNIT II**

#### **Evolution of WTO and Its Different Agreements:**

Subsidies - Types of Subsidies and Its Role In International Trade. 6. Intellectual Property Rights : 1. Patents, 2. Trademarks, 3. Copyrights, 4. Designs and Layouts, 5. Integrated Circuits, 6. Geographical Indications 7. Trade Related Laws, and International Negotiations. 8. New International Economic Order and WTO Regimes and Its Impact on Specific Export Items and Industry.

#### **UNIT III**

#### Theories of Trade and Foreign Exchange: Importance of Foreign Trade:

Internal and International Trade. Comparative Advantage & Competitive Advantage, Theoretical development from David Ricardo to Michel Porter, New Theories of Trade: Inter Industry, Intra Industry Trade under Imperfect Market, Strategic Trade Theory, Terms of Trade: Determination, Types, Terms of Trade for Developing Nations; Prebisch-Singer Thesis.

#### **UNIT IV**

#### **International Marketing:**

Foreign Markets: Domestic vs. International Marketing, Planning for Export, Marketing Entry and Overseas Distribution System, Distribution Logistics for Exports, Promoting Products Internationally, Overseas Market Research, Marketing Plan for Exports, Decision - Making Frame Work for Export Operation, the Techniques in International Marketing for export cost & prices, E-Commerce and E-Trade,



Hours: 11

#### Hours: 11

#### Hours: 11

Hours: 11





Derivatives and Foreign Currency Market, Financial Market Developments, Terms of Payments and Export Finance, Management of Risks In International Marketing. Types of Risk & their management.

Text Books

- 1. WTO and India challenges by R. Shashi Kumar
- 2. The law and policy of WTO by Peter Van den Bossche
- 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

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(A Deemed to be University u/s 3 of UGC Act, 1956)

	BBA-308A	Event Management		L-T-P:5-1-0
Cours UNIT Basics	ourse is designed to he e Contents I s of Event Manageme		Y	Hours: 11
		event marketing, event coordinati	on, event produ	
	of marketing –			Hours: 11
	tising, special event to management scenario,	pics, media selling, media plann event planning.	ing, basic princ	iples of management, modern
UNIT		036 10	K 11	Hours: 11
	0 1	ions, hotel management, client ag	gency relationsl	nip, event communication and
UNIT	IV			Hours: 11

# Conversational English and PPT skills -

anchoring, venue management, basics of wedding management, book keeping, event team management, customer relationship excellence.

# **Hours: 11**



- 1. The Business of event planning by Judy Allen
- 2. Sustainable event management: A practical guide book by Jones Meegan
- 3. Event management by Laura Capell

CO1: To know about the Basics of Event Management

CO2: Helpful in analyzing the Basics of marketing

CO3: To know about the importance of Consumer Behavior

CO4: To develop the Conversational English and PPT skills among students





# LINGAYA'S VIDYAPEETH choose to know ELECTIVES GROUP-II





(A Deemed to be University u/s 3 of UGC Act, 1956)

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BBA-306B	Financial Reporting & Analysis	L-T-P:5-1-0

# **Objective:**

The course aims to help the learners to analyze accounting and other information incorporated in the corporate annual reports, to analyze operating, financial, and structural performance of business firms with the help of appropriate analytical tools.

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# Unit 1:

# Introduction

Meaning of Financial Statement as per Companies Act, 2013; Components and constituents of Basic Financial Statements; Financial/Accounting information contained in the Financial Statements, their qualitative characteristics; Meaning, objectives and limitations of Financial Statement Analysis; Considerations for the economic and financial analysis.

# **Unit 2:**

Financial Statements and Reporting Relevant provisions of the Companies Act, 2013 for the preparation of Statement of Profit & loss and Balance Sheet; Corporate Financial Reporting - meaning, need and objectives; Contents of annual report, mandatory and voluntary disclosures through annual report. Report



of the Board of Directors and Auditor's Report as per Companies Act, 2013 and their critical analysis; Analysis of the quality of accounting information from the annual report of select companies; Audit as formal analysis of financial statements.

# Unit 3:

Analysis of Financial Statements Techniques of financial statement analysis – Comparative Statement, Common-size Statement and Trend Analysis. Meaning, objectives and classification of Accounting Ratio and Ratio Analysis; Advantages and limitations of ratio analysis; Computation and application of accounting ratios for evaluation of performance (Activity and Profitability Analysis), evaluation of financial health (Liquidity, Solvency, and Structural Analysis). Ratio analysis using appropriate software; Inter Firm Comparison.

# Unit 4:

Fund Flow and Working Capital Analysis Concept of Fund and Fund Flow; Objective and Importance of Fund Flow Statement; Preparation of Fund Flow Statement; Limitations of Fund Flow Statement; Concept of Working Capital – Gross, Net, and Negative, Operating and Balance concept of working capital; Components of working capital and their features; Estimation of working capital; Preparation of Statement of Changes in working capital.

# Unit 5:

# **Cash Flow Analysis**

Meaning of Cash Flow; Objectives and Importance of Statement of Cash Flows, Distinction between Fund Flow Statement and Statement of Cash Flows; Preparation of Statement of Cash Flowsas per AS 3 and Ind AS 7. Cash flow analysis using cash flow reporting software.

# **Suggested Reading**

Ahuja, N. L., & Dawar, V. (2015). Financial Accounting and Analysis. New Delhi: Taxmann Publications. Bernstein, L. A. (1974). Understanding Corporate Reports: A guide to Financial Statements. Homewood, California: Dow Jones-Irwin.

Bhattacharjee, Ashish Kumar; Financial Accounting for Business Managers, Prentice Hall of India, Friedson, M. S., & Alvarez, F. (2011). Financial Statement Analysis: A practioners' Guide. New Jersey: Wiley.

Foster, G. (1986). Financial Statement Analysis. London: Pearson Education.

Gopalkrishnan, A. A. (2001). Understanding Financial Statements - Interpretation and Analysis. New Delhi: Label Book Publisher.

CO's:

CO1: Knowledge of financial analysis and control tools

CO2: To Make appropriate application and uses of financial analysis and control

CO3: To know the role of companies Act.

CO4: Become familiar in analyzing the financial reports.



Po s Co s	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2
CO 1	-	1	1	2	-	1	1	1
CO 2	2	1	2	-	1	2	-	2
CO 3	2	1	-		1	-	2	-
CO 4	-	3	3	1	2	-	3	-

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-308B	Consumer Behavior	L-T-P:5-1-0
V 1 1		

The objective of the course is to provide an understanding of behavior of consumers.

# **Course Contents**

# Unit I

# Introduction and concept-

Introduction market strategy and consumer behavior, Market Analysis, consumer decision process.

# Unit II

#### Culture and consumer behavior -

Meaning of culture, Characteristics of culture, function of culture. types of culture, Cross-cultural consumer analysis:- cross cultural marketing objectives, Basic areas for cross-cultural marketing, problem in cross cultural marketing. Motivation and consumer behaviour: - Introduction, motives and motivation,



positive or negative motivation, Consumer motives:- personal ,social motives, Involvement:-types of involvement, measuring involvement, values , values and attitudes, means and end chain model

# Unit III

Perception and consumer behavior- Introduction, of groups, advantages and disadvantage of groups, reference group, types of reference group, social class and consumer behavior- Introduction social class categorization, social class life style and buying behavior, social class and market segmentation, social factors, social class and consumer behavior.

# Unit IV

Attitude and consumer behaviour:- Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence on attitude formation, Model of attitude- Tricomponent attitude model, multiattribute attitude model, Consumer decision making process:- Introduction, levels of consumer decision ,consumer information processing model, Hierarchyofeffectsmodel.

Text Books :-

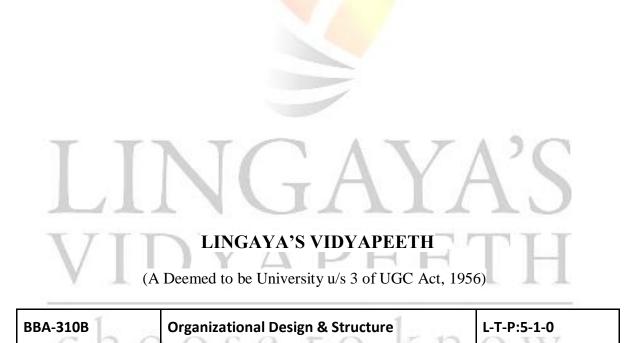
- 1. Consumer behavior by N.K.Sahni
- 2. Consumer behavior by C. B. Gupta
- 3. Consumer behavior by Dr. Mayank Jain

CO 1	To recognize the stages pertaining to human behavior while identifying factors influencing consumer decision process
CO 2	To establish the relevance of consumer behaviour theories and concepts to marketing decisions.
CO 3	To apply conceptual models in order to be acquainted with psychology of consumers.
CO 4	To evaluate the factors influencing consumer buying behaviour with regards to Culture, Subculture and Social Class

Po s Co s	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2
CO 1	-	1	1	2	-	1	1	1



choose to know								
CO	2	1	2	-	1	2	-	2
2								
СО	2	1	-	-	1	-	2	-
3								
CO	-	3	3	1	2	-	3	-
4								



The objective of the course is to provide an understanding of organizational design and structure.

# **Course Contents**

# Unit I

Organizations and Organizational Theory: Strategy, Organizational Design, and Effectiveness Mission statement, Strategy, Organizational Design, and Effectiveness Disney/Pixar, Fundamentals of Organizational Structure Fit the Design in-class exercise, Fundamentals of Organizational Structure.

# Unit II



**Environment**: The External Environment, Interorganizational Relationships, Interorganizational Relationships In-Bev discussion; Working at Google, Designing Organizations for the International Environment KFC/YUM, Designing Organizations for the International Environment Online culture quizzes.

# Unit III

Organizational Culture and Ethical Values: Innovation and Change, Decision-Making Processes, Conflict, Power, and Politics, Interorganizational Relationships, Individual vs group decision making, Power, politics, and conflict in organizations

# Unit IV

**Organizing**: Organization Size, Life Cycle, and Decline, Strategic alliances, Organizational leadership

Text Books :-

- 1. Organizational design by Borge Obel.
- 2. Designing Organizations book by Jay R. Galbraith
- 3. Guide to Organizational design by Naomi Stanford.

CO 1	Recognize the concepts, need and importance of management and application of the various principles of management.
CO 2	Examine the process of management and the various components of management process (Planning, Organizing, Staffing, Directing, and Controlling
CO 3	Predict, adopt and integrate the individual behaviour with the organizational behaviour.
CO 4	Assess various components of individual behaviour and how it helps an organization in bringing in the organizational development

Po s Co	PO 1	РО 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2
CO1	-	1	1	2	-	1	1	1



choose to know								
CO2	2	1	2	-	1	2	-	2
CO3	2	1	-	-	1	-	2	-
CO4	-	3	3	1	2	-	3	-

(A Deemed to be University u/s 3 of UGC Act, 1956)

Export Import Procedure & Documentation L-T-F

L-T-P:5-1-0

Objectives: This course is designed to help the students in orienting the students towards export-import rules, regulations, procedures and documentation.

#### **Course Contents**

BBA-312B

#### UNIT I

Export-Import Documentation and Procedures Framework of Export Import policy, Export-Import Trade mechanism and Regulatory environment, Registration Process for establishing Export-Import Organisation, Star Trading Houses, Export Contract and INCOTERMS, Export Import Documents, Electronic Data Interchange (EDI) System, Processing of an Export Order.

#### UNIT II

#### Hours: 11

Hours: 11

Terms of Payment and Financing Practices Export Pricing and Terms of Payment, Methods of Payment, Foreign Exchange Management, Exchange Control Regulations and Facilities concerning exports,



International Trade Finance and Risk Management, Export Credit Insurance, Management of Export Finance -, Pre-export and Post-export finance, Project Export Financing, Import Finance- Bank Finance, Finance from Exim Bank, finance through letter of credit and other instruments and related issues.

# UNIT III

#### Hours: 11

Export Import Trade Operation Processing of an Export Order, Preparing export shipment, Quality Control and Pre-shipment Inspection, Risk and Insurance, ECGC, Cargo Insurance, Shipment of Export Cargo & Custom clearance, Custom clearance of Imported Cargo & custom duty payments. Imports under special schemes for exporters, imports of Gifts, Auto-mobiles, Gold, Silver, Life Saving Drugs, Technology, and Equipments, Project or Industrial Plant etc. Shipping – Types and freight structure, Containerization – process, types, Procedure of clearance. Indian Shipping-Challenges and Opportunities, Problems, Recent Trends (i.e Tonnage Tax Impact and other important related issues and developments)

# UNIT IV

# Hours: 11

Export Assistance and Support Measure Institutional set up for Export Promotion in India and their role in International Marketing, Export Promotion Schemes and Incentives, Export Assistance & its procedures, WTO and Export Promotion Measures,

# **Text Books**

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

3. Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books.

