



MANIPAL UNIVERSITY
JAIPUR

PROGRAMME PROJECT REPORT (PPR)

For

Bachelor of Business Administration (BBA)

ONLINE DEGREE PROGRAMME

DIRECTORATE OF ONLINE EDUCATION (DOE)

MANIPAL UNIVERSITY, JAIPUR-303007

RAJASTHAN



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PROGRAMME PROJECT REPORT

Introduction

The BBA programme of **Online Learning – Manipal University, Jaipur** is directed at preparing students for the challenges of supervisory and middle level management positions in private or the public sector. The programme blends the core disciplines of Management and Information Systems into a balanced programme providing today's manager with the entire range of skills required to become an effective manager. In addition, the programme offers general business management courses to broaden the prospective manager's knowledge base.

1. Programme Mission and Objectives

Programme Mission

To offer a high-quality Bachelors' degree in Business Administration (BBA) through Online mode to the students and working professionals to help them develop a basic level of Managerial skills and enhance their career options. The students will be able to qualify for jobs in management and/or launch an entrepreneurial career.

The objectives of the programme include:

- Introduce students to basic concepts and domains of management including Finance, HR, Marketing, Systems and Analytics.
- Enable students to gain greater depth in an area of their choice.
- Introduce students to quantitative methods.
- Inculcate entrepreneurial skills and knowledge about emerging markets and technologies.

2. Relevance of Programme with Manipal University Jaipur's Mission and Goals

In order to align with the mission and goals of Manipal University Jaipur, the Online BBA Programme is planned to enable students and working professionals gain knowledge in various domains of management, specialize in a domain area of their choice, gain knowledge of not only managerial skills including analysis, databased decision making and entrepreneurship, but also introduce them to managerial role in newer and emerging markets, products and technologies.

Vision

Global Leadership in Higher Education and Human Development

Mission

- Be the most preferred University for innovative and interdisciplinary learning
- Foster Academic research and professional excellence in all domains

- Transform young minds into competent professionals with good human values

3. Nature of Prospective Target Group of Learner

The BBA programme is an attractive degree option for students looking for positions in management and entrepreneurship, or to expand their career options. This Programme through Online mode is developed to meet the needs of working professionals and other classes of potential students who may not be able afford a full time degree after their 10+2, due to paucity of time or financial resources.

Online delivery is a feasible option to enable them to acquire knowledge and skills. Delivery through this mode also contributes towards Gross Enrolment Ratio (GER) of 50% by 2035, as envisaged by the Government of India.

The programme is so designed that the prospective students who may not be able to afford full time, residential BBA are provided with high value learning, anytime, anyplace, at one's own pace.

4. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence

The courses in the programme are delivered through Self-Learning e-Module which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely, (a) e-Tutorial - faculty led Audio - Video Lectures, (b) e-Content (combination of PDF/ epub) Text Materials, (c) Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators Course Mentors assigned to students (d) Self-Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above can be done/delivered by online and other platforms without much loss of fidelity. Hence the BBA programme is suited for Online mode of learning.

5. Instructional Design

5.1. Curriculum design

Curriculum has been designed by experts in the area of Management and care has been taken to include contemporary topics, as well as topics that also inculcate environmental awareness in students. The curriculum and syllabus are approved by the Board of Studies, Centre for Internal Quality Assurance (CIQA) and University Academic Council which consists of experts from Academia and Industry.

5.2. Programme structure and detailed syllabus

5.2.1. Programme Structure

Sub. Code	Subject Name	Credits
FIRST SEMESTER		
DBB1101	Communication and Personality Development	4
DBB1102	Organizational Behaviour	4
DBB1103	Business Environment	4
DBB1104	Marketing Management	4
DBB1105	Computer Fundamentals	4
	Total credits	20
SECOND SEMESTER		
DBB1201	Business Communication	4
DBB1202	Financial Accounting	4
DBB1203	Human Resource Management	4
DBB1204	Quality Management	4
DBB1205	Retail Management	2
DBB1206	Term paper	2
	Total credits	20
THIRD SEMESTER		
DBB2101	Legal and Regulatory Framework	4
DBB2102	Quantitative Techniques for Management	2
DBB2103	Research Methodology	2
DBB2104	Financial Management	4
DBB2105	Advertising and Sales	4
DBB2106	Mini Project	4
	Total credits	20
FOURTH SEMESTER		
DBB2201	Business Strategy	4
DBB2202	Management Information System	4
DBB2203	Management Accounting	4
DBB2204	Environmental Science	4
DBB2205	International Marketing	4

DBB2206	Rural Marketing	4
	Total credits	24
FIFTH SEMESTER		
DBB3101	Consumer Behaviour	4
DBB3102	Business Analytics	4
	5 Subjects in area of specialisation (4 credits each)	20
GROUP I - General Management		
DBB3111	Production and Operations Management	4
DBB3112	Economic Planning	4
DBB3113	E- Commerce	4
DBB3114	Entrepreneurship	4
DBB3115	Small Business Management	4
	Total credits	28
GROUP II - Retail Management		
DBB3121	Store Operations and Job Knowledge	4
DBB3122	Logistics Management	4
DBB3123	Buying	4
DBB3124	Visual Merchandising	4
DBB3125	Warehouse Management	4
	Total credits	28
SIXTH SEMESTER		
DBB3201	Customer Relationship management	4
DBB3202	Digital Marketing	4
DBB3204	Project	16
	3 Subjects in area of specialisation (4 credits each)	12
GROUP I - General Management		
DBB3311	Technology Management	4
DBB3312	Management Development and Skills	4
DBB3313	Role of International Financial Management	4
	Total credits	36
GROUP II- Retail Management		
DBB3321	Modern retail Management Process and Retail Services	4
DBB3322	Retail Project Property Management and Case Studies in Retail	4
DBB3323	Merchandising and Supply Chain Management	4
	Total credits	36

5.2.2. Detailed Syllabus

Course Code: DBB1101	Title of the Course: Communication & Personality Development
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Course Description

English for communication talks about the relationship of grammar and the spoken language. Here the grammar is not taken as a set of rules but as a communicative resource. It is taught to help the learner to be able to speak English correctly in common situations of life.

This Course covers all those topics of grammar that are important to learn to be a good speaker. It is vital to understand the correct formation of sentences, parts of speech and correct use of vocabulary. One of the chapters also talks about the correct pronunciation and intonation. Not only does this course help you with grammar, but also teaches you how to read and comprehend.

In this Course, you will be introduced to English Language–related concepts. A brief description of the units is given below:

Course Objectives: It helps students

- Explain the evolution of language
- Make correct usage of various aspects of English Grammar
- Develop proficiency in the syntax pertaining to various components of English Grammar
- Judge application of vocabulary and enhance its situational usage
- Pronounce words in English correctly

Course Contents:

Units	Syllabus
1	Evolution of Language Discusses the evolution of language and elucidates the history and development of English language
2	Sentences Tells the meaning of sentence, Parts of sentence, Components and types of sentences along with the usage.
3	Active and Passive Voice, Direct Indirect Speech Discusses what are active – passive voice; Identifies active and passive speech; convert active into passive speech and vice versa; Discusses what are direct-indirect speech; Identify direct and indirect speech and convert direct into indirect speech and vice versa.
4	Concepts of Vocabulary Building , Simple rule for pronunciation and intonation Discusses the concepts of Vocabulary Building and explains how to follow simple rule for pronunciation and intonation.
5	Parts of Speech Defines noun, pronoun and adjectives. Explains various types of noun, Pronoun and adjective. Uses various types of noun and Pronoun and adjective correctly.
6	Verbs, Adverbs, Prepositions Verbs, adverbs, prepositions-definition, and use of the same.
7	Conjunctions, Articles, Interjections Explains conjunction, articles and interjections and the uses of conjunction, articles and interjections appropriately.
8	Tenses Explains the use of various forms of tenses and discusses how to be proficient in using various degrees of comparison.

9	Reading Comprehension Discusses how to develop the skills required for effective reading comprehension and discusses how to solve various types of questions given after the comprehension passages.
10	Vocabulary Usage Concepts of dictionary and thesaurus and the usage of the words. The difference between the dictionary and the thesaurus.
11	Personality: Introduction Objectives, Personality: Categories of Personality, Self-Image, Improving the level of self-acceptance, Factors affecting Personality Development, Defense Mechanism, Personality characteristics in Organization, Factors that determine our Attitude
12	A Stitch in Time Saves Nine: Introduction, Concept and Applications of Time Management, Recognizing the Importance of Time: Theories of Time Management, Causes for Wastage of Time, Methods for Managing Time Efficiently
13	Leadership: Introduction, Leadership – Explanation, Role and Functions of a Good Leader, Criticality of Team Leadership, Research of different kinds of leaders, Methods of developing effective leaders, Leadership styles, Leader’s top three mistakes, Challenges faced by a Leader
14	Interpersonal Behavior: Introduction, Understand Self, Diagnosis of Type of Self / Identifying own type of self, Effect of Interpersonal Behavior of Interpersonal Relationship, Transactional Analysis, Open Self Personality

Text / Reference Books:

1. Weeks, H *Failure to Communicate: How Conversations Go Wrong and What You Can Do to Right Them*. Boston: Harvard Business Press.
- 2 Allison J and Gediman. D *This I Believe: The Personal Philosophies of Remarkable Men and Women*. New York: Holt Paperbacks.
- 3.Copeland. L *The World’s Great Speeches*. 4th Edition, Mineola New York: Dover.

Course Code: DBB1102	Title of the Course: Organizational Behavior
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Course Description

Organizational Behavior would enable the learner for a fulfilling career especially to those concerning business and industry. This course is an essential part of any typical management education curriculum. The organizations are becoming more complex and so is the complexities in behavior of the individuals. It is essential to understand the interplay of organization and individuals in the organization. It is important to understand the individual aspects, the aspects of a group as well as the organization.

Course Objectives

On completion of this course, student will able to understand human behaviour and to apply key learnings to improve certain dimensions of human behaviour.

Specifically, the student will learn to:

- explain the concept of Organizational Behaviour
- list out the key elements of OB
- examine the foundations of OB
- discuss the challenges for OB and attempts to overcome them
- discuss the application of theories in the organizational scenario

Course Contents:

Units	Syllabus
1	Introduction to Organizational Behaviour Concept of Organizational Behaviour (OB)- Importance of Organizational Behaviour, Key Elements of Organizational Behavior, Role of Managers in OB- Interpersonal Roles-Informational Roles- Decisional Roles, Foundations or Approaches to Organizational Behavior, Challenges and Opportunities for OB
2	Introduction to Organization Design Meaning of Organization Design and Structure, Basic elements of Organization Structure, Types of Organization Design
3	Introduction to Interpersonal Behaviour Nature and meaning of Interpersonal Behaviour, Concept of Self, Transaction Analysis (TA), Benefits and uses of Transactional Analysis, Johari Window Model
4	Learning Learning and Learning Cycle, Components of Learning, Theories of Learning
5	Introduction to Personality Definition and Meaning of Personality - Importance of Personality, Determinants of Personality, Theories of Personality, Personality Traits Influencing OB
6	Introduction to Emotions Nature and Meaning of Emotions - Characteristics of Emotions, Theories of Emotions, Emotions in the Context of OB
7	Motivation Definition and Meaning, Theories of Motivation, Application of theories in Organizational Scenario
8	Leadership Definition and Meaning, Theories of Leadership, Contemporary Business Leaders
9	Organizational Stress Definition and Meaning, Sources of Stress, Types of Stress, Impact of Stress on Organizations, Stress Management Techniques
10	Introduction to Organizational Communication Meaning and Importance of Communication, Functions, process, types, Interpersonal Communication, Organizational Communication, Tips for Effective Communication
11	Introduction to Organization Culture Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity
12	Organizational Conflict Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches
13	Power and Politics Power and its Two Faces, Sources of Power, Organizational Politics
14	Introduction to Groups and Teams Meaning and Importance of Groups, Reasons for Group Formation, Types of Groups, Stages of Group Development, Meaning and Importance of Teams, Types of Teams, Creating an Effective Team
15	Organization Change and Development Definition and Meaning, need for Change, Strategies to Overcome Resistance,

Process of Change, Meaning and Definition of OD, OD Interventions

Reference Books:

- Uday Pareek, Understanding organisational behaviour (2nd edition), Oxford University Press

Course Code: DBB1103

Title of the Course: Business Environment
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Course Description

Business is an economic activity and no business operates in isolation. It is affected by the environment in which it works and has to adapt to the environment to operate successfully. The forces that act on a business organization are in the form of the Government regulations, the society, the global environment and so on. Just as these forces affect the business, there are also the business operations that affect the society we live in.

Course Objectives

On completion of this course, student will be introduced to knowledge and understanding of the business and its environment and the influence this has on how organizations are structured and on the role of the accounting and other key business functions in contributing to the efficient, effective and ethical management and development of an organization and its people and systems.

Specifically, the student will learn to:

- recognize the concept of business and the role of business organizations
- describe the external environment in which business operates
- state the nature of the 'internal' environment of business
- construct analysis tools such as SWOT to examine the business environment
- identify how business managers respond to changing environmental factors

Course Contents:

Units	Syllabus
1	Business Environment An Introduction-Introduction, Concept of Business, Levels of the Business Environment, Understanding the Environment
2	Economic Environment Introduction, Economic Environment of Business, The Global Economic Environment, Economic Policies, Business and Economic Policies
3	Socio Cultural Environment Introduction, Business and Society, Business and Culture, Indian Business Culture, Culture and Organizational Behavior
4	Political Environment Introduction, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy, Business Risks Posed by the Indian Political System
5	Economic Systems Introduction, Capitalist Economy, Socialist Economy, Mixed Economy
6	Financial Environment Introduction, An Overview of the Financial System, Components of Financial System, Financial Institutions and their Roles, Financial Institutions in India, Role of Foreign Direct Investment
7	Legal Environment Introduction, Legal Environment, Laws Impacting Industry in India, Intellectual Property Rights, Major Regulations Pertaining to Business

8	Economic Role of Government Introduction, Regulatory Role of Government, Promotional Role of Government, Participatory Role of Government, Conciliatory and Judicial Role of Government, Impact of India's Industrial Policy on Economic Reforms
9	New Economic Policy Introduction, Industrial Policy, The crisis of June, 1991, Objectives of New Economic Policy – 1991, Emphasis of NEP on Liberalization, NEP and Privatization, NEP effect on Globalization, Positive and Negative effects of New Economic Policy
10	Privatization Introduction, Meaning of Privatization, Objectives of Disinvestment, Privatization/Disinvestment in India, Problems with Privatization
11	Globalization Introduction, Meaning of Globalization, Future of Globalization, Organizations to facilitate globalization
12	India, WTO and Trading Blocs Introduction, Levels of Economic Integration/Trading Blocs, Effects of Economic Integration, Major Regional Trading Blocs, Commodity Agreement, World Trade Organization, WTO and India
13	Corporate Social Responsibility Introduction, Meaning and Definition, Need for social responsibility of business, Social responsibility of business towards different groups, Barriers to social responsibility, Social responsibility of business in India
14	Public, Private, Joint and Cooperative Sectors Introduction, Public sectors, Organization of public sector enterprises, Private Sector, Joint sectors, Formation of Joint sector enterprise, Cooperative sectors
15	Indian Economy Introduction, India as a Developing Economy, India as an Emerging Economy, India as a Mixed Economy

Reference Books:

- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House.
- B.N. Ghosh, Business Environment, Oxford University Press.
- Mishra and Puri, Business Environment, Himalaya Publishing House.

Course Code: DBB1104	Title of the Course: Marketing Management
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Course Description

Marketing Management would enable the learner to be trained for a fulfilling career in business and industry. This course is one of the fundamental components of the management education curriculum. Traditionally, marketing is one of the pillars or key functions which support the existence of a business. While a business may have a good product or service to offer and may also have the right infrastructure, people and operational strategies for the manufacture of such product or service, it is important to understand the fundamentals of marketing such as the marketing concepts, environment and the elements of the marketing mix, In order to market a product successfully.

Course Objectives

On completion of this course, student will able to understand different principles of marketing management.

Specifically, student will be able to:

- explain the meaning and types of markets
- define marketing and explain its origin and scope
- recall the important functions of marketing

- explain the objectives and factors affecting pricing decisions
- recall the basics of relationship marketing, mobile marketing and green marketing

Course Contents:

Units	Syllabus
1	Marketing – An Overview Introduction, Definition of Market, Types of Markets, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling
2	Marketing Concepts Introduction, Exchange concept, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept, Impact of marketing concepts and its applicability
3	Marketing Environment Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment
4	Marketing Mix Introduction, Evolution of the “Marketing mix”, Components of a traditional marketing mix, Additional components in the mix, Importance of marketing mix in marketing decisions
5	Marketing Planning and Strategies Introduction, Management Processes in Marketing, Types of Marketing Plan, Competitive Marketing Strategies, Interactions between Marketing Mix and Marketing Environment, Control Mechanisms in Marketing
6	Product Related Decisions Introduction, features of a Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Decisions related to Product Mix, Product Life Cycle
7	Introduction to Branding Introduction, Definition of a Brand, Development of a Brand, Types of Brands, Importance of Brands and Branding, Merits and Demerits of Branding, Brand Equity – Definition and Benefits
8	Pricing Decisions Introduction, Price and its Determinants, Objectives of Pricing Decisions, Factors Affecting Pricing Decisions, Pricing Policies and Strategies, Pricing Methods
9	Distribution Strategy Introduction, Meaning, need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Direct Channel, Indirect Channel, Functions of Channel Members
10	Promotion Mix Introduction, Promotion mix and its components, Advertising, Sales Promotion, Personal selling, Direct marketing, Public Relations and publicity, Online marketing, Developing an integrated promotion mix
11	Promotion Mix Decisions Introduction: Advertising decisions, Sales promotion decisions, Personal selling decisions, Public Relations and Publicity decisions
12	Market Segmentation Introduction, Definition of market segmentation, Need for market segmentation, Criteria for effective segmentation, Basis for market segmentation, Benefits of market segmentation
13	Consumer Behaviour Introduction, Important definitions, Evolution of the study of consumer behavior, Determinants of consumer behavior, Types of buying decisions, Stages of the buying process, Importance of consumer behaviour study

14	Services Marketing Introduction, Definition of services, Characteristics of services, Distinction between goods and services, Marketing mix for services, Types of services, Strategies for Services Marketing
15	Recent Trends in Marketing Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing.

Reference Books:

- Kotler, P., Keller, K.L. Koshy, A. & Jha, M. (2012). Marketing Management: A South Asian Perspective: Pearson Publication.
- Ramaswamy, V.S. & Namakumari, S. (2013). Marketing Management, Mc Graw Hill India.
- Baines, P. (2015). Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition. Oxford University Press.
- Saxena, R. (2012). Marketing Management, Tata McGraw Hill Education.
- Kotler, P., Armstrong, G., Agnihotri, P.Y., Haque, E.U. (2010). Principles of Marketing, A South Asian Perspective, Pearson India.

Course Code: DBB1105	Title of the Course: Computer Fundamentals
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Course Description

A computer is a programmable machine designed to carry out a sequence of arithmetic or logical operations. Personal computers in their various forms are icons of the 'Information Age' sequentially and automatically. A computer network is a collection of computers and devices interconnected by communication channels that facilitate communication and allow sharing of resources and information among interconnected devices. The course provides the brief introduction about the hardware and software. The software includes the working with Windows XP, MS Word, Microsoft Excel, MS PowerPoint which are necessary basics for the businesses. Keeping in view the present status of the internet, security and networking plays an important aspect. Networking includes a set of computers connected together for the purpose of sharing resources. The most common resource shared today is connection to the Internet through peer to peer networking.

