



**Vivekanand Education Society's
College of Arts, Science and Commerce
(Autonomous)**

Sindhi Society, Chembur, Mumbai, Maharashtra – 400 071.

*Accredited by NAAC "A Grade" in 3rd Cycle - 2017
Best College Award – Urban Area, University of Mumbai (2012-13)
Recipient of FIST Grant (DST) and STAR College Grant (DBT)*

Affiliated to the

University of Mumbai

Syllabus for

Program: *Bachelor of Business Administration (BBA)*

(Program code: VESUCBBA)

**As per Choice Based Semester and Grading System (CBSGS)
with effect from Academic Year 2022 - 2023**

Program Outcomes (PO):

Setting up a new business or running an existing one or obtaining a Lucrative Corporate Career is not an easy task in this era of intense competition. With the passage of time and the development of new technology, corporate competitiveness has reached an all-time high. Pursuing a Bachelor of Business Administration degree course has always proven beneficial in meeting challenges and staying up to date with ever-changing technologies.

A bachelor's degree in business administration can offer you with the knowledge and skills you'll need to succeed. BBA is a three-year bachelor's undergraduate course that prepares students with conceptual, theoretical and practical knowledge in various aspects of business-like finance, economics, operations, marketing, and management, among other fields.

- PO1 To provide understanding of management's fundamental concepts, principles, and functions.
- PO2 To impart information and skills in several areas of management, such as human resource management, finance, operations, and marketing, in order to create a comprehensive grasp of a corporate system
- PO3 To instill a global perspective on industrial and Organisational setups and their functions in order to make an effective management decision in an international context.
- PO4 To provide students with understanding of qualitative and quantitative problem-solving and critical thinking approaches.
- PO5 To equip students to make effective oral business presentations using a variety of modern technologies and to excel in written communication.
- PO6 To provide students with practical industrial experience to improve their managerial skills and business acumen while gaining a comprehensive understanding of a business or industry.
- PO7 Ability to work in team, collate, collaborate, and resolve conflicts amicably
- PO8 Develop creativity, innovativeness, superior researching ability.

VES -BBA - SYLLABUS

SEMESTER – I & II

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
1	<i>Competency Courses (CoC)</i>		1	<i>Competency Courses (CoC)</i>	
1	Financial Accounting	03	1	Organisational Behaviour & HRM	03
2	Business Law	03	2	Management Accounting	03
3	Business Finance	03	3	Basics of Cost Accounting	03
4	Principles of Marketing	03	4	Business Mathematics	03
2	<i>Ability Enhancement Courses (AEC)</i>		2	<i>Ability Enhancement Courses (AEC)</i>	
5	Business Communication	02	5	Business Environment	02
3	<i>Core Courses (CC)</i>		3	<i>Core Courses (CC)</i>	
6	Business Economics - I	03	6	Business Economics - II	03
7	Principles of Management	03	7	Environmental Sustainability Management	03
Total Credits		20	Total Credits		20

SEMESTER – III & IV

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	<i>Elective Courses (EC)</i>		1	<i>Elective Courses (EC)</i>	
1A	Customer Relationship Management	03	1A	International Marketing	03
1B	Financial Markets	03	1B	International Finance	03
1C	Human Resource Planning and Information System	03	1C	Talent & Competency Management	03
2	<i>Ability Enhancement Courses (AEC)</i>		2	<i>Ability Enhancement Courses (AEC)</i>	
2	Information Technology in Management	02	2	Management Information System	02
3	<i>Core Courses (CC)</i>		3	<i>Core Courses (CC)</i>	
3	Production and Total Quality Management	03	3	Operations Research	03
4	Training & Development	03	4	Ethics and Governance	03
5	Indian Economy	03	5	Marketing of Services	03
6	Business Statistics	03	6	Business Research Methods	03
7	Taxation - Direct Taxation	03	7	Taxation - Indirect Taxation	03
Total Credits		20	Total Credits		20

SEMESTER – V & VI

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
1	<i>Core Courses (CC)</i>		1	<i>Core Courses (CC)</i>	
1	Sales and Distribution Management	03	1	Digital Marketing	03
2	Advertisement & Public Relations	03	2	Strategic Management	03
3	Banking Law and Practice	03	3	International Business	03
4	Global Human Resource Management	03	4	Entrepreneurial Management	03
5	Project Management	03	5	Logistics and Supply Chain Management	03
2	<i>Project Work</i>		2	<i>Project Work</i>	
6	Project Work I (NGO)	05	6	Project Work II (Elective)	05
Total Credits		20	Total Credits		20

F.Y.B.B.A
(SEMESTER I)

Course Code	Title	Credits & Lectures per Semester	Lectures per Week
VESUCBBA101	Financial Accounting	03	
	Unit I: Introduction	10 Lectures	04
	Unit II : Conceptual Framework	10 Lectures	
	Unit III : Recording of transactions	10 Lectures	
	Unit IV : Preparation of final accounts	10 Lectures	
	Unit V : Introduction to Company Final Accounts	10 Lectures	
	Unit VI : Computerised Accounting	10 Lectures	
VESUCBBA102	Business Law	03	
	Unit I: Contract Act, 1872 & Sale of Goods Act, 1930	15 Lectures	04
	Unit II : Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	15 Lectures	
	Unit III : Company Law	15 Lectures	
	Unit IV : Intellectual Property Rights (IPR)	15 Lectures	
VESUCBBA103	Business Finance	03	
	Unit I: Introduction	10 Lectures	04
	Unit II : Time Value of Money and other concepts	15 Lectures	
	Unit III : Leverage	15 Lectures	
	Unit IV : Types of Financing & Cost of Capital	20 Lectures	

VESUCBBA104	Principles of Marketing	03	04
	Unit I: Introduction to Marketing	15 Lectures	
	Unit II : Marketing Environment, Research and Consumer Behaviour	15 Lectures	
	Unit III : Marketing Mix	15 Lectures	
	Unit IV : Segmentation, Targeting and Positioning and Trends In Marketing	15 Lectures	
VESUCBBA105	Business Communication	02	03
	Unit I: Meaning, Nature & Scope of Communication	10 Lectures	
	Unit II : Oral Communication	15 Lectures	
	Unit III : Report Writing	10 Lectures	
	Unit IV : Business and Social Etiquette	10 Lectures	
VESUCBBA106	Business Economics -I	03	04
	Unit I: Introduction	10 Lectures	
	Unit II : Demand Analysis	12 Lectures	
	Unit III : Supply and Production Decisions	15 Lectures	
	Unit IV : Market Structure	15 Lectures	
	Unit IV : Pricing practices	08 Lectures	
VESUCBBA107	Principles of Management	03	04
	Unit I : Evolution of Management	15 Lectures	
	Unit II: Planning & Decision	15 Lectures	
	Unit III: Organization & Staffing	15 Lectures	
	Unit IV : Motivation & Leadership	15 Lectures	

F.Y.B.B.A
(SEMESTER II)

Course Code	Title	Credits & Lectures per Semester	Lectures per Week
VESUCBBA201	Organisational Behaviour & HRM	03	04
	Unit I : Introduction to Organisational Behaviour	15 Lectures	
	Unit II : Strategies and Techniques of Organisational Behaviour	15 Lectures	
	Unit III : Introduction to Human Resource Management	15 Lectures	
	Unit IV : Compensation and Career Planning	15 Lectures	
VESUCBBA202	Management Accounting	03	04
	Unit I: Introduction to Management Accounting	5 Lectures	
	Unit II : Analysis and Interpretation of Accounts	10 Lectures	
	Unit III : Financial Statement analysis: Ratio analysis	15 Lectures	
	Unit IV : Cash Flow Analysis	15 Lectures	
	Unit V : Working Capital Management	15 Lectures	
VESUCBBA203	Basics of Cost Accounting	03	04
	Unit I: Introduction to Cost Accounting	10 Lectures	
	Unit II : Classification of Costs and Cost Sheet	12 Lectures	
	Unit III : Reconciliation of cost and financial accounts	08 Lectures	

	Unit IV : Budgeting and Budgetary Control	15 Lectures	
	Unit V : Standard Costing and Variance Analysis	15 Lectures	
VESUCBBA204	Business Mathematics	03	
	Unit I: Elementary Financial Mathematics	15 Lectures	04
	Unit II : Algebra	15 Lectures	
	Unit III : Determinants and Matrices	15 Lectures	
	Unit IV : Derivatives and Applications of Derivatives	15 Lectures	
VESUCBBA205	Business Environment	02	03
	Unit I : Introduction to Business Environment	10 Lectures	
	Unit II : Political and Legal environment	10 Lectures	
	Unit III : Social and Cultural Environment, Technological environment, and Competitive Environment	10 Lectures	
	Unit IV : International Environment	15 Lectures	
VESUCBBA206	Business Economics- II	03	04
	Unit I: Introduction to Macroeconomic Data and Theory	15 Lectures	
	Unit II : Money, Inflation and Monetary Policy	15 Lectures	
	Unit III : Constituents of Fiscal Policy	15 Lectures	
	Unit IV : Open Economy: Theory and Issues of International Trade	15 Lectures	
VESUCBBA207	Environmental Sustainability Management	03	

	Unit I: Introduction to Environmental Management	15 Lectures	04
	Unit II : Biodiversity & its Conservation	15 Lectures	
	Unit III : Social Issues in Environment	15 Lectures	
	Unit IV : Environment Laws & Sustainability Management	15 Lectures	

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Financial Accounting

Course code: VESUCBBA101

Objective: To learn Basic accounting procedures which are used in India as per the ICAI and will help them in understanding the basic accounting concepts

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To familiarize the students with the basic concepts, principles, and techniques of preparing and presenting the accounts for users of accounting information.
- LO2 To understand new developments in Accounting Standards
- LO3 To enable the students to understand the information contained in the published financial statements and other organizations.
- LO4 To create awareness about accounting in computerized environment

Unit no.	Details of topics	No of lectures
1	Introduction Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Bookkeeping Terms used in accounting, users of accounting information and limitations of Financial Accounting.	10 Lectures
2	Conceptual Framework Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India, Accounting Policies, Accounting as a measurement discipline, valuation Principles, accounting estimates	10 Lectures
3	Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance. Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation.(WDV & SLM)	10 Lectures

4	Preparation of final accounts Statements Final Accounts – Meaning, need & objectives, types – Trading Account – Meaning, need & preparation, Profit & loss Account – meaning, Need & preparation, Balance Sheet- Meaning, need & Preparation, Final Accounts with adjustment entry.	10 Lectures
5	Introduction to Company Final Accounts Important provisions of Companies Act, 1956 in respect of preparation of Final Accounts. Understanding of final accounts of a Company.	10 Lectures
6	Computerised Accounting Computers and Financial application, Accounting Software packages.	10 Lectures

References:

Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi.

Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi.

Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi.

Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai.

Financial Accounting by Lesile Chandwichk, Pentice Hall of India Adin Bakley (P) Ltd., New Delhi.

Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title: Business Law

Course code: VESUCBBA102

Objective: To help in understanding of the business law of the land and having legal responsibility in managing an organization domestically and internationally

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To get an Overall Working Knowledge of Indian Judicial System.
- LO2 To understand the functioning of courts and their jurisdiction
- LO3 To understand the importance of various acts that are important aspects to conduct business in India

Unit no.	Details of topics	No of lectures
1	Contract Act, 1872 & Sale of Goods Act, 1930 Contract Act,1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract. Sale of Goods Act,1930: Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.	15 Lectures
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque. Consumer Protection Act, 1986: Objects of Consumer Protection- Introduction of Consumers,” Goods and services” “Defects and Deficiencies of goods and services”, Consumer disputes and Complaints.	15 Lectures
3	Company Law Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.	15 Lectures

4	Intellectual Property Rights(IPR) IPR definition/ objectives, Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications, Trademarks, definition, types of trademarks, infringement and passing off. Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions, Geographical indications	15 Lectures
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References:

Elements of mercantile Law – N.D.Kapoor
 Business Law – P.C. Tulsian
 Business Law – SS Gulshan
 Company Law – Dr.Avtar Singh
 Indian contract Act – Dr.Avtar Singh
 Law of Intellectual Property-V.K-Taraporevala

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Finance

Course code: VESUCBBA103

Objective: Knowledge of financial theories within the primary areas of finance; Utilization of problem-solving skills within the finance setting and Application of financial analysis tools and techniques to decision making

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To gain Knowledge of financial theories within the primary areas of Business finance
- LO2 To understand application of financial analysis tools and techniques to decision making
- LO3 An appreciation for socially responsible actions with respect to financial decisions
- LO4 To gain knowledge on Time Value of Money with is require in today's competitive time

Unit no.	Details of topics	No of lectures
1	Introduction Finance - Definition - Nature and scope of finance function. Financial Management - Meaning - Scope and Objectives Organisational framework of financial management- Relationship of finance Department with other department- Role of finance manager	10 Lectures
2	Time Value of Money and other concepts The Time Value of Money, Present Value, Internal Rate of Return, Bonds Returns, The Returns from Stocks Annuity, Techniques of Discounting, Techniques of Compounding	15 Lectures
3	Leverage Introduction EBIT and EPS Analysis, Types of Leverages: Operating Leverage, Financial Leverage & Composite Leverage, Relationship between Operating Leverage and Financial Leverage (Including Practical Problems)	15 Lectures

4	Types of Financing & Cost of Capital Introduction, Needs of Finance and Sources: Long Term, Medium Term, Short-Term Long-Term Sources of Finance, Short Term Sources of Finance Introduction, Definition and Importance of Cost of Capital, Measurement of Cost of Capital, WACC (Including Practical Problems)	20 Lectures
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References:

- Fundamentals of Financial Management by D. Chandra Bose, PHI Learning Pvt. Ltd., New Delhi
- Fundamentals of Financial Management by Bhabotosh Banerjee, PHI Learning Pvt. Ltd., New Delhi
- Fundamentals of Financial Management by Vyuptakesh Sharma, Pearson Education, New Delhi
- Fundamentals of Financial Management by J.C. Van Horne, Prentice Hall of India, New Delhi
- Financial Management: Text and Problems by M.Y. Khan and P.K. Jain, Tata McGraw Hill, New Delhi
- Financial Management: Theory and Practice by Prasanna Chandra, Tata McGraw Hill, New Delhi
- Financial Management by I.M. Pandey, Vikas Publishing House, New Delhi