4. David Rainbridge (2003). Intellectual Property. Pearson Education.

CO 1	To discuss various export import procedures and documentation							
CO 2	To demonstrate frameworks for clearance							
CO 3	To analyze the strategies available for firms pertaining to claim and insurance							
CO 4	To evaluate the provisions of various export and import regulatory bodies							
CO 4	To evaluate the provisions of various export and import regulatory bodies							

Po s Co s	PO 1	PO 2	PO 3	РО 4	PO 5	РО 6	PS O 1	PS O 2
CO 1	-	1	1	2	-	1	1	1



- e	hoose to know									
	CO	2	1	2	-	1	2	-	2	
	2									
	CO	2	1	-	-	1	-	2	-	
	3									
	CO	-	3	3	1	2	-	3	-	
	4									

(A Deemed to be University u/s 3 of UGC Act, 1956)

BBA-304E	Financial Planning & Performance	L-T-P:5-1-0
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Objectives: This course is designed to help the students in orienting the students towards financial planning and performance.

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#### **Course Contents**

#### UNIT I:

# **Strategic Planning-**

Analysis of external and internal factors affecting strategy, long term mission and goals, alignment of tactics with long term strategic goals, strategic planning models and analytical techniques, characteristics of successful strategic planning process, annual profit plan and supporting schedules: operational budget, financial budget, capital budgets, top level planning and analysis, pro forma income, financial statement projections, cash flow projections.

### UNIT II: Budgeting and Forecasting-



Budgeting concepts, operations and performance goals, characteristics of a successful budget process, resource allocation, forecasting techniques – regression analysis, learning curve analysis, expected value, budgeting methodologies – annual business plans, project budgeting, activity-based budgeting, zero based budgeting, continuous (rolling) budgets, flexible budgeting.

# UNIT III:

# Cost and Variance Analysis –

Comparison of actual to planned results, use of flexible budgets to analyze performance, management by exception, standard cost system, analysis of variation from standard cost expectations.

### **UNIT IV:**

### **Performance Measures** –

Product profitability analysis, business unit profitability analysis, customer profitability analysis, return on investment, residual income, investment base issues, Key performance indicators (KPIs), balanced scorecard, responsibility centers and reporting segments – types of responsibility centers, transfer pricing.

### Text Books

- 1. Financial planning and analysis by Wiley Finance
- 2. Financial planning and analysis by Jack Alexander
- 3. The financial controller and CFO's toolkit by David Parmenter

CO 1	To recognize the strategic planning
CO 2	To understand the cost and variance analysis.
CO 3	To analyze the Key performance indicators
CO 4	To evaluate the various performance measures

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Po s Co s	PO 1	PO 2	РО 3	РО 4	РО 5	PO 6	PS O 1	PS O 2
CO 1	C	1 C	1	3 C	t	) K	<u>1</u> N (	) W
CO 2	2	1	2	-	1	2	-	2
CO 3	2	1	-	-	1	-	2	-
CO 4	-	3	3	1	2	-	3	-



#### MBA 201 :

**ORGANIZATIONAL BEHAVIOUR AND DESIGN** 

L-T-P: 3-1-0

**Objectives:** To understand the behavior of the employees working in the organization. To highlight the significance of Challenges and Opportunities of OB, perception, attribution, learning, organizational change, organizational culture, motivation, leadership and conflict management.

Unit-1 Organisational Behaviour: Meaning, Foundations, Contributing Disciplines to OB, Challenges and Opportunities for OB, Individual Behaviour: Foundations of Individual Behaviour, Determinants of Individual Behaviour, Learning and Reinforcement: Theories of Learning, Schedules of Reinforcement, Behaviour Modification, Emotions and Moods: Types and Sources of Emotions, Emotional Intelligence, Managing Emotions at Work Place.

Unit-2 Personality: Determinants of Personality, The Myers-Briggs Type Indicator Model of personality, Traits of Personality, Attitudes & Values: Sources and Types of Attitude, Cognitive Dissonance Theory, Types of Attitudes at Work Place, Perception: Factors Influencing Perception, Process of Perception. Motivation: Early and Contemporary Theories of Motivation, Application of Motivation Process, Leadership: Nature and Significance of Leadership, Theories of Leadership, Behavioural Styles of Leaderships, Leadership Traits.

**Unit-3 Understanding Organisations**: Meaning and Importance of Organisations, Organisational Theory, Organizational Life Cycle, **Organization and Environment**: General *vs* Specific Environment, Actual *vs* Perceived Environment, Environmental Uncertainty.

#### Unit-4



**Organisational Design:** Meaning, Factors Influencing Organisational Design: Organizational Strategy, Size, Technology, Environment. Dimensions of Organizational Design: Complexity, Formalization, Centralization. Common Organizational Designs: Traditional Designs and Contemporary Designs. Organisational Structure: Meaning and Types of Organisational Structures, **Conflict Management:** Meaning, Types and Sources of Conflict, Process of Conflict Management, Approaches to Conflict Management, **Learning Organizations:** Meaning of Learning Organisations, Creating Learning Organisations, **Power and Politics in Organizations:** Nature & Concepts, Sources and Types of Power, Tactics and Techniques of Politics.

#### **Text Books:**

- 1. Organizational Behaviour and Design, Derek Lodge
- 2. Organizational Behavior, Theory, and Design in Health Care, Nancy Borkowski
- 3. Organization Theory and Design, Richard L. Daft, Cengage Learning
- 4. Organizational Behaviour, Stephen P. Robbins, Pearson
- 5. Organisational Behaviour: Text, Cases & Games, Aswathappa K, Himalaya Publishing House.

#### **Course Outcome**

**CO1:** Able to relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace.

CO2: To apply the frameworks & tools effectively to analyze & approach various Organizational situations.

**CO3:** Able to modify their own beliefs, assumptions, and behaviors with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness.

**CO4:** To Analyze the behavior of individuals and groups in organizations. CO5: To develop conceptual understanding of change and its implementation.



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



MBA-203

#### **MARKETING RESEARCH**

L-T-P: 3-1-0

**Objectives:** To identify and how to obtain appropriate marketing information for strategic and tactical marketing decisions. To develop analytical skills and critical thinking to properly interpret the results of a marketing research exercise.

**Unit-I Marketing Research:** Definition, Nature and Scope for Marketing Decision Making. Marketing Research Process. Types of Research – Descriptive Research, Exploratory Research and Causal Research, **Sources of Data:** Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

**Unit-II Casual Research Designs:** Basic Designs – After-Only Design, Before-After design, After only with control Group Design, Before-After with Control Group Design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomised Design, Randomised Block Design, **Observation Research:** Direct Observation, Indirect Observation, Observational Variables, **Developing Research Proposal**: Purpose, Nature and Evaluation, Content and Format.

**Unit-III Questionnaire Design:** Principles of Writing Questionnaire, **Reliability and Validity**: Basic Concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalisability.

**Unit-IV Data Preparation:** Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic Computations of Descriptive Statistics, **Basic Data Analytic Techniques:** Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis, **Advanced Data Analytic Techniques:** Correlation Analysis, Factor Analysis, Regression Analysis.



#### **Text Books:**

- 1. Fundamentals in Marketing Research, Scott Smith and Gerald Albaum
- 2. Research Methods for Business Students, Mark Saunders, Philip Lewis and Adrian Thornhi
- 3. Business Research Methods, Emma Bell, Alan Bryman and Bill Harley.
- 4. Management & Business Research, Mark Easterby-Smith, Richard Thorpe, Paul R. Jackson and Lena J. Jaspersen
- 5. Marketing Research: An Applied Orientation, Naresh K.
- 6. Marketing Research: Text and Cases, Rajendra Nargundkar
- **CO1**: Discuss the significance of concepts & theories of marketing research.
- **CO 2 :** Analyse the concepts of various marketing designs.
- **CO3** : Demonstrate analytical skills in identification of types of questionnaire and designing them.
- **CO 4 :** Evaluate and interpret the data preparation.

# choose to know

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
C01	3	1	1	2	1	1	2	3
CO2	2	3	1	2	1	2	1	3



CO3	2	3	1	2	1	1	3	3
CO4	2	2	2	3	1	3	2	3



# ELECTIVES GROUP-I HR



(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-205A	Employee Relations & Labor Laws	L-T-P:3-1-0

#### **Course Objectives:**

To provide a conceptual framework of Industrial Relation, to make students aware with the Indian Labour legislation. To make students aware with the basic requirements and mandate of labour legislations.

#### Unit -I

Introduction: Concept, objectives, functions, significance and aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country.

Trade Unionism: Development of trade unionism, functions, type and structure, problems and suggestive remedial measures of trade unions

The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy and Participative Management.

#### Unit -II

Collective Bargaining: Significance, types and Procedure of collective bargaining Discipline: definition and objectives, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry.

Grievance Function in IR: Meaning and content presentation of grievances, role of HR department, evaluation of grievance redressal machinery, grievance settlement procedure.



The Factories Act, 1948, The Payment of Wages Act, 1923, The Workmen's compensation Act, 1972.

The Industrial Disputes Act, 1947.

#### Unit -IV

The Payment of Minimum wages act 1936, The Contract Labour (Abolition and regulative) act.

The ESI Act, 1948.

The payment of Bonus Act, 1965, The payment of Gratuity Cat, 1972 The Maternity Benefit Act, 1961. Employee's Provident fund and Miscellaneous Provisions Act, 1952.

#### References:

1. Mamoria CB, Mamoria, Gankar; Dynamics of Industrial Relations; Himalaya Publishing House, 15th

Ed.)

- 2. Singh B.D; Industrial Relations and Labour Laws; Excel, 1st Ed.
- 3. Srivastava SC; Industrial Relations and Labour Laws; Vikas Publishing, 2000, 4th Ed.
- 4. Venkata Ratnam; Industrial Relations; Oxford University Press, 2006, 2nd Ed.
- 5. Monappa Arun; Industrial Relations; McGraw Hill Education

CO1: To understand the concept of employee relations.

- CO2: To demonstrate the employee conduct and grievances.
- CO3: able to illustrate the role of trade union in the industrial setup.
- C04: able to elaborate Industrial Dispute settlement procedures.
- C05: able to summarize the important provisions of labour laws.

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



¢	hoose to know								
	CO3	2	-	-	-	-	1	-	-
	CO4	-	-	1	-	2	-	-	3



(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-205B	Talent Acquisition & Succession Planning	L-T-P:3-1-0

#### **Course Objective**

This course would enable the students to gain an in-depth understanding of the process of strategic staffing. Students will be able to identify the competencies required for a given job title, identify appropriate recruitment sources, selection tools and techniques and design a customized staffing procedure.

#### UNIT - 1

Talent Acquisition: Defining Talent Acquisition, develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing

Talent, Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition.

#### UNIT - 2

Talent Retention: "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & amp; Retain Them, Employee Retention Programs, Career Planning & amp; Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention.

#### UNIT -3

Opportunities and Challenges in Talent Management: Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.

#### UNIT – 4

Introduction to Succession Planning, Nature, objectives, Why Succession Planning is Essential, The Succession Planning Process, Understanding the Fundamentals of Succession and Transition Planning, Creating an Effective Succession Plan.



#### References

1. Gowri Joshi & amp; Veena Vohra, Talent Management, Cengage Learning .

2. 2. Mamta Mohapatra & amp; Swati Dhir, Talent Management, SAGE Publishing India 3.

Dessler Gary, VarkkeyBiju, Fundamentals of Human Resource Management, Pearson

Publication,

3. 4. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill

5. Hasan, M., Singh, A. K., Dhamija, S., Talent management in India: Challenges and

opportunities, Atlantic Publication

CO1: Identify key employee development activities and build developmental plans. Develop organizational coaching and mentoring programs.

- CO2: Perform career development activities.
- CO3: Manage an organizational succession plan.
- CO 4: Understanding for analysis of the impacts of Talent management in the organization
- CO 5: Competency to implement Talent Management practices
- CO 6: Competency to develop leadership qualities among subordinate



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



(A Deemed to be University u/s 3 of UGC Act, 1956)

I		
MBA-205C	Change Management & Organization Transformation	L-T-P:3-1-0

#### **Course Objectives:**

To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes. Gaining knowledge about organizational development processes.

How to change and develop organizations. Better understanding of the change management model. Skills needed to develop an action plan for the development process. Better understanding of change resistance and how to handle it.

#### Unit –I

Organization and Its Environment: Meaning of Organization – Need for existence – Organizational Effectiveness – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach – Internal organizational Relationships – global implications of Organizational Design – Corporate Restructuring.



Organizational transformation: Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, - Technological and Environmental Impacts on Design Importance of Design – Success and Failures in design – Design Principles and set of choices - Implications

for Managers.

#### Unit- III

Organizational Culture: Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy – STAR Model in decision making - Implications for practicing Managers.

#### Unit- IV

Organizational Change: Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process – role of change agent – Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

#### Unit- V

Organization Evaluation and Learning Organizations: Organizational life cycle – Organizational Learning - individual skill sets in Learning Organizations – Change mastery – models of Organizational change – Innovation, Entrepreneurship and Creativity-HR implications.

#### **References:**

- 1. Gareth R. Jones; Organizational Theory, Design and Change; Pearson Education, 6th Edition 2011
- 2. Richard L. Daft; Understanding the theory and Design of Organization's; Cengage Learning Western, 10th Edition 2012
- 3. M.G. Rao and V.S.P. Rao; Organization Design, Change and Development; Discovery Publishing House, New Delhi.
- 4. Kavita Singh, Thomson G. Cummings and Christopher G. Worley; Organisational development and Change; Cengage learning, 9th edition 201.
- 5. Robbins; Organization Theory: Structure Design and Applications; Prentice Hall of India, 2009.
- 6. Bhupen Srivastava; Organizational Design and Development: Concepts Application; Biztantra. 2010.
- 7. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation; Response Books, 2012.