Course Objectives

- On completion of this course, student will able to understand why computers are essential components in business, education and society.
- Get introduced to new computing devices and reinforce computer vocabulary, particularly with respect to personal use of computer hardware and software, the Internet, networking.
- Gain hands-on experience of use of Microsoft Office applications Word, Excel, Access and PowerPoint.

Specifically, the student will learn to:

- differentiate between non-positional and positional number system
- understand the functions and its application with the help of MS Word
- evaluate and analyze data with MS Excel
 - create, edit, and run new presentation

Course Contents:

Units	Syllabus
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1	Computer Basics Introduction, Characteristics of a Computer, Criteria for Using Computers, History of Computers, Generations of Computer, Classification of Computers, Applications of Computer, Basic Components of PC, Computer Architecture
2	Number Systems Introduction, Classification of Number System, Types of Number System, Conversions from one base to another, Conversion using Shortcut Method
3	Hardware and Software Introduction, Computer Memory, Secondary Memory, Computer Peripherals, Output Devices, Software requirements
4	Operating system Introduction, Features, Comparison between Professional and Home edition, Microsoft Office installation, Activating Microsoft Office, Security features of Microsoft Office, Accessing User Accounts, Getting Help
5	MS Word Introduction, Windows Interface, Customizing the Word Application, Document Views, Basic Formatting in MS Word 2007, Advanced Formatting, navigating through a Word Document, Performing a Mail Merge, A Quick Look at Macros, Printing Documents, Print Preview
6	Microsoft Excel Introduction, Workbook, Worksheet, formatting in excel, Advanced formatting in Excel, Working with formulas, Printing worksheets
7	MS PowerPoint Introduction, creating a Presentation, Basic Formatting in PowerPoint, Advanced Formatting, Using Templates, inserting charts, Inserting tables, Printing presentations
8	Storage Devices: Introduction, Hard Drive, CD-ROM Drive, DVD Drive, Blue-Ray Disc Drive, Flash Memory Drive
9	Input & Output Devices: Introduction, Input Devices, Output Devices
10	Computer Software: Introduction, System Software and Application Software, Open Source Technology
11	Software Development, Design and Testing: Software Development, Software analysis and design, Software testing, programming methods, software applications
12	Operating System: Introduction, Operating System Concepts, Functions, Development, Components, Services
13	Computer Communication: Concept of computer communication, Basic Elements, Data communication, Network Type, OSI Model, Transmission Control Protocol/Internet Protocol Model, Internet
14	Computer Networks: Introduction, TCP/IP Protocol Suite, History of Internet, Concepts of Internet, How Internet Works, Requirements of Internet, Uses of Internet, Internet Explorer, Internet Applications

Reference Books:

- Reema Thareja , Fundamentals of Computers, Oxford Publications.
- Kahate Atul, Information Technology, Tata McGraw Hill Publication.

Course Code: DBB1201	Title of the Course: Business Communication
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Course Description

Business communication consists of constant information flow. An organization has different levels of hierarchy and it becomes tedious to manage the organization. Business communication plays a key role in managing, directing and controlling people at various levels. It is vital to have instant feedback in order to avoid any misunderstandings. Success of an organization depends on the effectiveness of the business communication. Communication between a superior and a subordinate should be two-way and transparent to avoid any communication gap. Today, business communication is no more confined to paperwork or telephone calls. The scope of business communication has widened with the advent of technology. Technology has made possible video conferencing, satellite communication and e-mails. The advanced form of business communication has changed the way meetings, interviews and group discussions are held. Hence, effective business communication is quintessential to any organization.

Course Objectives

On completion of this course, the student will be able to analyze the key elements of communication skills. The student will become familiar with fundamental roles, scope and applications of the communication in businesses. Students will learn and enhance their presentations in different verbal and non-verbal communication and leadership skills through group discussion. This course will help to increase the communication and self-development by identifying the positive traits among students.

Specifically, the student will learn to:

- describe the key elements in the communication process
- identify the barriers to communication and suggest ways to overcome these barriers
- select which channel to use in different situations, as a business communicator
- distinguish between general and business writing
- use circulars, memos and notices effectively

Course Contents:

Units	Syllabus
1	Introduction to Communication Purpose of Communication, Process of Communication, Importance of Communication in Business, Differences between Technical and General Communication, Barriers to Communication, Measures to Overcome the Barriers to Communication.
2	Types of Communication Types of Communication, Verbal Communication-Importance of verbal communication- Advantages of verbal communication- Advantages of written communication, Significance of Non-verbal Communication.
3	Listening Skills Listening Process, Classification of Listening, Purpose of Listening, Common Barriers to the Listening Process, Measures to Improve Listening, Listening as an Important Skill in Work Place.
4	Communication in Organizations Internal Communication, Stake Holders in Internal Communication, Channels of Internal Communication, External Communication, Stake Holders in External Communication, Channels of External Communication.
5	Communication Network Scope and Types of Communication Network, Formal and Informal Communication Network, Upward Communication, Downward Communication, Horizontal Communication, Diagonal Communication.

6	Writing Business Letter Importance of Business Letters, Difference between Personal and Business Letters, Structure and Format of Business Letters, Types of Business Letters.
7	Writing Memos, Circulars and Notices What is a Memo? - Principles of précis writing- Approaches to memo writing- Characteristics of a memo- Guidelines for writing memos- Language and writing style of a memo- Format of a Memo, Circulars- Guidelines for writing a circular- Languages and writing style of a circular- Format of a circular, Notices- Purpose- Format- Important points to remember while writing a notice
8	Report Writing Features of Writing a Good Report, Purpose of Report Writing, Difference between Business Report and Engineering Report-Characteristics of writing a good Report-Importance of communication in report writing, Guidelines for Report Writing, Steps in Report Writing, Structure of Report, Types of Reports and Different Formats.
9	Writing E-mail Principles of E-mail, E-mail Etiquette, Overcoming Problems in E-mail Communication.
10	Oral Communication Skills Oral Business Presentation- Purpose –Audience-Locale, Steps in Making a Presentation- Research and Planning-Structure and Style-Preparation – Presentation, Delivering a Presentation.
11	Meetings Types of Meetings, Importance of Business Meetings, Different Types of Business Meetings, Conducting Meetings-Selecting Participants-Developing Agendas-Opening Meetings-Establishing ground rules for Meetings-Time Management-Evaluations of meeting Process-Evaluating the overall Meeting-Closing meetings, Common Mistakes Made at Meetings.
12	Reading Skills Reading Skill, Purpose of Reading, Types of Reading, Techniques for Effective Reading.
13	Employment Communication - Resume <i>Resume</i> : Contents of Good Resume, Guidelines for Writing Resume, Different Types of Resumes, Reason for a Cover Letter to Apply for a Job-Format of Cover Letter, Different Types of Cover Letters
14	Employment Communication – Job Interview <i>Job Interview</i> : Importance and Factors Involving Job Interview, Characteristics of Job Interview, Job Interview Process, Job Interview Techniques- Manners and etiquettes to be maintained during an interview, Sample Questions commonly asked during Interview
15	Employment Communication – Group Discussion Characteristics of Group Discussions, Types of Group Discussions

Reference Books:

- Meenakshi Raman, Sangeeta Sharma, Technical Communication: Principles and Practice, Oxford Publication

- Meenakshi Raman, Prakash Singh, Business Communication, Oxford Publication

Course Code: DBB1202	Title of the Course: Financial Accounting
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Course Description

Financial Accounting basically refers to information describing the financial resources, obligations, and activities of an economic entity. The financial position is used to describe an entity's financial resources and obligations at one point in time, and results of operations is used to describe its financial activities during the year. Financial Accounting information is designed primarily to assist investors and creditors in deciding where to place their scarce investment resources. Such decisions are important to society, as they determine which industries and companies and even countries will receive the financial resources necessary for growth, and which will not. Many other decision makers also make use of financial accounting information. A company's manager and employees constantly need such information in order to run and control business operations.

All types of organizations and also individuals develop and use financial accounting information in conducting their daily activities. But the concepts of financial accounting are highly developed and clearly defined in the business world. Therefore, this course focuses upon financial accounting information relating to profit-oriented business organizations for decision making.

This graduate course introduces the basic concepts and principles of accounting for preparing the financial statements such as income statement (financial performance) and balance sheet (financial position). The course focuses on detailed understanding of accounting information system, accounting concepts, accounting principles, accounting cycle, recording of transactions, preparing financial statement and financial reporting for the stakeholders. It also focuses on accounting for partnership entities and Corporations regarding issue of shares, under subscription and oversubscription, issue of shares at premium and discount, buy back of shares and treasury stock, accounting treatments and ledger preparation.

Course Objectives

On completion of this course, student will able to familiarize with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation. It also aims at providing the students with an understanding of the presentation and understanding of financial reporting for the partners as well as for external users. More importantly, it helps to understand the basic concepts and standards underlying the accounting procedures and the use of accounting information as a language of business for business decisions.

Specifically, the student will learn to:

- describe the accounting process
- describe the accounting equation and effects of financial transaction on accounting equation
- treat the various adjustments before preparing final accounts
- distinguish between general and business writing
- explain the process of issue of shares

Course Contents:

Units	Syllabus
1	Introduction to Financial Accounting Introduction, Meaning of Book Keeping, Accounting and Accountancy, Distinction between Book Keeping and Accounting, Accounting Process, Objectives of Accounting, Various users of Accounting Information, Limitations of Accounting, Accounting Terminologies
2	Accounting Concepts, Principles and Conventions Introduction, Meaning of Accounting Concepts, Principles, Conventions, Types of Accounting Concepts, Types of Accounting Principles, Types of Accounting Conventions, Accounting standards, International Financial Reporting Standards

	[IFRS]
3	Recording of Transactions Introduction, Meaning of Assets, Liabilities, Equity, Accounting Equation and Effects of Financial Transaction on Accounting Equation, Classification of Accounts under Modern Approach Method, Double Entry System and Rules of Debit and Credit Entries
4	Secondary Books Introduction, Secondary Books, Cash Book, Petty Cash Book, Ledger
5	Trial Balance and Rectification of Errors Introduction, Trial Balance, Error in Accounting
6	Final Accounts – 1 Introduction, Meaning, Objectives and Characteristics of Final Accounts, Adjustments before Preparing Final Accounts, Closing Entries
7	Final Accounts – 2 Introduction, Trading Account, Profit and Loss Account, Balance Sheet, Treatment of Adjustments, Practical Problems
8	Bank Reconciliation Statement Introduction, Meaning of Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Reasons for Difference, Procedure for Reconciliation
9	Bills of Exchange Introduction, Bill of Exchange, Acceptance of a Bill, Due Date, Recording of Bill of Exchange in the books of Accounts
10	Partnership Accounts – Admission of a Partner Introduction, Partnership - Meaning and Features, Partnership Deed and Contents, Admission of a Partner, Good Will-Meaning, Accounting Treatment of Goodwill at the Time of Admission, Revaluation of Assets and Liabilities, Adjustments of Reserves and Accumulated Profits or Losses
11	Retirement and Death of a Partner Introduction, Meaning of Retirement of Partner, Calculation of New Profit Sharing Ratio and Gaining Ratio, Adjustments with Regard to Goodwill, Revaluation of Assets and Liabilities, Settling the Claim of Retiring Partner, Death of Partner
12	Depreciation Accounting Introduction, Meaning of Depreciation, causes for Depreciation, need for Depreciation, Computation of the Amount of Depreciation, Depreciation on Additions to Fixed Assets, Methods of Depreciation, Revised AS 6
13	Introduction to Company Accounts Introduction, Kinds of Companies, Formation of Companies, Share Capital, Issue of Shares, Under Subscription and Oversubscription, Issue of Shares at Premium and Discount, Buy back of Shares and Treasury Stock, Accounting Treatments and Ledger Preparation
14	Company Accounts Introduction, Forfeiture of Shares, Reissue of Shares, Issue of Bonus Shares, Rights Issue, Share Split, Buy Back of Shares, Redemption of Preference Shares, Debentures
15	Accounting Standards Introduction, Objectives of Accounting Standards, Procedure for Issuing Accounting Standards, Advantages of Accounting Standards, Accounting Standards in India

Reference Books:

- Grewal T. S., Double Entry Book Keeping System, Sultan Chand, New Delhi.
- R. Narayan swami, Financial Accounting: A Managerial Perspective, PHI Learning.
- Bal R K & Ashutosh D, "Financial Accounting for Professional Students, S. Chand & Co. New Delhi.

- Maheshwari S.N, Maheshwari S.K and Maheshwari S.K.; Financial Accounting for BBA, Vikas Publishing House Pvt. Ltd, New Delhi.
- Shah P; Financial Accounting for Management, Oxford University Press.
- Tulsian, P.C., Financial Accounting, S. Chand.
- M C Shukla, T S Grewal & S C Gupta, Advanced Accounts, S. Chand, Vol-.
- Jain, S.P. & Narang, K.L., Advanced Accountancy, Kalyani Publishers.

Course Code: DBB1203	Title of the Course: Human Resource Management
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Course Description

Human Resource Management would prepare the learner for a fulfilling career in business management. Every organization, regardless of its size or the extent of its resources, survives and thrives because of the competencies and performance of its people. No organization can run without people or the human resources. It is the human resources that make the organization dynamic. They are the prime drivers of all financial and intellectual resources at the disposal of organizations.

Course Objectives

On completion of this course, student will able to understand human behaviour and become familiar with dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Specifically, the student will learn to:

- explain the concept of HRM
- interpret and illustrate human resource forecasting, job analysis, recruitment and selection
- elaborate various components and plans of pay structure
- learn the process and methods of performance appraisal
- distinguish between domestic and international HRM

Course Contents:

Units	Syllabus
1	Introduction to Human Resource Management Definition and Concept, Features, Objectives, Functions, Scope and Development of Human Resource Management, Importance of Human Resource Management, Human Resource Practices.
2	HRM and Personnel Management Introduction, Concept of Personnel Management, Personnel Management in India, Functions of the Labour Welfare Officer, Difference Between Personnel Management and HRM
3	Human Resource Planning Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP
4	Job Analysis and Design Job Analysis, Job Description, Writing a Job Description, Job Specification, Job Design
5	Recruitment Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment
6	Selection Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection
7	Induction Introduction, Meaning and Definition of Induction, need for Induction, Problems Faced during Induction, Induction Programme Planning

8	Training Concept and Significance of Training, Training Needs, Training Methods, Types of Training
9	Performance Appraisal Introduction, Concept of Performance Appraisal, Purpose of performance appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal
10	Wages and Salary Introduction, Nature and Significance of Wage and Salary Administration, Theories of Wages, Methods of Wage Fixation
11	Incentives Introduction, Concept of Incentives, Effective Incentive System, Types of Incentive Scheme
12	Employee Relations Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counseling
13	Employee Empowerment Introduction, Concept of Employee Empowerment, Process of Empowerment, Empowerment in Indian Scenario, Empowerment in Global Scenario
14	International HRM Introduction, Comparison of Domestic and International HRM, Challenges in International HRM

Reference Books:

- Gary Desslar, Human Resources Management, Prentice Hall.
- David A. Decenzo & S.P. Robbins, Human Resource Management, Wiley India Private Limited.
- C. B. Mamoria & S.V. Gankar, Personnel Management, Himalaya Publishing.
- K. Aswathappa, Human Resource Management: Text and cases, Tata McGraw Hill.
- Monappa & Saiyaddin, Personnel Management, Tata McGraw Hill.

Course Code: DBB1204	Title of the Course: Quality Management
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Course Description

Quality Management subject helps students not only to gain the required knowledge in quality management, but also helps them in equipping with the modern quality methods used in organizations. The objective of this course is to provide access to broad base of knowledge in quality management, to equip students with latest methods of quality management, to develop the essential skills in quality management required in today's business environment and finally, to help students in focusing more on the analytical and problem-solving aspects with regard to quality.

Course Objectives

On completion of this course, student will able to acquaint with the quality management as a system that serves to control quality in the critical activities of an organization by bringing together resources, equipment, people and procedures.

Specifically, the student will learn to:

- explain different dimensions of Quality
- realize the framework of Total Quality Management
- explain the importance of top management commitment towards quality

- explain the principles for successful partnership development
- understand concept of Quality Management System (QMS)

Course Contents:

Units	Syllabus
1	Introduction to Quality Evolution of Quality, Definition of Quality, Dimensions of Quality, Quality Control, Quality Assurance, Total Quality Management (TQM)
2	Quality Gurus Dr. Walter Shewhart-Contribution of Shewhart to quality management, Dr. Edwards Deming-Contribution of Deming to quality management, Philip B. Crosby-Contribution of Crosby to quality management, Dr. Joseph Juran-Contribution of Juran to quality management, Dr. Genichi Taguchi- Contribution of Taguchi to quality management, Dr. Shiegeo Shingo Contribution to Shiegeo Shingo to quality management, Dr. Kaoru Ishikawa-Contribution of Ishikawa to quality management, Masaaki Imai
3	Quality as a Strategic Decision Meaning of Strategy and Strategic Quality Management, Mission and Vision Statements, Quality Policy, Quality Objectives, Strategic Planning and Implementation, McKinsey 7s Model, Competitive Analysis, Management Commitment to Quality
4	Customer Focus Meaning of Customer and Customer Focus, Classification of customers, Customer Focus, Customer Perception of Quality, Factors affecting customer perception, Customer Requirements, Meeting Customer Needs and Expectations, Customer Satisfaction and Customer Delight, Handling Customer Complaints
5	Cost of Quality Cost of Quality, Categories of Cost of Quality, Models of Cost of Quality, Optimizing Costs, Preventing Cost of Quality
6	Continuous Improvement Process Process Concept, Meaning and Importance of Continuous Improvement Process, Elements of Continuous Improvement, Juran Trilogy, Kaizen, PDSA Cycle and Other Improvement Strategies, Business Process Reengineering
7	Productivity Defining Productivity, Importance of Productivity, Productivity Factors, Workforce and Productivity, Work study for productivity, Managing Improvement
8	Supplier Relations Principles of Supplier Relations / Supplier Relationship Development, Togetherness, Types of Suppliers, Outsourcing, Outsourcing strategy, Partnering, Goals of partnership, building successful partnership, Supplier Selection and Rating, Establishing due process, Criteria for supplier selection, Supplier rating, Sourcing, Supplier certification
9	Quality Control Tools Check Sheet, Histogram, Shapes of histogram, drawing a histogram, Pareto Chart, Drawing a Pareto chart, Cause & Effect Diagram, Scatter Diagram, Control charts
10	Statistical Quality Control Defining Statistical Quality Control, Understanding the Process, Variations and Causes of Variations, Acceptable Sampling, Sampling methods, Probability based sampling, Non-probability based sampling, Acceptance sampling plans, Control Charts, Process Capability, Process Capability Index, Six Sigma

11	Quality Management Systems Quality Management System, Quality Management Principles, ISO 9001 Structure, Quality Audits, ISO Registration, Requirements, Benefits of ISO registration, Examples of ISO Standard Application
12	Benchmarking Definition of Benchmarking, Reasons for Benchmarking, Types of Benchmarking, Benchmarking Process, Advantages of Benchmarking, Limitations of Benchmarking
13	Employee Involvement and Team Building Importance of Employee Involvement, Empowerment, Motivation and Theories of Motivation, Recognition and Reward, Suggestion System, Teams in Organizations
14	Quality Awards Malcolm Baldrige National Quality Award, Deming Prize-categories-criteria-committee, Rajiv Gandhi National Quality Award- Eligibility requirements- Award categories- Assessment criteria, IMC Ramakrishna Bajaj National Quality Awards, Award categories, Award criteria, Quality Bodies in India, EFQM award

Reference Books:

- Haldar Kumar Uday, Total Quality Management, Dhanpat Rai & Co Publication
- Naagarazan R. S., Arivalagar A.A., Total Quality Management, New Age Publication
- Senthil Arasu B., Praveen Paul J., Total Quality Management, SCITECH Publication
- Shridhara Bhat K., Total Quality Management, Himalaya Publishing House
- Suganthi L., Samuel Anand A., Total Quality Management, PHI Publication

Course Code: DBB1205	Title of the Course: Retail Management
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Course Description

Retail management would prepare the learner for a fulfilling career in business management. Retailing consists of the sale of goods or merchandise from a very fixed location, such as a department store, boutique or kiosk, or by mail, in small or individual lots for direct consumption by the purchaser. In order to retail any product, the product needs to be obtained and stocked. This can range from a simple process of purchasing and collecting from a wholesaler to planning and executing the whole process from raw materials through retailing to the end customer. Retailing is growing fast and becoming, a very popular and sought after field in India. This course helps student get an understanding of the retailing, especially from an Indian point of view and covers all the basic aspects of retailing that a retail management student needs to know. This course also covers important and interesting topics like trends in retailing, retail customer, retail store location and design decisions and retail segmentation. It has also been dealt with in detail, to provide a complete understanding of the important aspect of retailing. Emerging and relevant topics in retailing like E-tailing, has also been discussed in this course. The discussion will give students an insight into these aspects of modern retailing. And in the end, various concepts related to Retail space management, Trends in Retailing have been covered to give students substantial knowledge about the topic.