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Principles of Marketing

Course code: VESUCBBA104

Objective: This course provides an introduction to basic marketing concepts and develop a comprehensive understanding of the subject.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 Students will demonstrate strong conceptual knowledge in the functional area of marketing management.
- LO2 Students will develop a comprehensive understanding of the subject and will be able to apply course concepts to real or imaginary products.
- LO3 They will also appraise the opportunities and threats of conducting business in a world with fewer barriers

Unit no.	Details of topics	No of lectures
1	Introduction to Marketing Definition, features, advantages, and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function Concepts of Marketing: Needs, wants, and demands, transactions, transfer, and exchanges. Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.	15 Lectures
2	Marketing Environment, Research and Consumer Behaviour The microenvironment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders. Macro environment: Political Factors; Economic Factors; Socio Cultural Factors, Technological Factors (PEST Analysis) Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research MIS: Meaning, features and Importance Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour	15 Lectures

3	<p>Marketing Mix Marketing mix: Meaning, elements of Marketing Mix. Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. Branding –Packing and packaging – role and importance Pricing – objectives- factors influencing pricing policy and Pricing strategy. Physical distribution – meaning – factor affecting channel selection-types of marketing channels Promotion – meaning and significance of promotion. Promotion tools (brief)</p>	15 Lectures
4	<p>Segmentation, Targeting and Positioning and Trends In Marketing Segmentation – meaning, importance, basis Targeting – meaning, types Positioning – meaning – strategies New trends in marketing – E-marketing, Internet marketing and marketing using social network Social marketing/ Relationship marketing Green Marketing</p>	15 Lectures

References:

- Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
- Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
- McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
- Pillai R S, Bagavathi, Modern Marketing

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Communication

Course code: VESUCBBA105

Objective: To understand the concept, process, & importance of communication

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To help students to acquaint themselves with application of communication skills in the business world
- LO2 To develop skills of effective communication both Oral and Written

Unit no.	Details of topics	No of lectures
1	Meaning, Nature & Scope of Communication Meaning, Nature, Scope, Definition of Communication, Types of Communication, Communication Barriers, Principles of Communication. Written Communication – Types of Letter, Letter layout, Essentials of an effective letter writing, Need and function of Business letter.	10 Lectures
2	Oral Communication – Types of oral communication, Barriers to oral communication, speedy – Introduction & Characteristics of good speech. Mass Communication – Nature & Scope of Mass Communication, function of mass communication – Media of mass communication, Role of Mass – Media in India.	15 Lectures
3	Report Writing – What is report, Importance of Reports, Types of reports, Characteristic of good report selecting suitable types of reports. Notices, Agenda & Memos.	10 Lectures
4	Business and Social Etiquette- Professional conduct in a business setting: workplace hierarchy; the proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette, Essential of professional communication. Language lab class for practicals in business communication.	10 Lectures

References:

- Business Communication - K. K. Sinha- Galgotia Publishing Company, New Delhi.
- Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
- Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
- Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
- Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata McGraw-Hill Publishing Company Limited, New Delhi.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Economics-I

Course code: VESUCBBA106

Objective: To introduce students to the basic elements of commerce and economics.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 Analyze economic problems and can relate scarcity with the requirements
- LO2 Evaluate demand and can analyze cost in order to optimize cost-production combination
- LO3 Recognize the existing market and can take appropriate decisions

Unit no.	Details of topics	No of lectures
1	Introduction Scope and Importance of Business Economics - basic tools Opportunity Cost Principle-Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- Use of Marginal analysis in decision making. The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium.	10 Lectures
2	Demand Analysis Demand Function - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional) - relationship between price elasticity of demand and revenue concepts Demand Estimation and forecasting: Meaning and significance - methods of demand estimation-survey and statistical methods (numerical examples on trend analysis and simple linear regression)	12 Lectures

3	<p>Supply and Production Decisions</p> <p>Production function: short run analysis with Law of Variable Proportions- Production function with two variable inputs isoquants, ridge lines and least cost combination of inputs-long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale and economies of scope</p> <p>Cost of Production: Cost concepts: accounting cost and economic cost, implicit and explicit cost, social and private cost, historical cost and replacement cost, sunk cost and incremental cost -fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run- (hypothetical numerical problems to be discussed) Extension of cost analysis: Cost reduction through experience and Learning curve and Break-Even Analysis (with business application).</p>	15 Lectures
4	<p>Market Structure</p> <p>Perfect Competition and Monopoly Perfect competition and Monopoly models as two extreme cases - profit maximization and the competitive firm's supply curve - Short II run and long run equilibrium of a firm and of industry - Monopoly - Sources of monopoly power – short run and long run equilibrium of a firm under Monopoly , Pricing and Output Decisions under Imperfect Competition Monopolistic competition: Competitive and Monopolistic elements of monopolistic competition-equilibrium of firm under monopolistic competitions, monopolistic verses perfect competition, excess capacity and inefficiency, debate over role of advertising, (topics to be taught using case studies from real life examples) Oligopolistic Market: Key attributes of oligopoly- Collusive and non-collusive oligopoly market, Price rigidity, Cartels and price leadership models (with practical examples)</p>	15 Lectures
5	<p>Pricing practices</p> <p>Cost oriented pricing methods: cost –plus (full cost)/mark-up pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing (case studies on how pricing methods are used in business world)</p>	08 Lectures

References:

- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000).
- Hirschey .M., Managerial Economics, Thomson South western (2003).
- Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001).
- Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
- Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)
- Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002).
- Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi,2004).

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Principles of Management

Course code: VESUCBBA107

Objective: The objective of the course is to provide an understanding of basic concepts, principles of management. The aim is to inculcate the ability to apply multifunctional approaches to organizational objectives

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 The objective of the course is to provide an understanding of basic concepts, principles of management.
- LO2 The aim is to inculcate the ability to apply multifunctional approach to organizational objective
- LO3 To provide a basis of understanding to the students with reference to working of business organization through the process of management.
- LO4 To provide adequate basic understanding about the managerial functions like planning, organizing, staffing, leading and controlling to students.

Unit no.	Details of topics	No of lectures
1	Evolution of Management Contribution of Taylor, Mayo & Fayol, Different approaches of management, role of manager, tasks of a professional manager, Management & its functions. Level of Management, managerial skills at various levels.	15 Lectures
2	Planning & Decision making Definition, Nature for planning, importance, Process of planning, decision making, nature importance & process, types of plans. Decision Making – Types of decision – Decision Making Process – Rational Decision Making	15 Lectures
3	Organization & staffing Definition, organizing process, importance of organizing, Departmentation manpower planning, Recruitment, Selection, Training & promotion. Communication & control, Definition, importance, process, types, factors, barriers & remedies.	15 Lectures

4	<p>Motivation & Leadership</p> <p>Motivation : Meaning, Missions, Herzberg’s theory, V Room’s expectancy theory & Porter & Lawler model of Motivation.</p> <p>Leadership: - X Theory & Y Theory, Hawthorne & Tinstone studies</p> <p>Leadership, Managerial grid, Contingency approach.</p>	15 Lectures
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References:

- Drucker, F. Peter - Management-Tasks, Responsibilities & Practices.
- Koontz “O” Donnel Wehrich - Elements of Management.
- Koontz H, “O” Donnel C - Management-A Book of Reading.
- Drucker, F. Peter - The Practice of Management.
- Terry and Franklin - Principles of Management
- Stoner - Principles of Management
- William H. Newman and E. Kirby Wassen - The Process of Management

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Organisational Behaviour & HRM

Course code: VESUCBBA201

Objective: To understand the human interpersonal relations in an organization and integrating the personal objectives with the organisational objectives in attaining business goals with the help of HRM policies

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 The objective of this course is to familiarize the student with the fundamental aspects of Various issues associated with Human Resource Management as a whole.
- LO2 The course aims to give a comprehensive overview of Organization Behaviour as a separate area of management
- LO3 To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management & OB.

Unit no.	Details of topics	No of lectures
1	Introduction to Organisational Behaviour Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate Individual and Group Behaviour-OB models–Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB Human Relations and Organizational Behaviour	15 Lectures
2	Strategies and Techniques of Organisational Behaviour Managing Communication: Conflict management techniques. Time management strategies. Learning Organization and Organizational Design Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing	15 Lectures

3	Introduction to Human Resource Management HRM-Meaning, objectives, scope and functions HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM, Global HR Strategies HRD-Concept, meaning, objectives, HRD functions	15 Lectures
4	Compensation and Career Planning Performance Appraisal: concept, process, methods and problems, KRA'S Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits. Career planning-concept of career Planning, Career stages and career planning	15 Lectures

References:

- Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
- Prasad L M, Organizational Behaviour, Sultan Chand
- Khanka S. S., Organizational Behaviour, S. Chand
- P.L. Rao-International Human Resource
- Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
- Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi.
- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Management Accounting

Course code: VESUCBBA202

Objective: The objective of the course is to enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To acquaint management learners with basic accounting fundamentals
- LO2 To develop financial analysis skills among learners
- LO3 This course will help to aim at explaining the core concept of managerial Decision

Unit no.	Details of topics	No of lectures
1	Introduction to Management Accounting Meaning, Features, Scope, Importance, Functions, role of Management Accounting, Management Accounting Framework, Tools, Management Accounting and Financial Accounting	05 Lectures
2	Analysis and Interpretation of Accounts a) Vertical Forms of Balance Sheet and Profit and Loss Account suitable for analysis, b) Trend Analysis., c) Comparative Statement., d) Common Size Statement. NOTE: Practical Problems based on the above (a) to (d)	10 Lectures

3	<p>Financial Statement analysis: Ratio analysis Meaning of financial Statement Analysis, steps, Objective and types of Analysis. Ratio analysis: Meaning, classification, Du Point Chart, advantages and Limitations. Balance Sheet Ratios: i) Current Ratio ii) Liquid Ratio iii) Stock Working Capital Ratio iv) Proprietary Ratio v) Debt Equity Ratio vi) Capital Gearing Ratio Revenue Statement Ratios: i) Gross Profit Ratio ii) Expenses Ratio iii) Operating Ratio iv) Net Profit Ratio v) Net Operating Profit Ratio vi) Stock Turnover Ratio Combined Ratio i) Return on Capital employed (Including Long Term Borrowings) ii) Return on proprietor's Fund (Shareholders Fund and Preference Capital) iii) Return on Equity Capital iv) Dividend Pay-out Ratio v) Debt Service Ratio vi) Debtors Turnover vii) Creditors Turnover</p>	15 Lectures
4	<p>Cash Flow Analysis Preparation of Cash Flow Statement with reference to Accounting Standard No. 3. (Indirect method only)</p>	15 Lectures
5	<p>Working Capital Management Concept, Nature of Working Capital, Planning of Working Capital Estimation / Projection of Working Capital Requirement in case of Trading and Manufacturing Organization Operating Cycle Practical Problems</p>	15 Lectures

References:

- Cost Management by Saxena & Vashist
- Cost & Management Accounting by Ravi N.Kishor ,Publication Taxmonth
- Essential of Management Accounting by P.N.Reddy,Himalaye
- Advanced Management Accounting by Robert S Kailar,Holl
- Financial Of Management Accounting by S.R.Varshney,Wisdom
- Introduction Of Management Accounting by Charbs T Horngram, PHI Learnng
- Management Accounting by I.m.Pandey, Vikas

- Cost & Management Accounting by D.K.Mattal,Galgotia
- Management Accounting by Khan & Jain,Tata Megaw
- Management Accounting by R.P.Resstogi

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Basics of Cost Accounting

Course code: VESUCBBA203

Objective: Students learn about pricing, budgeting, and performance analysis to determine overall success based on predetermined objectives

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 This course exposes the students to the basic concepts and the tools used in Cost Accounting
- LO2 To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations

Unit no.	Details of topics	No of lectures
1	Introduction to Cost Accounting Evolution, Objectives and Scope of Cost Accounting, Importance and Advantages of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Limitations of Financial Accounting, Definitions: Cost, Costing and Cost Accounting, Classification of Cost on Different Bases, Cost Allocation and Apportionment, Coding System, Essentials of Good Costing System	10 Lectures
2	Classification of Costs and Cost Sheet Classification of costs, Cost of Sales, Cost Centre, Cost Unit, Profit Centre and Investment Centre Cost Sheet, Total Costs and Unit Costs, Different Costs for different purpose Problems on preparation of cost sheet & Estimated Cost sheet	12 Lectures
3	Reconciliation of cost and financial accounts Practical problems based on reconciliation of cost and financial accounts	08 Lectures
4	Budgeting and Budgetary Control Meaning & objectives, Advantages and limitations of budgets, Functional budgets, fixed and flexible budgets, Zero based budgeting, performance budgeting, Practical problems of preparing flexible budgets and functional budgets	15 Lectures

5	Standard Costing and Variance Analysis Preliminaries in installing of a standard cost system, Material Cost variance, Labour cost variance, Variable overhead variances, Fixed Overhead variances, Sales variances, Profit variances, Practical problems	15 Lectures
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References:

- Lectures on Costing by Swaminathan: S. Chand and Company (P) Ltd., New Delhi
- Cost Accounting by C.S. Rayudu, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Cost Accounting by JawaharLal and Seema Srivastava, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Cost Accounting by Ravi M. Kishore, Taxmann Ltd., New Delhi
- Principles and Practices of Cost Accounting by N.K. Prasad, Book Syndicate Pvt. Ltd., Calcutta
- Cost Accounting Theory and Practice by B.K. Bhar, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Cost Accounting Principles and Practice by M.N. Arora, Vikas Publishing House Pvt. Ltd., New Delhi
- Advanced Cost and Management Accounting: Problems and Solutions by V.K. Saxena and C.D. Vashist, S. Chand and Company (P) Ltd., New Delhi
- Cost Accounting by S.P. Jain and K.L. Narang, Kalyani Publishers, Ludhiana
- Modern Cost and Management Accounting by M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Mathematics

Course code: VESUCBBA204

Objective: Demonstrate an understanding of basic marketing mathematics by solving relevant problems, including trade discounts, cash discounting, and markup and markdown calculations. Apply the principles of simple interest to solve relevant problems in financial applications such as simple-interest-based loans.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To introduce tenets of mathematics applicable to make the students understand how to put numbers to work in a business environment
- LO2 To understand concept of Matrices and determinants
- LO3 To study the Probability & Decision Theory
- LO4 To understand the correlation Linear regression analysis
- LO5 To study the concept of Derivatives and application

