



**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.

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

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	
VESUCBBA306	Business Statistics	03	04
	Unit I: Introduction to Statistics	15 Lectures	
	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	
VESUCBBA307	Taxation – Direct Taxation	03	04
	Unit I: Definition U/s 2 - Basic of Charges	10 Lectures	
	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

<p>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</p>	<p>Lectures</p>
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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	Introduction to Talent Management <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	Talent Management System <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

	<p>Management Strategies</p> <ul style="list-style-type: none"> ● Talent Management and Succession Planning 	
3	<p>Contemporary Issues and Current Trends in Talent Management</p> <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	<p>Competency Management and Competency Mapping</p> <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