8. Adrian ThornHill, Phil Lewis, Mike Millmore and Mark Saunders; Managing Change -A Human Resource Strategy Approach; Wiley, 2010.

**CO1**: To Understand the concept of IHRM.

- **CO2**: Analyze the cross cultural negotiations.
- **CO3**: To evaluate the concept of international business approaches.
- **CO4**: To evaluate the concept of change management and international labor.

CO'S/	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
PO'S					37			
CO1	1	1	2	-	3	2	3	-
					1			
CO2	1	-	-	3	-	-	-	-
CO3	2	-	-	-	-	1	2	-
		10	11			1	1 2	C 31
CO4	-	- 8	1	-	2	- /	-	2
		1 1 2		100				



# ELECTIVES GROUP-II

Marketing



(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-207A	Sales & Retail Management	L-T-P:3-1-0

#### **Objectives:**

1. To build knowledge, understanding, and skills in Sales and Retail Management.

2. Enable development and implementation of Sales and Retail Management strategies.

3. Help to analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management.

#### Unit1:

Introduction to Sales: Role of selling in marketing, Personal selling, Types of sales personnel, Characteristics of a successful salesman, Process of effective selling.

#### **UNIT 2:**

Negotiation and Bargaining: Negotiation Strategies, conflicts and dispute resolution, negotiation and discussion stages. Listening skills - Controlling emotions, Art of persuasion and emotions, ethics in sales, Influencing and assertiveness skills, Spotting the signs, non-verbal communication and voice clues The Bargaining and Closing Stage -• Making concessions, the techniques, Closing techniques, Confirming agreement



Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person. Filling sales positions: Recruitment, Selection, Training and Development. Leading Sales Organization: Sales force motivation & compensation, designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales

reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

#### UNIT 4:

Introduction to retailing: Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India, Store Location & amp; Site Selection: Trading Area Analysis, Types of Location, Location and Site Evaluation, Objectives of Good store Design

#### **Suggested Readings**

- 1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; Sales Management; Pearson Education
- 2. Venugopal, Pingali, Sales and Distribution Management, SAGE Publishing
- 3. Berman, Evans, Retail Management Strategic approach, Pearson
- 4. Chaudhary Prashant , Selling and Negotiation, SAGE Publishing
- 5. Tapan Panda: Sales and Distribution Management, OUP.
- 6. Havaldar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.
- 7. Pradhan Swapna; Retailing Management; McGraw-Hill Education
- CO1: Understand the basics of sales and retail marketing
- CO2: Learn the strategy of sales and retail marketing
- CO3: To analyze the promotional techniques.
- CO4: Evaluate the various layout and design of marketing.



v.								
Pos	Р	Р	Р	Р	Р	Р	PS	PS
Cos	0	0	0	04	0	06	0	0
	1	2	3		5			
							1	2
CO1	3	1	1	2	-	1	1	1
CO2	2	1	3	3	1	2	2	3
CO3	2	1	-	2	2	1	2	1
CO4	-	3	3	1	2	-	3	-
201		5	5	-	-			

# VIL IIXI LILIII

#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-207B	Consumer Behavior & Marketing Communication	L-T-P:3-1-0

Course Objectives: To understand consumer behavior and explain the consumer decision making process



To define external and internal influences on buying behavior

To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.

Help to understand what advertising is and its role in advertising and brand promotion.

Understand the importance of message design and the creativity involved in message designing.

#### UNIT-1

**Introduction**: Consumer Behavior & the Marketing Mix, Consumer Goals, **Consumer Decision Making Process**: Need Recognition, Search for information, Pre purchase evaluation of alternatives, Purchase, Consumption, Post consumption Evaluation & Divestment, Interrupts in buying process & their effects, Customer involvement, **Consumer Journey through the World of Technology** 

#### UNIT-2

**Consumers as individuals and in the social context**: Consumer Perception, Consumer Learning & Knowledge, Consumer Attitude Formation & Change, Reference Groups, Family Gender & Age Influences, Culture and Social Mobility

#### UNIT-3

**Marketing Communication**: The Role of Marketing Communication **Developing Effective Communication**: Target Audience, Communication Objectives Design the Communication, Select the Communication Channels & Total Marketing Communication Budget. Communication Mix & Managing the IMC Process

**Advertising Management:** Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Fundamentals of Advertising Campaigns, The Creative Brief, and Advertising Appeal. Advertising Agencies – their role, functions. Global vs local advertising

1

#### UNIT-4

**Developing the Advertising Campaign**: Message Strategies, Executional Framework of messages, Sources And Spokespersons, Source Characteristics, Advertising Effectiveness & its measurement

**Media Planning and Strategy:** Steps involved in media planning, Media Types and their characteristics ;Setting Media objectives, Media Selection & Media Strategy

**Interactive Marketing:** Its advantage and disadvantages, Placing Ads and Promotions online, Buzz Marketing, Viral Marketing, and Mobile marketing

#### Suggested Readings

1.

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1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.

2. Consumer Behaviour : Sethna Zubin & Blythe Jim, SAGE Publishing India



3. Integrated Advertising, Promotion and Marketing Communications: Clow, Kenneth E.& Baack Donald E., Pearson

4. Advertising & promotions an IMC perspective: Kruti Shah & Alan D' Souza, McGrawHill education

5.Advertising and promotion- An integrated Marketing CommunicationPerspective, George E Belch & Michael A Belch, McGraw Hill Education

6.Advertising, Brand and Consumer Behaviour, 2020, S. Ramesh Kumar, SAGEPublishing India

**CO1.** Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded.

**CO2.** Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities

**CO3.** Be able to demonstrate how concepts may be applied to marketing strategy.

**CO4.** Apply an IMC approach in the development of an overall advertising and promotional plan.

**CO5.** Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaig

Pos Cos	Р О 1	P O 2	P O 3	Р 04	P O 5	Р Об	PS O 1	PS O 2	1
CO1	3	1	2	2	-	1	1	1	/
CO2	2	1	3	3	1	2	2	3	T
CO3	2	2	1	2	2	2	2	1	I.
CO4	r.	3	3	1	2	3	3	-	

# LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)



# Unit 1:

Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising. Demand creation role or advertiser in primary and secondary demand. How advertising works" Hierarchy of effects model advertising objectives, routes to persuasion.

# Unit 2:

Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising message: message objectives, recall, attitude, emotions and feelings. Message tact creative approaches. Copy writing Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and Cyberspace.

# Unit 3:

Advertising, Objectives: goals and objectives, DAGMAR, Media strategy: budgeting, approach and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pro and post launch research. Advertising in the evolving marketing environment.

# Unit-4:

Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; bray vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal. Brand positioning; choice of context, parity and differentiation. Repositioning brand equity: brand assets and liabilities, equity creation and management

#### Suggested Readings:

- 1. Belch and Belch, Advertising and Promotion, Tata McGraw Hill Co.
- 2. Sharma, Kavita, Advertising: Planning and Decision Making, Taxmann Publication Pvt. Ltd.
- 3. Mahajan, J.P., and Ramki, Advertising and Brand Management, Ane Books Pvt Ltd, New Delhi.
- 4. Burnett, Wells, and Moriatty, Advertising: Principles and Practice, Pearson Education



- 5. Terence A. Shimp, Advertising and Promotion: An IMC Approach, South Western, Cengage Learning.
- CO1. Demonstrate alternative ways of thinking about consumers as individuals.
- CO2. Interpret the role of personality and learning in consumer behavior.
- CO3. Analyze social and cultural factors that affect consumer behavior.
- CO4. Develop marketing strategies that are consumer based and also create and enhance customer value.

Р	PO1	PO	PO	PO	PO	PO	PSO	PSO
0		2	3	4	5	6	1	2
S					1			
C								
0								
S				1				
CO1	2		2	1	1	1	1	3
001	2		2	-	-	-	-	5
CO2	1	3	1	2				1
CO3	3		3	-		1		
							-	
CO4		1	-	2	1	1	2	1







# ELECTIVES GROUP-III FINANCE

LINGAYA'S VIDYAPEETH (A Deemed to be University u/s 3 of UGC Act, 1956)



#### Unit I

#### **Financial Planning:**

Definition, Need of financial Planning and process of Financial Planning, Role of Financial Planner, Myths about Financial Planning, Factors that influence that influence the personal financial planning Investors life cycle, Financial goals of investors, Risk Appetite, Risk Profiling, Systematic approach to investing: SIP,SWP,STP, Financial Plan; Goal based Financial Plan; Comprehensive Financial Plan; Financial Blood Test Report.

#### Unit II

### **Asset Allocation:**

Guidelines for asset Allocation, Classification of Assets, Risk return characteristics of assets, Factors involved in Asset allocation ,Principles of Asset Allocation, Retirement planning , Need for retirement planning , Golden Rules of retirement planning, Retirement planning process, Retirement planning investment options, Estate planning Definition and Need of Estate Planning.

#### Unit III

#### Introduction to Tax:

Definition, Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & amp; Tax Incidence: Individual Income Exempted from Tax.

#### Unit IV

#### Heads of Income:

Salaries, Income from House Property, Profits & amp; Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & amp; Carry Forward of Losses-Principles, Meaning, Inter-sources & amp; Inter-head Set Off



#### Tax Planning & amp; Management:

Tax Avoidance, Planning & amp; Evasion, Income Tax Authorities Their appointment, Jurisdiction, Powers and functions, Provisions relating to collection and recovery of tax, refund of tax, offences, penalties and prosecutions, appeals and revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

#### **Suggested Readings**

1.	Dr. Vinod K. Sin	ghania& Dr. Monica	Singhania Stude	ents Guide to	o Income Tax
(Ta>	kmannPublicatio	n ,Latest Edition acc	ording to assess	ment year	

2. Yashwant Sinha, Vinay K. Shrivastava, Indirect Tax reform in India, SAGE Publishing

1

Sid Mitra & Shailendra Kumar Rai, Financial Planning, SAGE Publishing India 3.

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1 Dr.B.K. Agarwal& Dr. Rajeev Agarwal Tax Planning and Management (Nirupam 4. Publication, LatestEdition according to assessment year)

Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition) 5.

1

6. GirishAhuja& Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)

7. Personal Financial Planning (Wealth Management): S. Murali, K.R. Subbakrishna, (HimalayaPublishing House)

#### CO1: Understanding the concept of global financial

CO2: Understand the scope tax planning concerning various business and managerial and strategic activities



CO3: Have Know about various Tax Dates Rates and Forms

CO4: Have Knowledge of Financial Planning and its Process

CO5: Have knowledge about asset allocation and retirement planning process

Р	PO1	PO	PO	PO	PO	PO	PSO	PSO
0		2	3	4	5	6	1	2
S								
C								
0					- · · ·			
S								
CO1	1	3	3	2	2	1	-	-
CO2	2	3	-	-	-	-	-	-
CO3	2	1	2	1	1	2	-	-
CO4	1	2	3	1	-	-	-	-



# LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-209B	Investment Analysis & Portfolio	Management	L-T-P:3-1-0

#### Unit I

# Investment

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

# Unit II

# **Portfolio Theory**

Risk & Return: Concept of Risk, Component & amp; Measurement of risk, covariance and correlation, Fundamental coefficient, Measurement of systematic Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

#### Unit III

# **Capital Market & Asset Pricing**

Technical Analysis: Dow Theory, Support and Resistance level, Type of charts & amp; its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

#### Unit IV

Bond, Equity and Derivative Analysis:



Valuation of Equity Discounted Cash flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.

#### **Unit V Active Portfolio Management**

Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Trey nor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

# **Suggested Readings:**

Bhatt- Security Analysis and Portfolio Management
Pandian P - Security Analysis and Portfolio Management (Vikas)
Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)
William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: Investments, (PrenticeHall).
Abhishek Kumar, Index Investing, 2020, SAGE Publishing
Donald E. Fischer and Ronald J.Jordan: Security Analysis and PortfolioManagement, (Pearson Education, )

#### **Course Outcome:**

- CO 1: Understand about various investment avenues.
- CO 2: Understand the value of assets and manage investment portfolios.
- CO 3: Understand various Models of Investment and its application
- CO 4: Understand and create various investment strategies on the basis of various market

# conditions.

CO 5: Measure riskiness of a stock or a portfolio position.



Р	PO1	PO	PO	PO	PO	PO	PSO	PSO
0		2	3	4	5	6	1	2
S								
C								
0								
S								
			-					
CO1	1	3	2	1	2	1	-	-
<u> </u>	2	2	3	2				
CO2	Z	Z	3	2		-	-	-
CO3	1	2	3	1	2	2	-	-
CO4	2	2	3	1	-	-	-	-



# LINGAYA'S VIDYAPEETH

18

(A Deemed to be University u/s 3 of UGC Act, 1956)

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ATC

MBA-209C	Financial & Credit Risk Analytics	L-T-P:3-1-0

# Unit I

# Introduction

Financial Credit: Meaning & amp; Objectives, Credit Risk, Credit Analysis, Seven C's, Credit Analysis

Process, Credit Process, Documentation, Loan Pricing and Profitability Analysis. Regulations, Types

of Credit Facilities: Various types of Credit Facilities- Cash Credit, Overdrafts, Demand Loan, Bill

Finance – Drawee Bill Scheme, Bill Discounting. Cash Delivery: Types of Facilities, Modes of

# Delivery.



# **Trade Credit Risk**

Sole -Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & amp; Regulatory restrictions on Advances. Credit Appraisal: Validation of proposal, Dimensions of Credit Appraisals, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral.