Unit no.	Details of topics	No of lectures
1	Elementary Financial Mathematics Simple and Compound Interest: Interest compounded once a year, more than once a year, continuous, nominal, and effective rate of interest, Annuity-Present and future value-sinking funds Depreciation of Assets: Equated Monthly Installments (EMI)- using flat interest rate and reducing balance method.	15 Lectures

2	<p>Algebra Ratios and Proportions: Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation. Percentage : Meaning and Computations of Percentages Profit And Loss : Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission, and brokerage.</p>	15 Lectures
3	<p>Determinants and Matrices Matrices: Some important definitions and some important results. Matrix operation (Addition, scalar multiplication, matrix multiplication, transpose of a matrix) Determinants of a matrix of order two or three: Properties and results of Determinants, solving a system of linear equations using Cramer's rule Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method</p>	15 Lectures
4	<p>Derivatives and Applications of Derivatives Introduction and Concept: Derivatives of constant function, logarithmic functions, polynomial, and exponential function Rules of derivatives: addition, multiplication, quotient, Second order derivatives</p>	15 Lectures

References:

- Mathematical Statistics by J.K. Goyal and J.N. Sharma, Krishna Prakashan Ltd., Meerut
- Business Mathematics and Statistics by R.K. Ghosh and S. Saha, New Central Agency Pvt. Ltd. Calcutta
 - Commerce Mathematics by Om P. Chug, etc., Anmol Publication Ltd., New Delhi
 - Mathematics for Economics and Business by J. Soper, Blackwell Publishing, U.S.A.
 - Business Mathematics & Statistics: B Aggarwal, Ane Book Pvt. Limited
 - Business Mathematics: D C Sancheti & V K Kapoor, Sultan Chand & Sons
 - Business Mathematics: A P Verma, Asian Books Pvt. :Limited.
 - Investments By J.C. Francis & R.W. Taylor, Schaum's Outlines, Tata Mc-Graw Hill Edition 2000,
Chapters 2,4& section 25.1.
 - Indian Mutual Funds Handbook : By Sundar Shankaran, Vision Books, 2006, Sections 1.7,1.8.1,6.5 & Annexures 1.1to 1.3.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Environment

Course code: VESUCBBA205

Objective: To understand the different environment in the business climate and to know the different environment like, political, technological, and economic environment in the business.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To identify the key issue & perspectives to assess the impact of Business Environment on Business
- LO2 To examine how different factors and trends in the external environment are likely to impact upon a proposed business venture.
- LO3 To evaluate the role of Political, legal & Economic Environmental factors on Business Decision-making.
- LO4 To assess the essence of International Business Environment & its impact on Business Decisions.

Unit no.	Details of topics	No of lectures
1	Introduction to Business Environment Business: Meaning, Definition, Nature & Scope, Types of Business Organizations Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis. Introduction to Micro-Environment: Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)	10 Lectures

2	<p>Political and Legal environment Political Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy Impact of business on Private sector, Public sector and Joint sector Sun-rise sectors of India Economy. Challenges of Indian economy.</p>	10 Lectures
3	<p>Social and Cultural Environment, Technological environment, and Competitive Environment Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit. Technological environment: Features, impact of technology on Business Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies</p>	10 Lectures
4	<p>International Environment GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs: Definition, meaning, merits, demerits, MNCs in India FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, Challenges faced by International Business and Investment Opportunities for Indian Industry.</p>	15 Lectures

References:

- Morrison J, The International Business Environment, Palgrave
- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
- MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi
- Business and society - Lokanathan and Lakshmi Rajan, Emerald Publishers.
- Economic Environment of Business - M. Adhikary, Sultan Chand & Sons.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Economics - II

Course code: VESUCBBA206

Objective: To understand Macro aspect of Economics

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 Defines concepts related to national income.
- LO2 Compares calculation methods of national income.
- LO3 Related factors determine national income such as consumption, saving and investment.
- LO4 Interprets macroeconomic issues such as money, foreign exchange, inflation, unemployment, economic growth, and foreign trade.

Unit no.	Details of topics	No of lectures
1	Introduction to Macroeconomic Data and Theory <ul style="list-style-type: none">•Macroeconomics: Meaning, Scope and Importance.•Circular flow of aggregate income and expenditure: closed and open economy models•The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.•Short run economic fluctuations: Features and Phases of Trade Cycles•The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output	15 Lectures

2	<p>Money, Inflation and Monetary Policy</p> <ul style="list-style-type: none"> •Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money •Demand for Money: Classical and Keynesian approaches and Keynes' liquidity preference theory of interest •Money and prices: Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach •Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy. •Monetary policy: Meaning, objectives and instruments, inflation targeting 	15 Lectures
3	<p>Constituents of Fiscal Policy</p> <ul style="list-style-type: none"> •Role of a Government to provide public goods- Principles of Sound and Functional Finance •Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy •Instruments of Fiscal policy: Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance •Union budget -Structure- Deficit Concepts-Fiscal Responsibility and Budget Management Act. 	15 Lectures
4	<p>Open Economy: Theory and Issues of International Trade</p> <ul style="list-style-type: none"> •The basis of international trade: Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types- Factors determining terms of trade - Gains from trade - Free trade versus protection •Foreign Investment: Foreign Portfolio investment- Benefits of Portfolio capital flows-Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations •Balance of Payments: Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP. •Foreign Exchange and foreign exchange market: Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility 	15 Lectures

References:

- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000).
- Hirschey .M., Managerial Economics, Thomson South western (2003).
- Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001).
- Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
- Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)

- Samuelson & Nordhaus.: Economics (Tata McGraw Hills, New Delhi, 2002).
- Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi, 2004).

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Environmental Sustainability Management

Course code: VESUCBBA207

Objective: To sensitize students to the natural environment around them and reinforce the concept of sustainability.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

- LO1 To sensitize students to the environment around them
- LO2 Developing a perspective towards issues related to Environment.
- LO3 To mobilize them to adopt environment conservation strategies as management professionals.

Unit no.	Details of topics	No of lectures
1	Introduction to Environmental Management Introduction to Environmental Management Multidisciplinary nature of environmental studies; Scope and importance; the need for environmental education. Renewable & Non Renewable Resources – Use & over utilization, Deforestation and its effects on forest & tibia people, Water Resources:- Use & over utilization of surface & ground water, flood, drought dams, benefits & problem, Mineral Resources:- Use & explanation, Food Resources:- World food problem, change causes by agriculture & over grazing effects of modern agriculture fertilizer, pesticide problem, change caused by Agriculture & over gazing effects of modern Agriculture fertilizers, pesticide problem. Energy Resources: - Growing energy needs use Alternate energy source, Land Resource: - Land as resource, land degradation, landside, soil erosion & desertification. Ecosystem: - concepts, function, structure, food chain, food webs, in following ecosystem, Forest Ecosystem, Grass land, Desert Land, Aquatic land.	15 Lectures

2	<p>Biodiversity & its Conservation Biodiversity & its Conservation: - Introduction, definition genetic species & ecosystem diversity, biodiversity it global, national & local levels, India as a mega diversity nation, threats to Biodiversity, Conservation of Biodiversity, Environmental pollution:- Definition , Causes, effect & control measure of Air pollution, Water, soil & marine, noise, thermal, nuclear hazards, Role of and Individual in prevention of pollution, Disaster management, Flood Earthquake land, Slide, Cyclone.</p>	15 Lectures
3	<p>Social Issues in Environment Social Issues in Environment:- From unstable to sustainable Development urban Problem related to energy, Resettlement & Rehabilitation of people, Environment ethics, Consumerism, Environment Protection Act, Climate change, global warming, acid rain, ozone-layer depletion & nuclear accidents, Air Act, Waters Act, wild life protection Act, Issues involved in enforcement of environmental legislation for public Awareness, Human population & Environmental:- Population growth, variations among national, population explosion-family welfare program, Environmental & Human health, Human Right, HIV/AIDS women's & child welfare, Role of Information Technology in environment.</p>	15 Lectures
4	<p>Environment Laws & Sustainability Management Environment Laws, Social Movements related to Environment, Swatch Bharat Abhiyan, Environmental Management systems & Environment Auditing. UN SDGs, Sustainability, Sustainability Management.</p>	15 Lectures

References:

- Basu, M. and Xavier, S., Fundamentals of Environmental Studies, Cambridge University Press, 2016.
- Mitra, A. K and Chakraborty, R., Introduction to Environmental Studies, Book Syndicate, 2016.
- Enger, E. and Smith, B., Environmental Science: A Study of Interrelationships, Publisher: McGraw-Hill Higher Education; 12th edition, 2010.
- Basu, R.N, Environment, University of Calcutta, 2000.

S.Y.B.B.A
(SEMESTER III)

Course Code	Title	Credits & Lectures per Semester	Lectures per Week
VESUCBBA301A	Customer Relationship Management	03	04
	Unit I: Introduction to Customer Relationship Management	15 Lectures	
	Unit II : CRM Marketing Initiatives, Customer Service and Data Management	15 Lectures	
	Unit III : CRM Strategy, Planning, Implementation and Evaluation	15 Lectures	
	Unit IV : CRM New Horizons	15 Lectures	
VESUCBBA301B	Financial Markets	03	04
	Unit I: Indian Financial System	15 Lectures	
	Unit II : Financial Markets in India	15 Lectures	
	Unit III : Commodity Markets	15 Lectures	
	Unit IV : Derivative Markets	15 Lectures	
VESUCBBA301C	Human Resource Planning and Information System	03	04
	Unit I: Overview of Human Resource Planning (HRP)	15 Lectures	
	Unit II : Job Analysis, Recruitment and Selection	15 Lectures	
	Unit III : HRP Practitioner, Aspects of HRP and Evaluation	15 Lectures	
	Unit IV : Human Resource	15 Lectures	

	Information Systems		
VESUCBBA302	Information Technology in Management	02	
	Unit I: Introduction to computers	10 Lectures	03
	Unit II : Office Productivity Tools - 1	10 Lectures	
	Unit III : Office Productivity Tools - 2	15 Lectures	
	Unit IV : Basic of MIS in Computer Environment	10 Lectures	
VESUCBBA303	Production & Total Quality Management	03	04
	Unit I : Production Management	15 Lectures	
	Unit II: Materials Management	15 Lectures	
	Unit III: Basics Of Productivity & TQM	15 Lectures	
	Unit IV : Quality Improvement Strategies & Certifications	15 Lectures	
VESUCBBA304	Training & Development	03	04
	Unit I: Overview of Training	15 Lectures	
	Unit II : Overview of development	15 Lectures	
	Unit III : Concept of Management development	15 Lectures	
	Unit IV : Performance measurement, Talent management & Knowledge management	15 Lectures	
VESUCBBA305	Indian Economy	03	
	Unit I: Introduction Agricultural Sector	15 Lectures	04

	Unit II : Industrial Sector	15 Lectures	
	Unit III : Service Sector and External Sector	15 Lectures	
	Unit IV : Money and Banking	15 Lectures	
	Business Statistics	03	
VESUCBBA306	Unit I: Introduction to Statistics	15 Lectures	04
	Unit II : Measures of Central Tendency	15 Lectures	
	Unit III : Measure of Dispersion, Co-Relation and Linear Regression	15 Lectures	
	Unit IV : Probability	15 Lectures	
	Taxation – Direct Taxation	03	
VESUCBBA307	Unit I: Definition U/s 2 - Basic of Charges	10 Lectures	04
	Unit II : Heads of Income (Income from Salary and Income from House property)	15 Lectures	
	Unit III : Heads of Income (Income from Business and Profession, Capital Gains, Income from Other sources)	15 Lectures	
	Unit IV : Deductions under Chapter VI – A	10 Lectures	
	Unit V : Computation of Total Income	10 Lectures	

S.Y.B.B.A**(SEMESTER IV)**

Course Code	Title	Credits & Lectures per Semester	Lectures per Week
VESUCBBA401A	International Marketing	03	04
	Unit I : Introduction to International Marketing & Trade	15 Lectures	
	Unit II : International Marketing Environment and Marketing Research	15 Lectures	
	Unit III : International Marketing Mix	15 Lectures	
	Unit IV : Developments in International Marketing	15 Lectures	
VESUCBBA401B	International Finance	03	04
	Unit I : Fundamentals of International Finance	15 Lectures	
	Unit II : Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15 Lectures	
	Unit III : World Financial Markets & Institutions & Risks	15 Lectures	
	Unit IV : Foreign Exchange Risk and Tax Management	15 Lectures	
VESUCBBA401C	Talent & Competency Management	03	04
	Unit I : Introduction to Talent Management	15 Lectures	
	Unit II : Talent Management System	15	

		Lectures	
	Unit III : Contemporary Issues and Current Trends in Talent Management	15 Lectures	
	Unit IV : Competency Management and Competency Mapping	15 Lectures	
VESUCBBA402	Management Information System	02	03
	Unit I : Introduction To MIS	10 Lectures	
	Unit II : System, Designs, and implications of MIS	10 Lectures	
	Unit III : Networking in MIS	10 Lectures	
	Unit IV : Electronic Commerce	15 Lectures	
VESUCBBA403	Operations Research	03	04
	Unit I : Introduction to Operations Research and Linear Programming	15 Lectures	
	Unit II : Assignment and Transportation Models	15 Lectures	
	Unit III : Network Analysis	15 Lectures	
	Unit IV : Job Sequencing and Theory of Games	15 Lectures	
VESUCBBA404	Ethics & Governance	03	04
	Unit I : Introduction to Ethics and Business Ethics	12 Lectures	
	Unit II : Ethics in Marketing, Finance and HRM	12 Lectures	
	Unit III : Corporate Governance	18 Lectures	

	Unit IV : Corporate Social Responsibility (CSR)	18 Lectures	
VESUCBBA405	Marketing of Services	03	04
	Unit I: Introduction of Services Marketing	15 Lectures	
	Unit II : Key Elements of Services Marketing Mix	15 Lectures	
	Unit III : Managing Quality Aspects of Services Marketing	15 Lectures	
	Unit IV : Marketing of Services	15 Lectures	
VESUCBBA406	Business Research Methods	03	04
	Unit I: Introduction to business research methods	15 Lectures	
	Unit II : Data collection and Processing	15 Lectures	
	Unit III : Data analysis and Interpretation	15 Lectures	
	Unit IV : Advanced techniques in Report Writing	15 Lectures	
VESUCBBA407	Taxation – Indirect Tax	04	04
	Unit I: Introduction to Indirect Taxation and GST Management	15 Lectures	
	Unit II : Levy and Collection of Tax	10 Lectures	
	Unit III : Concept of Supply	15 Lectures	
	Unit IV : Input Tax Credit and Computation of GST	10 Lectures	
	Unit V : Registration under GST Law	10	