Course Objectives

On completion of this course, student will be able to empowered with the right kind of confidence that the industry demands in the Global Retail business operations. Objective is to enlighten the students with the comprehensive knowledge on all areas of Retail business operations.

Specifically, the student will learn to:

- explain the concept of retail management
- discuss the changing trends and challenges in retailing
- identify various factors determining the location decision
- explain the importance and the need of motivating and evaluating store employees
- discuss the importance of customer service in retail store

Course Contents:

Units	Syllabus
1	Introduction to Retailing Concept of retailing, Functions of retailing, Terms and Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing.
2	Understanding the Retail Consumer Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer
3	Retail Market Segmentation and Strategies Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.
4	Retail Location Selection Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail location, Measurement of success of location
5	Merchandise Management Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance
6	Retail Operations and Retail Pricing Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs
7	Retail Space Management and Marketing Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays
8	Emerging trends in retailing Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

Reference Books:

- Berman, B., & Evans, J. R., Retailing Management. Pearson Education.
- Levy, M., & Weitz, B. A., Retailing Management. Tata McGraw Hill.
- Pradhan, S., Retailing Management - Text and Cases. Tata McGraw Hill.
- Michael Levy, Barton A Weitz & Ajay Pandit, "Retail Management", Tata McGraw Hill.

Course Code: DBB1206	Title of the Course: Term Paper
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Every student shall undertake Literature review - comprehensive summary based on research on a topic. The literature review can be article, books / eBooks, and other journal sources relevant to a particular area of study. The review should describe, summarize, objectively evaluate the content. It should give a theoretical base for the research to be carried out later. This term paper is part of 2nd semester course work **and needs to be completed in one month at place of work or from library source.** The Mini project work is equivalent to 2 credits.

Course Code: DBB2101

Title of the Course: Legal & Regulatory Framework

Course Description

Legal and regulatory framework refers to the norms and stipulations laid down by laws, legislations and regulations that define the behavioral boundaries for business activity and thereby govern business, trade and commerce. Ignorance of law is not an excuse. In the context of liberalization and globalization of the Indian economy, law has been the fulcrum in regulating and managing the business. This course provides a detailed presentation of laws that regulate the business and commerce in day to day life. The important business laws are studied in a comprehensive, lucid and simple manner for better understanding and application for management students. The Indian Contract Act, Law of Agency, Sale of Goods Act, Negotiable Instruments Act, Partnership Act, and Companies Act are discussed in detail, so that the students can gain sound knowledge of business law.

Course Objectives

On completion of this course, student will able to understand the legal, regulatory and ethical framework of business. Contracts, negotiable instruments, the law of sales, crimes, etc. and the court systems are examined. Upon completion the student should be able to identify legal and ethical issues that arise in business decisions and the laws that apply to them.

Specifically, the student will learn to:

- recognize the legal framework of business
- define scope of different types of contracts and agencies
- define the meaning and uses of negotiable instruments and their features
- state the various types of meetings organized by the company
- discuss the redressal mechanism available to the consumer

Course Contents:

Units	Syllabus
1	Introduction Introduction, Meaning and Scope of Business Law, Sources of Law, Laws applicable to Business
2	Indian Contract Act, 1872 Introduction, Definition and Meaning of Contract, Essentials of a Contract, Types of Contracts, Capacity of Parties, Modes of Discharge of a Contract, Remedies for Breach of Contract
3	Law of Agency Introduction, Agent and Agency, Kinds of Agencies, Creation of Agency, Principal and Agent, Termination of Agency
4	Sale of Goods Act, 1930 Introduction, Contract of Sale of Goods, Essentials of a Contract of Sale, Price, Agreement to sell at valuation, Rights and Duties of Buyer, Right of Unpaid Seller, Conditions and Warranties, Transfer of Property, Performance of Contract
5	Negotiable Instruments Act, 1881 Introduction, Definition and Meaning of Negotiable Instrument, Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instruments, Maturity of Negotiable Instrument, Negotiation, Dishonor of a Negotiable Instrument, Notice of dishonor, discharge of a Negotiable Instrument

6	Partnership Act, 1932 Introduction, Nature of the Partnership, Features of Partnership, Qualities of a Partnership, Advantages, Limitations, Kinds of Partners, Partnership Deed, Registration of a Partnership, Effects of registration, Effects of non – registration, Rights and Duties of Partners, Dissolution of Partnership
7	Companies Act, 1956 Introduction, Definition and Characteristics, Classification of Companies, Incorporation of a Company, Share Capital, Company management, Meetings, Resolution
8	Consumer Protection Act [COPRA], 1986 Introduction, Background, Definitions, Consumer Protection Council, Central Consumer Protection Council, Consumer Redressal Agencies, Administrative Control of National Commission
9	Foreign Exchange Management Act, 1999 Difference between FERA and FEMA, Scope of FEMA, Salient Features and Provisions of FEMA, Offences under FEMA
10	Competition Act, 2002 Meaning and Scope of Competition Act, Salient Features of Competition Act, Offences and Penalties under the Act
11	Environment Protection Act, 1986 Background, Definitions, Environment, Environmental pollutant, Occupier, Power of Central Government
12	Intellectual Property Rights Meaning and Scope of Patent Act and Amendments of WTO Agreements, Rights of Patentee, Infringement, Remedies, Trademarks, Copyright
13	Information Technology Act, 2000 Background, Salient Features, Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Cyber Laws, Penalties for Offences
14	Micro Small and Medium Enterprises Development Act, 2006 Classification of Micro, Small and Medium Enterprises, Salient Features of Micro, Small and Medium Enterprises Act, Reservation Policy, Credit Policy, Government Policy towards Taxation and Incentives
15	Labour Laws in India Overview of Labour Laws, Minimum Wages Act, 1948, Payment of Wages Act, 1936, Workmen Compensations Act, 1923, Factories Act, 1948, Trade Union Act, 1926, Industrial Dispute Act, 1947

Reference Books:

- Bedi, Suresh., Business Environment. Excel Books, New Delhi.
- Tulsian, P. C., Business Law. Tata Mcgraw-Hill Publishing Company Ltd. New Delhi.
- Pathak, Akhileshwar, Legal Aspects of Business. Tata McgrawHill Publishing Company Ltd. New Delhi.

Course Code: DBB2102	Title of the Course: Quantitative Techniques for Management
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Course Description

The growing complexity and volatility of the business environment has made decision making very difficult. Decision-makers can no longer afford to make decisions that are based solely on their experience and observation. Decisions need to be based on data that show relationships, indicate trends, and show rates of change in the relevant variables. This paper includes topics like Statistical Techniques, Optimization Methods, and Financial Arithmetic, etc. The paper designed

for this course lays a strong emphasis on statistical techniques including topics like – Data Collection Methods, Data Analysis Tools etc. In simple words, the objective of studying this chapter is to induce a sense of objectivity in decision-making scenario and extract relevant information from the unorganized and raw data.

Course Objectives

Modern age is the age of science which requires that every aspect, whether it pertains to natural phenomena, politics, economics or any other field, should be expressed in an unambiguous and precise form. Therefore, in order to provide an accurate and precise explanation of a phenomenon or a situation, figures are required. This course will help students to explain the application of statistics in business and management.

Specifically, the student will learn to:

- define statistics and statistical methods
- explain the application of statistics in business and management
- develop the concept of correlation and regression
- discuss the different methods of measurement of trend and seasonal variations

Course Contents:

Units	Syllabus
1	Introduction to Statistics Introduction, Statistics and Statistical Methods, Characteristics of Statistics, Functions of Statistics, Limitations of Statistics, Statistics in Business and Management, Distrust of Statistics.
2	Collection, Classification, and Presentation of Data Introduction, Data Collection, Data Classification and Data Gathering, Drafting Questionnaire, Sample Selection, Data Presentation.
3	Measure of Central Tendency Introduction, Measures of Central Tendency.
4	Measures of Dispersion Introduction, Measures of dispersion, Objectives of measuring dispersion, Characteristics of a measure of dispersion, Range, Quartile deviation, Average deviation, Standard deviation, Relation between standard deviation and other measures, Relative measures of dispersion, Lorenz Curve.
5	Simple Correlation and Regression Introduction, Correlation Analysis, Regression Analysis.
6	Time Series Analysis Introduction, Meaning of Time Series, Applications of Time Series, Variations in Time Series, Measurement of trend or secular trend, Measurement of seasonal variations.
7	Index Numbers Introduction, Meaning of index number, Types of index number, Uses of Index Numbers, Methods of constructing Index Numbers, Test for Adequacy of Index Number Formulae, Consumer Price Index Number- Assumptions of cost of living index number, Methods of constructing Consumer Price Index, Limitations of Index Numbers.
8	Sampling Techniques Introduction to Sampling Techniques, Need for Sampling, Basic Concepts, Efficiency of Sampling Methods, Alternative Sampling Methods
9	Statistical Quality Control Introduction, Sources of Variations, Statistical Process Control Methods, Control Charts, Acceptance Sampling, Advantages of Statistical Quality Control

Reference Books:

- Bharadwaj R. Business statistics. Excel books: New Delhi.
- Chandan, Jagjit, Khanna, Business statistics. Vikas Publishing House.
- Das N. Statistical methods (Vol I). The McGraw Hill Companies: New Delhi.
- Gupta, Vijay Gupta, An Introduction to statistical methods. Vikas Publishing House: New Delhi.
- Richard Levin, David Rubin, Statistics for Management. Eastern Economy Edition: New Delhi.

Course Code: DBB2103	Title of the Course: Research Methodology
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Course Description

Building on Principles of Research Design, this course aims to extend and deepen the understanding of different research approaches and methodologies in order to prepare students for their own research projects in their business discipline. This course will assist students in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative and qualitative), and in presenting their results. To keep research projects on track, it helps them set realistic time frames, assign resources appropriately and manage quality to decrease research errors.

Course Objectives

On completion of this course, students will be familiarized with the concept of research and research process. This course will enable the learners in conducting research work and formulating research report. This course is designed in a manner which imparts knowledge for enabling students to develop data analytical skills and meaningful interpretation to the data so as to solve business issues.

Specifically, the student will learn to:

- understand the concept, significance and purpose of research
- identify a problem/need, translate it into a research problem
- identify and understand the main qualitative and quantitative methods of business research
- understand the various types of sampling techniques
- develop skills of quantitative data analysis and interpretation of its results

Course Contents:

Units	Syllabus
1	Introduction to Research Introduction, Meaning and Purpose of Research, Characteristics of Good Research, Types of Research, Steps in the Research Process
2	Formulation of Research Problem Introduction, Meaning of Research Problem, Guidelines and Criteria for Selecting a Research Problem, formulating a Research Problem, Techniques for Formulating a Research Problem
3	Research Design Introduction, Meaning of Research Design, Characteristics of Good Research Design, Concepts related to Research Design, Types of Research Design
4	Sample Selection Introduction, Importance and Advantages of Sampling, Census vs. Sample, Characteristics of Good Sample, Sampling Techniques, Criteria for Selection of a Sampling Technique
5	Data Collection Introduction, Sources of Data, Primary Data Collection Techniques, Secondary Data Collection Techniques, Secondary Data – Advantages and Disadvantages, Qualitative vs. Quantitative Data

6	Questionnaire Design Introduction, Types of Questionnaire, Methods of Sending the Questionnaire, Guidelines for Questionnaire Design, Characteristics of Good Questionnaire
7	Data Processing Introduction, Editing, Coding the Data, Tabulation, Quantitative and Qualitative Analysis
8	Analysis, Interpretation and Presentation of Findings Introduction, Statistical Analysis and Interpretation, Techniques of Interpretation, Report Writing Steps, Components and Format of Research Reports, Guidelines for Writing Research Reports

Reference Books:

- C R Kothari, Research Methodology, New Age International Publications.
- Sharan B. Merriam, Qualitative Research, John Wiley & Sons.
- R Panneerselvam, Research Methodology, PHI India.
- Chandra And Hareendran, Research Methodology, Pearson Publication.
- Chawla and Sodhi, Research Methods- Concepts and Cases, Vikas Publishing House.

Course Code: DBB2104	Title of the Course: Financial Management
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Course Description

Financial Management of a firm embraces all the Managerial activities that are required to procure funds with the least cost and also for the effective deployment of these funds. The most important decisions taken by a finance manager are financing decisions, investment decisions, dividend decisions and liquidity decisions. All these decisions strive towards the goal of financial management, that is, maximization of shareholder's wealth. This financial management is the art and science of managing money practiced by Finance Managers.

Course Objectives

On completion of this course, students will be able to understand financial management, its importance and its applications in business, their relationship with the business environment and the role and functions of chief financial officer. Further, it aims at developing critical thinking and problem solving competencies, at both the individual and group levels, of financial analysis, financial planning, principles of valuation, capital budgeting, capital structure and dividend decisions. The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Specifically, the student will learn to:

- demonstrate the functions of finance managers in practice
- describe the goals of the firm and to strike balance and reconcile the conflicting interests of various stakeholders
- develop budgetary control which is an essential tool for controlling costs and maximizing profits
- apply the basic valuation concepts
- evaluate the financial performance of top management using the cost of capital framework

Course Contents:

Units	Syllabus
1	Evolution, Scope and Functions of Finance Managers Introduction, Scope of Finance, Financial Management System, Finance Functions, Role of a Finance Manager
2	Objectives of a Firm Introduction, Profit Maximization, Shareholders' Wealth Maximization (SWM)

3	Financial Planning Introduction, Meaning of Budget, Types of Budgets, Advantages of Budgeting, Responsibility Accounting
4	Time Value of Money Introduction, Concept of Time Value of Money, Compounding Method, Discounting Method
5	Cost of Capital Introduction, Cost of Capital, Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Approaches to Derive Cost of Equity, Weighted Average Cost of Capital and Weighted Marginal Cost of Capital
6	Financial and Operating Leverage Introduction, Meaning of Financial Leverage, Measures of Financial Leverage, Calculation of Earnings Per Share (EPS) and Return on Equity (ROE), Financial and Operating Leverages
7	Capital Budgeting Decisions Introduction, Capital Budgeting Process, Methods to Evaluate Investment Proposals, Capital Rationing
8	Capital Structure Theories Introduction, Relevance of Capital Structure Theories, Irrelevance of Capital Structure
9	Sources of Finance Introduction, Short-term Finance, Long-term Funds
10	Asset-Based Financing Introduction, Lease Financing, Hire Purchase Financing, Infrastructure Project Financing
11	Dividend Policy Introduction to Dividend Policy, Financing and Dividend Decision, Dividend Relevance: Walter's Model
12	Working capital Management Introduction, Concepts of Working Capital, Operating Cycle Method
13	Management of Cash Introduction, Motives for Holding Cash, Facets of Cash Management, Cash Planning, Cash Forecasting and Budgeting, Determining the Optimum Cash Balance, Investing Surplus Cash in Marketable Securities
14	Receivables and Inventory Management Credit Policy, Its Nature and Goals, Collection Procedures, Inventory Management Techniques

Reference Books:

- Pandey I M, Financial Management, Vikas Publishing House.
- Khan MY & Jain PK, Financial Management: Text, Problems and Cases, Tata McGraw-Hill.
- Chandra P., Financial Management: Theory and Practice, Tata McGraw-Hill.
- Bhat Sudhindra, Financial Management: Principles and Practice, Excel Books.
- J.V. Horne & J.M. Wachowicz, Fundamentals of Financial Management, Prentice-Hall
- L.J. Gitman & C.J. Zutter, Principles of Managerial Finance., Pearson

Course Code: DBB2105	Title of the Course: Advertising and Sales
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Course Description

Advertising is an integral part of our social and economic systems. In our complex society, advertising has evolved into a vital communications system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audiences has given them a major role in the marketing programmes of most organizations. Advertising has become a part of our lives. Companies ranging from large multi-national corporations to small retailers increasingly rely on advertising and promotion to help them

market products and services in today's highly competitive market. Advertising performs a crucial role in buyers, knowledge of products and brands available in the market and helps them to select the best suited product for their needs and budget. Thus, consumers have learned to rely on advertising and other forms of promotion for information which they can use in making purchase decisions. It is very essential that students planning a career in business activities understand the deep, complex and long term role that advertising and sales promotion play in today's economy.

Course Objectives

On completion of this course, students will be able to understand the elements of advertising and sales promotion in the business environment. Topics include advertising and sales promotion, selection of media, use of advertising and sales promotion as a marketing tool, and means of testing effectiveness. The young entrepreneurs are supposed to have the knowledge of Advertising and Sales Promotion without which they may not be able to run their business successfully.

Specifically, the student will learn to:

- discuss the roles and functions of advertising
- describe how consumer behaviour helps in making strategies and explain consumer purchasing process
- evaluate the effectiveness of media planning
- explain the steps involved and methods used in designing sales territory
- discuss the major ethical issues in sales management

Course Contents:

Units	Syllabus
1	Introduction to Advertising Definition of Advertising, History of Advertising, Roles of Advertising, Functions of Advertising, Key Players in Advertising, Types of Advertising, Steps in Development of Advertisement
2	Integrated Marketing Communication Integrated Marketing Communication, Evolution of Integrated Marketing Communication, Role of IMC, Consumer Behaviour, Consumer buying decision process, Communication Process, Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC
3	Advertising Design: Appeals, Message Strategies and Executional Framework Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Executional Strategies, Creating an Advertisement, Advertising Effectiveness
4	Copywriting Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, writing for the Web, Tips for writing good web content
5	Media Planning and Strategies Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness
6	Print Media and Outdoor media Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising
7	Broadcast and Internet Media Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising

8	Public Relation and Publicity Meaning of Public Relations, Difference between public relations and advertising, Role of Public Relations, Process of Public Relations, Advantages and Disadvantages of Public Relations, Publicity, Advantages and Disadvantages of Publicity
9	Sales Management Defining Sales Management, Objectives of Sales Management, Sales Management Strategies, Functions of Sales Executives, Qualities and Skills of Sales Executives, Sales Presentation Techniques, Emerging Trends in Sales Management
10	Sales Promotion Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion
11	Personal Selling Defining Personal Selling, Scope and Significance, Aims and Objectives of Personal Selling, AIDAS Principles, Personal Selling Process, Customer Delight
12	Management of Sales Territories and Quotas Defining Sales Territory, Designing Sales Territory, Steps involved, Methods used, Guidelines for designing territories, Types of territory designs, Reasons for Establishing Sales Territory, when not to establish sales territories, Aligning Sales Territory, when to align sales territories, how to align sales territories, Sales Quota, Types of Sales Quota, Breaking Down Sales Quota, how to set Sales Quota, Reasons for Fixing Sales Quota, Administering Quota System
13	Staffing, Training and Motivating the Salesforce Sales Organization and its Types, Meaning and Role of Sales Force, Sales Force Objectives and Strategy, Sales Force Size, Recruiting and Selecting the Sales Force, Sales Training, Motivating the Sales Force, Motivational Tools, Financial rewards, Non-financial rewards, Compensation, Leadership for Sales
14	Effectiveness and Performance of Sales Force Sales Organization Audit, Sales Organization Effectiveness Evaluation, Ethical Issues in Sales Management, Salesperson Performance Evaluation, Sales Person Job Satisfaction

Reference Books:

- Wells, Moriarty and Burnett, "Advertising: Principles and Practice" (Prentice-Hall)
- Sangeeta Sharma and Raghuvir Singh "Advertising: Planning and Implementation" (Prentice-Hall)

Course Code: DBB2106	Title of the Course: Mini Project
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Every student shall undertake Mini Project work as part of third semester course work starting with project synopsis and culminating with project report. **Students are encouraged to choose a domain and carry out a field visit to complete their research project, of 3 months duration either at place of work or any other market location, to complete the Mini Project.** The Mini project work is equivalent to 4 credits.