#### UNIT III:

# Letter of Credit and Loan Commitments

Quasi Credit Facilities: Advantages of Non-Fund Facilities, Various types of NFB Facilities, Various types Letter of Credits, Assessment of LC limits, Bills Purchase/ Discounting under LC. Loan commitments, Un-funded lines of credit and their characteristics Various types of Bank Guarantees: Performance Guarantee, Financial Guarantees, Deferred Payment Guarantees, Types of Performance and Financial Guarantees, Assessment of Bank Guarantees Limit, Period of Claim under Guarantee.

# UNIT IV:

#### **Operational Risk: Overview**

Risk & amp; Uncertainty, Financial Sector, Risk Types, Operational Risk Management- Recruitment & amp; Training, Work flow Design, Work Flow Documentation, Delegation of Authority, Independent

Internal Audit, Independent Compliance Function, Independent Risk Management Function, System

Audit, Corporate Governance, Whistle Blower Policy, Risk Management Culture.

#### UNIT V:

#### Credit Analysis & amp; Rating

Importance of credit analysis, Stages of credit analysis profitability analysis and pricing of loans,



Credit risk analysis (Debt ratios and risk of leverage), Analysis of working capital, liquidity, operating

and cash cycle risk. Credit Rating: Measurement of Risk, Objective of Rating, Internal & amp; External

Rating, Model Credit Rating, Methodology of Rating, Internal & amp; External Comparison, Model Rating

Formats.

# **Suggested Readings**

- 1. Fundamentals of Credit and Credit Analysis: Corporate Credit AnalysisKindle Edition by Arnold Ziegel (Author), Ronna Ziegel (Editor)
- 2. Credit Appraisal Risk Analysis & Decision Making by V.Rajaraman (Author)
- 3. Financial Engineering, Risk Management & Financial Institutions (English, Paperback, Rao S.S. Prasada)
- 4. The Bank Credit Analysis Handbook: A Guide for Analysts, (Wiley

Finance) Hardcover by Jonathan Golin (Author), Philippe Delhaise (Author)

- 5. Credit Risk Measurement: New Approaches to Value at Risk and OtherParadigms (Wiley Finance) by Anthony Saunders (Author), Linda Allen (Author)
- Credit Risk Analytics: Measurement Techniques, Applications, and Examples inSAS (Wiley and SAS Business Series) Hardcover – by Daniel Roesch (Author), Harald Scheule (Author), Bart Baesens (Author)
- 7. Credit Risk Modeling Theory And Applications by David Lando, NewAge International (P) Ltd., Publishers

Course Outcome:

- CO1: Understand about various types of financial credit.
- CO2: Understand the credit risk and its rating.
- CO3: Understanding of credit commitments and its application.
- CO4: Understanding of risk management and corporate governance.

CO5: Measure riskiness of a stock or a portfolio position.

Р	PO1	PO	PO	PO	PO	PO	PSO	PSO
0		2	3	4	5	6	1	2
S								
C								
0								
S								



choose to know								
CO1	1	3	2	1	2	1	-	-
CO2	2	2	3	2	1	1	-	-
CO3	1	2	3	1	2	2	-	-
CO4	1	2	3	1	-	-	-	-



# ELECTIVES GROUP-IV International Business



# \ LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

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MBA-211A		100	Export	Export & Import Documentation							L-T-P:3-1-0		
								1					

# Corse Objectives:

1. The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management

2 To promote basic understanding on the concepts of export & import documentations to enable them to realize



Introduction to exports, Registration process, Selection of products and market Payment Terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC ,Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct &Indirect, Deemed Exports Merchant Or Manufacturer Exports

# Unit 2 :

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise Clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

# Unit 3:

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit, (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

# Unit 4:

The organization of exports –imports firms and business planning, planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback-Advance License, (Replenishment Licenses, Special Interest License is discontinued), RemissionScheme, DEPB Scheme

Unit 5 : Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceuticalproduct exports promotion scheme. Export of Principal Commodities in India, SEZ,EHTP,STP& EOU's, Types of Export Houses. (Free trade zones have been changed to SEZ)

#### Suggested Readings

- 1. Ram Singh, Export and Import Management, 2021, SAGE Publishing
- 2. C RamagopaL, Export import Policy Procedure & Documentation , Newage publisher
  - 3. Kiran rai Usha, Export import & logistics management--, Eastern economy edition
  - 4. Singh, ram, Internationa trade Logistics, Oxford publishing house.
  - 5. New Import Export Policy Nabhi Publications
  - 6. EXIM Policy & Handbook of EXIM Procedure VOL I & II
  - 7. A Guide on Export Policy Procedure & Documentation– Mahajan
  - 8. How to Export Nabhi Publications
  - 9. Export Management D.C. Kapoor



COURSE OUTCOME

**CO1:** Identify the process of Registration process ,Payment terms, Export costing and pricing.

CO2: Interpret the process of Shipment Procedures, & summarize the various documents used in Shipping,

CO3: Classify the concept of various incentives, benefits risk involved in shipping process

CO4: Discuss the various business planning Import procedures & various export promotion schemes

**CO5:** Demonstrate the various export promotion schemes & Types of Export Houses.

Р	PO1	PO	PO	PO	PO	PO	PSO	PSO
0		2	3	4	5	6	1	2
S								
C								
0								
S								
CO1	2	3	2	1	1	3	-	1
	_		_					_
CO2	2	2	2	-	1	1	-	-
CO3	1	2	3	-	2	2	1	2
			_					
CO4	3	1	3	1		-	-	-

# LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-211B	International Business Management	L-T-P:3-1-0



a. To give the student an exposure to the dynamic environment of International Business

b. To understand the impact of environment on the International BusinessOperations of the firm

c. To explain the functions and form of the global monetary system

d. To explain the role of International organizations and Regional Trade

## Unit I:

Introduction: Meaning, Nature and Scope of International Management, Driving andRestraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs.International Business Environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment, technological environment. Unit 2:

International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy

#### Unit 3

International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

## Unit 4

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee

# Unit 5

International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD ,Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

# Suggested Readings:



2. Hill - International Business, McGraw-Hill2.Cherunilam F- International Business:Text and Cases, PHI

- 3. Ehud Manipaz and Shiv S. Tripathi, International Business, SAGE Publishing India
- 4. Aswathappa- International Business, McGraw-Hill
- 5. Cherunilam, F International Trade and Export Management, Himalaya
- 6. Daniels International Business (Pearson).

7. Sinha Yashwant & Srivastava Vinay K , The Future of Indian Economy: Past reforms and challenges ahead, Rupa India

Websites: www.ibef.org www.cia.gov.in

# **COURSE OUTCOMES**

CO1: To get an overview of the key issues and concepts of International Business

CO2: Understand how and why the world's countries differ.

CO3: Understand the monetary framework in which international business transactions are conducted .

CO4: Understand the role of International Organizations and Regional Trade blocks

CO5: Implement the decisions for international operations in a superior manner

Р	PO1	PO	PO	PO	PO	PO	PSO	PSO
0		2	3	4	5	6	1	2
S						A 11		
C								
0	10.				A.			
S				1.1.5 U.U				
	T		1	T A				TT
CO1	3	3	2	2	1	2	-	-
						10 M		1.1000
CO2	2	2 -	1	2	1	1		-
CO3	1	2	2	1	2	2	-	-
CO4	1	- 1	3	1	- 1		- 3	-
				2 6				



MBA-211C	International Trade Laws	L-T-P:3-1-0

#### **Objectives:**

The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.

#### **Course Contents**

#### Unit I

**International Business and Environment:** An Interface; World Trade in Goods and Services– Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Hofstede Model, EPRG framework.

#### Unit II

**Global Trading Environment:** Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

#### Unit III

**International Financial Environment:** Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment basis.

#### Unit 1V

**International Economic Institutions and Regional Economic Groups:** IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings, Contemporary Issues in International Business.

#### **Text Books**

<sup>1.</sup> Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8th Edition, Pearson Education.



2. Charles, W. L. Hill (2012). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

# **Reference Books**

- 1. Deresky (2003). International Management: Managing Across Boarders and Culture. Pearson Education.
- 2. Paul, J (2004). International Business. Prentice-Hall.
- 3. Aswathappa (2015). International Business. Tata McGraw Hill.
- 4. Sundaram and Black, (2013), International Business Environment, Prentice Hall of India Pvt. Ltd.
- 5. Francis Cherulinam, (2012), International Business, Himalaya Publishing House

# **COURSE OUTCOMES**

CO1: To get an overview of the International Business Environment.

CO2: Understand how and why the world's trade liberalization.

CO3: Understand the monetary framework in which international business transactions are conducted .

CO4: Understand the role of International Organizations and Regional Trade blocks

CO5: Implement the decisions for international operations in a superior manner

P o s C	PO1	PO 2	PO 3	РО 4	PO 5	PO 6	PSO 1	PSO 2
O S	G	20	0	0.0	t ()	1-	n o	117
CO1	3	3	2	2	1	2		
CO2	2	2	1	2	1	1	-	-
CO3	1	2	2	1	2	2	-	-
CO4	1	-	3	1	-	-	-	-





# ELECTIVES GROUP-V Information Technology





# LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-213A	Data Visualization	L-T-P:3-1-0

**Objectives:** The availability of large data in the organizations are compelling them find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques.

## Unit I

**Concept of Business Analytics:** Meaning types and scope of Business Analytics, Data Science, Applications for data science, Scientists Roles and Responsibility, Data Scientist vs. Business Analyst.

# Unit II

**Introduction to Data:** Data Collection, Organization/sources of data, Importance of data quality, dealing with missing or incomplete data, Data Visualization, Data Classification, Use of Spread Sheet to analyze data-Descriptive analytics.

# Unit III

**Predictive Analysis:** Simple Linear Regression, Coefficient of determination, significance tests, Multiple Linear regression, Interpretation of regression coefficients.

Optimization: Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization



# Unit IV

**Application of Business Analysis:** Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

# **Text Books**

- 1. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019
- 2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer

# **Reference Books**

- 1. Microsoft Excel Data Analysis and Business Modeling by Wayne L. Winston
- 2. Theobald, Oliver, Data Analytics for Absolute Beginners Cengage Learning, 2<sup>nd</sup> Edition, 2019.
- 3. Albright, Christian S., and Winston, Wayne, L., Business Analytics: Data Analysis & Decision Making, Cengage Learning, 6th Edition.

**CO1:** To understand the concept of business analytics.

- CO2: To learn the basic concepts of data , its classification .
- **CO3:** To analyze the predictive methods & optimization.
- **CO4:** Apply the various analytics in business.



Р	Р	Р	Р	Р	Р	Р	PS	PS
0	0	0	0	04	0	06	0	0
S	1	2	3		5			
С							1	2
0								
S								
CO	3	1	1	2	2	1	1	1
1								
CO	2		3		1	2	2	
2								
CO	2	1	-	3		1		1
3								
CO	-		3	1	2	-	3	-
4								





(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-213B	Data Science using R	L-T-P:3-1-0
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**Objectives:** The availability of large data in the organizations are compelling them to find patterns in them for better decision making. This course will help the students to analyze the data using data exploration and modeling techniques.

#### **Course Contents**

Unit I

Introduction to Data Analysis with R, R packages for data analysis, Loading and Handling Data in R, Exploring Data in R. Data Wrangling or data pre-processing (categorized or mapped to other data, creating predictable relationships between them, and making it easier to build the models you need to answer questions about your data).

# Unit II

An introduction to data pre-processing in R, the tools to identify and handle missing values in the dataset, transforming data formats to align them with other data, normalizing data, create categories of information through data binning, and convert categorical variables into quantitative values that can then be used in numeric-based analyses.

Unit III

#### **Exploratory Data Analysis**

Exploratory data analysis, or EDA, exploratory data analysis techniques .



# Model Development in R

regression techniques for determining the correlation between variables dataset, and evaluating the result both visually and through the calculation of metrics.

- CO1: Learn the basics of data analysis with R
- CO2: Understand the practical use of R tool
- CO3: Evaluating the exploratory data
- CO4: Developing the techniques of data calculation.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	3	1	1	2	-	1	1	1
CO2	2	1	3	3	1	2	2	3
CO3	2	1	-	2	2	1	2	1
CO4	Ť	3	3	1	2	× 7	3	



MBA-213c	ИВА-213с		Enterprise Resource Planning							L-T-P:3-1-0			
	n	6	0	0	i.	Ô.	-	0	T	10	0	***	

#### **Course Objective**

- 1.To understand the basic concept of ERP systems
- 2. To study the steps and activities in the ERP life cycle
- 3. To develop a process driven thinking towards business processes



- 1. Evolution of ERP;
- 2. What is ERP?
- 3. Reasons for the Growth of ERP;
- 4. Scenario and Justification of ERP in India;
- 5. Evaluation of ERP;
- 6. Various Modules of ERP;
- 7. Advantage of ERP.