		Lectures	

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Customer Relationship Management

Course code: VESUCBBA301A

Objective: To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To provide insight into CRM marketing initiatives, customer service and designing CRM strategy
LO2	To understand new trends in CRM, challenges and opportunities for organizations

Unit no.	Details of topics	No of lectures
1	<p>Introduction to Customer Relationship Management Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges</p>	15 Lectures
2	<p>CRM Marketing Initiatives, Customer Service and Data Management ●CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing ●CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management ●CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation</p>	15 Lectures

	and Collaborative Filtering, Data Reporting	
3	<p>CRM Strategy, Planning, Implementation and Evaluation</p> <ul style="list-style-type: none"> ● Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits ● Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy ● Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management <p>CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement</p> <ul style="list-style-type: none"> ● CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change 	15 Lectures
4	<p>CRM New Horizons</p> <ul style="list-style-type: none"> ● e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: ● Software App for Customer Service: <ul style="list-style-type: none"> ▪ Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling ● Social Networking and CRM <p>Mobile-CRM</p> <ul style="list-style-type: none"> ● CRM Trends, Challenges and Opportunities ● Ethical Issues in CRM 	15 Lectures

References:

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
- Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
- Ed Peelen, Customer Relationship Management, Pearson Education
- Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
- Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.
- Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
- Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Financial Markets

Course code: VESUCBBA301B

Objective: To make students understand about Financial Markets related to Equity, Debt, Forex & Derivatives.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Understand the role and importance of the Indian financial market.
LO2	Apply and analyse the Concepts relevant to Indian financial markets and financial institutions.
LO3	Understand and analyse the mechanics and regulation of financial instruments and determine how the value of stocks, bonds, and securities are calculated.
LO4	Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market

Unit no.	Details of topics	No of lectures
1	Indian Financial System A) Introduction, Meaning, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability, Role of Government in financial development, Overview of Phases of Indian financial system since independence (State Domination – 1947-1990, Financial sector reforms 1991 till Financial Sector Legislative Reforms Commission 2013), Monitoring framework for financial conglomerates. B) Structure of Indian Financial System – Banking & Non-Banking Financial Institutions, Organized and Unorganized Financial Markets, Financial Assets/Instruments, Fund based & Fee Based Financial Services.	15 Lectures
2	Financial Markets in India A) Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components of Organized and Unorganized markets and Reforms B) Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market. C) Indian Stock Market - Meaning and functions of Stock Exchange- NSE and BSE.	15 Lectures

	D) Equity Market – Primary Market, IPO, Book Building, Role of Merchant Bankers, ASBA , Green Shoe Option, Issue of Bonus shares, Right Shares, Sweat Equity shares, ESOP. E) Indian Debt Market –Market Instruments, Listing, Primary and Secondary Segments	
3	Commodity Market <ul style="list-style-type: none"> • Introduction to commodities market - Meaning History & origin, Types of commodities traded, • Structure of commodities market in India, • Participants in commodities market, Trading in commodities in India(cash & derivative segment), • Commodity exchanges in India & abroad • Reasons for investing in commodities. 	15 Lectures
4	Derivatives Market <ul style="list-style-type: none"> • Introduction to Derivatives market- Meaning, History & origin, • Elements of a derivative contract, • Factors driving growth of derivatives market, • Types of derivatives, Types of underlying assets, Participants in derivatives market, Advantages & disadvantages of trading in derivatives market • Current volumes of derivative trade in India, • Difference between Forwards & Futures 	15 Lectures

References:

- Khan M.Y, Financial Services, Mc Graw Hill Education.
- Dr.S. Gurusamy, Financial Services, Vijay Nicole Imprints.
- E. Gordon and K. Natarajan – Financial Markets and Services
- Niti Chatnani- Commodity markets McGraw Hill Publication
- S. Kevin, - Commodities & financial derivatives PHI Learning Pvt ltd

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Human Resource Planning and Information System

Course code: VESUCBBA301C

Objective: To make students understand about Human Resource Planning related to Job Analysis, Recruitment and Selection.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To Understand the Concept and Process of HRP
LO2	To Understand Ways of matching Job Requirements and Human Resource Availability
LO3	To Explore the concept of Strategic HRP
LO4	To Understand the applications of HRIS

Unit no.	Details of topics	No of lectures
1	<p>Overview of Human Resource Planning (HRP)</p> <p>a) Overview of Human Resource Planning (HRP): Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning. Process of HRP- Steps in HRP, HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique.</p> <p>HR Supply Forecasting– Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Table</p> <ul style="list-style-type: none"> • Barriers in Effective Implementation of HRP and Ways to Overcome Them. • Strategic Human Resource Planning –Meaning and Objectives. • Link between Strategic Planning and HRP through Technology. • HR Policy –Meaning, Importance. • HR Programme-Meaning and Contents. 	15 Lectures
2	<p>Job Analysis, Recruitment and Selection</p> <p>a) Job Analysis, Recruitment and Selection:</p> <ul style="list-style-type: none"> • Job Analysis-Meaning, Features, Advantages. • Job Design: Concept, Issues. • Job Redesign –Meaning, Process, Benefits. <p>Matching Human Resource Requirement and Availability through:</p>	15 Lectures

	<p>Retention- Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff – Meaning, Reasons.</p> <ul style="list-style-type: none"> •Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection. •Employee Selection Tests: Meaning, Advantages and Limitations. •Human Resource Audit: Meaning, Need, Objectives, Process, Areas. 	
3	<p>HRP Practitioner, Aspects of HRP and Evaluation</p> <p>a) HRP Practitioner, Aspects of HRP and Evaluation:</p> <ul style="list-style-type: none"> ● HRP Practitioner: Meaning, Role. ● HRP Management Process: <ul style="list-style-type: none"> ▪ Establish HRP Department Goals and Objectives ▪ Creating HRP Department Structure ▪ Staffing the HRP Department ▪ Issuing Orders ▪ Resolving Conflicts ▪ Communicating ▪ Planning for Needed Resources ▪ Dealing with Power and Politics -Meaning and Types of Power ● HRP as Tool to Enhance Organisational Productivity ● Impact of Globalisation on HRP. ● Aspects of HRP : Performance Management, Career Management, Management Training and Development, Multi Skill Development ● Return on Investment in HRP- Meaning and Importance. ● HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation. ● Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP. 	15 Lectures
4	<p>Human Resource Information Systems</p> <ul style="list-style-type: none"> • Human Resource Information Systems: • Data Information Needs for HR Manager – Contents and Usage of Data. • HRIS-Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. • Security Issues in Human Resource Information Systems. • HRIS for HRP • Trends in HRIS 	15 Lectures

References:

1. Bhattacharya D.K, Human Resource Planning, Excel Books.
2. John Bramham, Human Resource Planning, University Press.
3. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.
4. William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .
5. Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.

6. Michael J. Kavanag, *Human Resource Information Systems Basics, Applications and Future Directions*, Sage Publication.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Information Technology in Management

Course code: VESUCBBA302

Objective: To make students understand about computer fundamentals related to administration and management.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand Information Technology and its practices in managing the business
LO2	To understand the role of computers in modern business.
LO3	To understand the relevance of various computer tools and appreciate the current IT trends and their business impacts
LO4	Conceptualize the process of Technology acquisition in an Industry

Unit no.	Details of topics	No of lectures
1	Introduction to computers Introduction – Defining Computers, features, History, Generations, Components, classification of computers, input-output devices, Types of computer memory, introduction to computers, Hardware and Software. Parts of Computers, Software – Concept of System Software and Application,	10 Lectures
2	Office Productivity Tools - 1 WINDOWS introduction, utilities, shortcuts, working with word pad, MS Paint, MS Word, MS Excel, Power Point. Internet – What is internet, History, Importance, equipment, needed, www-meaning, procedure for E-mail, Transfer files to Computer. Search Engine Optimization	10 Lectures
3	Office Productivity Tools - 2 Introduction to MS Word. Creation of Simple document, editing text working with table and graphic. Formatting document use of tools like spell-check, hyphenation, mail-merge printing of document, envelopes and labels. Introduction of MS Excel, meaning of workbook opening of excel sheet and workbooks. Formulating and printing Workbooks/sheets. Formulas and functions, graphs and chart Introduction to Power Point.	15 Lectures
4	Basic of MIS in Computer Environment Introduction to computer network – Concepts of Networking, Advantages, classification of NETWORKS – LAN, MAN, WAN, VWAN, Usenet, Telnet. Concept of Green P.C. Concept of Screen Saver, Ergonomics, Nazis Schiedermann Diagram, Warier – Orr Diagrams, Decision Trees, Decision	10 Lectures

	Tables, HIPO, VROC, IPO, Data Dictionary Menu design, MIS, Anthony's classification, DSS, Software documentation	
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References:

- Introduction to Computers - Tata McGraw-Hill Publishing Company Limited - Peter Norton
- Computer Fundamentals - Pradeep K Sinha
- Fundamental of Computers - V Rajaraman
- Fundamentals of Computers – Rajaram V – Prentice Hall Computer today (3rd edition) – Sanders, Donald H – McGraw Hill
- Computers and Common sense – Hunt, Roger and Shelly John – Prentice Hal
- Computers – Subramaniam N – Wheeler
- Introduction to Computers – Xavier C. – New Age

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Production & Total Quality Management

Course code: VESUCBBA303

Objective: The objective is to manage the production and Quality.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To acquaint learners with the basic management decisions with respect to production and quality management
LO2	To make the learners understand the designing aspect of production systems
LO3	To enable the learners, apply what they have learnt theoretically

Unit no.	Details of topics	No of lectures
1	Production Management Objectives, Components -Manufacturing systems: Intermittent and Continuous Production Systems. Product Development, Classification and Product Design. Plant location & Plant layout – Objectives, Principles of good product layout, types of layouts. Importance of purchase management.	15 Lectures
2	Materials Management: Concept, Objectives and importance of materials management, Various types of Material Handling Systems. Inventory Management: Importance -Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, Safety Stock.	15 Lectures
3	Basics Of Productivity & TQM: Concepts of Productivity, modes of calculating productivity. Importance of Quality Management, factors affecting quality; TQM – concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy. Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle: Objectives of Quality Circles, Ishikawa Fish Bone, Applications in Organizations.	15 Lectures

	Simple numerical on productivity	
4	Quality Improvement Strategies & Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Six Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI'S QUALITY ENGINEERING, ISO 9000, ISO 1400, QS 9000. Malcolm Baldrige National Quality Award (MBNQA), Deming Application Prize.	15 Lectures

References:

- Production and Operations Management: R. Paneerselvam
- Production (Operations) Management: L.C. Jhamb
- K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
- Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
- Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House
- Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House
- John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann
- David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Training & Development

Course code: VESUCBBA304

Objective: To Increase and motivate expertise and skills to encourage individuals to perform their job well.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand significance of training and development of the employees who are the assets of an organization
LO2	To learn about career development, Performance measurement, Talent management & Knowledge management

Unit no.	Details of topics	No of lectures
1	Overview of Training Overview of training, Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs, Types of training Assessment of Training Needs, Methods & Process of Needs Assessment. Criteria & designing-Implementing– an effective training program.	15 Lectures
2	Overview of Development Overview of development–Human Performance Improvement Counseling techniques with reference to development employees, society and organization. Career development– Career development cycle, model for planned self development, succession planning.	15 Lectures
3	Concept of Management Development Concept, purpose, Process, programs, methods, importance, evaluating a MDP.	15 Lectures
4	Performance measurement, Talent management & Knowledge management Performance measurements– Appraisals, pitfalls & ethics of appraisal. Talent management –Introduction, Measuring Talent Management, Integration & future of TM, Global TM & knowledge management— OVERVIEW Knowledge Management: KM Information Management to Knowledge Management, Three stages of KM, KM, Life Cycle	15 Lectures

References:

- Brinkerhoff, Robert, Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
- Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York
- Employee Training and Development - Raymond Noe
- Every Trainers Handbook- Devendra Agochia
- 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
- Training And Development- S.K. Bhatia.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Indian Economy

Course code: VESUCBBA305

Objective: The objective of this course is to acquaint students of the Indian Economy, present and future of Indian Economics, and how the Indian Economy is influencing the business environment in India context.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand the various sectors of Indian economy
LO2	To learn about the role and impact of various sectors on India's growth and development
LO3	Compare the role of various actors in total production of a country.
LO4	Distinguish between the organized and unorganized sector of the Indian economy
LO5	To learn about the gross domestic product

Unit no.	Details of topics	No of lectures
1	Introduction Agricultural Sector Introduction Demographic features- Poverty, Income inequality and Unemployment Urbanization and its effects Institutional Structure- Land reforms in India Technological changes in agriculture Agricultural pricing and agricultural finance Agricultural marketing National agricultural policy	15 Lectures
2	Industrial Sector Growth and pattern of industrialization Industrial Policy of 1991.Public sector enterprises and disinvestment policy Small scale sector- problems and prospects	15 Lectures
3	Service Sector and External Sector Service Sector Nature and scope of service industry Recent trends in Banking industry, Insurance Industry, Healthcare Industry and Tourism Industry External Sector Structure and directions of foreign trade	15 Lectures

	India's Balance of payments since 1991 FDI, foreign capital and transnational companies in India. Role and impact of SAARC, ASEAN and WTO	
4	Money and Banking Money market and its features Monetary policy of RBI Progress of commercial banking in India Development of capital markets SEBI and its functions	15 Lectures

References:

- Indian Economy by Ramesh Singh
- Indian Economy by Uma Kapila
- Datt and Sundaram's Indian Economy
- The Indian Economy by Sanjiv Verma
- Datt, G. & Mahajan, A. (2013), Indian Economy (67th Edition), S Chand & Company (P) Ltd., New Delhi, India. □
- Puri, V.K. (2017), Indian Economy: Its Development Experience , Himalaya Publishing House, New Delhi, India. □
- Mishra, S.K. (2005), Indian Economy, Himalaya Publishing House, New Delhi, India.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Statistics

Course code: VESUCBBA306

Objective: To Develop the basic concepts, Tools and terminology of Statistics in general.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To provide an understanding for the student on basic statistical concepts, tools & formulas
LO2	To understand the importance of statistics in real life situations
LO3	To understand application in relation to business
LO4	To explain the applications of statistics through MS Excel for better interpretations of the results