Course Code: DBB2201	Title of the Course: Business Strategy
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Course Description

Strategic management has increasingly become crucial in the VUCA business world. The world of business strategy is continually evolving. What used to work, doesn't necessarily work anymore. This course on business strategy prepares one to think strategically and remain agile. Today, the new norm is the new cool factor emanating from customer perceptions. And a course on business strategy equips one to stay aligned with changing times. Organizations today are at interesting intersection of bright growth prospects and dynamic challenges of 21st century. In this globalized, yet localized world, companies require strategic thinking and the resultant strategies to attain strategic competitive advantage. A firm attains competitive advantage when competitors are unable to imitate the strategies and thus, value is retained therein. As such, the goal of business strategy remains equally relevant for conglomerates as well as small firms.

A strategy of a business firm is a comprehensive master plan succinctly stating how vision and mission is to be attained. Strategy is universal and significant as the very survival of the firm. Business strategy helps the company to keep pace with highly uncertain dynamic business environments and minimizes the competitive disadvantage. It forms the very basis of strategic decision making and thus implementing actions. Strategy can be operationalized at various levels of corporate, business, functional and operating levels. Strategy formulation is an ongoing process spanning from vision, mission to environmental and organizational scanning, finally leading to implementation and evaluation of these strategies. Business strategies are based on firm's clear understanding of vision, mission and values. It encapsulates firm's abilities to set short term and long-term goals. Also discussed is the strategic decision making process enabling appropriate resource allocation to attain desired goals.

The course business strategy helps organizations take stock of current times, chalk out strategies, deploy and evaluate them for course correction, if any. This course thus adopts a systematic approach towards firm strategies to enable firms make logical decisions and evolve new goals to keep pace with rapidly changing environment. This course thus helps firms stay ahead in gaining and sustaining competitive advantage and ensure it is foolproof future ready.

Course Objectives

On completion of this course, students will be able to explain concepts of strategic management as well as to help students to apply their key learnings in various business scenarios to leverage competitive advantage.

Specifically, the student will learn to:

- describe the concept of business strategy
- discuss the role of strategic management in policy making
- explain the need for strategic analysis and environmental scanning
- understand issues in strategy implementation
- understand the concept of strategic leadership and competitive advantage

Course Contents:

Units	Syllabus
1	Introduction to Business Strategy Introduction, Concept of Business Strategy, Need for Business Strategy, Essentials of Effective Strategy, Effects of Inadequate Strategies, Functions of Business Strategies, Value Chain Analysis, Designing Strategic Control Systems
2	Business Policy Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies, Objectives and Significance of Business Policy to Modern Day Organisation, Role of Organisational Structure in Strategic Implementation, Aspects in Strategy Implementation

3	<p>Introduction to Strategic Management Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Types of Business Level Strategies Causes for failure of Strategic Management</p>
4	<p>Strategic Management Process Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Criteria for Effective strategy, Role of Strategic Management in Policy Making, Historical Development and Levels of Strategic Management in Organisation</p>
5	<p>Strategic Analysis Introduction, Strategic Analysis – definition, need for Strategic Analysis and Environmental Scanning, Understanding environment of business for strategic analysis, Strategic thinkers and their contributions, Role of Strategic Analysis in Policy making, Introduction to Strategic Choice, Tools and Techniques of Strategic Choice, Analysing Strategic Analysis And Competitive Advantages, Competition Analysis, Factors Affecting Strategic Analysis</p>
6	<p>Strategy Formulation Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation, Company's Mission, Purpose and Objectives of Strategy Formulation, Strategy Formulation Components and Issues, Hierarchy of Strategy Intent</p>
7	<p>Strategic Planning and Implementation Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies, Structural Implementation, Behavioural Implementation, Functional Implementation, Business Ethics</p>
8	<p>Business Process management Process Identification: Focusing on Key areas, the Designation Phase, The Evaluation Phase, Designing a Process Architecture, Essential Process Modelling</p>
9	<p>Process management and strategy: Products, processes, and performance, operations strategy and management, Internal and External Techniques of Business Environment Analysis</p>
10	<p>Process flow metrics: Process flow measures, flow-time analysis. Flow rate and capacity analysis, inventory analysis, process flow variability, Quantitative and Qualitative Process Analysis, Criteria for Strategic Control, Techniques of Evaluation and Control, Operational Control, Components of Operational Control, Techniques of Operational Plan</p>
11	<p>Process integration: Lean operations: process synchronization and improvement, Dimensions of Functional Plan, Decisions Related to Marketing Plan, Components Related to HR Plan</p>
12	<p>Process Redesign: Process automation and process intelligence, Redesign Strategies for Operational Excellence, Redesign Tools and Approaches, Process Model Canvas, Concept of Synergy, Techniques For Internal Analysis, Techniques of External Environmental Analysis, Levels of External Environment Analysis</p>

13	Strategic Leadership Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage
14	Business Strategy: Formulation of Business Strategy in any specific domain : Case Study approach

Reference Books:

- Azhar & Adela Kazmi, Strategic Management, 4th edition, McGraw Hill.
- Managing Business Process Flows by Anupindi, Chopra, Deshmukh, Van Mieghem & Zemel, Pearson.
- Fundamentals of Business Process Management by Marlon Dumas, Marcello La Rosa, Jan Mendling and Hajo A. Reijers, Springer.

Course Code: DBB2202	Title of the Course: Management Information System
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Course Description

The course has been devised in such a way to empower the students to acquire knowledge of management information systems which helps them in understanding business decision making. The course is designed to provide participants a firm grounding in the fundamentals and applications of Management Information Systems such as DBMS in practice. The course will make student to understand, plan, develop and control different kinds of information systems, ERP, DSS and E enterprises in present management era. The course will help student to learn about various decision-making models for different areas of management such as cost and accounting, finances, etc. The course also provides the learner with an overview of security and ethical issues related to MIS in an organization for more efficient implementation of various models and thus make knowledge management structure for organization.

Course Objectives

After completion of this course, students will be able to conceptualize Management Information System and its implementation on organizational systems and procedures.

Specifically, the student will learn to:

- explain the basics of MIS
- describe the role and significance of MIS in business, types and its classification
- elaborate the structure of Management Information System
- elaborate the development of information systems
- explain the fundamentals of business process re-engineering (BPR)

Course Contents:

Units	Syllabus
1	Understanding MIS Introduction to Management Information Systems, History of MIS, Impact of MIS, Role and Importance, MIS Categories, Managers and Activities in IS, Types of Computers Used by Organizations in Setting up MIS, Hardware support for MIS, Modern Organisation-IT Enabled, Networked, Dispersed, Knowledge Organisation, Managing the Internet Era, Managing Information Systems in Organisation- The IT Interaction Model
2	Conceptual Fundamentals Introduction, The Decision Making Process, Systems Approach to Problem Solving, The Structure of Management Information System, Classification and

	Quality of Information, Introduction, Need for Data Management, History of Data Use
3	Kinds of Information Systems Introduction, Types of Management Systems, Concepts of Management Organization
4	Planning and Control Introduction, Differences between planning and control information, Systems Analysis, Systems Design, Role of MIS in Organisational Planning, Role of MIS in Controlling the Organisation, Communication in Organisations
5	MIS Planning and Development Introduction, Planning, development, Main Stages of Traditional MIS Planning Essential Steps for the Development of MIS, Challenges for Manager, Information Built by Manager and Capabilities Required for IS
6	MIS and BPR Introduction, Business Process Re – Engineering, Improving a process in BPR, Object Oriented methodology, BPR – Current Focus, BPR, Data and Information, Information in Organisational Functions, Types of Information Systems
7	MIS Organization Structure Introduction, MIS at Management levels, Strategic Level Planning, Operational Level Planning, Economic and Behavior Theories, Decision Making with MIS - Tactical, Operational and Strategic Decision, Enhancing Decision Making for the Digital Firm
8	Enterprise Resource Planning Introduction, Basics of ERP, Evolution of ERP, Enterprise Systems in Large Organizations, Benefits and Challenges of Enterprise Systems, Features and Scope of ERP
9	E-Enterprise System Introduction: Managing the E-enterprise, Organization of Business in an E-enterprise, E-business, E-commerce, E-communication, E-collaboration, Centralising Services, Security Levels Requirement and Technology Road Map for an Organisation
10	Trends in MIS Introduction, Decision Support Systems (DSS), Artificial Intelligence (AI)
11	MIS – Support Models and Knowledge Management Introduction, Philosophy of Modelling, DSS: Deterministic Systems, Market Research Methods, Ratio Analysis for Financial Assessment, Management Science Models, Procedural Models, Project Planning and Control Models, Cost Accounting Systems, Operations Research Models: Mathematical Programming Techniques, Knowledge Management
12	Organization and Computer Networks Introduction, Basics of computer systems, Basic Network Terminologies, Definitions and Application, The Intranet and the Extranet
13	Database Management Systems Introduction, Types of Database Users, DBMS, Designing of DBMS
14	Strategic Management Information System Introduction, Background, Performance, Product differentiation and Value Chain, How IT influences Organizations' goals, The five levels, Governance Modes in the use of IT
15	Security and Ethical Issues Introduction, Control Issues in Management Information Systems, Security Hazards, Ethical Issues, Technical solutions for Privacy Protection

Reference Books:

- Laudon & Laudon: Management Information System, PHI.
- Bidgoli & Chattopadhyay: Management Information System, Cengage.
- Keen, Peter G.W.: Decision Support System for Effective Planning, Prentice Hall.
- Leod, Raymond Me J. R.: Management Information System, Mc Millan Pub. Co. New York.
- Turban. Efrain: Decision Support & Expert system, Management Perspective, McMillan Pub. Co. New York.

Course Code: DBB2203	Title of the Course: Management Accounting
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Course Description

Management Accounting is an essential tool for upgrading the managerial skills of decision making and forward planning. This course intends to provide the learners a detailed insight into the management accounting tools and techniques. The course provides a detailed account of the contemporary techniques which can be used in the current business environment for relevant decision making.

Management accounting is an exhaustive discipline which aims at converting the financial statements into user friendly versions so that the necessary information can be elicited for planning. Therefore, it is important to gain adequate knowledge about all the techniques as also the application of those techniques in the correct context. The course offers a platform where learners can develop an understanding about using the right technique to extract right information. Management accounting deals with cost data and its relationship with decision making and control. As the contemporary markets are too sensitive about competition, it becomes inevitable to understand the possible innovations in the cost structures.

The course deals with versatile accounting data and also how accounting practices and methods are evolving to deal with the changes in business environment. Impact of technological advancement in the area of accounting techniques and tools will also be studied in this course.

Course Objectives

After completion of this course, students will be able to gain an in depth knowledge about various management accounting tools and techniques used by contemporary organizations for decision making and strategic planning. The learners will be able to identify the relevant information to be used for organizational planning and the apt techniques to be applied for analysis under different situations.

Specifically, the student will learn to:

- describe the meaning and features of management accounting
- analyze variances
- explain the meaning and the features of marginal costing
- analyze and interpret financial statements
- identify the determinants of working capital requirement

Course Contents:

Units	Syllabus
1	Introduction to Management Accounting Meaning, Features, Scope, Importance, Functions, Differences between Financial accounting, Cost accounting and Management accounting
2	Budgetary Control Meaning, Characteristics, Objectives, Steps, Advantages, Limitations, Types of budgets
3	Standard Costing Meaning, Advantages, Limitations, Preliminaries, steps in setting up of standard

	costs, Differences between Budgetary control and standard costing, Estimated cost
4	Variance Analysis Meaning, Favorable and Unfavorable variances, Controllable and uncontrollable variances, Uses of variances, Analysis of variances, Types of variances
5	Marginal Costing Meaning, Features, Advantages, Limitations, Absorption costing
6	Cost – Volume – Profit Analysis Contribution, Break even analysis, Profit Volume Ratio, Margin of safety
7	Analysis and Interpretation of Financial Statements Meaning, Steps, Objectives, Types of Analysis, Comparative financial statement, Common size financial statement, Trend Analysis
8	Ratio Analysis Meaning, Advantages, Limitations, Classifications of ratios
9	Working Capital Management Meaning of working capital, Kinds of working capital, Sources of working capital, Objectives of working capital management, Determinants of working capital requirement, Estimation of working capital requirement
10	Fund Flow Statement Meaning, Uses, Limitations, Sources and uses of funds
11	Cash Flow Statement Meaning, Uses, Limitations, Sources and uses of cash
12	Capital Budgeting Meaning, Principles of capital budgeting, Methods of evaluating, Capital Rationing
13	Management of Profits/Dividend Policy Meaning of dividend policy, Types of dividend policy, Factors influencing dividend policy, Forms of dividend, Dividend models
14	Overview of latest developments in Accounting Transfer Pricing, Responsibility, accounting, Inflation accounting, Divisional performance analysis, Human Resources Accounting

Reference Books:

- Lucey Terry, Management Accounting, Continuum
- Khan MY & Jain PK, Management Accounting: Text, Problems and Cases, Tata Mc Graw Hill, New Delhi
- Bhattacharyya Debarshi, Management Accounting, Pearson
- Drury Colin, Cost and Management Accounting: An Introduction, Thompson
- Rajpurohit, Joshi, Management Accounting, Rajasthan Pathya Prakashan
- Maheshwari, S.N., Cost & Management Accounting, Sultan Chand & Sons

Course Code: DBB2204	Title of the Course: Environmental Science
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Course Description

The course Environmental Science is offered as a mandatory course prescribed by the UGC, New Delhi, for all undergraduate students of higher education of all programmes including Business and Commerce, Science, Arts, Social Sciences, Design, Journalism and Mass Communication. The course Environmental Science offers the knowledge to understand how natural world works, environmental and natural processes which affects human community and how human activities and developmental processes affect the environment and natural systems.

The course helps in understanding natural environmental system, its changes and consequences due to increasing human population, business and commerce, extensive agriculture, industrialization, urbanization and other developmental activities on the earth with time. The course also lays emphasis on the environmental degradation aspects and the conservation strategies for natural resources, ecosystems and their services, biodiversity, environmental pollution and their control measures.

Further, knowledge and understanding of this course on environmental science would help students to be aware about environmental activities and movements, and develop skills for environmental conservation for human sustainability and sustainable development in changing climate through suitable development goals.

Course Objectives

After the completion of this course, the students will be able to analyze the key component of the environment and its issues. The students will be familiar with natural processes, changes due to human activities and their impact on human sustainability. The students will learn to monitor, assess and analyze the environmental degradation for developing conservation strategies for sustainable development.

Specifically, the student will learn to:

- acquire awareness and sensitivity to environmental and its allied problems
- acquire skills for identifying and solving environmental problems
- find out the environmental problems concerning with human activities and developmental processes
- understand the strategies for conservation of nature and natural resources and to solve the emerging problems related to environment degradation understand the environmental issues related to business and commerce

Course Contents:

Units	Syllabus
1	Introduction Multidisciplinary nature, scope and importance, sustainability and sustainable development. Ecosystems: Concept, structure and function, energy flow, food chain, food webs and ecological succession, examples.
2	Natural Resources (Renewable and Non-renewable Resources) Land resources and land use change, Land degradation, soil erosion and desertification, deforestation. Water: Use and over-exploitation, floods, droughts, conflicts.
3	Energy resources: Renewable and non- renewable energy sources, alternate energy sources, growing energy needs, case studies.
4	Biodiversity and Conservation Levels, biogeographic zones, biodiversity patterns and hot spots, India as a mega-biodiversity nation, biodiversity services, Ecosystem Conservation
5	Endangered and endemic species Threats, conservation
6	Environmental Pollution Type, causes, effects, and controls of Air, Water, Soil and Noise pollution, nuclear hazards and human health risks, fireworks, solid waste management, case studies, Geothermal Energy and Hydroelectric Energy, Tidal Energy, Hydrogen Energy and Wave Energy, Solar Energy and Wind Energy
7	Environmental Policies and Practices Climate change, global warming, ozone layer depletion, acid rain, environment laws, environmental protection acts, international agreements
8	Human Communities and the Environment Human population growth, human health and welfare, resettlement and rehabilitation, case studies
9	Social Issues and the environment: From unsustainable to sustainable

	development, Urban problems related to energy, Water conservation, rainwater harvesting, watershed management, Marine Pollution, Thermal Pollution
10	Climate change, global warming: Acid rain, ozone layer depletion, waste land reclamation, Air (Prevention and control of pollution) Act, Water (Prevention and control of pollution) Act, Industrial Pollution, Vehicular Pollution
11	Disaster management Environmental ethics, environmental communication and public awareness, case studies, Soil Contamination and Risk Assessment, Soil Reclamation and Conservation
12	Nature reserves Tribal populations and rights, human wildlife conflicts in Indian context, Monitoring of Noise Pollution, Mitigation Measures of Noise Pollution
13	Women and Child Welfare – Need to protect Women and Child rights, Wasteland Reclamation, Consumerism and Waste Products
14	Environmental Acts - Human Health, Women and Child Welfare, Human Rights and Value Education
15	Environmental Legislation and Environmental Policy

Reference Books:

- R. Rajagopalan, Environmental Studies: From Crisis to Cure, Oxford University Press.
- A. K. De, Environmental Studies, New Age International Publishers, New Delhi.
- E. Bharucha, Text book of Environmental Studies for undergraduate courses, Universities Press, Hyderabad.
- R. Carson, Silent Spring, Houghton Mifflin Harcourt.
- M. Gadgil & R. Guha, This Fissured Land: An Ecological History of India, University of California Press..
- M. J. Groom, K. Meffe Gary and C. R. Carroll, Principles of Conservation Biology, OUP, USA.

Course Code: DBB2205	Title of the Course: International Marketing
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Course Description

International Marketing would prepare the learner for a fulfilling career in business management. Marketing is no longer confined to domestic boundaries. Companies now realize the role and requirement of international markets. The international business environment is undergoing a series of fundamental and far reaching economic, social, technological and geo-political changes. These changes have led to the emergence of different models of international business. These business models mainly focus on marketing i.e. availability and accessibility of their product or services to customers around the world. This paved the way to the importance in studying the subject called International marketing. It deals with business activities across national boundaries. International marketing becomes significant for every business to grow in terms of expanding and adapting the environment of different countries. As global economic growth occurs, understanding marketing in all cultures is increasingly important. International Marketing addresses the concepts, strategies, environment differentiation, rules and regulations for a business to explore different countries. It evaluates cultural differences and aims to enhance students' skills in developing and implementing marketing strategies and decision making in international contexts. Some of the crucial factors in international marketing are decisions regarding entry strategies, understanding cultural differences, clarity in legal aspects of a particular country, source of information and managing the distances and operational activities. Adoption and standardization of the international marketing aspects like marketing mix strategies, segmentation, targeting, positioning, communication and advertisement, distribution are guiding and deciding factors to be profitable in international market. This course will help students with an opportunity to study the various aspects of the international marketing and to improve the capacity to assess and solve international business problems. This course will also provide an insight on the relevance of

conducting research and evaluating opportunities existing in international markets, developing plans for exploiting those opportunities.