# Unit-2: An Overview of Enterprise

- 1. An Overview of Enterprise;
- 2. Integrated Management Information;
- 3. Business Modeling;
- 4. ERP for Small Business;
- 5. ERP for Make to Order Companies;
- 6. Business Process Mapping for ERP Module Design;
- 7. Hardware Environment and its Selection for ERP Implementation.

# Unit-3: ERP and Related Technologies

- 1. ERP and Related Technologies;
- 2. Business Process Reengineering (BPR);
- 3. Management Information System (MIS);
- 4. Executive Information System (EIS);
- 5. Decision support System (DSS);

# **Unit- 4: ERP Implementation Cycle**

- 1. Issues in Implementing ERP Packages;
- 2. Pre-evaluation Screening;



- 3. Package Evaluation;
- 4. Project Planning Phase; Gap Analysis; Reengineering; Configuration;

Implementation; Team Training; Testing; Going Live; End-User Training; Post

Implementation (Maintenance Mode).

#### **Suggested Resources:**

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheik,

Publisher: McGraw-Hill

2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System

Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and

- J.K. Stratman, Publisher: Elsevier
- 3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
- 4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

#### **Course Outcome**

- CO1:Demonstrate a good understanding of the basic issues in ERP systems
- CO2: Analyze the strategic options for ERP identification and adoption
- CO3: Design the ERP implementation strategies
- CO4: Understand the need of Business Systems and Processes through strategic analysis of ERP systems



P o s C o s	Р О 1	Р О 2	Р О З	Р 04	Р О 5	Р Об	PS O 1	PS O 2
CO 1	1	1	1	2	-	1	1	1
CO 2	-	-	-	3	1	2	-	-
CO 3	1	1	-	-	-	1	-	1
CO 4	-	2	2	1	2		2	-





# ELECTIVES GROUP-VI Operations & Management





# LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-215A	<b>Operations Planning and Control</b>	L-T-P:3-1-0
Course Object	ives:	7 4 7 7 1
	the various fundamentals and functions of production plan	ning and control.
2. To impart learr	ing on work study procedures and practices.	
3. To generate un	derstanding on the essentials of product/ process planning	and useful tools to accomplish both.
4. To develop kno	wledge and ability to undertake production scheduling proc	edures.
	trends in production planning and control such as manufact rce Planning (ERP) and global practices.	uring requirement Planning (MRP II)
Unit 1		

# **Introduction:** Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – qualitative and quantitative analysis techniques.

# Unit 2

# Process of Production Planning and Control -

Capacity planning -Concept, types, plant capacity, capacity planning strategies-Routing -procedure,materials



flow patterns -Scheduling –production scheduling, machine scheduling and Line Balancing With numerical - Loading –process, strategies and relationship between capacity and loading-numerical,PPC in different production systems ie. Job, batch, Mass (assembly) and continuous

# Unit 3

**Aggregate Planning** –Meaning, Strategies and Cost, concept of Aggregate planning; capital-intensive, laborintensive, and fashion industries. Materials requirement planning (MRP I), MRP-Manufacturingresource planning (MRP II) – Master production scheduling, Enterprise Resource Planning (ERP) and global practices.

#### Unit 4

**Waste Management**: Value and waste, Types of waste; 5S techniques of eliminating wastes, Lean process to minimize wastages

**Control Systems**: Production control systems, Gantt Charts, Bar Charts, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants.

Suggest	ed Readings
1.	Martand Telsang, "Industrial Engineering and Production Management", S. Chand and Company,
2.	S.K. Mukhopadhyay, Production Planning and Control, Prentice Hall of India private limited,
3.	James.B.Dilworth, "Operations Management – Design, Planning and Control formanufacturing and services" Mcgraw Hill International edition.
4.	S.N.Chary, "Theory and Problems in Production & Operations Management", Tata McGrawHill,
5.	KanishkaBedi, "Production and Operations management", Oxford university press,
6.	Elwood S.Buffa, and RakeshK.Sarin, "Modern Production / Operations Management", JohnWiley and Sons,
7.	Norman Gaither, G. Frazier, "Operations Management" Thomson learning
8.	K.C.Jain& L.N. Aggarwal, "Production Planning Control and Industrial Management", Khanna Publishers



# COURSE OUTCOME

CO1 : It will help in understanding the fundamentals of production planning and profit considerations.
CO2: It will provide quantitative knowledge and capability to use various product/process planning tools.
CO3: It will enable them to devise appropriate strategies concerning aggregate planning and cost.
CO4: It help in resolving complex scheduling issues byway of implementing standard scheduling procedures.
CO5: It will enhance exposure to recent trends in production planning and control and increased adaptability with latest global-production practices.

0	P O	P O	P O	Р О4	P	P O6	PS O	PS O	
s C o s	1	2	3		5		1	2	
CO 1	2	2	1	2		1	1	1	
CO 2	1	1	2	1	2	1	2	-	37
CO 3	2	2	13	2	2		\ T	A	
CO 4	1	3	3		2		3		

# LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-215B	Supply Chain & Logistics Management	L-T-P:3-1-0



#### **Course Objective:**

This course is intended to provide an understanding of the

- 1. Components and processes of supply chain and logistics management
- 2. Drivers of Supply Chain & Creating Strategic Fit
- 3. Performance drivers of supply chain.
- 4. Understanding about logistics, transportation & warehousing.
- 5. Understanding the factors of Global Supply Chain.

#### Unit 1

**Supply Chain Concepts:** Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

# Unit 2

**Logistics** :Evolution, Objectives, Components and Functions of Logistics Management, Distribution Related Issues and Challenges; Gaining competitive advantage through Logistics Management ,Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

#### Unit 3

Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain-Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

#### Unit 4

**Warehousing:** Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.



1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education

- 2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books
- 3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
- 4. Sahay, B.S.; Supply Chain Management; Macmillan
- 5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
- 6. BowersoxD.J. , Closs D.J. , Logistical Management, McGraw-Hill,

#### COURSE OUTCOME

CO 1: Apply the basic framework of Supply ChainManagement and basic concepts in logistics

CO 2: Knowledge about distribution, warehousing and its roles in strategic planning with supply chain

CO 3: Competency to analyze and use inventory management methodologies and evaluate and select transportation modes

CO 4: Assess the strategic role and impact of ITon supply chain integration

CO 5: Knowledge about the latest trends inSCM and logistics

		1 1	S 1 2	/ 1	/%	1	1 2 6	13
Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO 1	PSO 2
CO1	1	-	1	-		1	1	1
CO2	1	1	2	1		1	2	-
CO3	2	2	-	3	2	1		
CO4		3	3	3	2		3	-

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- 1



#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-215C	Sustainable Operation Management	L-T-P:3-1-0

Course Objective: We examine how operations management can contribute to sustainability through product design, production design, flow management and other operational measures. We also discuss the interface of operations management with other disciplines such as psychology, marketing and policy making in terms of sustainability

#### UNIT 1-

**Topics: Overview of Sustainable Operations Management** 

11

- 100 100 Readings: Sustainable Operations Management: An enduring stream or a passing fancy?
- 1 10.00 10. 1 1 1 11. 11 Readings: Sustainability: What Does it Mean for the Operations Manager?

TTT 10 TA Th 7 10 The first class session will review class structure and procedures, assignments, grading, etc. We illustrate the role of operations management in the big picture of all business functions related to sustainability. In particular, we introduce the concepts of green supply chain and sustainable product design. We also provide an overview of leading institutions and scholars, and their work in sustainable operations.

1.1

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107

#### **UNIT 2 -**

- Topics: Closed Loop Supply Chain: Remanufacturing and Recycling
- Readings: Remanufacturing: The next great opportunity for boosting US productivity
- Assignment 1 due

In this session, we learn three key concepts in sustainable operations: remanufacturing, recycling, close loop supplychain. They are among the most commonly used techniques to achieve sustainability with operations management.We will learn about their implementation. We also provide detailed case studies on how the industry leaders such asCAT, Xerox, StGobain implement these concepts.



- " Topics: Green Product Design
- " Readings: Product Modularity and the Design of Closed Loop Supply Chains
- " Assignment 2 due

The carbon footprint of a product is largely fixed in its design stage. Therefore, it is essential to understand the role of product design to achieve sustainability. In this session, we particularly discuss the concept of "environmental attributes" and its relation with consumer psychology. We also discuss how to best balance product performance with its environmental friendliness, which can be a zero sum game.

#### **UNIT 4 -**

- " Topics: Green Supply Chain Management
- " Readings: Developing Strategies for Green Supply Chain Management

Green Supply Chain refers to 'greening' requirements to both upstream and downstream supply chain activity such as purchasing material components, and technology choice. The focus of the study is on the management efficacy and costs to the supply chain from altering its traditional focus of cost, quality, and service to include environmental performance.

#### **UNIT 5 –**

" Guest Lecture: An Example of Sustainable Operations Management

#### Suggested Readings:

Business dailies and weeklies can be accessed through the library. **Business Eastern Europe** by EIU is a weeklybriefing on operating a business in Eastern Europe. **Country Reports** also by EIU provide in-depth economic, political and business analysis and short-term market outlooks. Electronic versions of **The WSJ** are in PressDisplay. **The Economist** is included by EbscoHost. For **The Fin. Times** online, see Journal Search.

New business databases include *OneSource*, the most comprehensive company & executive information. *Global Market Information Database* has comprehensive data and reports across industries, countries and type of consumers.

A

Thomson One Banker provides data on internationally quoted companies, international stock exchange indices, private equity, and financial deals.

Science Direct is an extensive full-text database covering authoritative titles from the core scientific literature.

The Company Dossier in Lexis Nexis Academic allows users to browse in-depth company profiles and industry reports. Core statistical databases include IFS, GFS Online, OECD Main Economic Indicators, National Accounts Statistics, and Tax Statistics.

*Econlit* at the CSA/Proquest platform provides bibliographic coverage of a wide range of economics-related literature.

#### **Course Outcome:**

CO1: Express and supplement their own analysis and conclusions in financial terms, the common business language.



CO2: Understanding and acceptance of diversities of viewpoints

CO3: Apply mathematical and statistical models

CO4: Applicability of conventional prescriptions, as well as the impact of non-quantitative

information.

CO5: Motivated to consider the ethical limitations of shareholder wealth

maximization.

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



# SEMESTER IV



185





#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-202	Business Process & Re-Engineering	L-T-P:3-1-0

#### **Objectives:**

To develop the ability to work within complex and dynamic organizational environments. To explore and understand the key issues of business management, and more concretely of strategic management.

#### Unit I

PROCESS VIEW OF BUSINESS- Definition and Dimensions of Business Process, Generic Process Framework, The Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concept,

BPR: METHODOLOGIES AND TECHNIQUES & APPLICATIONS- Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches :

- a) Big Bang Approach,
- b) Incremental Approach,
- c) Evolutionary Approach,
- BPR Methodologies:
- a) Hammer/Champy Methodology,
- b) Davenport Methodology,
- c) Manganelli/Klein Methodology,
- d) Kodak Methodology;



Comparison of various methodologies. Case: Dabbawala of Mumbai, A Case Analysis using BPR methodologies Case: "Reengineering the construction delivery process, The Museum of Tropical Queensland, Townsville" by R. Kennedy and A. Sidwell.

#### Unit II:

CRITICAL SUCCESS FACTORS ANALYSIS- Re Engineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on "Pillsbury: Customer Driven Reengineering", Barriers Management, Case: "Walmart China- Supply Chain Transformation"

#### Unit III:

BPR Vs OTHER IMPROVEMENT APPROACHES- Optimization Techniques, Process Simplification, Case: "Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd". TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management

#### Unit IV:

INFORMATION TECHNOLOGY AND BPR: Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: "Otis Elevator: Accelerating Business Transformation with IT", BPR, SAP and ERP, Elements of ERP, Applications of ERP

#### **Text Books**

1. R. Radhakrishnan, S. Balasubramanian. (2010). Business Process Reengineering, Text and Cases. Prentice Hall of India, New Delhi.

#### **Reference Books**

- 1. Dimitris, N. Chorafas. Integrating ERP, CRM, Supply Chain Management and Smart Materials. ISBN 0-8493-1076-8
- 2. Jayanti Natarjan. (2002). Business Process Reengineering. TMH, New Delhi,
- 3. Kapoor Rajneesh. (2001). Business Process Redesign. Global Business Press, Delhi.
- 4. Richard Johnson Management, (2001). Processes for Quality Operations. Vision Books.
- 5. Roger S. Pressman (2005). Software Engineering A Practitioner's Approach, 6th Edition. Mcgraw- Hill International Edition.

#### **Course Outcome:**

CO1. Understanding various BPR methodologies and their applications.



CO2. Understanding the critical success factors for implementing BPR.

CO3. Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications.

CO4. Basic understanding of ISO standard 9001:2015, IACBE and their applications in education and industry.

CO5. Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.

CO6. Familiarizing, analyzing and applying the role of process of Change Management in implementing BPR

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





# ELECTIVES GROUP-I Human Resource



#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-204A	HR Analytics	L-T-P:3-1-0

#### **COURSE OBJECTIVES:**

1. This course introduces the student to the theory, concepts, and business application of HRanalytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.

2. The student will use applicable benchmarks/metrics to conduct research and statisticalanalyses related to Human Resource Planning and Recruitment and Selection.