Unit no.	Details of topics	No of lectures
1	Introduction to Statistics a)Introduction: Functions/Scope, Importance, Limitations b)Data: Relevance of Data (Current Scenario), Type of data (Primary & Secondary), Primary (Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) c)Presentation Of Data: Classification – Frequency Distribution (Cumulative Frequency Distribution, Relative Frequency, Bivariate Frequency Distribution) – Discrete & Continuous, Tabulation, Graph (Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)	15 Lectures
2	Measures of Central Tendency a)Measures of Central Tendency: Mean (A.M, G.M, H.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), (Application through Excel), Relationship Between Mean, Median & Mode by Karl pearsons.	15 Lectures
3	Measure of Dispersion, Co-Relation and Linear Regression a)Measures Of Dispersion: Range with C.R(Co-Efficient Of Range), Quartiles & Quartile deviation with CQ (Coefficient Of Quartile), Standard deviation with CV (Co-Efficient Of Variance) (Basic Sums), Skewness & Kurtosis (Only concept) b)Co-Relation: Karl Pearson, Rank Co-Relation (Basic Sums) c)Linear Regression: Least Square Method	15 Lectures

4	Probability a)Probability: Concept of Sample space, Concept of Event, Definition of Probability, Addition & Multiplication laws of Probability, Bayes' Theorem (Concept only)	15 Lectures
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References:

- Statistics of Management, Richard Levin & David S. Rubin, Printice Hall of India , New Delhi.
- Statistics for Business & Economics, David R Anderson, Dennis J Sweney, Thopmson Publication.
- Fundamental of Statistics, S C Gupta, Himalya Publication House.
- Business Statistics, Bharadwaj , Excel Books, Delhi
- Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Taxation – Direct Taxation

Course code: VESUCBBA307

Objective: To make students understand the process of tax collection and benefits one should receive as an Indian

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Students would identify the technical terms related to Income Tax
LO2	To compute income under various heads namely income from salaries, house property, business/ profession, capital gains and income from other sources
LO3	To identify the basic concepts, definitions and terms related to Income Tax.
LO4	To enable the students to discuss the various deductions under Chapter VIA of the Income tax act, 1961

Unit no.	Details of topics	No of lectures
1	Definition's u/s – 2 Basis of Charge <ul style="list-style-type: none">•Definition's u/s - 2: Section 2 –Assessee, Assessment Year, Assessment, Annual value, Business, Capital asset, Income, Person, Previous Year, Transfer.•Basis of Charge: Section 3 – 9 – Previous Year, Residential Status, Scope Of Total Income, Deemed Income.•Section 10 – restricted to, Agricultural Income, Sums Received from HUF by Member, Share of Profit from Firm, Casual & Non – Recurring Receipts, Scholarships, Income of Minor Child, Allowance to Members of Parliament and Legislative Assembly.•Note -Exemptions related to specific Heads of Income to be covered with Relevant Provisions	10 Lectures
2	Heads of Income (Income from Salary and Income from House property) <ul style="list-style-type: none">•Salary: Section 15 – 17, Including Section 10 relating to House Rent Allowance, Travel Concession, Special Allowance, Pension – Commutation, Leave Encashment, Compensation, Voluntary Retirement, Payment from Provident Fund.•Income From House Property: Section 22 – 27, Including Section 2 – Annual Value	15 Lectures
3	Heads of Income (Income from Business and Profession, Capital Gains,	15

	Income from Other sources)	Lectures
4	Deductions under Chapter VI – A <ul style="list-style-type: none"> •80 A- Restriction on claim in Chapter VI- A deductions •80 C – Payment of LIC/PF and other eligible investments •80CCC – Contribution to certain Pension Fund •80D – Medical Insurance Premium •80 DD- Maintenance and medical treatment of handicapped dependent •80E – Interest on Educational Loan •80 TTA and 80 TTB- Interest on Saving Bank account •80U – Deduction in the case of totally blind or physically handicapped or mentally retarded resident person 	10 Lectures
5	Computation of Total Income <ul style="list-style-type: none"> •Computation of Total Income of Individual & HUF •Notes <ol style="list-style-type: none"> 1. Relevant Law / Statute in force on 1st April immediately preceding commencement of Academic Year is applicable for ensuing examinations after relevant year. 2. The syllabus is restricted to study of particular section/s, specifically mentioned in rules and notifications only. <p>Practical Problems on computation of total income should not cover more than two heads of income & two deductions.</p>	10 Lectures

References:

- Direct Taxes Law & Practice by V.K. Singhania - Taxman
- Systematic Approach to Direct Tax by Ahuja & Gupta - Bharat Law House
- Income Tax Ready Reckoner by Dr .V.K. Singhania - Taxman
- Direct Tax Laws by T.N. Manoharan - Snow White

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : International Marketing

Course code: VESUCBBA401A

Objective: To understand the intricacies of marketing in global integrated markets

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand International Marketing, its Advantages and Challenges
LO2	To provide an insight on the dynamics of International Marketing Environment
LO3	To understand the relevance of International Marketing Mix decisions and recent developments in Global Market

Unit no.	Details of topics	No of lectures
1	Introduction to International Marketing & Trade Introduction of International Marketing: Meaning, Different Orientations, EPRG Framework, Entering International Markets International Trade, Barriers to Trade: Tariff and Non-Tariff, Trading Blocs	15 Lectures
2	International Marketing Environment and Marketing Research International Marketing Environment HOFSTEDE's Six Dimension of Culture Marketing Research: Introduction, Need, Scope, International Marketing Research Process, IT in Marketing Research	15 Lectures
3	International Marketing Mix International Pricing: Objectives, Factors, International Pricing Methods, International Pricing Strategies, International Pricing Issues, Concept of International Distribution Channels, Types, Selection of International Distribution Channel. International Promotion Decisions: Concept, Planning, International Promotional Campaigns: Steps, Standardization V/S Adaptation of International Promotional Strategies. International Promotional Tools/Elements	15 Lectures
4	Developments in International Marketing	15

	Developing International Marketing: Developing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, International strategies: Need, Types, International Marketing of Service, Concept, Features, Need, Drivers of International Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture	Lectures
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References:

- Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition 2011
- Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition .
- RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007.
- Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition
- Francis Cherunilam, International Business, PHI Leaning Private Limited New Delhi, Fifth Edition .
- Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition.
- Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition
- Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition
- Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition
- Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007
- Gerald Albaum, Edwin Duerr, Jesper Strandkov, International Marketing and Export Management, Pearson Publication, Fifth Edition

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : International Finance

Course code: VESUCBBA401B

Objective: The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalised Market
LO2	The course aims to give a comprehensive overview of International Finance as a separate area in International Business

Unit no.	Details of topics	No of lectures
1	<p>Fundamentals of International Finance</p> <p>a)Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</p> <p>b)Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.</p> <p>c)International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System</p> <p>d)An introduction to Exchange Rates: Foreign Bank, Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct & Indirect Rates Cross Currency Rates Spread & spread % Factors Affecting Exchange Rates</p>	15 Lectures

2	<p>Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives</p> <p>a)Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>b)International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</p> <p>c)Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India</p>	15 Lectures
3	<p>World Financial Markets & Institutions & Risks</p> <p>a)Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market</p> <p>b)International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR</p> <p>c)International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</p> <p>d)International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV</p>	15 Lectures
4	Foreign Exchange Risk, & Tax Management	15

<p>a)Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation</p> <p>b)International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</p>	Lectures
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References:

- P G Apte, International Financial Management, 5th Edition, The McGraw Hill
- Cheol . S. Eun & Bruce G. Resnick, International Finance Management
- Maurice D. Levi, International Finance – Special Indian Edition
- Prakash G. Apte, International Finance – A Business Perspective
- V A. Aadhani, International Finance

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Talent & Competency Management

Course code: VESUCBBA401C

Objective: To understand key talent management & competency management system.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand the concept and importance of competency mapping
LO2	To understand the role of talent management and competency management in building sustainable competitive advantage to an organization
LO3	To know the ethical and legal obligations associated with talent management

Unit no.	Details of topics	No of lectures
1	<p>Introduction to Talent Management</p> <ul style="list-style-type: none">● Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management● Benefits and Limitations of Talent Management● Principles of Talent Management● Source of Talent Management● Talent Gap – Meaning, Strategies to Fill Gaps● The Talent Value Chain● Role of HR in Talent Management● Role of Talent Management in building Sustainable Competitive Advantage to an Organization	15 Lectures
2	<p>Talent Management System</p> <ul style="list-style-type: none">● Talent Management System – Meaning, Key Elements of Talent Management System● Critical Success Factors to Create Talent Management System● Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System● Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process● Approaches to Talent Management● Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent	15 Lectures

	Management Strategies <ul style="list-style-type: none"> ● Talent Management and Succession Planning 	
3	Contemporary Issues and Current Trends in Talent Management <ul style="list-style-type: none"> ● Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy ● Contemporary Talent Management Issues, Talent Management Challenges ● Current Trends in Talent Management ● Best Practices of Talent Management ● Ethical and Legal Obligations Associated with Talent Management ● Talent Management in India 	15 Lectures
4	Competency Management and Competency Mapping <ul style="list-style-type: none"> ● Concept of Competency and Competence, Competence v/s Competency ● Types of Competencies, Benefits and Limitations of implementing competencies ● Iceberg Model of Competency ● Competency Management – Meaning, Features and Objectives ● Benefits and Challenges of Competency Management ● Competency Development – Meaning, Process ● Competency Mapping - Meaning, Features, Need and importance of competency mapping ● Methods of Competency Mapping, Steps in Competency Mapping 	15 Lectures

References:

- Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
- Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition
- Rao VSP, Human Resource Management, Vikas Publishing, New Delhi
- K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill
- Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition.
- Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
- Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication
- Seema Sanghi: The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publishing

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Management Information System

Course code: VESUCBBA402

Objective: To understand the concepts of generating reports and maintaining them in the database.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Design, implement, and evaluate a computing-based solution to meet a given set of computing requirements in the context of the program's discipline.
LO2	Recognize professional responsibilities and make informed judgments in computing practice based on legal and ethical principles
LO3	Support the delivery, use, and management of information systems within an information systems environment. [IS]
LO4	Function effectively as a member or leader of a team engaged in activities appropriate to the program's discipline

Unit no.	Details of topics	No of lectures
1	Introduction To MIS Decision making in MIS – Overviews of System, analysis & design system development life cycle. Concepts & model – requirement and recognition structured & unstructured decision. Information requirement for decision making strategies under different conditions synonymous decision-making models foundation of information system.	10 Lectures
2	System, Designs and implications of MIS System design & implementation – Overview of logic of input output & control process & interface design, database design, implementation of MIS projects. Database Management – Management corporate data, data resources, data independence, consistency, security & integrity data base models – helical rational advantages & disadvantages of DBMS.	10 Lectures
3	Networking in MIS Data Communication EDI electronic Data interchange. Networking concepts, LAN, WAN Components of LAN, WAN Network topologies difference between internet, intranet, Extranet. Introduction of E. Com – Introduction, concept, recent trends, business reengineering process, electronic funds transfer legal security issues of e-commerce.	10 Lectures
4	Electronic Commerce	15

	Meaning, Advantages and Limitation of E-Commerce, Infrastructure for Electronic Commerce, Security Threats to electronic Commerce, Implementing Security for Electronic Commerce, Electronic Payment systems. Electronic Markets and Communities. Business Plans for Implementing Electronic Commerce.	Lectures
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References:

- Enterprise Resource Planning - Alexis Leon - Tata McGraw Hill
- Information Technology - V. Rajaraman
- Principles of Information System - Ralph M Stair.
- Computer in Business – Sanders D – McGraw Hill
- Computers and Information Management – S C Bhatnagar & V Ramant – Prentice Hall
- Internet for Business – Brummer, Lavrej – Cambridge
- E-mail for Everyone – Leon Alexis & leon – Methews Basic Computer Programmes for Business – Sternberg C – New Jersey Hayden.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Operations Research

Course code: VESUCBBA403

Objective: To Develop a general understanding of the operational research approach to decision making in business

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To help students to understand operations research methodologies
LO2	To help students to solve various problems practically
LO3	To make students proficient in case analysis and interpretation

Unit no.	Details of topics	No of lectures
1	<p>Introduction to Operations Research and Linear Programming</p> <p>a) Introduction To Operations Research</p> <ul style="list-style-type: none">• Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. <p>b) Linear Programming Problems: Introduction and Formulation</p> <ul style="list-style-type: none">• Introduction to Linear Programming• Applications of LP• Components of LP• Requirements for Formulation of LP Problem• Assumptions Underlying Linear Programming• Steps in Solving LP Problems• LPP Formulation (Decision Variables, Objective Function, Constraints, Non - Negativity Constraints) <p>c) Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none">• Maximization & Minimization Type Problems. (Max. Z & Min. Z)• Two Decision Variables and Maximum Three Constraints Problem• Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.• Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. <p>d) Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none">• Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numerical on Degeneracy in Maximization Simplex Problems.• Two or Three Decision Variables and Maximum Three Constraints	15 Lectures

	<p>Problem. (Up to Maximum Two Iterations)</p> <ul style="list-style-type: none"> • All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.) • Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non-Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product. <p>Note:</p> <ol style="list-style-type: none"> 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. 2. Sensitivity Analysis including Profit Range and Capacity Range is not included. 	
2	<p>Assignment and Transportation Models</p> <p>a) Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. <p>Note:</p> <ol style="list-style-type: none"> 1. Travelling Salesman Assignment Problem is not included. <p>b) Transportation Problems</p> <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • Initial Feasible Solution (IFS) by: <ol style="list-style-type: none"> a. Northwest Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel’s Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) • Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. <p>Note:</p> <ol style="list-style-type: none"> 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 	15 Lectures

	3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.	
3	<p>Network Analysis</p> <p>a) Critical Path Method (CPM)</p> <ul style="list-style-type: none"> • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, • Free Float, Independent Float, and Interfering Float <p>b) Project Crashing</p> <ul style="list-style-type: none"> • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numerical with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing <p>c) Program Evaluation and Review Technique (PERT)</p> <ul style="list-style-type: none"> • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using te values of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • ‘Prob. Z’ Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using ‘Z’ Value and Simple Questions related to PERT Technique. 	15 Lectures
4	Job Sequencing and Theory of Games	15

	<p>a) Job Sequencing Problem</p> <ul style="list-style-type: none"> • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. <p>b) Theory of Games</p> <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numerical based on: ♣ Two Person Zero Sum Games including strictly determinable and Fair Game <p>- Pure Strategy Games (Saddle Point available). Principles of Dominance method.</p>	Lectures
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References:

- Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India.
- Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons.
- Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons.
- Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company.
- Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series.
- Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.
- Shreenath L.S, Principles & Application 3rd Ed.,, PERT & CPM, Affiliated East-West Press Pvt. Ltd.
- Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India
- Sasieni M, Yaspan A & John Wiley & Sons Friedman L, Operations Research - Methods & Problems 1st Edition.
- Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education
- G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd
- L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.
- Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.
- Aditham B. Rao , Operations Research Edition 2008, Jaico Publishing House, Mumbai.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Ethics & Governance

Course code: VESUCBBA404

Objective: To understand the importance of ethics and its effective implementation in businesses

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country
LO2	To learn the applicability of ethics in functional areas like marketing, finance and human resource management
LO3	To understand the emerging need and growing importance of good governance and CSR by organisations
LO4	To study the ethical business practices, CSR and Corporate Governance practiced by various organisations

Unit no.	Details of topics	No of lectures
1	Introduction to Ethics and Business Ethics Concept of Ethics, Evolution of Ethics, Nature of Ethics, Importance of Ethics, Objectives, Scope, Types, Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders	12 Lectures
2	Ethics in Marketing, Finance and HRM Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and WhistleBlower, Ethics in Taxation Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership	12 Lectures
3	Corporate Governance Concept, History of Corporate Governance in India, Need for Corporate Governance Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance	18 Lectures

	Theories Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading	
4	Corporate Social Responsibility (CSR) Meaning of CSR, Evolution of CSR, Types of Social Responsibility, Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract, Need for CSR, CSR Principles and Strategies Issues in CSR, Sustainability Reporting, Social Accounting, Society's Changing Expectations of Business With Respect to Globalisation, Future of CSR	18 Lectures

References:

- Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition
- C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
- Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition
- Richard T DeGeorge, Business Ethics, Pearson, 7th Edition
- Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
- S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
- Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Marketing of Services

Course code: VESUCBBA405

Objective: To understand the process of providing value to the customer and customer relationship through management of services.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand distinctive features of services and key elements in services marketing
LO2	To provide insight into ways to improve service quality and productivity
LO3	To understand marketing of different services in Indian context

Unit no.	Details of topics	No of lectures
1	Introduction of Services Marketing Concept, Characteristics Role, of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services, Services Marketing Environment, Goods vs Services Marketing, Goods Services Continuum, positioning a Service in the MarketPlace, Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty Type of Contact Sensitivity to Customers' Reluctance to Change	15 Lectures
2	Key Elements of Services Marketing Mix The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping- Flowcharting Branding of Services – Problems and Solutions Options for Service Delivery	15 Lectures
3	Managing Quality Aspects of Services Marketing Improving Service Quality and Productivity, Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality, The SERVQUAL Model, Defining Productivity – Improving Productivity, Demand and Capacity Alignment	15 Lectures
4	Marketing of Services International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing, Factors and Elements of Transnational Strategy, Recent Trends in Marketing Of Services, Ethics in Services Marketing, Unethical Practices in Service Sector	15 Lectures

References:

- C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson
- Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia
- James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management , Operations, Strategy, Information Technology, Tata McGraw – Hill
- Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill
- Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition
- K. Rao: Services Marketing, Pearson Education
- Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Business Research Methods

Course code: VESUCBBA406

Objective: The course is designed to inculcate the analytical abilities and research skills among the learners

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Would let them know the difference between Primary & Secondary Data
LO2	To learn about Report Writing techniques.
LO3	To give hands on experience and learning in Business Research

Unit no.	Details of topics	No of lectures
1	<p>Introduction to business research methods</p> <ul style="list-style-type: none">• Meaning and objectives of research• Types of research– a)Pure, Basic, and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal• Concepts in Research: Variables, Qualitative and Quantitative Research• Stages in the research process.• Characteristics of Good Research• Hypothesis-Meaning, Nature, Significance, Types of Hypotheses, Sources.• Research design– Meaning, Definition, Need and Importance, Steps in research design, Areas / Scope of research design• Sampling– a) meaning of sample and sampling, methods of sampling - i) Non-Probability Sampling – Convenient, Judgment, Quota, Snowball ii) Probability– Simple Random, Stratified, Cluster, Multistage.	15 Lectures
2	<p>Data collection and Processing</p> <ul style="list-style-type: none">• Types of data and sources-Primary and Secondary data sources• Methods of collection of primary dataa) Observation- i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets)b) Experimental i) Field ii) Laboratoryc)Interview – i) Personal Interview ii) focused group, iii) in- depth interviews - Method,d)Survey– Telephonic survey, Mail, E-mail, Internet survey, social media, and Media listening.	15 Lectures

	e) Survey instrument– i) Questionnaire designing. f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous, iv) Multiple Choice Questions.	
3	Data analysis and Interpretation •Processing of data– i) Editing- field and office editing, ii) coding– meaning and essentials, iii) tabulation – note •Analysis of data-Meaning, Purpose, types. •Interpretation of data-Essentials, importance, and Significance of processing data •Testing of hypothesis– concept and problems– i) chi square test, ii) Z and t-test (for large and small sample)	15 Lectures
4	Advanced techniques in Report Writing •Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography •Ethics and research •Objectivity, Confidentiality, and anonymity in Research •Plagiarism	15 Lectures

References:

- Research for Marketing Decisions Paul E. Green, Donald S. Tull
- Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
- Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
- Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
- Marketing research and applied orientation, Naresh K Malhotra, Pearson
- Statistics for management, Levin and Reuben, Prentice Hall.
- Research Methods for Management: S Shajahan, Jaico Publishing

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Taxation – Indirect Tax

Course code: VESUCBBA407

Objective: To make students understand the process of tax collection and benefits one should receive as an Indian

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To provide an in-depth study on the various provisions of indirect taxation laws and their impact on business decision-making
LO2	Compute the assessable value of transactions related to goods and services for levy and determination of duty liability
LO3	Identify and analyse the procedural aspects under different applicable statutes related to indirect taxation
LO4	Understand the principles underlying the Indirect Taxation Statutes (with reference to Goods and Services Tax Act, Customs Act).

Unit no.	Details of topics	No of lectures
1	Introduction to Indirect Taxation and GST Basics for Taxation - Direct Taxes and Indirect Taxes – Features of Indirect taxes, Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution) Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST. Definitions · Section 2(13) Audit · Section 2(17) Business · Section 2(31) Consideration · Section 2(45) Electronic Commerce Operator · Section 2(52) Goods · Section 2(56) India · Section 2(78) Non-taxable Supply · Section 2(84) Person · Section 2(90) Principal Supply	15 Lectures

	<ul style="list-style-type: none"> · Section 2(93) Recipient · Section 2(98) Reverse charge · Section 2(102) Services · Section 2(105) Supplier · Section 2(107) Taxable Person · Section 2(108) Taxable Supply <p>Extent & Commencement of CGST Act/ SGST Act/ UTGST Act/ IGST Act, Goods and Services Tax Council (GST Council), Goods & Services Tax Network (GSTN)</p>	
2	<p>Levy and Collection of Tax Charge of GST, Levy and Collection GST, Composite and Mixed Supplies under GST, Power to Grant Exemption, Negative list of GST, GST Rate Schedule for Goods and Services</p>	10 Lectures
3	<p>Concept of Supply</p> <ul style="list-style-type: none"> · Concept of Supply (Section 7 of CGST Act) · Taxable Event under GST · Place of Supply · Time of Supply · Value of Supply (Rules for valuation of Supply of Goods and Services) <p>Documentation: Tax Invoices, Credit and Debit notes</p>	15 Lectures
4	<p>Input Tax Credit and Computation of GST</p> <ul style="list-style-type: none"> • Eligibility and conditions for taking Input Tax Credit • Apportionment of credit & Blocked credits • Credit in special circumstances • Computation of GST under Inter State supplies and Intra State Supplies 	10 Lectures
5	<p>Registration under GST Law Registration – Persons liable for Registration, Persons not liable for Registration, Procedure for Registration, Deemed Registration, Amendment, Cancellation and Revocation of Registration. Note: Relevant Law/Statute/Rules in force and relevant Standards in force on 1st April immediately preceding commencement of Academic Year is applicable for ensuing examination.</p>	10 Lectures

References:

Indirect Taxes: Law and Practice by V.S. Datey, Taxmann

· Indirect Taxes by V.S. Balchandra, Sultan Chand and Sons, New Delhi

· GST Law & practice with Customs & FTP by V.S. Datey, Taxmann

· GST by V.S. Datey, Taxmann

· GST & customs Law by K.M. Bansal, University Edition

T.Y.B.B.A
(SEMESTER V)

Course Code	Title	Credits & Lectures per Semester	Lectures per Week
VESUCBBA501	Sales and Distribution Management	03	04
	Unit I: Introduction	15 Lectures	
	Unit II : Market Analysis and Selling	15 Lectures	
	Unit III : Distribution Channel Management	15 Lectures	
	Unit IV : Performance Evaluation, Ethics and Trends	15 Lectures	
VESUCBBA502	Advertisement & Public Relation	03	04
	Unit I: Introduction to Advertising, Meaning & significance	15 Lectures	
	Unit II : The Advertising Budget	15 Lectures	
	Unit III : Role, types, and Functions of Advertising Agency	10 Lectures	
	Unit IV : Introduction to PR & Its significance	20 Lectures	
VESUCBBA503	Banking Law and Practice	03	04
	Unit I: Banking – An Overview	15 Lectures	
	Unit II : Working of Banks	15 Lectures	
	Unit III : Instruments in Banking	15 Lectures	

	Unit IV : Trends in Banking	15 Lectures	
VESUCBBA504	Global Human Resource Management	03	04
	Unit I: Global HRM – An Overview	15 Lectures	
	Unit II : Global HRM Functions	15 Lectures	
	Unit III : Managing Expatriation and Repatriation	15 Lectures	
	Unit IV : International HRM Trends and Challenges	15 Lectures	
VESUCBBA505	Project Management	03	04
	Unit I : Introduction to Project Management & Project Initiation	15 Lectures	
	Unit II: Analyzing Project Feasibility	15 Lectures	
	Unit III: Budgeting, Cost & Risk Estimation in Project Management	15 Lectures	
	Unit IV : New Dimensions in Project Management	15 Lectures	
VESUCBBA506	Project Work	05	
	Unit I : Introduction		
	Unit II : Guidelines for preparation of Project Work		
	Unit III : Report Writing		

T.Y.B.B.A
(SEMESTER VI)

Course Code	Title	Credits & Lectures per Semester	Lectures per Week
VESUCBBA601	Digital Marketing	03	04
	Unit I: Marketing in the Digital World & Customer in the Digital World	15 Lectures	
	Unit II : Making Digital Work: Strategies for Paid Ad Campaigns & Email, Display and Social Media Advertising	15 Lectures	
	Unit III : Strategies and Evaluation: Metrics, and ROI	15 Lectures	
	Unit IV : Digital Marketing: Strategy, Planning and Execution & Emerging Technologies for Digital Marketing	15 Lectures	
VESUCBBA602	Strategic Management	03	04
	Unit I : Introduction	15 Lectures	
	Unit II : Strategy Formulation	15 Lectures	
	Unit III : Strategic Implementation	15 Lectures	
	Unit IV : Strategic Evaluation & Control	15 Lectures	
VESUCBBA603	International Business	03	04
	Unit I: Introduction to International Business	10 Lectures	
	Unit II : International Economic Institutions and Regional Groupings	12 Lectures	
	Unit III : International Marketing, Human Resource Management	10 Lectures	
	Unit IV : Preliminaries for Export	14 Lectures	

	Import and Documentation		
	Unit V : Export Import Procedures and Foreign Trade Policy	14 Lectures	
VESUCBBA604	Entrepreneurial Management	03	04
	Unit I: Foundations of Entrepreneurship Development	15 Lectures	
	Unit II : Types & Classification of Entrepreneurs	15 Lectures	
	Unit III : Entrepreneur Project Development & Business Plan	15 Lectures	
	Unit IV : Venture Development	15 Lectures	
VESUCBBA605	Logistics and Supply Chain Management	03	04
	Unit I: Basics of Logistics and Supply Chain Management	15 Lectures	
	Unit II : Element of Logistics Mix	15 Lectures	
	Unit III : Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis	15 Lectures	
	Unit IV : Recent Trends in Logistics and Supply Chain Management	15 Lectures	
VESUCBBA606	Project Work	05	
	Unit I : Introduction		
	Unit II : Guidelines for preparation of Project Work		
	Unit III : Report Writing		

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Sales and Distribution Management

Course code: VESUCBBA501

Objective: To understand the role Sales and distribution management plays in understanding customer preferences, government regulations, competitive sets and other factors impacting sales.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To develop understanding of the sales & distribution processes in organizations
LO2	To get familiarized with concepts, approaches and the practical aspects of the key decision-making variables in sales management and distribution channel management

Unit no.	Details of topics	No of lectures
1	Introduction Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions, Examples of sales as a function in various industries. Qualities of a Sales Manager, Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure - examples from various industries Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. Examples from tangibles and intangibles, Corporate Agents Integration of Marketing, Sales and Distribution	15 Lectures
2	Market Analysis and Selling Market Analysis: Market Analysis and Sales Forecasting, Methods of Sales Forecasting, Types of Sales Quotas, Factors Determining Fixation of Sales Quota, Assigning Territories to Salespeople Selling: Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing – Direct Selling Theories of Selling, Mass Media Communication, Selling Skills, Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy, Difference Between Consumer Selling and Organizational Selling, Difference Between National Selling and International Selling	15 Lectures

3	<p>Distribution Channel Management Management of Distribution Channel, Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler Choice of Distribution System Factors Affecting Distribution Strategy, Factors Affecting Effective Management Of Distribution Channels, Channel Design, Channel Policy, Channel Conflicts: Reasons for Channel Conflict, Resolution of Conflicts: Methods, Motivating Channel Members, Selecting Channel Partners, Evaluating Channels, Channel Control</p>	15 Lectures
4	<p>Performance Evaluation, Ethics and Trends Evaluation & Control of Sales Performance: Sales Performance, Methods of Supervision and Control of Sales Force, Sales Performance Evaluation Criteria- Key Result Areas (KRAs), Sales Performance Review, Sales Management Audit, organizational appraisal process, Measuring Distribution Channel Performance: Evaluating Channels- Effectiveness, Efficiency and Equity Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit, Ethics in Sales Management, New Trends in Sales and Distribution Management</p>	15 Lectures

References:

- Sales and Distribution Management: An Indian Perspective (Response Books) Pingali Venugopal - Sage Publications
- Sales and Distribution management S L Gupta - Texts and Cases - an Indian perspective - Excel Books
- Fundamentals of Sales and Distribution Management: Text & Cases Paperback – January 1, 2011 - Bholanath Dutta - I K International Publishing House
- Sales and Distribution Management: Text and Cases | 3rd Edition Paperback – Krishna K. Havaldar (Author), Vasant M. Cavale (Author) - Mc Graw Hill
- Sales And Distribution Management 6Th Edition 2017 by Richard R Still and Edward W Cundiff, PEARSON INDIA
- Sales and Distribution Management for Organizational Growth (English, Hardcover, Choudhury Rahul Gupta) - Atlantic Publishers

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Advertisement & Public Relation

Course code: VESUCBBA502

Objective: To understand the importance & scope of Advertising in the Indian context

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand the importance & scope of Advertising in the Indian context.
LO2	To provide real world examples of successful advertising & PR communications campaigns
LO3	To demonstrate the breadth of advertising and communications tools available today

Unit no.	Details of topics	No of lectures
1	Introduction to Advertising, Meaning & significance. Introduction to Advertising, Meaning & significance of Advertising, history of Indian Advertising, Types of Advertising, planning framework – factors involved in advertising planning and decision making, the communication & persuasion process segmentation strategy.	15 Lectures
2	The Advertising Budget. The advertising Budget decision, Budgeting decision rules – percentage of sales, Affordable Approach, Competitor Parity approach, objective & Task method. Budgeting Process. Setting Advertising objectives- Sales as and objective, operational objectives, Behavioural objectives, dynamic, DAGMAR.	15 Lectures
3	Role, types and Functions of Advertising Agency Role, types and Functions of Advertising Agency. Structure of advertising Agency, The source of message and social factors, Creation and Production of a copy, Types of television commercials, Ethics in Advertising, Difference between advertising & Public Relations.	10 Lectures
4	Introduction to PR & Its significance. Definition of PR : Its nature, process and Publics, Public Relations and Public Opinion, Publicity and PR Function & Scope of PR PR Tools – Media and Non Media Introduction to Media Relations Public Relations and Crisis Management Marketing Public Relations and Marketing and Branding Introduction to Public Relations Campaign Public Relations and	20 Lectures

	Consumer Relations Introduction to Digital PR Code of Ethics in Public Relations	
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References:

1. Public Relations Ethics, Philip Seib and Kathy Fitzpatrick
2. Public Relations- The realities of PR by Newsom, Turk, Kruckleberg
3. Principals of Public Relations-C.S Rayudu and K.R. Balan
4. Public Relations -Diwakar Sharma
5. Public Relations Practices- Center and Jackson
6. The Art of Public Relations by CEO of leading PR firms.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Banking Law and Practice

Course code: VESUCBBA503

Objective: To ensure awareness about banking laws and sound banking practises

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To introduce the students to the banking industry
LO2	To understand the concepts of working of banks
LO3	To get insights into various instruments of banks
LO4	To learn about the latest trends, products and innovations in banking

Unit no.	Details of topics	No of lectures
1	Banking – An Overview Banking regulation Act 1949, Evolution of banking, Indian banking system - RBI – functions, Management, Relationship with commercial banks, powers, regulation of commercial banks. Defining banker, customers, general & special relationship of banker & customers, obligation to honor cheques, right of lien, right to set off, Clayton’s rule, Right to close about, power of attorney. Kinds of Accounts – Procedures to open different kinds of Accounts, form used in operation, closure of accounts, Insurance of bank deposits	15 Lectures
2	Working of Banks Working of Banks. Types of Account Holders, Non-Trading Institutions, Passbook – Statement of account, examining entries favourable to banker, entries favourable to customer, closing of accounts, demand draft, Services to customers – Mail Transfer, Telegraphic Transfer, Travelers cheque, safe deposit lockers & operations, Merchant banking, credit cards, mutual funds.	15 Lectures
3	Instruments in Banking Negotiable instruments Act– meaning, types, presentment, acceptance, Dishonor, compensation, payment of N.I. Discharge of parties, National alternation, Negotiation back, Payment in due course, international law, Rule of endorsement for different categories of customer. Employment of bank funds – Types of securities, Modes of creating charge line, pledge, mortgage, hypothecation, identity, Guarantee, Purchase & discounting of bills, Letter of credit, Financing of Agriculture & Rural development, Documentation, Fraud’s mechanization in banks, Securitization, ALM	15 Lectures

4	<p>Trends in Banking Digital Banking, E-Banking, Mobile Banking, Internet Banking, UPI, ECS, EFT, AI in banking, Blockchain, cryptocurrency, cloud technology, Fintech Companies, Financial inclusion.</p>	15 Lectures
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References:

- Dictionary of Banking; A Concise Encyclopaedia of Banking Law and Practice Paperback – William Thomson
- Banking Law and Negotiable Instruments Act by Bimal N. Patel EBC explorer
- Banking Law And Practice Paperback – Kandasami - K.P. S. Chand
- Banking Law and Practice in India Set of 4 Volumes 2021 Edition by M L Tannan, Lexis Nexis
- Banking And Negotiable Instruments - Law and Practice by P. Vasantha Kumar
- Banking: Theory, Law and Practice Paperback – 1 January 2021 E. Gordon (Author), K. Natarajan (Author)

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Global Human Resource Management

Course code: VESUCBBA504

Objective: To understand the responsibility for recruiting and hiring, training and development salary and benefits, with an international perspective

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To introduce the students to the study and practice of Global HRM
LO2	To understand the concepts, theoretical framework and issues of HRM in Global Perspective
LO3	To get insights of the concepts of Expatriates and Repatriates
LO4	To find out the impact of cross culture on Human Resource Management
LO5	To provide information about Global Workforce Management
LO6	To study Global HRM Trends and Challenges

Unit no.	Details of topics	No of lectures
1	Global HRM – An Overview Global HRM – An Overview, Difference between Global HRM and Domestic HRM, Approaches, Limitations, Drivers, Components, Cross Cultural Management and Comparative HRM, Cross Cultural Management, Convergence of Cultures, Role in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers, Comparative HRM- Meaning, Importance, Managing Diversity in Workforce, Dealing with Cultural Shock	15 Lectures
2	Global HRM Functions Global HRM Functions - International Recruitment and Selection, Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce, International Compensation – Meaning, Objectives, Components Approaches, Perspectives in Training and Development, Cross Cultural Training, Issues in Cross Cultural Training, International Performance Management, Motivation and Reward System, Benchmarking Global Practices, International Industrial Relations	15 Lectures
3	Managing Expatriation and Repatriation Managing Expatriation and Repatriation - Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals), Expatriation- Role of Family, the Role of Non-	15 Lectures

	expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers, Repatriation-Meaning, Repatriation Process, Factors affecting Repatriation, Process, Role of Repatriate, Challenges faced by Repatriates	
4	<p>International HRM Trends and Challenges</p> <p>Global HRM Trends and Challenges: Emerging Trends, Off Shoring , International Business Ethics and Global HRM, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme, Managing International Projects and Teams, HR in MNCs – Industrial Relations in MNCs, Role of Technology, Global HRM and Virtual Organization, Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on Global HRM, Knowledge Management and Global HRM</p>	15 Lectures

References:

- Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning
- P. L. Rao: International Human Resource Management, Text and Cases, Excel Books
- Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context’, South Western College Publishing.
- Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
- A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
- Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
- Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press
- S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Project Management

Course code: VESUCBBA505

Objective: to understand project goals and targets while keeping in mind the project scope, time, quality, and cost

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management
LO2	To give a comprehensive overview of Project Management as a separate area of Management
LO3	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management

Unit no.	Details of topics	No of lectures
1	Introduction to Project Management & Project Initiation a)Introduction to Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives) b)Project Initiation: Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production	15 Lectures
2	Analysing Project Feasibility a) Project Feasibility Analysis:	15 Lectures

	<p>Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis)</p> <p>b) Market Analysis: Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p>c) Technical Analysis: Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</p> <p>d) Operational Analysis: Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations.</p>	
3	<p>Budgeting, Cost & Risk Estimation in Project Management</p> <p>a) Funds Estimation in Project: Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start-ups, Cost Control (Operating Cycle, Budgets & Allocations)</p> <p>b) Risk Management in Projects: What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</p> <p>a)Cost Benefit Analysis in Projects Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections with Practical Sums, Financial Criteria for Capital Allocation, Strategic Investment Decisions</p> <p>b)Quantitative Aspects of projects :- PERT/CPM Network Analysis for monitoring of the project –Other quantitative techniques for monitoring and Control of project</p>	15 Lectures
4	New Dimensions in Project Management	15

<p>a) Modern Development in Project Management: Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Developing Effective Procedural Documentation, Capacity Planning</p> <p>b) Project Monitoring & Controlling: Introduction to Project Monitoring & Controlling, The Planning – Monitoring Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management.</p> <p>c) Project Termination & Solving Project Management Problems: Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Projects</p>	Lectures
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References:

- Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling
- Jack.R.Meredith & Samuel.J.Mantel, Jr.,Project Management – A Managerial Approach
- Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Project Work I (NGO)

Course code: VESUCBBA506

Objective: To inculcate a feeling of empathy and awareness of the broader spectrum of the society.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Project work based on social work done in a NGO.
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Unit no.	Details of topics	No of lectures
1	Introduction The project shall be prepared based on work done in NGO	
2	Guidelines for preparation of Project Work ← The project topic may be undertaken on internship done/work done in a NGO ← Each of the learner has to undertake a Project individually under the supervision of a teacher-guide. ← The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned. ← College shall allot a guiding teacher for guidance to the students ← Minimum 25 days/150 hours of internship with an organization/NGO ← Research Project based on Electives ← Experience certificate has to be submitted wherever applicable ← 75 marks external examiner- 50 marks for report + 25 marks for viva/presentation ← 25 marks internal examiner-15 marks for report + 10 marks for viva/presentation	20 Lectures
3	Report Writing The project report shall be prepared as per the broad guidelines given below: ← Font type: Times New Roman ← Font size: 12-For content, 14-for Title ← Line Space: 1.5-for content and 1-for in table work ← Paper Size: A4	

	<ul style="list-style-type: none">← Margin: in Left-1.5, Up-Down-Right-1← The Project Report shall be bounded.← The project report should be 80 to 100 pages	

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Digital Marketing

Course code: VESUCBBA601

Objective: To understand the art of building relationships between products and services, and unique consumers, business, and markets in the digital format.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Reach a wider target audience through digital marketing channels
LO2	Keep customers engaged through effective engagement strategies
LO3	Measure the success of campaigns by choosing the right metrics
LO4	Gain insights from analysing qualitative and quantitative data across the online customer journey
LO5	Optimise current digital marketing strategies to provide an effective online experience

Unit no.	Details of topics	No of lectures
1	Marketing in the Digital World & Customer in the Digital World Digital Marketing and traditional marketing relationship and its benefits over traditional marketing, The positioning challenge and marketing crisis, How the 4Ps of marketing are transformed in the digital space, Utilising digital opportunities to create value, The "long-tail" effect, How customer behaviour is different in the digital domains. The role of peer influence in the purchase process, What are customer networks and their use in digital marketing, Exploring the P-O-E-M (paid, owned, earned media) framework to reach and engage customers, How do you integrate offline with online channels and its impact on customer engagement.	15 Lectures
2	Making Digital Work: Strategies for Paid Ad Campaigns & Email, Display and Social Media Advertising Outlining a planning framework for paid ad campaigns, Highlight examples to reveal key insights and ideas in PPC, Describing the ecosystem for Google Ad campaigns, Outline managerial decisions that need to be made in each and factors that need to be considered while making them, Email and social media marketing strategies and their execution in Digital Marketing, Build an engaging social media marketing strategy leveraging social listening, Analyse digital marketing strategies of a few brands.	15 Lectures
3	Strategies and Evaluation: Metrics, and ROI Key KPIs, branding or financial and understanding the challenges of	15 Lectures

	measuring marketing ROI within organisations, Overview of techniques related to A/B testing and split testing and how it can be applied in social media, Understanding the trade-offs between a short-term and long term focus. How to incorporate CLV measures in ROI analysis. Data requirements for different platforms. Integration of offline with online, Optimising Campaigns using Data Analytics, Data strategies for marketing.	
4	<p>Digital Marketing: Strategy, Planning and Execution & Emerging Technologies for Digital Marketing</p> <p>Identifying and profiling competitors based on different attributes, Content production and distribution through earned, owned, and paid media, Launching an effective digital marketing campaign and post-campaign analysis, Examples of successful strategy planning and execution from India and global markets.</p> <p>New technologies and marketing transformations in digital environments, IoT and Robotics, The impact of artificial intelligence on the future of marketing and consumer behaviour.</p>	15 Lectures

References:

- Digital Marketing: Integrating Strategy and Tactics with Values, A Guidebook for Executives, Managers, and Students Paperback – by Ira Kaufman
- Digital Marketing Paperback – 28 January 2019
- by Dave Chaffey (Author), Fiona Ellis-Chadwick Pearson
- Digital Marketing: Complete Digital Marketing Tutorial Paperback – by Kailash Chandra Upadhyay
- Digital Marketing for Dummies by Ryan Deiss.
- Click Millionaires: Work Less, Live More with an Internet Business You Love: by Scott Fox.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Strategic Management

Course code: VESUCBBA602

Objective: To understand the composition and implementation of long terms plans of an organisation especially in a dynamic environment

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	The objective of this course is to learn the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world
LO2	The focus is to critically examine the management of the entire enterprise from the Top Management viewpoints
LO3	This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world

Unit no.	Details of topics	No of lectures
1	Introduction Strategic Management: Introduction, Strategic management. Process & Levels of Strategy, Strategic Business Units (SBU's) Strategic Intent	15 Lectures
2	Strategy Formulation Environment Analysis and Scanning SWOT Analysis, Corporate Level Strategy, Business Level Strategy, Functional Level Strategy, Blue/Red Ocean Strategy	15 Lectures
3	Strategic Implementation Models of Strategy making Strategic Analysis & Choices &Implementation: BCG Matrix, GE 9 Cell, Porter5 Forces, 7S Framework. Implementation: Meaning, Steps and implementation at Project, Process, Structural Behavioural, Functional level.	15 Lectures
4	Strategic Evaluation & Control Strategic Evaluation & Control: Meaning, Steps of Evaluation & Techniques of Control, Digital tools and	15 Lectures

	artificial intelligence in strategy. Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. Change Management.	
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References:

- Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
- P.K. Ghosh : Business Policy , Strategy , Planning and Management
- Christensen , Andrews Dower: Business Policy- Text and Cases
- William F. Gkycj : Business Policy – Strategy Formation and Management Action
- Bongee and Colonan : Concept of Corporate Strategy.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : International Business

Course code: VESUCBBA603

Objective: To understand International regulatory bodies, economic integrations and organizations; Understanding International settings for Entry into Foreign markets; various forms of FDI ; India's foreign trade policy; its priorities.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	It will have a clear understanding of the International Business related concepts and of contemporary issues.
LO2	It will develop an ability to understand IB related issues for any organization; keeping in mind the relevant standards and with realistic constraints.
LO3	It will acquire the cross cultural understanding necessary and have an idea about the regulating organs of the world for operating in a global world and global teams.
LO4	It will help in learn basic knowledge about the process and procedure of EXIM operations
LO5	It will help in gaining knowledge to operate in the domain of exports-imports operations; work in SEZs; and similar setups.