Course Objectives

After completion of this course, students will be able to familiarize themselves with the marketing strategies to be undertaken for success in overseas markets.

Specifically, the student will learn to:

- define the meaning of international marketing
- explain the different indicators which influence the international business
- analyze the implication of legal environment on international business
- describe various modes of market entry in international business
- recognize the steps involved in constructing a global e-marketing plan

Course Contents:

Units	Syllabus
1	Introduction to International Marketing Introduction, Meaning of International Marketing, Domestic Marketing vs. International Marketing, Multinational Corporations and Global Corporations, Benefits of International Marketing, Barriers, Strategies for FDI
2	International Trade Theories Basics of International Trade, Trade theories - Mercantilism, Adam Smith's theory of absolute advantage, David Ricardo's theory of comparative advantage Heckscher - Ohlin theory, The product life cycle theory of Raymond Vernon, New trade theory, Michael Porter's national competitive advantage theory or Porter's diamond model, Protectionism and Arguments for and Against of Protectionism Trade Policy, Free Trade Policy and Liberalisation
3	Economic Environment International Economic Environment-Regional Economic Integration, Economic Condition, Economic Systems, Economic Policies, Balance of Payment
4	Cultural Environment Meaning and Characteristics of Culture, Elements of Culture, Cultural Change, Implication of culture, Culture as barrier, Global Advertising and Culture
5	Political and Legal Environment Types of Government, Political Environment and Political Risk, Legal Systems, Legal Issues in International Business, International Dispute Settlement, Implications of Legal Environment on International Marketing
6	Market Research and Information Systems for International Markets Need for marketing research, Sources of Information, Primary research, Secondary research, Sampling, Basic methods of data collection, Analysis and Measurement, International Sources of Information, International Communication, Introduction and Factors Affecting the Selection of Global Market Entry Strategies, Introduce the Concept of Global Communications and Its Importance
7	Market Entry Strategies Market Entry strategies, Foreign Direct Investment, Exporting and Importing, Licensing, Joint Venture, Mergers and Acquisitions, Strategic Alliances, Franchising, Contract Manufacture, Consignment Sales, Strategic Marketing, Modes of Entry in Global Market
8	International Product decisions Product Development, Product diversification, Product customization (Standardization versus Adaptation), Global products, Global Product Planning, Concept of Branding, Branding decisions, Packaging, Marketing of Services, Global Media Decisions, Factors and Types of Media

9	Distribution Management Meaning of distribution, Direct and Indirect selling channels, Channel development, Channel decisions, Physical Distribution, Modes of Transportation, Clearing and Forwarding, ERP, SCM, Licensing and Franchising, Tariff Barriers, Non-Tariff Barriers
10	International Pricing decisions Importance of pricing, Pricing decision, Alternative pricing strategies, Dumping, Price Distortion, Inflationary impact, transfer pricing, Price quotation and Terms of sale, Means of payment, Other Means of Communication - Sales Promotion, Personal Selling, and so on
11	International sales Promotion Personal Selling, Publicity, Sales promotion, Trade Fairs, Sales force automation, International Promotion Mix, International Promotion Strategies, Challenges for International Business Promotion
12	International Advertising Basics of Advertising, Role of advertising, Advertising and regulations, Advertising media, Difference Between Domestic and International Marketing, Advertising and Process and Methods of Preparing Advertising Budget, Types and Methods of Budget Benefits of Global Communication
13	Export Marketing Exporting, Export Marketing and International Marketing- Difference between export marketing and international marketing, Difference in domestic and export marketing, Types of exporting, Reasons for exporting, Advantages and Disadvantages of Exporting, Export Control and Export Management, Introduction and Features of E-Marketing, E-Marketing Mix and Techniques, Advantages and Disadvantages of E-marketing, Online Marketing and Traditional Marketing

Reference Books:

- Keegan Warren J., Global Marketing Management, Pearson Education, New Delhi. PHI, 5th Edition.
- Onkvisit Sak John J. Shaw, International Marketing- Analysis and Strategy, PHI, New Delhi. Business & Economics.
- Joshi Rakesh Mohan, International Marketing, Oxford University Press, New Delhi.
- Rajgopal, International Marketing, Vikas Publication, New Delhi
- Sack Onkvisit and John J. Shaw, International Marketing Analysis and Strategies, New Delhi, PHI.
- Subhash S. Jain, International Marketing Management, New Delhi, CBS Publishers Distributors.
- Doole Isobel and Robin, Lowe International Marketing Strategy, Thomson Learning
- M.R. Czinkota and I.A. Ronkainen, International marketing, Fortworth, Dryden.
- S.J. Poliwoda, International Marketing, New Delhi, Prentice Hall of India.

Course Code: DBB2206	Title of the Course: Rural Marketing
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RURAL MARKETING

Course Objectives:

- To familiarize students with the untapped potential market in Rural India and the growing market driven strategies to explore it.
- To acquaint the students to the rising economy, the changing consumption habits and preferences of rural consumers.

Course Contents:

Units	Syllabus
1	Introduction: Concept, Nature and scope, Importance of rural marketing
2	Evolution of rural marketing
3	Rural vs urban markets-
4	Challenges of rural marketing
5	Rural Consumer: Characteristics of rural buyer, factors affecting rural buying behavior, buying pattern of rural consumers
6	Rural market segmentation, targeting and positioning
7	Identification of rural markets and process of penetration
8	Rural Marketing Mix: Product planning, quality strategy, packaging strategy, branding strategy, pricing strategy
9	Distribution and logistics in rural markets
10	Financial Institutions in Rural Market: NABARD, State Co-operative Banks, Commercial Bank, Kisan Credit Card Scheme.
11	Rural marketing: Case studies

Reference Books:

1. Krishnamacharyulu, Rural Marketing: Text and Cases, Pearson Education; Second edition, Latest Edition
2. Kashyap Pradeep, The Rural Marketing Book, Pearson Education Publications, Latest Edition
3. Shipra Chawla, A textbook on Rural Marketing, Dominant Publishers and Distributors, Latest Edition
4. T P Gopaldaswamy, Rural Marketing Environment, Problems and Strategies, S. Chand (G/L) & Company Ltd, Latest Edition

Course Code: DBB3101	Title of the Course: Consumer Behaviour
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Course Objective:

The course of Consumer Behavior equips students with the basic knowledge about the issues and dimensions of consumer behavior and with the skill and ability to analyse consumer information and develop consumer behavior-oriented marketing strategies. It helps in determining the variables that influence consumer purchase behavior in the marketplace and thus helps in designing marketing strategies and marketing mix of the product offering.

Course Contents:

Units	Syllabus
1	Consumer Behavior: Nature, scope and application
2	Importance of consumer behavior in marketing decisions
3	Characteristics of consumer behavior
4	Role of consumer research in Marketing
5	Consumer behavior- interdisciplinary approach
6	Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self images
7	Consumer Perception: Concept of absolute threshold limit, differential threshold limit and subliminal perception: Perceptual Process: selection, organization and interpretation.

8	Learning and Consumer Involvement: Importance of learning on consumer behavior
9	Consumer Attitudes: Formation of attitudes, functions performed by attitudes.
10	Family and Consumer Behaviour: Consumer socialization process.
11	Culture and Consumer Behavior: Characteristics of culture, core values held by society and their influence on consumer behaviour
12	Opinion receivers, interpersonal flow of communication. Diffusion of Innovation and Consumer Behavior
13	Consumer Decision making process, Models of Consumer Decision making- Nicosia model, Howard-Sheth model, Howard- Sheth family decision making model
14	Models of Consumer Decision making Engel, Kollat & Blackwell model, Sheth Newman gross model of consumer values.

Text / Reference Books:

1. Leon G.S & Leslie L. Kanuk: Consumer Behaviour, Prentice Hall Publication.
2. Engel, B & Miniard: Consumer Behaviour, Thryden Press International.
3. Hawkins B C, Consumer Behaviour Building Marketing Strategy, McGraw Hill 8th International Edition.
4. Foxall G R., Goldsmith, R E., Brown, S Consumer Psychology for Marketing: Thompson Business Press.

Course Code: DBB3102	Title of the Course: Business Analytics
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Course Objective:

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision-making. Further, it helps the students to get familiar with the processes needed to develop, report, and analyze business data by using analytical tools.

Course Content:

Units	Syllabus
1	Overview of Business Analytics - Introduction to Analytics
2	Data Management- Organization/sources of data
2	Importance of data quality, Dealing with missing or incomplete data
3	Classification of Data
4	Introduction to Data Mining- Introduction to Data Mining, Data Mining Process
5	Market Basket Analysis
6	Classification – Introduction and types of Classification
7	Regression Trees – Introduction and types
8	Decision Modelling – Introduction to decision Modelling
9	Use of Excel to solve business problems-marketing mix
10	Use of Excel to solve business problems- capital budgeting
11	Use of Excel to solve business problems- portfolio optimization
12	Decision Making under Uncertainty
13	Case Study in Business Analytics

Reference Books:

1. Data Science for Business, Provost and Fawcett: O'Reilly
2. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley
3. Management Science: The Art of Modeling with Spreadsheets, Powell and Baker: Wiley

Course Code: DBB3111	Title of the Course: Production and Operations Management
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Course Description

Production and Operations Management involves a set of activities that need to be performed to manage available resources in an efficient manner in order to convert inputs into desired outputs. It is also as an area of business that is concerned with the production of goods and services, and involves the responsibility of ensuring that business operations are efficient and effective. It also encompasses the management of resources and the distribution of goods and services to customers.

Course Objectives

One of the most critical areas for success in any business enterprise is how production and operations are managed. The course focuses on the basic concepts, issues, and techniques for efficient and effective operations.

Specifically, the student will learn to:

- appreciate the importance of production management in business
- recommend the operations strategy for improving the competitiveness of the business
- demonstrate the ability to use the various techniques for forecasting
- analyze the role of product design and product development in achieving the objectives of the organization
- recognize the relationship between process planning and production and operations management activities

Course Contents:

Units	Syllabus
1	Introduction to Production Management Introduction, History of Production and Operations Management, Definitions of Production Management, Production Process, Production: The Heart of an Organization, Objectives of Production Management, Scope of Production Management, Importance of Technology in Production
2	Introduction to Operations Management Definition of Operations Management: An Outline of Operations Strategy, Factors Affecting Operations Management, Objectives of Operations Management, Functions and Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations and their Classifications, Productivity Figure, Operations Planning and Control
3	Operations Strategy Meaning of Operations Strategy-Hierarchy and Flow, Current Global Business Conditions, Operations Strategy as a Competitive Weapon, Elements of Operations Strategy, Operations Strategy in Services
4	Forecasting Concept of Forecasting: Purpose of Sales Forecasting, Basic Elements of Forecasting, Importance of Forecasting, Objectives of Forecasting, Classification of Forecasting: Qualitative and Quantitative, Techniques of Forecasting: Qualitative Techniques, Quantitative Techniques
5	Production and Process Design Product Selection, Definitions of Product Design and Development: Need for

	Product Design and Development, Origin of the Product Idea and Selection from Various Alternatives, Choosing among Alternative Products, Modifying the Existing Products, Sources of Product Innovation, Characteristics of a Good Design, Reverse Engineering, Concurrent Engineering, Process Design—Meaning, Need, Factors and Types: Framework for Process Design, Process Planning Procedure, Relationship between Process Planning and other POM Activities, Type of Process Designs.
6	Production Planning and Control Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning, Main Functions of Production Planning and Control (PPC): Master Production Schedule (MPS), Types of Production Planning and Control Systems: Production Control, Product Scheduling: Factors Affecting Scheduling, Scheduling Procedure and Techniques
7	Operations Technology Importance of Operations Technology: Types of Operations Technology, Manufacturing Systems or Production Systems: Continuous Production System (CPS), Characteristics of Continuous Production System, Intermittent Production System, Automation: Meaning, Importance and Elements: Computer-Aided Design (CAD), Computer-Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer-Integrated Manufacturing System (CIMS), Automatic Identification Systems (AIS), Enterprise Resource Planning (ERP): Need for Enterprise Resource Planning: Why ERP?
8	Materials Management Overview of Materials Management: Definition of Materials Management, Functions of Materials Management, Importance of Materials Management. Concept of Purchase Management: The Objectives of Purchasing, The Functions of a Purchase Department, The Methods of Purchasing, Types of Contracts and tenders, Seasonal Purchasing, Subcontract Purchasing, Central Purchase Organization, Purchasing Procedure; Concept of Stores Management: The Functions of Stores Management, Types of Stores; Inventory Management and Coding
9	Supply Chain Management Definitions of Supply Chain Management (SCM): Evolution, Nature, Concept and Relevance of SCM, Functions and Contributions of Supply Chain Management, Objectives of SCM, Value Chain: Supply Alliances, Purchasing, Logistics, Warehousing, Information Technology in Supply Chain: E-Commerce, Electronic Data Interchange (EDI), Data Warehousing (DW), Radio Frequency Identification (RFID)
10	Project Analysis: PERT/CPM Definition of Project and Project Management: Characteristics of a Project, Life Cycle of a Project, Types of Projects, Scope of Project Management, Project Planning Process: Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project, Limitations of CPM and PERT
11	Plant Location and Layout Definition and Objectives of Plant Location: Importance of Location, Locating Foreign Operations Facilities, Location Decision Process, Layout Planning: Advantages and Functions of Layout Planning, Principles of Layout, Layout Varieties on Facility Types, Flow Patterns, Objectives of a Good Plant Layout, Factors for a Good Plant Layout, Types of Layout, Methodology of Layout Planning
12	Maintenance Management Maintenance Management: Definition of Maintenance Management, Need for Maintenance, Objectives of Maintenance Management, Types of Maintenance Systems, Activities in Maintenance Management

13	<p>Work Study Work Study: Definition, Objectives, Significance and Advantages: Importance and Scope, Various Models, Work Study as a Science, Work Study and Productivity, Outline Process Chart, Importance of Work Study; Method Study: Definition, Objectives and Procedure: Objectives of Method Study, Method Study Procedure, Therbligs, Work Measurement: Objectives of Work Measurement, Techniques of Work Measurement, Work Sampling Compared to Time Study</p>
14	<p>JIT and Quality Definition of Just-In-Time (JIT): Process of JIT, Quality: Costs of Quality, Characteristics of Quality, Quality of the Process, Seven Tools of Statistics, Quality Planning and Improvement Tools, Specification and Control Limits: Total Quality Management (TQM): Principles of TQM, Deming's 14 Points; Six Sigma: Six Sigma Themes</p>

Reference Books:

- Aquilano, Chase and Jacobs. Operations Management for Competitive Advantage. New Delhi: Tata McGraw-Hill.
- Bedi, Kanishka. Production and Operations Management. New Delhi: Oxford University Press.
- Bhattacharya, D.K. Production and Operations Management. New Delhi: Excel Books.
- Evans, J.R., D.R. Anderson, D.J. Sweeney and T.A. Williams. Applied Production and Operations Management. US: West Publishing Co. St. Paul M.N.

Course Code: DBB3112	Title of the Course: Economic Planning
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Course Description

The economics of a vast and diverse country like India requires massive planning and in turn, tedious implementation. Economic planning literally means making decisions regarding the utilization of the country's resources as per the requirements of the people and for overall growth. India's economic planning started properly in 1950, almost 3 years after Independence. However, when the planners and policy-makers come up with schemes and estimates, it is close to impossible for them to imagine all the loopholes and possible problems that the implementation of the schemes may encounter. That is why, in each Five-Year Plan, the figures of the last Plan are studied and an assessment is made of the success ratio of the Plan in terms of the targets it met and the goals it missed. Various aspects of economic planning and policies must be studied in order to become conversant with the subject. This course will touch upon the most important aspects of Economic Planning in detail.

Course Objectives

After the completion of this course, students will be able to understand the basic concepts and principles that goes into economic planning. It comprises the basic theories, processes and strategies that are adopted by economic regulators to achieve the desired targets of growth and development. The learners will be able to comprehend the functioning of various economic variables and their implications.

Specifically, the student will learn to:

- analyze human and economic development in India
- explain the role of different factors in development
- analyze the different trends in national income growth and structure
- identify the factors that contribute to the growth of economic development
- describe the evolution and role of public sector in India

Course Contents:

Units	Syllabus
1	Development, Growth and Theories Introduction, Concept of Development and Growth, Theories of Economic Development, Structure and Characteristics of Developing Nations, Major Issues of Development and Growth, Human Development in India
2	Determinants of Development Introduction, Economic Development, Role of Different Sectors in Development, Foreign Investment – Aid and Trade
3	National Income of India Introduction, National Income Estimates in India, CSO Revised National Income Series with 2004–05 as Base Year, Trends in National Income Growth and Structure, Limitations of National Income Estimation in India
4	Natural Resources, Economic Development and Environmental Degradation Economic development and Environmental degradation –Introduction, Land Resources, Forest Resources, Water Resources, Mineral Resources and Mineral Policy, Economic Development and Environmental Degradation, Global Climate Change and India
5	Infrastructure in the Indian Economy Introduction, Role of Infrastructure in Economic Development, Communication System in India, Science and Technology, Private Investment in Infrastructure, Social Infrastructure—Education and Health, Health and Family Welfare
6	Objectives and Strategies of Economic Planning in India Introduction, Objectives of Economic Planning in India, Democratic Socialism in India, Mixed Economy and Economic Planning, Development Strategy in India, Models of Economic Development: Nehru vs Gandhi, Liberalization, Privatization and Globalization (LPG) Model of Development
7	Planning Experience in India Introduction, First Ten Five Year Plans (1950-51 to 2007), Eleventh Five Year Plan, Introduction to Five Year Plans
8	Public Sector and Privatization of Indian Planning Introduction, Evolution and Role of Public Sector in India, Expansion and Performance of Public Sector Enterprises, Shortcomings of the Public Sector, Privatization and Economic Reforms
9	Poverty, Unemployment, Inequality and the Planning Process Introduction, Poverty Estimates in India, Estimates of Unemployment in India, Employment Guarantee Act 2005, Growth and Inequality, India as an Economic Superpower
10	Parallel Economy in India Introduction, Concept of Parallel Economy, Impact of Black Income on the Economic and Social System, Corruption and Development in India, Measures Undertaken to Unearth Black Money
11	Price, Price Policy and Economic Growth Introduction, Price Movement in India since Independence, Causes for Rise of Prices in India, Control of Inflation in India, Price Policy in a Fast Developing Economy
12	Indian Industries Introduction, The Pattern of Industrialization, Large Scale Industries, Labour Problems and Policies, Unorganized Sector
13	Agriculture in the National Economy Introduction, Significance of Agriculture in the National Economy, Food Self-Sufficiency and Food Security in India, Irrigation and Other Inputs, Land Reforms, Farm Size and Productivity, Agricultural Credit and Labour

14	Tertiary Sector in the Indian Economy Introduction, Overview of the Services Sector, Indian Financial System, RBI and Review of Monetary Policy, Indian Public Finance and Fiscal Policy, Financial Relations between the Centre and the States, Thirteenth Finance Commission
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Reference Books:

- Lewis W Arthur, Principles of Economic Planning, Unwin University Books
- Mathur B L, Economic Policy and Administration, RBSA Publishers
- Heal G M, The Theory of Economic Planning, North Holland Pub Co
- Lavoie Don, National Economic Planning, Ballinger Publishing Co

Course Code: DBB3113	Title of the Course: E-Commerce
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Course Description

E-commerce is the use of the Internet and the Web to conduct business transactions. It involves digitally enabled commercial transactions between organizations and individuals. The terms e-commerce and e-business are used interchangeably. E-business is the digital enablement of transactions and processes within a firm and therefore does not include any exchange in value. E-business turns into e-commerce when an exchange of value occurs across firm boundaries. Therefore, e-commerce and e-business intersect at the business firm boundary at the point where internal business systems link up with suppliers. The course E-Commerce helps students to gain the required knowledge of E-Commerce.