3. Employ appropriate software to record, maintain, retrieve and analyze Performance and training effectiveness.

- 4. Apply quantitative and qualitative analysis to understand and design compensation system.
- 5. Demonstrate how to connect HR results to business results.

#### UNIT 1

#### 8 Hours

**Introduction to HR Analytics**: Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HR Scorecard & Workforce Scorecard.

#### UNIT 2

#### 8 Hours

8 Hours

4 Hours

**Human Resource Planning and forecasting**: Quantitative and Qualitative Dimensions of HRPlanning, Methods and Techniques of HR Demand Forecasting, Data Base for ManpowerForecasting.

**Recruitment and Selection Analytics**: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

#### UNIT 3

**Performance Analysis**: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, Analyzing andClassifying training needs, Measuring training effectiveness, Predicting training effectiveness and performance.

**Designing a Compensation System**: Understanding compensation Analytics, quantifiable data,Factors affecting Compensation & Benefits, Analytics for compensation planning, CompetencyScorecard.

#### UNIT 4

**Monitoring impact of Interventions**: Tracking impact interventions, Evaluating stress levels and valuechange. Formulating evidence based practices and responsible investment, Evaluationmediation process, moderation and interaction analysis.

#### UNIT 5

#### 8 Hours

**Applications of HR Metrics and Creating HR Dashboards:** HR Metrics, Types of HRMetrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises :Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, TheDeveloper Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards,VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions inCreating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.

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#### Suggested Readings

**1**. Bhattacharya Kumar Dipak, HR Analytics Understanding Theories and Applications, SAGEPublishing

100

255.

2. Banerjee Pratyush, Pandey Jatin and Gupta Manish (2019), Practical Applications of HR Analytics, SAGE Publishing

3. Sesil. J, Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. Prentice Hall.

4. Barnett K, Berk J, Human Capital Analytics. Word Association Publication. Fitz-Enz J,

5. The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.



CO1: Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.

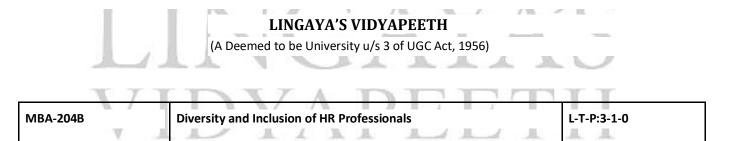
CO2: Demonstrate HR function in adding value in business terms.

CO3: Utilize soft factors in a people management context and convert them into measurable variables.

CO4: Design a Metrics and Analysis index for recruitment, performance and or training and development context

CO5: Predict the issues using the available HR data and formulate the best strategies.

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



#### **Course Objectives:**

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.



**Define Talent and Talent Management:** historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

#### Unit II

**Best HRM Practices for managing talent**/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management.

#### Unit III

Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

#### Unit IV

**Diversity and Talent:** Talent management and future directions, Talent Analytics; preparing a talent development plan.

#### **Suggested Readings**

- 1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
- 2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
- 3. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
- 4. Sparrow, P., Hird, M., and Cooper, C.L. (2015). Do We Need HR? Repositioning People Management for Success. Palgrave Macmillan
- 5. Born, M. and Heers, M. (2009) Talent Management: Alternatives to the single-ladder approach. DEA, EHRM, Denmark (Faculty Report)

https://dea.nu/sites/default/files/Report\_EHRM.pdf (accessed 19/08/2018).



CO2: To learn about the best practices for talent management.

CO3: Analyze the talent management in different context.

CO4: Evaluate the concept of diversity & talent.

Р	Р	Р	Р	Р	Р	Р	PS	PS
0	0	0	0	04	0	06	0	0
S	1	2	3		5			
С	-	-	0				1	2
0					1			
S						10.5		
CO	3	1	1	2	-	1	1	1
1								
_				1				
CO	-	-	3	-	1	-	-	-
2								
CO	2	1	-	-	1	1	-	1
3								
_								
CO	-	3	2	1	2	-	3	-
4		5	-				3	

LINGAYA'S VIDYAPEETH choose to know



#### **COMPENSATION MANAGEMENT**

#### 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 Deferential:** 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. Luis R. Gomez-Mejia & Steve Werner, Global compensation Foundations and perspectives Routledge.
- 2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 10th Edition.
- 3. B D Singh, Compensation And Reward Management, Excel Books
- 4. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books
- 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

#### Course Outcome

CO1: Recognize how pay decisions help the organization achieve a competitive advantage.

CO2: Gain knowledge to determine the wages of employees in an organization.

CO3: Demonstrate comprehension by constructing a compensation system encompassing internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.

CO4: Design rational and contemporary compensation systems in modern organizations. CO5: Applying the compensation techniques and models in real life scenarios of the companies.

Pos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
COs								
CO1	1			1				1



CO2			1			1	1
CO3	1	1	1	1			1
CO4	1		2	1	1	1	1
CO5	1	2	1			1	1

# ELECTIVES GROUP-II Marketing





#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-206A	Service Marketing	L-T-P:3-1-0
Course objectives		
	<ol> <li>Make students have an understanding of B2B mark</li> </ol>	eting and its characteristics
X	<ol> <li>To enhance knowledge of emerging trends in inf Distribution channels.</li> <li>To understand pricing strategy of B2B marketing and</li> </ol>	
2	<ol> <li>To analyze consumer behaviour in service marketing</li> </ol>	ng
С	5. To understand service delivery promises and gaps.	
UNIT I		

**Fundamentals of B2B marketing:** Consumer market Vs Business market, Classification of business products & customers, Elements of B2B offering, Strategic tools for managing product offerings.

**Organizational Buying Behavior:** Organizational buying process, buying situations, buying grid, buying center. **Buyer seller relationships:** Types, Managing relationships with suppliers, Customers and Distributors, CRM process, Strategic alliances,



#### UNIT II

**Market communication** Brand expression, Communication mix and customer acquisition process .Relationship communication, sales responsibilities. The relationship communication process ,call preparation, selling to low-priority and high-priority customers. Value selling and consequences-order fulfillment-relationship building.

**Marketing Distribution:** Distinctive nature, Channel design, Managing and administering channel members, Direct & Indirect channels, Supply chain and Logistics management.

#### UNIT III

**Pricing & Negotiation:** Pricing basics and objectives, Price models and skills, pricing tactics, Negotiated pricing. **Price setting in B2B markets:** 3 C's of pricing cost, Customer and competition pricing strategy, Price positioning, Roles of sales force in pricing, Bid pricing ,Internet auctions, Ethical aspects of B2B pricing.

**Managing the personal selling function:** Personal selling, Industrial sales force management, Sales force selection, Training, Control and evaluation.



#### UNIT- 4

**Service Design:** Services vis-à-vis goods, Customer Expectations and Perceptions of Services, the Gaps Model of Service Quality. Service innovation & Design, Customer Defined Service Standards, Physical Evidence,

**Delivering, Pricing and Managing Service Promise** .Delivering Services: Role of Employees and Customers in service delivery; Demand and Capacity Management., **Managing Service Promise:** Pricing of Services: Pricing Considerations and Strategies, Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

#### **Suggested Readings:**

N /

1. Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler & Pandit, TataMcGraw Hill.

2. Services Marketing, Lovelock, Christopher, Prentice Hall

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3. B2B Marketing , Hutt, M.D. & Speh, T.W., Cengage Learning

4 Business to Business Marketing, Ross Brennan, Louise Canning & RaymondMcDowell, Sage Publications,

5.B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting CustomerEngagement, Heidi Taylor, Kogan page,

6. Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page



#### COURSE OUTCOME:

CO1.Understand and nature of B2B marketing

CO2. Ability to create an integrated marketing communications plan which includes promotional strategies

CO3.Define and apply knowledge of various aspects of managerial decision making related to pricing strategy and tactics.

CO4. Be able to identify critical issues related to servicedesign, such as identifying and managing customer service experience, expectations, perceptions and outcomes.

CO5. Use critical analysis to perceive service shortcomings in reference to ingredients to create

service excellence.

Pos	Р	Р	Р	Р	Р	Р	PS	PS
	0	0	0	0	0	0	01	02
Cos	1	2	3	4	5	6		
С	1	1	1	-	1	1	2	1
01								
С	-	2	2	-	2	-	1	1
02								
							-	
C	2	1	1	1	1	2	2	3
03					-			
С	-	-	1	- 1	1	2	2	1
04								
	-				A	_	- A -	
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MBA-206B	Marketing Analytics	L-T-P:3-1-0
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**Objective:** The course will introduce marketing analytics and its commonly used tools. It would focus on developing an understanding of the data available to marketing managers and the tools for generating insights from data and how such insights are used in marketing decision making.

#### Unit I

**Introduction to Marketing Analytics:** Meaning and scope of marketing analytics, Sources of marketing data, Marketing metrics and measurements, Offline and digital marketing measures, Marketing analytics in the age of big data.

#### Unit II



**Product analytics:** Pricing and revenue management; Segmentation, targeting and positioning; Marketing mix analytics; Assortment optimization; New product and service design.

#### Unit III

Customer Analytics: Customer lifetime value, Customer choice, Market basket analysis, Cross-selling and optimization.

#### Unit IV

**Emerging issues in marketing Analytics**: Data collection and Protection laws; Ethical use of data and analytics; Future of marketing analytics.

#### Text Book

1. Moutusy Maity & Pavankumar Gurazada, First edition Marketing Analytics, Oxford university press.

#### **Reference Books**

- 1. Blattberg, R. C., Do- Kim, B., &Neslin, S. A. (2008) Database marketing: analyzing and managing customers. New York: Springer.
- 2. Jeffery, M. (2010). Data Driven Marketing. Wiley.
- 3. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics. Decision Pro.
- 4. Stephan, S. (2013). Marketing Analytics: Strategic Models and Metrics (1st ed.). Createspace Independent Publishing
- 5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education.

CO1: Understanding the concept of marketing analytics

CO2: Learn the product analytics concept

CO3: Analyse the customer analytics

CO4: Evaluate the emerging issues in marketing analytics

Pos	Р —	Р	P	— P —	P	— P —	PS	PS	
Cos	0 1	0 2	0 3	0 4	0 5	0 6	01	02	o w
C 01	1	1	1	-	1	1	2	1	<u> </u>
C 02	-	2	2	-	2	-	1	1	
C O3	2	1	1	1	-	2	2	3	
C 04	-	-	1	-	1	2	2	1	



	MBA-206C	Social Media and Web Analytics	L-T-P:3-1-0
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a.To provide basic understanding of the use and deployment of Digital marketing tools and web/social/mobile analytics platforms

b. Gaining a grounded understanding of web analytics and business implication.

c. To prepare the students with growth potentials for Web Analysts professionals

#### Unit 1

**Social Media & Analytics:** Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms.

**Introduction to Web Analytics:** Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms ,Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web Analytics evolution, Need of web analytics, Advantages & Limitations.

#### Unit 2

**Network fundamentals:** The social networks perspective - nodes, ties and influencers, Social network, web data and methods.

**Data Collection and Web Analytics Fundamentals**: Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organizational Structure.

Type and size of data, identifying unique page definition, cookies, Link Coding Issues.

#### Unit 3

**Web Metrics & Analytics:** Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Google analytics; Key Performance Indicator: Need, characteristics, perspective and uses.

Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity

**Web analytics tools:** A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis



Unit 4

**Facebook Analytics:** Introduction, parameters, demographics. Analyzing page audience: Reachand engagement analysis. Post-Performance on FB; Social Campaigns: Goals and evaluating outcomes, Measuring and analyzing social campaigns, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc. Ad Words, Benchmarking, Categories of traffic: Organic traffic, Paid traffic;

**Google Analytics:** Brief introduction and working, Google website optimizer, Implementation Technology, Limitations, Performance concerns, Privacy issues.

#### **Suggested Readings**

1. Rob Stokes, (2014), e marketing: The Essential Guide to Digital Marketing, Quirk Education.

2. Tuten & Bikramjit Rishi, Social Media Marketing, 3rd Ed. 2020, SAGE Publishing India

3. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), InternetMarketing: Strategy, Implementation and Practice, Prentice Hall.

4. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & OtherSocial Media, Que Publishing.

5. Vandana Ahuja, (Digital Marketing, 1stedition, Oxford University Press.

6. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science ofCustomer Centricity,

7. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc.2nd ed.

8. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of CustomerCentricity, Wiley Publishing, Inc. 1st ed.

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9. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons

10. Annmarie Hanlon, Digital Marketing, SAGE Publising India

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#### COURSE OUTCOME

CO1: Students will develop knowledge,

understanding and skills in analysis of Social Media

CO2: Acquainted with better understanding of implementation Web Analytics tool

CO3:Develop analytical skills for effective decision alternatives in social media problems

CO4: Develop the knowledge, understanding and skills in Facebook and google analytics.

CO5: Acquainted with better understanding of implementation of web analytics

strategies and develop analytical skills for effective decision alternatives in social media operations.