Unit no.	Details of topics	No of lectures
1	Introduction to International Business Introduction to International Business- Importance, Nature and Scope of International Business, Drivers of International Business, Evolution of International Business, Strategies of Going International, Globalisation, Multi National Corporations- Nature, Goals of MNCs, India's Presence-Advantages and Disadvantages of MNCs International Business Environment: Economic, Political, Cultural and Legal Environments in International Business	10 Lectures
2	International Economic Institutions and Regional Groupings Institutional Support to International Business, Role of World Bank, IMF, ILO, UNCTAD, UNIDO and ADB in International Business, World Trade Organisation (WTO), Origin, Objectives, Functions ,GATT and WTO, Principles of WTO, Transparency, MFN Treatment, National Treatment,	12 Lectures

	<p>Free Trade, Dismantling Trade Barriers, Rule Based Trading System, Treatment for LDCs ,Competition Principle, Environment Protection, Key Subjects in WTO, Agriculture, TRIPS, TRIMS, GATS, Implications for India</p> <p>Integration between Countries: Levels of Integration, Growth of Trading Blocs, Impact of Integration, Major Regional Trading Groups, The European Union, NAFTA, APEC, ASEAN, MERCOSUR, BRICS, SAARC, OPEC</p>	
3	<p>International Marketing, Human Resource Management</p> <p>International Marketing, Domestic and International Marketing, Compared Benefits of International Marketing, Major Activities, International Market Assessment, International Product Strategies, Pricing Issues and Decisions, Dumping, Promotion Issues and Policies.</p> <p>International Human Resource Management, Nature, Growing Interest in IHRM, DHRM and IHRM compared, Managing International HR activities, Expatriation and Repatriation of employees</p>	10 Lectures
4	<p>Preliminaries for Export Import and Documentation</p> <p>Meaning and Definition of Export, Methods of Exporting, Registration Formalities for Exports, Export Licensing, Selection of Export Product, Identification of Market for Exports – Export Pricing Quotations, FOB & CIF, Meaning and Definition of Imports, Liberalisation of Imports, Negative list of Imports ,Categories of Importers, Special Schemes for Importers.</p> <p>Aligned Documentation System – Commercial Invoice , Shipping Bill , Certificate of Origin, Consular Invoice, Mate’s Receipt, Bill of Lading, GR Form, ISO 9000, Procedure for obtaining ISO 9000, BIS 14000 Certification ,Import Documentation, Transport Documents - Bill of Entry, Certificate of Inspection, Certificate of Measurements, Freight Declaration.</p>	14 Lectures
5	<p>Export Import Procedures and Foreign Trade Policy</p> <p>Steps in Export Procedure , Export Contract, Forward Cover, Export Finance, Institutional Framework for Export Finance, Excise Clearance, Pre-shipment Inspection, Methods of Pre-shipment Inspection, Role of Clearing and Forwarding Agents, Shipping and Customs Formalities, Customs EDI System, Negotiation of Documents, Realisation of Exports Proceeds.</p> <p>Pre-Import Procedure- Steps in Import Procedure, Legal Dimensions of Import Procedure, Customs Formalities for Imports, Warehousing of Imported Goods, Exchange Control Provisions for Imports & Retirement of Export Documents.</p> <p>Foreign Trade Policy Highlights (latest), Duty Drawback, Deemed Exports, ASIDE, MAI & MDA, Star Export Houses, Town of Export Excellence, EPCG Scheme.</p>	14 Lectures

References:

- 1) International business by Charles W. L. Hill –Latest edition
- 2) International Business by Justin Paul--Latest edition
- 3) International Business Environment the Text and cases by Sundaram & Black--Latest edition
- 4) International Business Text & Cases by Cherumilam–Latest edition
- 5) International Business by Alan M Rugman, Richard M Hodgelts–Latest edition
- 6) International Business by John D Daniels, Lee H Nageb–Latest edition
- 7) International Business by Sunitha B.K, Dr. Varsha Agarval, Abhishek Venkteswar and Dr. Shiva Choudhary
- 8) Aswathappa, K.(2012), International Business , , 5th Ed., TMH, New Delhi
- 9) P.SubhaRao, International Business Environment, Himalaya Publishing House.

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Entrepreneurial Management

Course code: VESUCBBA604

Objective: To understand creativity, innovation and the skills required to establish a new venture

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers
LO2	To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company

Unit no.	Details of topics	No of lectures
1	Foundations of Entrepreneurship Development Concept, Need Importance, significance Theories of Entrepreneurship: External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economic, Role of Entrepreneurial culture in Entrepreneurship Development	15 Lectures
2	Types & Classification Of Entrepreneurs Intrapreneur, Women Entrepreneur – problems faced by Women Entrepreneurs, Development of Self-Help Group, Microfinance, Social entrepreneurship, NGO's. Entrepreneurial development Program (EDP). Options available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)	15 Lectures
3	Entrepreneur Project Development & Business Plan Innovation, Invention, Creativity, Business Idea, Opportunities through change, Idea generation, Environmental scanning and SWOT analysis, Creating Entrepreneurial Venture-Entrepreneurship Development Cycle, Business Plan, Elements, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership, Critical Risk Contingencies of the proposal, Scheduling and milestones	15 Lectures
4	Venture Development Steps involved in starting of Venture, Institutional support to an Entrepreneur, Venture funding, Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance, New trends in entrepreneurship	15 Lectures

References:

- Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
- Entrepreneurial Development - S.S. Khanna
- Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
- Entrepreneurial Development in India - Sami Uddin, Mittal Publication
- Entrepreneurial Management: Creating Successful Business Plans, Raising Capital and Structuring Deals, Maximizing Profits and Growth
- Entrepreneurial Management Hardcover – 10 January 2008 by Shivganesh Bhargava

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Logistics and Supply Chain Management

Course code: VESUCBBA505

Objective: To provide students with basic understanding of concepts of logistics and supply chain management

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	Identify the techniques of inventory management & examine different techniques of logistics costing & performance measurement
LO2	To introduce students to the key activities performed by the logistics function
LO3	To provide an insight into the nature of supply chain, its functions and supply chain systems
LO4	To understand global trends in logistics and supply chain management

Unit no.	Details of topics	No of lectures
1	Basics of Logistics and Supply Chain Management a) Introduction to Logistics Management Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Integrated Logistics, Reverse Logistics and Green Logistics, Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment b) Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management. c) Demand Forecasting Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)	15 Lectures
2	Elements of Logistics Mix a) Transportation Introduction, Transport Functionality, Factors Influencing Transportation	15 Lectures

	<p>Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation</p> <p>b) Warehousing Introduction, Importance/Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Factors affecting Warehousing</p> <p>c) Materials Handling Meaning, Objectives, Principles of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</p> <p>d) Packaging Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</p>	
3	<p>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</p> <p>a) Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels)</p> <p>b) Logistics Costing Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</p> <p>c) Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Characteristics of Ideal Measurement System</p> <p>d) Logistical Network Analysis Meaning, Objectives, Importance, Scope, RORO/LASH</p>	15 Lectures
4	<p>Recent Trends in Logistics and Supply Chain Management</p> <p>a) Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure</p> <p>b) Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</p>	15 Lectures

	<p>c) Logistics Outsourcing Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition</p> <p>d) Logistics in the Global Environment Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management</p>	
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References:

- Logistics and Supply Chain Management – by Martin Christopher
- Lean Supply Chain and Logistics Management – by Paul A Myerson
- Supply Chain Metrics that Matter – by Lora M Cecere
- Single Point of Failure: The 10 Essential Laws of Supply Chain Risk Management (Gary S. Lynch)
- Strategic Supply Chain Management: The Five Core Disciplines for Top Performance (Shoshanah Cohen and Joseph Roussel)

Detailed Syllabus: Unit wise / Module wise with number of lectures

Course title : Project Work

Course code: VESUCBBA606

Objective: This will instill a research based temperament in the students.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	The main objective of inclusion of project work is to inculcate the element of practical learning and research in order to analyse and develop scientific temperament challenging the potential of learner as regards the eagerness to enquire and ability to interpret particular aspect of the study
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Unit no.	Details of topics	No of lectures
1	Introduction The project shall be prepared based on internship done in the area of elective	
2	Guidelines for preparation of Project Work ← The project topic may be undertaken in any area of Marketing/Finance/Human Resource on internship done ← Each of the learner has to undertake a Project individually under the supervision of a teacher-guide. ← The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned. ← College shall allot a guiding teacher for guidance to the students based on her / his specialization. ← Minimum 25 days/150 hours of internship with an organization← Research Project based on Electives ← Experience certificate has to be submitted wherever applicable ← 75 marks external examiner- 50 marks for report + 25 marks for viva/presentation ← 25 marks internal examiner-15 marks for report + 10 marks for viva/presentation	
3	Report Writing The project report shall be prepared as per the broad guidelines given below: ← Font type: Times New Roman	

	<ul style="list-style-type: none">← Font size: 12-For content, 14-for Title← Line Space: 1.5-for content and 1-for in table work← Paper Size: A4← Margin: in Left-1.5, Up-Down-Right-1← The Project Report shall be bounded.← The project report should be 80 to 100 pages	

Bachelor of Business Administration (BBA)
Programme with effect from the Academic Year 2022-2023

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

Question Paper Pattern

(Internal Assessment- Courses with and without Practical Courses)

Sr. No.	Particular	Marks
1	One class test (10 Marks)	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions	05 Marks
	Answer in One or Two Lines (Concept based Questions)	05 Marks
2	Attendance and class participation	05 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities / Presentations / Case Studies / Field Trip / Events / Research Projects/Journals & assignments completion (practical courses)	10 Marks

Question Paper Pattern (Practical Courses) & (Theoretical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1 (Unit 1)	Full Length Practical / Theoretical Question OR Full Length Practical / Theoretical Question	15 Marks
Q-2 (Unit-2)	Full Length Practical / Theoretical Question OR Full Length Practical / Theoretical Question	15 Marks
Q-2	Full Length Practical / Theoretical Question	15 Marks
Q-3 (Unit - 3)	Full Length Practical / Theoretical Question OR Full Length Practical / Theoretical Question	15 Marks
Q-3	Full Length Practical / Theoretical Question	15 Marks
Q-4 (Unit- 4)	Full Length Practical / Theoretical Question OR Full Length Practical / Theoretical Question	15 Marks
Q-4	Full Length Practical / Theoretical Question	15 Marks
Q-5	Practical / Theoretical questions Practical / Theoretical questions OR Short Notes To be asked 05 To be answered 03 OR Case Study	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03 OR Case Study	15 Marks
Q.5		15 Marks

Note: In both Practical question and Theoretical question of 15 marks it may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory questions may be asked.

In the final year the course has imbibed project work both the 5th and 6th semester. In the 5th semester the students shall work closely with a NGO and make a report based on that. This will inculcate a feeling of empathy and awareness of the broader spectrum of the society. In the 6th

semester project work has to be done on the elective chosen in the 2nd year based on internship done. This will ensure a smooth transition to the corporate world along with instilling a research based scientific temperament in the students.

- There are project work to be done in the 5th and 6th semester in the final year of 150 hours each and 5 credits
 1. Project work based on social work done in a NGO.
 2. Project work based on internship done in the area of elective chosen in the second year.

Guidelines for preparation of Project Work

- The project topic may be undertaken in NGO and internship based on Elective Courses.
- Each of the learner has to undertake a Project individually under the supervision of a teacher-guide.
- The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.
- College shall allot a guiding teacher for guidance to the students based on her / his specialization.
- The project report shall be prepared as per the broad guidelines given below:
 - Font type: Times New Roman
 - Font size: 12-For content, 14-for Title
 - Line Space : 1.5-for content and 1-for in table work
 - Paper Size: A4
 - Margin : in Left-1.5, Up-Down-Right-1
 - The Project Report shall be bounded.
 - The project report should be 50 to 100 pages
 - Minimum 25 days/ 150 hours of volunteering with NGO and Internship with an Organisation
 - The theme of the internship should be based on any study area of the elective courses
 - Experience Certificate is Mandatory

A project report has to be brief in content and must include the following aspects:

- **Executive Summary:**
Entire project in brief
- **Introduction on the NGO/Company:**
A Concise representation of NGO/ organization defining its scope, nature of social work/products/ services and its SWOT analysis.
- **Statement and Objectives:**
The mission and vision of the NGO/organization need to be stated enshrining its broad strategies.
- **Your Role in the NGO/Organisation during the internship:**
The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.

- **Challenges:**

The challenges confronted while Volunteering/Interning and the learning outcomes

- **Conclusion:**

A brief overview of your experience and suggestions to bridge the gap between theory and practice.

Evaluation pattern of the project work

The Project Report shall be evaluated in two stages viz.	
● Evaluation of Project Report (Bound Copy)	75 Marks
▪ Introduction and other areas covered	25 Marks
▪ Research Methodology, Presentation, Analysis and interpretation of data	35 Marks
▪ Conclusion & Recommendations	15 Marks
● Conduct of Viva-voce	25 Marks
▪ In the course of Viva-voce, the questions may be asked such as importance / relevance of the study, objective of the study, methodology of the study/ mode of Enquiry (question responses)	10 Marks
▪ Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	10 Marks
▪ Overall Impression (including Communication Skill)	05 Marks

Note:

- *The guiding teacher along with the external evaluator appointed by the College for the evaluation of project shall conduct the viva-voce examination as per the evaluation pattern*

Passing Standard

- Minimum of Grade E in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.