Course Objectives

After the completion of this course, students will be able to understand the concept of electronic commerce and how electronic commerce is affecting business enterprises, governments, consumers and people in general. It also acquaints students with a fundamental understanding of the environment and strategies in the New Economy.

Specifically, the student will learn to:

- identify the origin and history of e-commerce
- differentiate between e-commerce and the traditional system of business
- recall and describe the architecture of e-commerce framework
- summarize the functioning of business models vis-à-vis revenue models
- demonstrate the working of business-to-business electronic payments

Course Contents:

Units	Syllabus
1	E-Commerce Framework Definition of E-Commerce, Origin of E- Commerce, History of the Internet, E-Commerce Opportunities for Businesses, Working of E-Commerce, E-Commerce Vs the Traditional Business Mechanism, Advantages of E-Commerce, Disadvantages of E- Commerce, Main Goals of E-Commerce
2	Network Infrastructure for E-Commerce – I Local Area Network (LAN), Ethernet: IEEE 802.3: Local Area Network (LAN) Protocols, Wide Area Network (WAN), The Internet, TCP/IP Reference Model, Domain Names, Hyper Text Markup Language (HTML), Simple Exercises in HTML
3	Network Infrastructure for E-Commerce – II Common Gateway Interface, Multimedia Objects, Network Access Equipment, Network Cables, Broadband Telecommunication
4	E-Commerce: Requirements and Architecture Requirements of E-Commerce, Functions of E-Commerce, E-Commerce Framework Architecture, I-way or Information Highway

5	E-commerce Infrastructure Need for an Intelligent Website, Technology Infrastructure Required, Basic Web Languages for Web Designing, Corporate Strategic Infrastructure Required, Miscellaneous Website Design Tips
6	Business Models Evolution of Internet Business Models, Business Models in Practice, Business Model: The Six Components
7	Security in Electronic Business Intranet and Extranet Security: Threats and Protection, Protection Methods, Data and Message Security, Firewalls
8	Encryption Cryptography, Encryption, Digital Signature, Virtual Private Network
9	E-Payment Systems B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway–Security Standard for Electronic Payment System
10	Enabling Technology of World Wide Web Internet Services, Internet Software
11	E-Marketing Challenges of Traditional Marketing, Retailing in E-Commerce Space, Internet Marketing, Advertisement and Display on the Internet, E-Commerce for Service Industry
12	Policy and Implementation Legal and Ethical Policy Issues: Protection of Privacy and Intellectual Property, Strategy Planning for E-Commerce
13	Mobile Commerce Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles
14	EDI, E-CRM and E-SCM Electronic Data Interchange (EDI), E-CRM, E-SCM

Reference Books:

- Turban, Efraim, Jae Kuy Lee and Michael Chung. Electronic Commerce: A Managerial Perspective. Prentice-Hall.
- Whitley, David. E-Commerce: Strategy, Technologies and Applications. Tata McGraw-Hill.

Course Code: DBB3114	Title of the Course: Entrepreneurship
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Course Description

Entrepreneurial Management generates economic renewal in organizations of all sizes and cultures. Entrepreneurship is increasingly being recognized as an important area of management study and practice. The focus of this course is to ensure that the entrepreneurial process is applied in such a way that it promotes perspectives on opportunity recognition and creative problem-solving and helps students capitalize on their own entrepreneurial potential. Students develop the skills necessary to identify a product or service and customize it to the needs of varied customers. This course also encourages entrepreneurship in the country as the enterprising individuals, who wish to start their own businesses, will develop critical and lateral thinking as they integrate theory with practice. They will learn how to develop business plans to organize their efforts and launch a suitable venture.

Course Objectives

After the completion of this course, students will be able to understand the concept of entrepreneurship, its nuances, its actualization and its effectiveness measurement.

Specifically, the student will learn to:

- identify the agencies promoting entrepreneurship
- assess the qualities and skills that an entrepreneur should possess
- use various methods of generating ideas
- prepare a business plan
- evaluate and choose the appropriate financing option for a new venture

Course Contents:

Units	Syllabus
1	Introduction to Entrepreneurship Meaning and concept of entrepreneurship, the history of entrepreneurship development
2	Role of entrepreneurship in economic development
3	Agencies in entrepreneurship management and future of entrepreneurship.
4	The Entrepreneur Meaning of entrepreneur, the skills required to be an entrepreneur
5	Entrepreneurial decision process, role models, mentors and support system.
6	Business Opportunity Identification Business ideas, methods of generating ideas, and opportunity recognition
7	Preparing a Business Plan Meaning and significance of a business plan, components of a business plan, and feasibility study
8	Financing the New Venture Importance of new venture financing, types of ownership securities, venture capital, types of debt securities, determining ideal debt-equity mix, and financial institutions and banks
9	Launching the New Venture Choosing the legal form of new venture, protection of intellectual property, and marketing the new venture
10	Managing Growth in New Venture Characteristics of high growth new ventures, strategies for growth, and building the new venture capital
11	Harvesting Rewards Exit strategies for entrepreneurs, bankruptcy, and succession and harvesting strategy.
12	Business models. Franchising and other options for new business organizations
13	Business plan–Case Study approach
14	Social entrepreneurship – case studies.

Reference Books:

- Bornstein, D., How to Change the World: Social Entrepreneurs and the Power of New Ideas. Oxford, UK: Oxford University Press.
- Casson, M., The Entrepreneur: An Economic Theory, 2nd edition, Cheltenham, UK: Edward Elgar.
- Drucker, P F., ‘The Discipline of Innovation’. In Review, Harvard Business, editor, Harvard Business Review on Breakthrough Thinking. Boston: Harvard Business Review Paperbacks.
- Hisrich, Robert D., Peters, Michael P. and Shepherd, Dean A., Entrepreneurship, 6th edition, Tata McGraw-Hill.

- Howkins, J., The Creative Economy: How People Make Money From Ideas, Penguin, London.
- <http://sbdc.osu.edu/pdfs/entre.pdf>
- Blank, Steve, <http://steveblank.com/2011/02/08/startup-america-dead-onarrival/>

Course Code: DBB3115

Title of the Course: Small Business Management

Course Description

Small enterprises in India account for 95 per cent of the industrial units in the country. They are the second largest employers of human resources, after agriculture. Although small businesses can be run without adequate knowledge on management initially, crises occur when the enterprise is successfully expanding and the entrepreneur is not capable of running it due to lack of needed knowledge and managerial skills. If the entrepreneurs do not pay enough attention to these issues, eventually they cannot delegate responsibility for particular areas and will fail under the burden of undiscovered and emerging problems. These areas become more complex and intricate with the growth of enterprise and demand more attention. The challenges and issues of a small business are diverse from that of a large corporation. It is therefore crucial for a management student to gain sufficient knowledge in the process of starting and managing a small business.

Course Objectives

After the completion of this course, learners will acquaint with the concept and significance of small business management in an economy. It also helps them understand how small businesses are a major source of creation of new employment opportunities on a wide scale in the shortest possible time, promoting entrepreneurial culture.

Specifically, the student will learn to:

- explain the concept of small business
- explain the characteristics of small business and identify the common problems of small business
- explain the marketing factors influencing selection of a product
- recognize material flow pattern in production environment
- assess a manager's performance using the role-based appraisal form

Course Contents:

Units	Syllabus
1	Introduction to Small Business Management Significance of Small Business, Evolution of Small Business in India, Definition and characteristics of Small Business, Factors Hindering Business Success, Small Business Management Tips for Success
2	Forms of Small business Ethical Responsibilities of Small Business, Role of Small Business in Rural Development, Types of Small Business, Common Problems Affecting Small Businesses, Ways to Overcome Problems in Small Business
3	Strategic Management Views of leading thinkers on strategy, Levels of strategy-corporate, business and functional, Vision, Mission,–Objectives, External analysis-PEST framework, Porter's five forces model, Internal analysis
4	SWOT framework , Pointers for prospects in Small Business Management, Competitive strategies —Cost leadership, differentiation and focus, Principles of competitive advantage, Value chain analysis, SWOT Analysis- A Framework to Develop Strategic Marketing and Business Goals, SWOT Framework Tool for Organisational Development

5	Business Plan Concept of Business Plan, Market, Marketing Strategy, Production, Organizational Pattern, Project Cost, Profitability Statement, Balance Sheet, Small Business-How to Write a Winning Business Plan
6	Cash Flow Statement , Break Even Analysis, IRR and Payback Calculation, Financial Indicators, Risk Analysis, Overview of Cash Flow Statement
7	Marketing Management Marketing Mix, Product, Price, Place, Promotion, People, Process, Physical Appearance, Marketing Assistance to MSME Units by Government, Introduction to Marketing Management, Marketing Concepts and Importance
8	Production Management Capacity Management, Types of Manufacturing Process, Material Flow Pattern in Production Environment, Role, Functions and Importance of Production Management, Introduction to Production Management
9	Production Planning and Control Material Management, Productivity, Quality Management, Introduction to Production Planning and Control, Production Planning System, Production Control, Stages and Phases of Production Planning and Control
10	Financial Management Long Term Finance, Promotion of SMEs by Government through Financial Schemes, Overview of Financial Management, Scope, Importance and Objectives of Financial Management, Role of Financial Management in Building an Organisation
11	Working Capital Assessment Sources of Working Capital, Managing Working Capital, Micro Finance, Financial Statement Analysis
12	Cost Management Introduction to Cost Management, Classification of Costs, Cost Allocation and Apportionment, Costing Methods, Costing Systems, Costs for Decision Making, Budgetary Control, Activity Based Costing, Target Costing,
13	Entrepreneurial and Managerial Skills Managerial Activities, Essential Management Skills, Managerial Skills, Assessing Managerial Skills, Inspiring Models
14	Small Business Management – Case Study approach

Reference Books:

- <http://msme.gov.in/MSME-Annual-Report-2011-12-English.pdf>
- http://shodhganga.inflibnet.ac.in/bitstream/10603/684/7/07_chapter-i.pdf

Course Code: DBB3121	Title of the Course: Store Operations and Job Knowledge
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Course Description

Store Operations and Job Knowledge is a fundamental subject in retail management as it forms the foundation on which other knowledge in the retail sector is built. A retail store is a place where customers purchase products or services that are offered by a retailer. It is a primary source of generating revenue for retailers. The term operations refer to a sequence of interdependent procedures/functions carried out to generate output. Store Operations is an array of interdependent functions performed to operate a retail store. These functions include customer service, store maintenance, store atmosphere, cash handling, safety and security, visual merchandising, employee training program, refund policies, and inventory management. Job Knowledge, on the other hand, is an understanding of an employee towards a specific job performed by him/her at workplace. Since store operations cannot be performed without employees, Store Operations and Job Knowledge are linked to each other.

Course Objectives

After the completion of this course, learners will be able to understand and apply the concepts of Store Operations and Job Knowledge for generating high productivity and profitability for a retail store.

Specifically, the student will learn to:

- explain the basic concepts of retailing
- list the major aspects of retail operations i.e., selecting store location, store design, and layout
- explain how inventory is managed in a retail store
- assess how retailers distribute and manage stock at stores through distribution centers
- discuss how stores evaluate and enhance their performance level by conducting a structured auditing process

Course Contents:

Units	Syllabus
1	Basic Concepts of Retailing Introduction, Objectives, Perspectives on Retailing, Important retailing decisions, Significance of retailing, Indian Retail Sector, Retail formats in India, Forms of retail stores in India, Current retail scenario in India, Services Provided by Retailers, Commonly Used Terminologies in the Retail Sector.
2	Introduction to store Introduction, Objectives, Concept of Retail Store, Types of Retail Stores- On the basis of ownership, On the basis of operational structure, On the basis of customer service, On the basis of merchandise mix, On the basis of pricing policy, On the basis of location, Retail Store Operations, Approaches to Improve Store Operations.
3	Opening and Closing of Store Introduction, Objectives, Opening and Closing a Store, Store opening process, Store closing process, Store Key Management, Checklist for Store Opening and Closing.
4	Store location, Design and Layout Introduction, Objectives, Retail Store Location, Types of Store Locations, Process of Selecting a Store Location, Checklist analysis, analyzing infrastructure and taking permission from authorities, locating alternative sites and making selection, Current Trends in Retail Property, Development in India, Retail Store Design, Exterior store design, Interior store design, Retail Store Layout.
5	Functioning of a Retail Store Introduction, Objectives, Everyday Operations of a Retail Store, Visual Merchandising, Visual merchandising norms, Visual merchandising in India, Operating system of visual merchandising, Role and responsibilities of a visual merchandiser, Role of Signage in the Store.
6	Inventory Management in Retail Introduction, Objectives, Inventory Management, Important terminologies in inventory management, Importance of inventory management in retail, Stock check, Negative inventory, Movement of inventory from warehouse to store, Unloading of inventory, Product Repair System-Customer Interface, Vendor Interface, Returning Merchandise to Vendor, Retail Merchandising, Evolution of merchandising, Merchandise management, Role and responsibilities of a merchandiser, Merchandise procurement.
7	Distribution Centers in Retail Introduction, Objectives, Concept of Distribution Centre, some important terminologies related to distribution center, Activities of Distribution Centers, Target System, Retail Distribution Centre Operations, Duties of Distribution Centre Head, Security Tag Handling

8	Store Administration Introduction, Objectives, Responsibilities of Store Administrator, Role of Housekeeping Staff in a Store, Guidelines for Housekeeping, Checklist for Maintenance, Sale of Scrap, License Renewal
9	Employees in Retail Stores Introduction, Objectives, Employees and Shift Timings, Employee Entry and Attendance Recording System, Scheduling Breaks, Entry Recording System for Outsiders, Grooming Standards for Store Employees, Store Disciplinary Policy for Employees, Morning Briefing for Sales Employees
10	Human Resource Policies in Retail Stores Introduction, Objectives, Role of Human Resource Department in Retail Stores, Functions of Human Resource Department in Stores, Recruitment of employees, Training of employees, Issuing identity cards to employees, Transfer of employees, Resignation of employees, Salary disbursement of employees, Establishing criteria for the best employee, Motivating employees, Job Description and KRAs of Employees in a Retail Store, Store head, Floor head, Sales staff, Head cashier, Cashiers, Administrative head, Commercial head, Security head, Security guard, Stock room in-charge, Stock room executive
11	Store Finance and Controls Introduction, Objectives, Measures of Financial Performance of Retail Stores, Income statement or profit and loss statement, Balance sheet, Measures of Performance Evaluation, Ratio analysis, Other measures of performance: assortment of products, measuring retail store and space performance, Measuring employee productivity, Strategic Profit Model, Budgeting, Dump and Shrink: Calculation and Control, Gift Voucher Management and Release
12	Customers in Stores Introduction, Objectives, Concept of Customer, Role of customers and customer touch points, Customer buying behavior, Entry Process for Customers in a Retail Store, Baggage Counter, Buying Method and Job Responsibility, Cash management and customer checkout, Gift vouchers, return policy and procedure, Garments alteration, Maintenance of alteration counters, Customer Complaints and Suggestions, Managing Free Gifts
13	Store Security Introduction, Objectives, Security Process in Different Situations, Handling Legal Aspects, Handling Counterfeit Currencies, Handling Tag Beep
14	Pilferage and Shoplifting Introduction, Objectives, Pilferage Handling, Concept of Shoplifting, Methods of Shoplifting, Anti-Shoplifting Techniques, Other measures to prevent shoplifting, Points to be considered while displaying merchandise.
15	Store Audit Introduction, Objectives, Concept of Store Audit, Importance of Store Audit, Parameters for Store Audit, Storefront appearance, In-store presentation, Customer service, Storage, Housekeeping

Reference Books:

Segel, R., Retail business kit for dummies. Hoboken, N.J: Wiley.

Course Code: DBB3122	Title of the Course: Logistics Management
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Course Description

Logistics Management is one of the most fundamental subjects in retail management, as it deals with logistics, a core function in any retail enterprise. In simple words, logistics management

refers to the practice of planning, implementing and controlling the flow of goods and information from one location to another. In this age of globalization, the role of logistics in retail enterprises has become more crucial. Globalization has increased competition in the retail industry. More international retailers are entering Indian retail industry after the allowance of FDI in multi-brand retail. This increased competition would put pressure on the retail enterprises to cut cost and provide low-cost products to the customers. An effective logistical system helps retail enterprises in cutting costs.

Course Objectives

After the completion of this course, learners will be able to understand and apply the concepts of logistical management. The course also discusses the implications of logistics management in retail enterprises.

Specifically, the student will learn to:

- elaborate on the concept of logistics
- describe integrated logistics
- discuss various aspects of supply chain management
- explain the approaches and applications of demand forecasting
- describe customer service as a key element in logistics

Course Contents:

Units	Syllabus
1	Concept of Logistics Meaning, objectives and types of logistics, Concept of logistics management, evolution of logistics, Role of logistics in the economy, difference between logistics and supply chain management, logistics and competitive advantage, logistics mix and logistics in organized retail in India.
2	Integrated Logistics The operational objectives of integrated logistics, Barriers to integration and logistics performance cycle.
3	Supply Chain Management Meaning of value chain, Its implications in different organizational levels, Concept of supply chain management, Functions, contributions of supply chain management, Supply chain effectiveness and Indian infrastructure, Framework for supply chain solution and supply chain relationships.
4	Demand Forecasting Meaning of demand forecasting, Impacts of forecasts on logistics and supply chain management, Forecasting process and techniques, Selection of appropriate forecasting techniques, Operating principles of forecasting.
5	Inventory Management Meaning of inventory, its types, Concept of inventory management, Types of inventory costs, Inventory performance and inventory planning measures.
6	Material Handling Meaning of material handling, Equipment used in material handling, Important points to be considered in material handling, Roles of material handling in logistics.
7	Material Storage System Concept of material storage system, Unit load storage, Storage principles, Storage designs, Various storage methods.
8	Warehousing Meaning of warehousing, Functions of warehouses, Types of warehouses, Warehousing cost and warehousing strategies, Significance of warehousing
9	Storehouse Operations and Control Concept of storehouse operations and its objectives, Daily activities of stores, Organizing a store as well as store location and layout, Concepts and implications of store housekeeping and accounting.

10	Logistical Packaging Concept of logistical packaging, Design consideration in packaging, Types of packaging materials, Packaging costs.
11	Transportation Meaning of transportation system, Transportation infrastructure, Different modes of transportation, Freight management, Factors affecting freight cost, Transportation networks and containerization.
12	Customer Service Key Element of Logistics, Concept of customer service, Applications of customer services for competitiveness, Value added logistical service.
13	Logistics Outsourcing Concept of logistics outsourcing, Third party logistics and fourth party logistics, Selection of logistics service providers, Logistics service contract and outsourcing value proposition.
14	Logistics Information System Meaning of logistics information system, its importance, and its principles, Logistics information architecture and application of Information Technology in logistics and supply chain management
15	E-Commerce Logistics Concept of e-commerce, Requirements of logistics in e-commerce, E-logistics structure and Logistics Resource Management (LRM).

Reference Books:

- Gourdin, K. N., Global logistics management: A competitive advantage for the 21st century. Malden, MA: Blackwell Pub.