Pos	PO	PO	PO	PO	PO	PO	PSO1	PSO2
	1	2	3	4	5	6		



Cos								
CO1	1	1	1	-	1	1	2	-
CO2	-	2	2	-	2	-	1	-
CO3	2	1	1	1	-	-	-	-
CO4	-	-	1	-	1	2	2	1

# ELECTIVES GROUP-III Finance





### **MBA 208A**

**Risk Analytics** 

L-T-P 3-1-0

**Objective:** To make students to understand the Risk Analytics

## **UNIT I: REGRESSION, FORECASTING:**

Bivariate regression: Identify linear regression models and their application in data analysis - Calculate linear bivariate regressions in order to model commonly encountered problems - Determine the quality of fit of a linear model, establishing its usefulness for prediction -



Multivariate regression: Identify multivariate linear regression models in data analytics - Calculate linear multivariate regressions in order to model commonly encountered problems - Determine the quality of fit of a multivariate linear model, establishing its usefulness for prediction -Other regressions: Identify logistic regression models and apply those models to common business problems - Determine the quality of fit of a multivariate linear model - Forecasting in time: Identify the components of a time forecast in order to predict future values from a model -Differentiate seasonal variations from trends in order to improve prediction of future values from a model.

## UNIT II: CLASSIFICATION:

Classification k Nearest Neighbor (KNN): Determine core aspects of classification in order to understand when it's an appropriate technique - Calculate kNN algorithm with fixed or variable number of k and assess the quality of the results - Classification Nai"ve Bayes: Identify Nai"ve Bayes classification and when it is applicable - Apply a Nai"ve Bayes classification to a common business problem - Classification Support Vector Machine: Identify the basics of the support vector machine (SVM) classification algorithm - Identify what a support vector is and its use in the classification algorithm - Calculate a SVM classification to solve common business problems - Classification Trees: Identify the steps to build a decision tree classifier - Apply the steps to create a basic decision tree - Use a decision tree algorithm and appropriate metrics to solve a business problem and assess the quality of the solution

# UNIT III: CLUSTERING & Optimization:

Determine core aspects and types of clustering in order to properly apply the algorithms to business problems - Apply various clustering algorithms to data sets in order to solve common, applicable business problems. Identify the goals and constraints of a linear optimization - Calculate a linear optimization in order to solve a business problem.

## **UNIT IV: SIMULATION:**



Use data analysis performed on historical data and any applicable theory to construct a model - Use a Monte Carlo analysis with the model in order to generate and assess the likelihood of predictions from the model.

## SUGGESTED READINGS:

- Forecasting and Predictive Analytics Certificate; AICPA Data Analytics with R; BhartiMotwani; Wiley
- 2. Fundamentals of Business Analytics, 2nd Edition; R N Prasad, SeemaAcharya; Wiley
- 3. Business Analysis with Microsoft Excel an
- 4. Course Outcome

Course Outcome:

CO 1: Identify the regression models and analysis.

CO 2: Apply the steps to create a basic of different techniques.

CO 3: Determine core aspects and types of clustering in order to properly apply the algorithms to business problems

CO 4: Know the techniques and theory to construct a model.

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





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MBA-208B	Financial Derivatives	L-T-P:3-1-0
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#### **Course Objectives:**

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1. To make students aware of different types of Derivatives.

2. To develop an understanding amongst students of financial derivatives and associated regulatory framework

3. To have an understanding of the derivative tools such as options, futures and their application to hedging.



Introduction: Derivatives Market; Definition, Evolution and Features of Derivatives, Types of Derivatives, forward , futures and options market, Forward market transactions, Forward Contracts, Forward market in India , Hedging with forwards.

#### Unit 2

Forwards and Futures Contracts: Introduction to Forward Contracts, features of forward contracts, Futures Contract-types, functions, distinction between futures and forward contracts, pricing of future contracts, Currency Futures, Hedging in Currency-Futures, Speculation and Arbitrage in Currency Futures, Pricing of Futures, Cost of Carry Model, Application of Market Index, Index Futures in the Stock Market, Indian Derivatives Market.

#### Unit 3

Options: Introduction to options, hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model. Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, use of different option strategies to mitigate the risk.

#### Unit 4

Introduction to Commodity Markets- History of commodity trading, Major commodities tradedin derivatives exchange in India, Participant in commodity derivative markets, CommodityMarket Indices, Commodity Futures, Commodity Options, Uses of commodity derivatives-Hedging, Speculation and Arbitrage.

Swaps and other derivatives: Financial Swaps, Types of swaps, Derivatives v/s swaps, Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement (FRA).

Suggested Readings

C  $\square$ 1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill,

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- 2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta ,PHI
- 3. Financial Derivatives by S.S.S Kumar, PHI,.

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4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi,

1 117

Websites:

1. www.bseindia.com



- 2. <u>www.nseindia.com</u>
- 3. www.nism.ac.in
- 4. www.sebi.com
- 5. www.careratings.com
- 6. www.crisil.com
- 7. www.icraindia.com

#### COURSE OUTCOME

CO1: Understand about various derivatives instruments and derivative Market structure

CO2 Understand the forward and future pricing mechanism and strategies for hedging using various futures products

CO3 Understand the option pricing mechanism and using options strategies for mitigating risk

CO4 Understand the Commodity derivative market

CO5 Understand the Swaps derivatives and their mechanism

Pos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
Cos								
CO1	1	2	2	- 3	1 ,	1	A 21	e
CO2		2	2					-
CO3	2	1	1	1			Lin	_
CO4	T T		1		1		2	1

**Personal Financial Management** 

L-T-P: 3-1-0



Setting Financial Goals and Assessing Your Situation Budgeting and Cash Flow Management, importance of budgeting in the financial planning and management process, and resources available for cash flow management.

#### UNIT II

Basic process of budgeting, a panel discussion with practicing investment advisors, and a comparative discussion of the more common tools and methods for managing cash flows.

Saving strategies, best practices for building saving habit and barriers to saving.

#### UNIT III

Mental accounting, the time value of money, borrowing and credit, the ability to use debt and credit to finance purchases and its advantages and disadvantages.

Loan repayment, credit report, investment terms and key investment strategies. Investment choices and risk Management. Insurance, personal risk tolerance and individualized risk management strategies. Financial planning as a career, career opportunities in financial planning.

#### UNIT IV

Personal & Family Financial Planning

Financial Statements, tools and budgets, managing your flows and reviewing your statements. Managing income taxes, income tax basics. Building and maintaining good credit. Credit basics. Managing Risk, Risk management basics and insurance overview. Investment Fundamentals, Rules of investing; Debt and equity. Investing Through Mutual Funds

Mutual funds and managed portfolios; create a personal investment plan. Personal Plan of Action

#### CO1: To understand the basics of finance and assess the cash flows.

CO2: To learn the process of budgeting

CO3: Analyses the investment strategies

**CO4:** Evaluate the tools for calculation Of finances.



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

# ELECTIVES

# **GROUP-IV** International Business



# VIDYAPEETH choose to know



#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-210A	Cross Cultural Management	L-T-P:3-1-0									
Course Objectives											
1. To consic	ler the nature of intercultural communication										
2. To learn	<ol> <li>To consider the nature of intercultural communication</li> <li>To learn to think across cultural differences</li> </ol>										
3. To experi	ment with different ways of acting in cross-cultural situations										
4. To reflect	on the cultural foundations of economic systems and of organiz										

#### Unit 1

**Introduction:** Understanding culture: Values, world views and socio-cultural systems what isculture and why is it important? How do people react to cultural differences?

Can we measure or graph cultural differences? Is it possible to change a culture? If so, how?What does culture have to do with business? Ways of describing cultural differences GoingInternational, (Assignment): Come to class with an idea for discussion

#### Unit 2

**Cultural diversity and multicultural teams:** The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross-cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs.



development, Respect cultural differences vs. stages of development, The possibility of an international subculture

#### Unit 3

**Conflict and negotiation:** Gender differences, Gender, multi-ethnicity, religion, geography Body language, the culture of poverty, Hofstadter's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

#### Unit 4

**Cultural diversity and multicultural teams:** National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change incorporate culture: the example of quality improvement

**Culture and ethics:** Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's, The McDonald's Corporation

#### Suggested Readings

1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press,

1

2.Eastern and Cross Culture Management by N K Singh , Springer
3.Gannon, Martin J. Paradoxes of Culture and Globalization. Sage Publications,
Class notes are available at www.gwu.edu/~umpleby/mgt216

For information on group projects see

#### COURSE OUTCOME

CO1. Understand and apply different meanings and dimensions of "culture"

- CO2. Describe and analyze the impact of culture on business practices
- CO3. Explain and evaluate the impact of national culture on organizational cultures
- CO4. Understand the impact of culture on Human Resource Management
- CO5. Explain how leadership differs across cultures



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	CO'S/	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
	PO'S								
	CO1	1	1	2	-	3	2	3	-
	CO2	1	-	-	3	-	-	-	-
	CO3	2	-	-	-	-	1	2	-
	CO4	-	-	1	-	2	-	-	2

## LINGAYA'S VIDYAPEETH (A Deemed to be University u/s 3 of UGC Act, 1956)

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MBA-210B				Interr	nation	al Trade	Laws					L-T-P:3-1-0	
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#### **Objectives:**

The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.



#### Unit I

**International Business and Environment:** An Interface; World Trade in Goods and Services– Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Hofstede Model, EPRG framework.

#### Unit II

**Global Trading Environment:** Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

#### Unit III

**International Financial Environment:** Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment basis.

#### Unit 1V

**International Economic Institutions and Regional Economic Groups:** IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings, Contemporary Issues in International Business.



#### **Text Books**

- 1. Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8th Edition, Pearson Education.
- 3. Charles, W. L. Hill (2012). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

#### **Reference Books**

- 6. Deresky (2003). International Management: Managing Across Boarders and Culture. Pearson Education.
- 7. Paul, J (2004). International Business. Prentice-Hall.
- 8. Aswathappa (2015). International Business. Tata McGraw Hill.
- 9. Sundaram and Black, (2013), International Business Environment, Prentice Hall of India Pvt. Ltd.
- 10. Francis Cherulinam, (2012), International Business, Himalaya Publishing House



#### **COURSE OUTCOMES**

CO1: To get an overview of the International Business Environment.

CO2: Understand how and why the world's trade liberalization.

CO3: Understand the monetary framework in which international business transactions are conducted .

CO4: Understand the role of International Organizations and Regional Trade blocks

CO5: Implement the decisions for international operations in a superior manner

Р	PO1	PO	PO	PO	PO	PO	PSO	PSO
0		2	3	4	5	6	1	2
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0								
S								
CO1	3	3	2	2	1	2	-	-
CO2	2	2	1	2	1	1	-	-
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CO3	1	2	2	1	2	2	-	-
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CO4	1	-	3	1		1	-	-
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MBA- 210(C) International Trade (Practices, Procedures and Documentation) L-T-P: 3-0-0

**Objectives:** The purpose of the course is to familiarize students with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.

#### **Course Contents**

#### Unit I

**International Business and Environment:** An Interface; World Trade in Goods and Services– Major Trends and Developments; Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country, Hofstede Model, EPRG framework.

(10Hours)

#### Unit II

**Global Trading Environment:** Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinations; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries.

(12Hours)

International Financial Environment: Foreign Investment – Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency. Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT. Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment basis.

(10 Hours)

#### Unit 1V

**International Economic Institutions and Regional Economic Groups:** IMF, World Bank, MIGA, UNCTAD and WTO; ATC, GSP and International Commodity Agreements. Forms and their Functioning: Multilateralism Vs. Regionalism; EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings, Contemporary Issues in International Business.

(10 Hours)

#### **Text Books**

- 1. Daniels, John D. and Radebaugh, Lee H. (2004). International Business: Environment and Operations. 8th Edition, Pearson Education.
- 2. Charles, W. L. Hill (2012). International Business: Competing in the Global Marketplace. Tata McGraw Hill.

#### **Reference Books**

- 1. Deresky (2003). International Management: Managing Across Boarders and Culture. Pearson Education.
- 2. Paul, J (2004). International Business. Prentice-Hall.
- 3. Aswathappa (2015). International Business. Tata McGraw Hill.
- 4. Sundaram and Black, (2013), International Business Environment, Prentice Hall of India Pvt. Ltd.
- 5. Francis Cherulinam, (2012), International Business, Himalaya Publishing House









### ELECTIVES GROUP-V Information Technology



(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-212A	Cloud Computing for Business	L-T-P:3-1-0

#### Course Objectives:

- 1. To understand cloud services and solutions
- 2. To know about cloud virtualization technologies and cloud management

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3. To understand the relevance of Cloud storage and virtualization

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#### Unit-1 – INTRODUCTION

Introduction to Cloud Computing – Definition of Cloud – Evolution of Cloud Computing – Cloud Models – Cloud Characteristics - Cloud Computing Characteristics - Essentials - Benefits, Business and IT perspective

CLOUD TYPES AND SERVICES : Cloud Services Requirements – Cloud and Dynamic Infrastructure - Cloud Adoption Measured Service

- Cloud Models - Public versus Private Clouds – Hybrid Cloud – Community Cloud - Cloud Infrastructure Self Service.

#### Unit-2 – CLOUD ARCHITECTURE

Cloud Architecture -Layered, NIST Cloud Computing Reference Architecture, Service Oriented Architecture – laaS – PaaS – SaaS – Architectural Design Challenges



#### Unit -3 - CLOUD STORAGE AND OFFERINGS

Cloud Storage – Storage as-a-Service – Advantages of Cloud Storage – Cloud Storage Providers – S3 in AWS, Google App Engine, Microsoft Azure

Cloud Offerings - Information Storage, Retrieval, Archive and Protection - Cloud Analytics - Testing under Cloud - Information Security, Software-as-a-Service Security, Security Governance, Security Standards.