Course Code: DBB3123	Title of the Course: Buying
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Course Description

Buying is a core function of any retail organization. In simple words, retail buying refers to a business activity that involves acquiring products or any other assets at a mutually agreed price. The key objective of retail buying is to satisfy the needs and wants of consumers. Retail buying is a significant function of any retail organization as it aims at stocking the right product, at the right time, in the right quantity, and at the right price to satisfy customers. In retail, the buying function is managed by an individual called buyer who is responsible for buying products to be stocked in a store. Before buying products, the buyer identifies the requirements of the customers and conducts contract negotiations with sellers. In addition, the buyer is responsible for performing various activities associated with buying like sales planning, sales forecasting, market research, decision making, etc. A buyer works in close association with merchandisers and the operations team to perform the buying function efficiently.

Course Objectives

After the completion of this course, learners will be able to understand and apply the concepts of retail buying and its practices in retail organizations.

Specifically, the student will learn to:

- explain the basic concepts of the buying function in retail
- explain the buying procedure for different retail formats
- discuss how retail organizations conduct market research for effective buying decisions
- explain the process of selecting vendors and developing relationships in the domestic market
- explain the importance of market visit and negotiating with vendors

Course Contents:

Units	Syllabus
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1	Buying Function in Retail Introduction on Buying Function, Buying Environment Characteristics, Retail Stores and Retail Game Plan, Different perspectives on the buying environment in retail, Management of the buying function in the Indian retail sector
2	Roles and responsibilities of a buyer Differences between the retail buyer and merchandise manager, Method of evaluating the performance of a buyer.
3	Buying for Different Retail Formats Products, Types of products, Procedure of handling retail buying under various forms of retail stores
4	Buying functions in both centralized and decentralized organizational structures, Concept of consignment buying.
5	Buying Decision Making Significance of market research for making effective buying decisions, Concept of Buying Decision, How to nurture customers for buying
6	Market Research Types of data required for market research, Various internal and external sources of data collection, Importance of buying offices, Process of Market Research, Buying Offices
7	Understanding the Customer Understanding of consumer markets and how to analyze them, Various factors affecting the customer buying behaviour, Buying motives of consumers, Customers
8	Selection of Vendors Developing Relationships in Domestic Markets Concept of vendors and their role in retailing, Types of vendors, how to contact potential vendors and the criteria for selecting vendor
9	Developing Relationships in Domestic Markets Importance of maintaining a strong relationship between a buyer and a vendor, Developing Relationships and Objectives of Relationship, Commitment and Trust in Developing Relationships, Domestic Markets and Components of Domestic Market
10	Locating Sources in Foreign Markets Different aspects considered while analyzing foreign market for procuring products from different countries, Issues to note while buying from various foreign sources, Concept of Foreign Markets, Steps conducted in analysing foreign markets
11	Buying From Foreign Sources Process for buying from foreign sources as well as the drawbacks in this, Process of locating foreign sources, Strategies to Find Buyers for New Products
12	Market Visits Types of markets for retail buying, Purpose and frequency of market visits, how to plan market visit, Retailers and Retailers Buying
13	Negotiating with Vendors How to prepare for negotiations and the different stages of a negotiation, how to develop an effective negotiation strategy, Negotiating and Negotiators
14	Making the Purchase Terms used when negotiating the terms of sale, Special buying conditions, how retail buyers make purchases under these conditions, How retail buyers place purchase orders and follow-up these orders.

Reference Books:

- Clodfelter, R., Retail Buying: From Basics to Fashion. New York, Fairchild Books.

Course Code: DBB3124	Title of the Course: Visual Merchandising
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Course Description

Visual merchandising is one of the most important aspects in modern retail management. As the name suggests, visual merchandising deals with the visual aspects of retail stores. In simple words, it refers to the tactful use of color, interior and exterior design of a store, window displays, merchandise display, store layout, lights and fixtures in order to attract customers. Nowadays, almost all types of retail formats use visual merchandising as an effective technique of attracting customers and converting prospects into actual buyers. You must have seen that stores in shopping malls use glossy colors, eye catching window displays, attractive lightings, and sophisticated fixtures. These all are a part of visual merchandising activities of a store. The concept of visual merchandising originated in the western countries where organized retail is in vogue for quite a long time. However, increasing urbanization, entry of foreign retailers, access to new technologies and increasing competition has fueled the growth of visual merchandising in India as well. As a result, a large number of agencies have emerged, that provide visual merchandising services to retailers in India. Ever thought why visual merchandising is important for retail organizations? Visual merchandising plays a crucial role in creating the brand image of organizations, positioning products and services, creating customer awareness and increasing sales.

With increasing competition, retailers find it increasingly difficult to differentiate themselves from their competitors. In addition, every retailer wants to have access to the larger pie of customers. As a result, retailers have been devising newer strategies and tools to create awareness among customers regarding the offered products and convert prospects into loyal customers. Attractive visual merchandising enables retailers to attract customers and boost the sales of their stores. Apart from this, visual merchandising also induces customers to make impulse purchases. For example, customers may visit shopping malls with no intention of purchasing any product; however, they may get attracted towards a particular store because of its attractive window display, lighting, etc. and make impulse purchases. Technology is the biggest facilitator of visual merchandising. Various technological innovations in lighting, sound systems, display design, etc. have largely contributed in creating effective visual merchandising for retail organizations. As you can see visual merchandising serves very important purposes in retail organizations. Thus, visual merchandising is an integral part of the study of retail management.

Course Objectives

After the completion of this course, learners will be able to understand and apply the concepts and the implications of visual merchandising in retail enterprises.

Specifically, the student will learn to:

- discuss the concept of visual merchandising
- explain the concept of visual merchandising in retail stores
- describe visual merchandising mix
- discuss store management in merchandising
- explain the method of designing retail stores and creating displays

Course Contents:

Units	Syllabus
1	Introduction to Visual Merchandising (VM) Concept of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising
2	Visual Merchandising in India Scope of visual merchandising in India, Visual Merchandising as a support for Positioning Strategy, Prospects of Visual Merchandising, Challenges in Visual Merchandising: The common challenges and Ways to overcome the visual merchandising challenges
3	The Merchandise Mix Concept of Merchandise Mix: Merchandise line, The Assortment of Products: Assortment strategy, Merchandise Mix of Show Off
4	Role of a merchandiser Other Atmospheric in Merchandising: Color scheme and Lighting

5	Store Management in Merchandising Types of Stores, Location of a Store: Types of retail locations, planning a Store Layout, Various Types of Store Layouts: Grid layout, Forced-path layout, Free-form layout, Boutique layout, Combined layout
6	Store Space Allocation: Heads of space allocation in a store, Managing Customer Navigation in a Store, General Rules of Customer Traffic in a Store, The Loop for Guiding the Shoppers through a Store.
7	Store Design and Display Concept of Store Design and Display: Objectives of store design, Purpose and importance of display and Rules of display planning, Display Settings, Store Design: Exterior of a store, Interior of a store and Window displays
8	Merchandise Presentation Strategies Color blocking, Other techniques of merchandise placement, Physical materials used to support the display and Components of display, Some Useful Display Fixtures: Shelves, Gondolas, Round racks, Four ways, Saccades and fixation, Replenishes and Planogramming
9	Store Image and Security Introduction-Objectives, Concept of Image Mix, Elements of Image Mix: Merchandise, Fixtures, Sound/Music, Odor, Visuals and Employees, Elements that Levy Negative Impact on Shoppers, Change of Image and Security Issues
10	Managing Communication for a Retail Store Offerings Introduction, Objectives, Marketing Communication, Thematic Communication, Methods of Communication: Graphics and Signage
11	The Present of Visual Merchandising Visual Merchandising at Different Stores: Apparel store, Furniture store, Gift store
12	The Future of Visual Merchandising Future Prospects of Visual Merchandising
13	Non-Store Merchandising Non-Store Retail Merchandising: Television retailing/home shopping, Internet retailing/online shopping
14	Catalogue Management Product Presentation in Non-Store Retail Merchandising

Reference Books:

- Martin Pegler, Visual merchandising and Display
- Claus Ebster and Marion Garaus, Store Design and Visual Merchandising, Business Expert Press
- Anuraag S. and Swati Bhalla, Visual Merchandising, Tata McGraw Hill Education private Limited, New Delhi

Course Code: DBB3125	Title of the Course: Warehouse Management
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Course Description

The term warehouse management is often associated with manufacturing organizations. A warehouse is basically a place that an organization uses to store and preserve different types of inventories, such as raw materials, work-in-progress and finished goods. This helps the organization to manage its production and distribution processes smoothly and effectively. Warehouses are essential for the operations of retail organizations. Have you ever thought why a retail organization needs a warehouse? Doesn't keeping and managing a warehouse increase the cost of a retailer? A warehouse is as important for retailers as it is for manufacturers. This is because retailers need to maintain a smooth flow of finished goods at their stores in order to meet customers' requirements.

One of the main reasons for stock-outs in retail stores is the inefficient management of warehouses. In retail, a warehouse is a place where a retailer keeps products that he/she receives from a manufacturer or wholesaler. If the product does not reach on time in the warehouse or gets damaged within the warehouse due to improper handling or outdated storage systems, it becomes difficult for a retailer to deliver products to customers on time. So, it is essential for retailers to manage their warehouse functions effectively. The functions of a warehouse are not limited to the storage of products. They include activities like packaging, coding, assortment and categorization of products, etc. In a warehouse, all the products required at a retail store are placed with proper categorization, which helps retailers in designing replenishment plans for products. In case of large-scale retail organizations, it becomes difficult to manage information related to products and different warehouse operations as they have a large number of warehouses. In order to overcome this problem, many organizations have implemented Warehouse Management System (WMS) for performing operations like receiving, picking, locating, organizing, dispatching inventory, etc. effectively. WMS aids retailers to take crucial business decisions by providing updated information related to availability of products so that they can place orders for products and meet the current demand of products.

Course Objectives

After the completion of this course, learners will be able to understand warehouse management, its importance and application in retail organizations.

Specifically, the student will learn to:

- identify the relation between supply chain and warehousing
- discuss the concept of warehouse
- define merchandise management system
- explain the role of warehousing in retail
- identify the importance of warehouse information in decision making

Course Contents:

Units	Syllabus
1	Supply Chain and Warehousing Objectives, Supply Chain Impact on Stores and Warehousing, Retail Logistics: Retail transportation, Issues in retail logistics, Managing retail shrinkage.
2	Concept of Warehouse Meaning of a Warehouse: Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management Systems (WMS)
3	Merchandise Management System Introduction, Objectives, Meaning of Merchandise Management System, Organization Structure in Merchandise Management, Warehousing Function Mode and Stock Valuation
4	Role of Warehousing in Retail Introduction, Objectives, Retailing and Warehousing Challenges in retail warehousing: Warehousing in fashion retail, setting up a warehouse, Retail product tracking in warehouse using RFID, Types of warehouses, Benefits of warehousing, Role of government in warehousing, Characteristics of an ideal warehouse, Warehousing and Supply Chain
5	Strategic Aspects of Warehousing Introduction. Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations and World-class Warehousing

6	Retail Product and its Procurement Introduction, Objectives, Retail Product, Product Assortment Management: (Assortment management framework, Assortment objective, Assortment selection), Assortment Plan, Product Selection and Retail Suppliers
7	Retail Distribution and Replenishment Introduction, Objectives, Retail Distribution, Retail Replenishment, Direct Store Delivery, Managing Retail Home Delivery, Measures for Retail, Distribution and Replenishment and Role of IT in Retail Distribution and Replenishment
8	Retail Buying Introduction, Objectives, Concept of Retail Buying: (Buying as a task, Retail buying objectives, Retail buying decisions, Retail buying organizations) and Category Management
9	Inventory Stock Analysis Introduction, Objectives, Concept of Inventory: (Need for holding stock, Planning and controlling stock levels and effects of excess inventory on business), Product Classification: Demand analysis and ABC analysis, Product Coding, Product Handling Groups
10	Inventory and Statistics Introduction, Objectives, Inventory Cost and Service, Lead Time, Demand Forecasting, Management of Stock Levels and Replenishment Methods.
11	Inventory Control Introduction, Objectives, Concept of Inventory Control, Impact of Stock Inaccuracy, Frequent Stock Checking and Security and Preventing Loss
12	Warehouse and its Operations Introduction, Objectives, Warehouse Structure, Warehouse Operations: (Receiving inventory, picking inventory, locating inventory, organizing inventory and Dispatching inventory) and Equipment Used for a Warehouse
13	Warehouse Information Importance of warehouse information, Decisions in retail organizations on the basis of warehouse information, ICT applications in warehouse management
14	Technology Aids in Retail Warehouse Management Various technological aids used for warehouse management in the retail sector, Detailed explanation on some of the technologies such as bar code scanners, wireless LAN, mobile computers and radio frequency identification.
15	Health and Safety Perspective Concept of health and safety of employees at work, Assessment of health and safety risks for workers at a warehouse, Management of health and safety at warehouses

Reference Books:

- Gywnne Richards, Warehouse Management: A Complete Guide to Improving Efficiency and minimizing cost in modern warehouse, 3rd Edition, publisher KoganPage, (The Chartered Institute of logistics and transport)
- David E. Mulcahy, Joachim Sydow, A Supply Chain Logistics Program for Warehouse Management, CRC Press (Taylor and Francis group)
- Stuart Emmett, Excellence in Warehouse Management: How to Minimise Costs and Maximise Value, John Wiley and Sons Limited

Course Code: DBB3201	Title of the Course: Customer Relationship Management
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Course Objective: To make the students understand the importance, challenges and strategies for effective customer relationship management.

Units	Syllabus
1	Customer relationship management (CRM): introduction, concept of CRM, importance of customer relationships, Building customer relationship and economics of CRM.
2	CRM Process Adoption and implementation of CRM
3	CRM in BFSI industries: Banking, insurance, Small Finance and Loans
4	CRM in Telecom industries, Hospitality, Healthcare, Airlines
5	CRM in b2b markets Introduction CRM implementation in B2B
6	Tools for CRM Components of ECRM solutions-introduction, data ware housing, data mining
7	CRM campaign management Automation – its advantages: Sales force automation, customer service and support
8	Role of interactive technologies Introduction, Types and use of Technology, Product Offerings in the CRM market space
9	CRM implementation Implementation road map
10	Customer Relations Developing a relationship orientation, customer centric marketing and processes
11	Building organizational capabilities through internal marketing-issues in implementing a technology solution for CRM.
12	Operational issues in implementing CRM Process view of CRM
13	Customer retention Learning from customer defections, customer retention plans, evaluating retention programmes.
14	CRM Implementation – case study approach

Reference Books:

1. Francis Buttle and Stan Maklan, Customer Relationship Management: Concepts and Technologies, Routledge, Publication.
2. Rai A. K., Customer Relationship Management: Concepts and Cases, Prentice Hall India Learning Private Limited.
3. Jagdish N Sheth, Atul Parvathiyar and G. Shainesh, Customer Relationship Management: Emerging concepts, Tools and applications by Publisher: Tata McGraw Hil.
4. G. Shainesh and Jagdish N. Sheth, Customer Relationship Management: A strategic perspective, Laxmi Publications.

Course Code: DBB3202	Title of the Course: Digital Marketing
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Course Objectives:-

The objective of this course is make the students familiar with the usage of internet as a marketing tool, To make the students understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. To provide learning for developing, evaluating, and executing a comprehensive digital marketing strategy and plan.

Course Contents:

Units	Syllabus
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1	Marketing in the Digital Era E-Marketing-Introduction, Internet and Business, Changing Marketing Landscape, Strengths and Applications, Types of digital marketing.
2	E-marketing and CRM introduction, Developing E-marketing solutions
3	Online Marketing Mix: E-product, E-price, E-place, E-promotion
4	Digital Eco-System, Digital Paradigm, The Web and The Consumer Decision Making Process
5	Business Drivers in the Virtual World Social Media: Social Media Model by McKinsey
6	Social Media Analytics and Social Media Tools
7	Viral Marketing and Inbound Marketing and Co-creation.
8	Online Branding: Concept, Cyber Branding, Digital Brand Ecosystem
9	Brand Consumer Centricity , Brands and Emotions and Consumer Brand Emotion
10	E-Commerce: Online Marketplaces, E-procurement, E-commerce Applications
11	Online tools for Marketing: Introduction, Consumer Engagement, Engagement Marketing
12	Building Consumer Engagement through Content Management
13	Online Campaign Management (Facebook, Twitter, Corporate Blogs).
14	Digital marketing – case study approach

Reference Books:

1. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication.
2. Vandana Ahuja, Digital Marketing, Oxford university press.
3. Patukale, Vinayak, Digital Marketing, Tech Some.
4. Ryan, Damian. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.

Course Code: DBB3211	Title of the Course: Technology Management
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Course Description

In today's corporate environment, it is essential that leaders and managers understand the term 'technology management' and how it applies to the success and sustainability of a company. There are many strategies used in the business world that play a part in the total success of the company. Planning, organizing, implementing, monitoring, evaluating, staffing—these are all activities that are necessary for the functioning of any organization and maintaining the desired level of success. Technology management is much the same; the difference is that the word 'technology' stumps many. When you think about all of the things that make our lives easier today—cell phones, computers, software—you will realize that these are all examples of the technological advances that have contributed to making modern life easier and more convenient. At every level or division of any company, technology management plays an essential role; this includes communications, marketing, product development and efficiency in reporting. Technology management is one component of the business environment that allows companies to remain competitive in any market, even those with fierce competitors.

The focus of this course is to ensure that the students understand the nuances of technology management processes that are applied to technology and technological products. Technology management tools need to be appreciated and understood. All professionals should be equipped with enough technological knowledge so that they can employ it to their advantage and make full use of it to resolve issues of all ranges of complexity.

Course Objectives

After the completion of this course, learners will be able to gain the required knowledge of technology management which also helps in learning the current technology usage and adoption of newer techniques practiced in organizations.