#### Unit-4 - CLOUD VIRTUALIZATION TECHNOLOGY

Cloud and Virtualization - Basics of Virtualization – Types of Virtualizations

Virtualization Defined - Virtualization Benefits - Server Virtualization - Hypervisor ManagementSoftware, Storage virtualization, Virtual Machine Security, IAM

#### References:

- Rittinghouse, John W., and James F. Ransome, -Cloud Computing: Implementation, Management 1. andSecurity, CRC Press,
- Rajkumar Buyya, Christian Vecchiola, S. ThamaraiSelvi, —Mastering Cloud Computing, Tata McgrawHill, 2.
- 3. Toby Velte, Anthony Velte, Robert Elsenpeter, "Cloud Computing – A Practical Approach, TataMcgraw Hill,
- Kumar Saurabh, "Cloud Computing: Insights into new era Infrastructure", Wiley India, 4.

#### COURSE OUTCOME

CO 1 Describes the main concepts, key technologies, strengths and limitations of cloud

CO 2 Learn the enabling technologies that help in the development of the cloud.

computing.

CO 3 Develops the ability to understand and use the architecture cloud, service and delivery models.

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1 CO 4 Explain the core issues of cloud computing like cloud virtualization

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CO 5 To appreciate the emergence of cloud as the next generation computing paradigm.

CO'S/ PO'S	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
PO'S								
CO1	1	1	1	-	1	2	3	-
CO2	1	-	2	2	-	-	-	-



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	CO3	1	2	-	-	2	1	2	-
	CO4	-	-	1	-	2	-	-	2

(A Deemed to be University u/s 3 of UGC Act, 1956)

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MBA-212B	Business Data Warehousing & Data Mining	L-T-P:3-1-0



- 1. Understanding of data warehousing and its functions
- 2. To identify the key processes of data warehousing and applications.
- 3. To understand data mining basic concepts
- 4. To understand data mining techniques to solve problems in various disciplines
- 5. Compare and evaluate data mining techniques

#### Unit 1:

**Data Warehousing**: Overview, Definition, Data Warehousing Components, Difference between Database System and Data Warehouse, Characteristics, Functionality and Advantages; Metadata :Concepts and classifications; Multi-Dimensional Data Model, Data Cubes, Stars, Snow Flakes, Fact Constellations, Concept hierarchy, 3 Tier Architecture, ETL, Data Martin ,Concept Hierarchy , Use of Data warehousing in Current Industry Scenario, Case Study.

#### Unit 2:

**Data Visualization and Overall Perspective:** Aggregation, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, Tuning Data Warehouse, Testing Data Warehouse. Warehousing applications and Recent Trends: Types of Warehousing Applications, Web Mining, Spatial Mining and Temporal Mining.

Unit 3:

**Data Mining:** Overview, Motivation, Definition & Functionalities, difference between data mining and Data Processing, KDD process, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data, Binning, Clustering, Regression, Computer and Human inspection, Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression. Applications of Data Mining in today's world.

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Unit 4:

**Data Mining Techniques:** Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Association rules: Introduction, Large Item sets, Basic Algorithms, Apriori Analysis, Generating Filtering Rules, Target Marketing, Risk Management, Customer profiling,.



1. Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC;

2. R Data Mining: Implement data mining techniques through practical use cases and realworld datasets, Andrea Cirillo, Packt Publishing; 1 edition

- 3. R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing
- 4. Jiawei Han, Micheline Kamber, "Data Mining Concepts & Techniques" Elsevier.
- 5. Alex Berson, Stephen J. Smith "Data Warehousing, Data-Mining & OLAP", TMH

#### **Course Outcome:**

- CO1: Understanding of data warehousing and its functions
- CO2: To identify the key processes of data warehousing and applications.
- CO3: To understand data mining basic concepts
- CO4: To understand data mining techniques to solve problems in various disciplines
- CO5: Compare and evaluate data mining techniques



• Explain the objectives of information security

 $\bullet$   $\Box$  Explain the importance and application of each of confidentiality, integrity, authentication and availability

- Understand various cryptographic algorithms.
- Understand the basic categories of threats to computers and networks
- Describe public-key cryptosystem.
- Describe the enhancements made to IPv4 by IP Sec
- Understand Intrusions and intrusion detection
- Discuss the fundamental ideas of public-key cryptography.
- Generate and distribute a PGP key pair and use the PGP package to send an encrypted e-mail message.
- Discuss Web security and Firewalls

#### UNIT

Attacks on Computers and Computer Security: Introduction, The need for security, Security approaches, Principles of security, Types of Security attacks, Security services, Security Mechanisms, A model for Network Security Cryptography: Concepts and Techniques: Introduction, plain text and cipher text, substitution techniques, transposition techniques, encryption and decryption, symmetric and asymmetric key cryptography, steganography, key range and key size, possible types of attacks.

#### UNIT

Symmetric key Ciphers: Block Cipher principles & Algorithms(DES, AES, Blowfish), Differential and Linear Cryptanalysis, Block cipher modes of operation, Stream ciphers, RC4,Location and placement of encryption function, Key distribution Asymmetric key Ciphers: Principles of public key cryptosystems, Algorithms(RSA, Diffie-Hellman, ECC), Key Distribution.

#### UNIT

Message Authentication Algorithms and Hash Functions: Authentication requirements, Functions, Message authentication codes, Hash Functions, Secure hash algorithm, Whirlpool, HMAC, CMAC, Digital signatures, knapsack algorithm Authentication Applications: Kerberos, X.509 Authentication Service, Public — Key Infrastructure, Biometric Authentication

#### UNIT

E-Mail & Web Security: Pretty Good Privacy, S/MIME IP Security: IP Security overview, IP Security architecture, Authentication Header, Encapsulating security payload, Combining security associations, key management Web Security: Web security considerations, Secure Socket Layer and Transport Layer Security, Secure electronic transaction Intruders, Virus and Firewalls: Intruders, Intrusion detection, password management, Virus and related threats, Countermeasures, Firewall design principles, Types of firewalls

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IV



Case Studies on Cryptography and security: Secure Inter-branch Payment Transactions, Cross site Scripting Vulnerability, Virtual Elections

#### TEXT BOOKS:

Cryptography and Network Security : William Stallings, Pearson Education,4<sup>11</sup>i Edition Cryptography and Network Security : Atul Kahate, Mc Graw Hill, 2" Edition

#### **REFERENCE BOOKS**:

Cryptography and Network Security: C K Shyamala, N Harini, Dr T R Padmanabhan, Wiley India, lst Edition.

Cryptography and Network Security : Forouzan Mukhopadhyay, Mc Graw Hill, 2"d Edition Information Security, Principles and Practice: Mark Stamp, Wiley India.

Principles of Computer Sceurity: WM.Arthur Conklin, Greg White, TMH Introduction to Network Security: Neal Krawetz, CENGAGE Learning Network Security and Cryptography: Bernard Menezes, CENGAGELearning

#### Course Outcomes:

Co1:Student will be able to understand basic cryptographic algorithms, message and web authentication and security issues. CO2:Ability to identify information system requirements for both of them such as client and server.

CO3:Ability to understand the current legal issues towards information security.

Pos	PO1	PO2	PO3	PO4	PO5	PO6
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CO1	1	2	2	1		)
CO2					TTT	Ť
CO3	2	2	2	EE	2	1
C04	1	1	-	1	1	
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## ELECTIVES GROUP-VI Operations & Management VIDYAPEETH choose to know



## choose to know

#### LINGAYA'S VIDYAPEETH

(A Deemed to be University u/s 3 of UGC Act, 1956)

MBA-214A	Management of Manufacturing System	L-T-P:3-1-0



- 1. Understand the practical application of different type of manufacturing system.
- 2. Understanding the use of IT enabled technology in manufacturing system.
- 3. Understanding the entire value chain.
- 4. Develop an ability to analyze the capacity utilization & Strategy.
  - 5. Understanding of tools for maintenance and capacity planning

#### Unit 1

Manufacturing System: Introduction and components, Importance of Manufacturing for Technological And Socio Economic developments, Production versus Productivity; Strategic benefit of Plant location & Plant Layouts. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

#### Unit 2

Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production Planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture, Bar Code Technology and Radio Frequency Identification

#### Unit 3:

Describe the key components of the entire value chain including supplier, Relationships between manufacturing cost and customer satisfaction, internal and external customer relationship, Evaluate the effective use of Lean techniques, Adopting Continuous Process Improvement (CPI), Just in Time, Enterprise Resource Planning (ERP, Analyze sustainable and green manufacturing practices.

choose to know



#### Unit 4:

- Capacity planning: Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.
- Maintenance System: Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life ,opportunity cost, replacement analysis using specific time period, spares management.

#### Suggested Readings

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, Pearson.

- 2. Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
- 3. J P Kaushik: Manufacturing Processes , PHI
- 4. James. B. Dilworth, "Operations Management Design, Planning and Controlfor Manufacturing and Services", McGraw Hill Inc. Management Series,
- 5. P. Radhakrishnan, S. Subramanyan and V. Raju, "CAD / CAM / CIM", New AgeInternational (Pvt.) Ltd. Publishers

#### COURSE OUTCOME

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CO 1: Conceptual knowledge of working of Manufacturing unit and complete system

CO 2: Understanding of the processes of and activities of Manufacturing

CO 3: Competency to implement effective managerial practices in manufacturing

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CO 4: Understanding of tools for maintenance and capacity planning

CO 5: Knowledge about the support systems of manufacturing

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





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Project & Sourcing Management L-T-P:3-1-0
LINUMIND
g Objective:
Understand the Basics of Purchasing Principles
Lear the process vendor selection & evaluation process
Identify the key processes and requirements of project management.
Learn how to initiate & execute the project
Learn how to plan for time and cost.
Plan for project risks, communication, and change control.
Learn the closer of the project.

This course is designed to help the students to understand all aspects of sourcing and procurement management



**Sourcing Management:** Introduction to Sourcing, Sourcing v/s Procurement, **Purchasing:** Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Concept and applications of Make or Buy Decision:. Case Studies

**Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development:** Need for Measuring Supplier Performance, Categorization of Suppliers, Suppliers Evaluation Methods/ Vendor Rating Methods, Supplier Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Advantages of Vendor/Supplier Rating, Identify and evaluating the international suppliers. Case **Studies** 

#### Unit 2

**Price Determination and Negotiation:** Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, **Negotiation in sourcing:** Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. **Case Studies** 

#### Unit 3

Introduction of Project: Characteristics of Project, Types of Projects, Project Life Cycle, Concepts of Deliverables, The Project Management Process, Roles of Project Team & Project Leader, Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing

#### Unit 4

**Project Scheduling, Network Analysis & Control** : Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) , Identifying and application of the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Application of PERT and CPM, Planning- Monitoring and Control Cycle, Tracking through Gantt chart. Earned Value Analysis(EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

#### **Suggested Readings**

1. Dobler, D. W., jr, L. L., & Burt, D. N., Purchasing and Materials Management. New Delhi: Tata McGraw-Hill Publishing Company Limited

2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.

**3.** David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

#### **COURSE OUTCOME**

CO 1: Conceptual knowledge about the procurement and sourcing management



- CO 2: Understanding of the processes of sourcing management
- CO 3: Competency to vendor selection and rating
- CO 4: Assess the importance of effective sourcing
- CO 5: Understanding of laws of Procurements

P O S C O S	Р О 1	P O 2	Р О З	Р 04	Р О 5	Р Об	PS O 1	PS O 2
CO 1	1	1	1	2	-	1	1	1
CO 2	1	1	2	3	1	3	2	1
CO 3	2	1	-	2	2	2	2	1
CO 4	-	3	3	1	2	-	1	-





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MBA-214C	Production Management	L-T-P:3-1-0

**Objectives:** To know the basic concept and function of Production and Operation Management. To understand the Production process and planning

**Unit I** Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organisation, Factors that affect System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.

**Unit II:** Production System and Related Concepts, Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

**Unit III:** Scheduling and measuring Production Activities, Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

**Unit IV:** Material and Inventory Management, An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management. Quality in Prod. & Ops Management: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Text Books:



- 1. Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi
  - 2. Ajay Garg, Production and Operations Management, TMH, Delhi
  - 3. Richard B Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and
  - 4. Supply Management TMH, Delhi
  - 5. R Panneerselvam Book, Production and Operations Management, PHI New Delhi
  - 6. Joseph Martinich, Production and Operations Management, TMH, Delhi
  - 7. K Aswathappa, Production and Operations Management, TMH, Delhi

CO1: Recognize the factors that affect system and concept of production and operation management.. CO2: Develop understanding of production planning and control in mass production, batch production.

CO3: Know the various scheduling and measuring production activities.

CO4: Describe various material and inventory controls.

Pos Cos	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	2	1	-	-	-	3	2
	-	-	-				30	100
CO2	2	3	1	-	-		3	2
			10		1.1		1	
CO3	2	3	1	-	-	-	2	2
		L 1					LL	1
CO4	2	3	1	-	-	-	2	2
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# choose to know



# LINGAYA'S VIDYAPEETH choose to know