Specifically, the student will learn to:

- explain the concepts of technology and technology management, and identify the types of communication
- explain the framework for formulating technology strategy
- analyze the modes, models and dimensions of technology transfer
- discuss the impact of technology on business and society

Course Contents:

Units	Syllabus
1	Introduction to technology management Concept and meaning of technology, Evolution and growth of technology, Role and significance of management of technology
2	Impact of technology Impact of technology on society and business, Forms of technology: process technology and product technology.
3	Competitive advantage through new technologies Product development – from scientific breakthrough to Marketable product, linkage between technology development and competition, managing research and development (R&D), managing intellectual property
4	Technological Forecasting Technology Forecast, Necessity of Technology Forecasting, Role of Technology Forecasting, Classification of Technology Forecasting Approaches, Technological Forecasting Methods, Common Mistakes in Forecasting
5	Technology Assessment Linkage between Technology, Development and Competition, Linkage between Technology, Development and Competition Managing Research and Development (R&D), Managing Intellectual Property
6	Technology Strategy Technology Strategy Concept, Technology Strategy and Management, Elements of an accessible Technology Strategy, Need and Importance of Technology Strategy, Technology Strategy Principles, Technology Strategy Types, Framework for Formulating Technology Strategy, Competitive Advantage, Innovation Management
7	Technology Diffusion and Absorption Technology Adoption, Technology Diffusion, Importance of Technology Diffusion, Different Perspectives of Innovation Diffusion Process, Technology Diffusion Curve, Technology Absorption, Benefits of Technology Absorption, Constraints in Technology Absorption, Issues Involved in the Management of Technology Absorption, Government Initiatives for Technology Absorption, Technology Life Cycle
8	Technology Transfer Technology Transfer, Technology Transfer Process, Issues in Technology Transfer, Models of Technology Transfer, Traditional Technology Transfer Models, Qualitative Technology Transfer Models, Other Models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes/Channels of Technology Transfer, Code of Conduct for Technology Transfer, Government Initiatives for Technology Transfer, Technology Transfer Agreement

9	Human Aspects in Technology Management Integration of People and Technology, Factors Considered in Technology Management, Organizational Factors, Psychological Factors, Organizational Structure and Technology, Impact of Technology on Human Resource Management
10	Social Issues in Technology Management Social Issues Related to Technology, Technological Change and Industrial Relations, Implementation of Rationalization and Automation in India, Impact of Technological Change on Industrial Relations, Technology Assessment and Environmental Impact Analysis, Environmental Impact Analysis (EIA) Process, Guidelines on the Scope of EIA, Issues in the Preparation of EIA Report, Technology and Socio-Economic Planning
11	Growth of Technology and Marketing Chasm Moore's Law- History of Moore's Law-Technology S-Curve, Technology Marketing Chasm
12	Innovation Technology Innovation and Technology- Innovation – Technology Relationship-Types of Innovation-Innovation and Changes in Organization- Technology-based Innovation and Management, Innovation Performance- Factors- Principles- Measures, Characteristics of Innovative Work Environment
13	Selection and Implementation of New Technologies New Technologies, Selection of a New Technology, Implementation of New Technology, Automation
14	Knowledge-Based Technology Management Knowledge-Based Technology and Techniques- Knowledge Management Tools-New Tools for Knowledge Management- Knowledge Management Technologies, Role of Artificial Intelligence Techniques- A Primer on Artificial Intelligence Technologies- Expert Systems- Automatic Speech Recognition (ASR)- Genetic Algorithms- Intelligent Agents, Knowledge Management Techniques for Technology Management

Reference Books:

- Betz, Fredrick, Managing Technology, Prentice Hall, Englewood Cliffs, New Jersey.
- Dr. Prakash Sai L, Management Science II Lecture Notes, Indian Institute of Technology -Madras (IIT-Madras)

Course Code: DBB3312	Title of the Course: Management Development and Skills
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Course Description

A number of developments in managerial thinking and processes have taken place in the last few decades. As you would know, people across the globe have come closer to each other; communication networks and Internet resources have turned the world into a global village. Organizations have become multinational, transcending national and geographical boundaries. The workforce has become highly diversified. More women are joining the management ranks and ethical conduct of organizations is being emphasized and monitored. There is a movement towards total quality in products and services, and customer satisfaction has become the highest priority. Today's business environment as you know, is one of global competition, scarce resources, rapid technological changes, increasing demand for social responsibility and downsized organizational structures. The economic and industrial environments have become more volatile and managements are required to do strategic planning for the near and far future of their respective organizations in order to address fast and dynamic changes, as well as the continuously evolving competitive environment.

Course Objectives

After completion of this course, students will be equipped with thorough knowledge of how the management concepts are implemented in an organization. The course has been prepared to

include the tools, techniques and strategies used by effective managers in today's dynamic and complex environment.

Specifically, the student will learn to:

- explain the meaning, nature and concept of management
- describe the management process
- discuss the steps for fixing control in an organization
- explain the importance of self-awareness
- analyze the concept of creativity and creative thinking

Course Contents:

Units	Syllabus
1	Introduction to Management Introduction, Management: Meaning, Nature and Concept of Management, Importance of Management, Development of Management Thought, Principles of Management
2	Management Process – I Meaning of Management Process, Planning – Meaning of Planning-Process of Planning-Types of Plans-Management by Objectives, Organization-Process of Organizing-Formal and Informal Organization-Organizational structure-Departmentation-Centralization and Decentralization-Span of Control
3	Management Process – II Staffing, Directing, Controlling
4	Self-Awareness Introduction, Concept of Self-Awareness, Importance of Self-Awareness, Self-Awareness and Emotional Intelligence, Johari Window Model, Personal Change Process, Strategies to Increase Self-Awareness
5	Creative Thinking Skills Introduction, Concept of Creativity, Importance of Creative Thinking, Process of Creative Thinking, Techniques for Creative Thinking-Brainstorming
6	Decision-Making Skills Introduction, Concept of Decision Making-Importance of Decision making, Decision making Process-Importance of Ethics and Values in Reaching Decisions, Decision making Techniques-Grid Analysis-Pareto Analysis-Decision Trees-Blind Spot Analysis-Risk Analysis-Delphi Technique-Impact Analysis-The Futures Wheel, Challenges in the Process of Decision-Making
7	Problem-Solving Skills Introduction, Concept of Problem Solving-Importance of Problem-Solving Skills for Managers, Process of Problem-Solving, Techniques for Problem-Solving, Challenges in generating creative ideas
8	Time Management Skills Introduction, Concept of Time Management-Importance of Time Management, Analysis and Diagnosis of the Use of Time, Steps in Time Management, Techniques of Time Management, Hurdles to Effective Time Management
9	Managing Conflicts Introduction, Concept of Conflict-Characteristics of Conflict-Elements of a Conflict, Functional and Dysfunctional Conflict, Level of Conflict, Styles of Conflict Resolution, Conflict Management Techniques, Barriers in Resolving Conflicts
10	Negotiation Skill Introduction, Concept of Negotiation, Characteristics of a Negotiating Situation, Types of Negotiation, Principles of Negotiation, Steps of Negotiating, Win-win Negotiation, Negotiation Tactics, Factors Affecting Success in Negotiation
11	Delegation Skill Concept and Importance of Delegation, Determining Tasks for Delegation, Process of Delegation, Training and Follow-up, Factors Affecting Successful Delegation

12	Leadership Skills Introduction, Concept of Leadership, Qualities of a Good Leader, Leadership Styles
13	Team Management Skills Concept of Team Management, Cog's Ladder: Understanding Group Formation, Team Effectiveness Assessment, Team Management Techniques, Team Briefing, Management by Wandering Around (MBWA), Losada Ratio, The Broaden-and-Build Theory, Heron's Six Categories of Intervention
14	Relationship Management Skills Concepts of Relationship-Building- Importance of Relationship-Building for Managers- Creating a Great First Impression- Building Trust- Techniques to Build Trust- Role of Communication in Relationship-Building, Networking- Benefits of Networking, Challenges in Building Effective Relationships
15	Communication Skills Concept of Communication, Types of Communication, Channels of Communication, Communication Process and the Key Elements
16	Presentation Skills What is a Presentation? Types of Presentations, Benefits of a Successful Presentation, Subject Selection and Organizing Information-Organizing a Presentation.

Reference Books:

- R N Gupta, Principles of Management, S Chand Publishers
- Govindrajana and Natarajan, Principles of Management, PHI India
- S K Mandal, Management : Principles and Practice, Jaico Publishing House
- N.P. Agarwal and R.K. Tailor, Business Communication, Malik & Company
- Vashisth and Vashisth (2019), Principles of Management, Taxmann India

Course Code: DBB3213	Title of the Course: Role of International Financial Management
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Course Description

International financial institutions have different specific objectives and different areas of specialization and expertise. The enhanced partnership for sustainable growth and poverty reduction underscores the different core mandates of the IMF and the World Bank. Accordingly, IMF focuses on promoting international financial stability and the macroeconomic stability and growth of member countries, and the World Bank helps member countries to reduce poverty, particularly by focusing on the institutional, structural, and social dimensions of development. Even so, there are areas of overlap, such as in financial sector reforms. Collaboration to ensure the complementarity of policies in a comprehensive approach is, therefore, essential. Despite the different mandates of these institutions, there are similarities in the broad types of contribution that they make to capacity building and in the mechanisms through which these contributions are made. The emphasis that these institutions have placed on coordination and the complementarity of their efforts strengthens the effectiveness of their contributions to capacity building. While international financial institutions can play a significant role, it is important to underscore that they should play only a supporting role and that the countries themselves should, and do have the primary responsibility for building their capacities. Through this course, we look at the challenges faced by the international financial institutions, which are mostly governed by international laws. We also analyze the changing role of these institutions in this vulnerable political and economic situation.

Course Objectives

Businesses are operating in an increasingly interconnected global environment. Most businesses today are either directly or indirectly exposed to international competition. Managing such businesses requires understanding of currency risks and global financial environment. The objective of this course is to provide students with an in depth knowledge of these issues. The main topics covered in this course are: forex markets, international Parity conditions, forex risks, currency derivatives and hedging issues, issues with currency investment strategies, issues with cross border financing decisions and cross border investment decisions. It also covers the working and objectives of the international financial institutions; the various dimensions of World Bank and IMF; and to learn how the international financial institutions are regulated.

Specifically, the student will learn to:

- explain the scope and challenges of international finance
- demonstrate the impact of globalization and analyze the emerging trends of global trade
- evaluate balance of payments and explain its various concepts
- appraise the functioning of foreign exchange markets
- interpret the determinants of exchange rates and how they can be quoted in currency terms

Course Contents:

Units	Syllabus
1	Globalization and Trade International Finance, International trade, Challenges of international finance, Globalization and emerging trends of trade.
2	Balance of Payments Events happening in the global economy, Balance of payments, Economy of a country
3	Currencies and Trade Exchange of national currencies, Basics of foreign exchange markets, how currencies are traded.
4	Exchange Rate Systems Exchange rate, Interpretation of exchange rate system, Theories, Currency convertibility and the strength of the rupee.
5	Derivatives Financial or speculative, Price risk and exchange rate financial instruments like derivatives
6	Financing International Trade Market instruments, Cash-in-advance, Modes of financing in international trade.
7	Concepts in International Finance International trade-foreign Institutional investors and global depository receipts and their objectives
8	World Bank Functions and responsibilities of the Bank and its changing role.
9	International Monetary Fund Primary responsibility of International Monetary Fund, Exchange rates and international payments, Special rights of the IMF, resources, Operations and current challenges
10	UN and Other Multilateral Organizations Multilateral institutions, International Bank for Reconstruction and Development, International Finance Corporation and Bank for International Settlements
11	From GATT to WTO GATT to WTO, General Agreement on Tariff and Trade (GATT), Consensus on international trade practices, Journey of GATT, WTO
12	Regional Development Banks Origin, Function and objectives of regional development banks, Asian Development Bank, African Development Bank, Council of European Development Bank and Inter-American Development Bank.

13	Global Financial Regulations Global financial crisis in 2007, New global rules and regulations Volcker Rule, Dodd Frank Act, Basel III Accord, Solvency II rules for the insurance sector, Role of international financial institutions and their role in global regulations.
14	Contemporary Issues in International Finance Contemporary issues in international finance such as global imbalances, the euro zone crisis, the economies, the race of yuan to become the reserve currency and sovereign wealth funds. Future of PIIGS economies, the growth of BRICS

Reference Books:

- Eun and Resnick, International Financial Management, Tata McGraw-Hill
- Apte PG, International Financial Management, Tata McGraw Hill
- Butler, Multinational Finance, Thomson South-Western College Publishing
- Alan C. Shapiro, Multinational Financial Management, John Wiley & Sons
- Maurice D. Levi, International Finance- The Markets and Financial Management of Multinational Business- Mcgraw Hill

Course Code: DBB3204	Title of the Course: PROJECT
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Every student shall undertake Project work in the V semester starting with the project synopsis and culminating with the project report in the VI semester. Students are encouraged to choose a project, of six months' duration either at place of work or any other location, in the chosen area of specialization to complete the Program. The project work is equivalent to 16 credits.

Course Code: DBB3221	Title of the Course: Modern Retail Management Process and Retail Services
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Course Description

Retail is one of the growing business sectors in the world. Modern organized retailing has long been associated with developed countries like the US and the UK. However, with the advent of globalization and an increase in personal income, modern retailing has also been growing at a tremendous pace in developing countries, such as India. Therefore, many leading international retailers have entered the Indian market. In addition, a number of Indian retailers have also gained prominence in the Indian as well as the international market. Naturally, the need for an organized discipline to study the various services and processes in modern retail emerged. Modern retail refers to contemporary practices in a retail environment.

Modern retail involves more complexities as compared to traditional retail operations. In simple words, retail management refers to the initiation, execution and control of various activities involved in a retail business. Some typical retail processes include establishing retail organizations, dealing with ownership structures, promoting a retail shop, developing and executing strategies to capture higher market share, providing services, retaining customers and managing technology.

Therefore, retail management is a complex job that needs access to information, careful planning, and execution. This course elaborates on various aspects of retail processes. A retail store does not only sell products to customers but also provide innovative services to satisfy and retain them. Services constitute an important part of modern retail operations. Apart from this, technology is a

great facilitator in modern retailing as it helps in effectively executing various retail processes, such as inventory management, merchandising, replenishment, connecting with customers, and facilitating the payment system. This course elaborates on various aspects of technological applications in a modern retail environment. Therefore, as you can see, understanding the processes and services in a modern retail environment is very crucial for successfully running a retail organization.

Course Objectives

After completing this course, students will understand fundamentals of modern retail and the present status of organized retail in India.

Specifically, the student will learn to:

- explain the fundamentals of retailing
- explain the concept of multichannel retailing
- explain the relationship between retailing and consumption
- explain how to measure a retailer's brand equity
- explain what are retail services

Course Contents:

Units	Syllabus
1	Modern Retail Management Introduction, Fundamentals of Retailing, Retail Development-Theories of retail development, Retail development in India and Retail scenario in India, Various Retailing Formats in India, Growth Factors of Retailing in India, Role of Retail in the Indian Economy, Retailing in Rural India, Comparative Scenario of Indian and Foreign Retailing
2	International Retailing Introduction, Theories of internationalization, Market selection for internationalization, International Retailing Opportunities, Market Entry Strategies-Factors determining choice of entry methods and Standardization versus adaptation strategies, Challenges in International Retailing, List of Leading International Retailers
3	Multichannel Retailing and Ownership Structures in Retail Introduction, Concept of Multichannel Retailing - Differences between multichannel retailing and single channel retailing, Retail formats under multichannel retailing, Classification of Retailers Based on Ownership Structure, Classification of Retailers Based on Brand Availability, Key Features of New Technology Retail Formats
4	Retail Competition Introduction, Define Retail Competition, Internal Resources and Competitive Advantage, Strategic Choice, Strategic Direction, Selection of Organization-Specific Strategy
5	Retail Customers Introduction, Types of Retail Customers, Retailing and Consumption, Changes in Consumers' Requirements – Demographics, Lifestyle, Consumer buying decision process and Shopping behavior, Retail Outlet Choice, Retail Segmentation
6	Retail Strategy Introduction, Defining Strategy, Strategy: Retail Perspective, Process of Developing a Retail Strategy - Defining the mission of a retailer, establishing objectives, conducting situation analysis, determining an alternative strategy, Obtaining and allocating resources, preparing a strategic plan and Implementing the strategy, Expansion Strategy
7	Retail Branding Introduction, Concept of Retail Branding-Principles of branding, Brand review dimensions, Retail Promotion and Branding, Dimensions of Promotion Mix, Advertising - Types of advertising, Selection of media, Sales promotions and Publicity, Measuring Retailer's Brand Equity

8	Retail Franchising Introduction, Concept of Franchising, franchising in India, franchising as a Retail Strategy, Retailing and Vertical Marketing System, Pros and Cons of Franchising, Modes of Franchising, preparing for Franchising, evaluating a Franchisee, Financial and Legal Aspects of Franchise, Managing Franchise Relationship
9	FDI in the Retail Sector FDI in Indian Retailing and its Impact, Growth of Organized Retailing, Expansion of Retailers
10	Retail Services Retail Services-Product-related services, Convenience-related services and Payment services, Retail Services and Specialty Products, Retail Services and Durable Product Categories
11	Customer Relationship Management Concept of Customer Relationship Management (CRM), Competition and CRM, Role of IT in CRM, CRM Software, Benefits of CRM, Pitfalls of CRM Programs, CRM's Return on Investment (ROI), Lifetime Value of a Customer (LVC)
12	Information Technology in Retail Concept of Information Technology-Usage of information technology and Factors affecting the use of information technology, Information Technology in Retail, Flow of Information, Data Warehousing, Electronic Data Interchange (EDI), Data Security, RFID, More Information to Evaluate Merchandise, Database Marketing, Use of IT in Finding Store Location, Enterprise Resource Planning-Challenges in using ERP application, Strengths and weaknesses of retail ERP system, Major retail ERP vendors and their products, Mobile Retail and Digital Wallets
13	Internet Retailing Concept of Internet Retailing, Role of Websites in Online Retailing, Online Shopping and Social Connectivity-Shopping styles and attitudes of teens, Shopping styles and attitudes of boomers, Suggestions for Retailers for Better Connectivity
14	Retailing for Children Retailing for Babies, Major Players in Various Categories-Toys, Apparel, Food, Footwear and accessories, Driving Forces for Children in Retailing-Working parents, Mobility, Celebration, Attractiveness, Peer pressure, Autonomy and High awareness, Retailing for Children: Scopes and Future Prospects, Background and development, Wear industry guide for children, Future prospects of retailing for children products
15	Ethical and Legal Aspects of Retailing Meaning of Business Ethics-Ethical decision-making, Importance of ethical behavior, Ethical Aspects in Retailing, Green Retailing, Meaning of Social Responsibility-Meaning of Corporate Social Responsibility (CSR), Benefits of Corporate Social Responsibility, Legal Aspects of Retailing-Perspective of the retailer, Perspective of employees, Perspective of operations

Reference Books:

Segel, R., Retail Business Kit for Dummies. Hoboken, N.J.: Wiley.

Course Code: DBB3222	Title of the Course: Retail Project Property Management and Case Studies in Retail
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Course Description

The real estate sector is the most essential sector of any economy as it has a multiplier effect on the economy. In India, investment in real estate fetches higher returns to investors. India has witnessed the entry of many new retail domestic real estate players especially in the retail sector. Apart from this, the permit of FDI in this sector has also led to the arrival of many foreign real estate players. It is also expected that the coming years will attract more global players in India and make the real estate industry more mature and transparent. In this course, we will learn about the concept of property management. Property management can be defined as the management

of land and buildings with an objective of enhancing the value of property. It requires property managers to have effective sales, communication, and marketing skills.

Course Objectives

After completing this course, students will be able to understand and apply the concepts of property management in the real estate market

Specifically, the student will learn to:

- discuss the concept of property management
- understand the factors that affect the budget for buying a property
- describe the role of economics in real estate transactions
- discuss different approaches for managing retail property
- describe the importance of future planning in retail property industry

Course Contents:

Units	Syllabus
1	Property Management Concept of Real Property, Types of Real Property- Residential property- Commercial real estate-Industrial property-Special-purpose property, Concept of Property Management, Duties of Property Manager, Property Management as a Profession, Growth of Professionalism in Property Management
2	Characteristics of Property and Property User Understanding Characteristics of Property-Good record keeping-Physical appraisal of property-Proprietary features-Financial appraisal-Evaluation, Define Property User, Society and Stakeholder Relationships, Management Relationships with Stakeholders, Management Relationships with User Community
3	Sources and Essentials when buying a Property Different Sources for buying a property (banks, building societies, client's employer, private mortgage, finance houses), Necessities when buying a Property (need, checking hidden costs, insurance, taxes)
4	Property Management: Economics and Planning Economics of Property management-Business Economy-Real Estate Economy, Concept of Property Management Planning-Market analysis-Property analysis-Analysis of owner's objectives, Preparation of Property Management Plan, Property as a Part of Competitive Strategy
5	Strategic Property Management Concept of Strategic Property Management-Importance of strategic property management- Property as investment asset, Definition of Corporate Property (exhibit-SEZ), Formulating Strategy for Property Management-Catchment survey-Positioning the property-Joint Development of property, Activity for strategic utilization of property, Legal aspects of property development (legal laws) (registration, mutation)
6	Performance Evaluation of Property Role of Property in Business, Performance Evaluation of Property as an Investment Asset, Performance Evaluation of Property as an Operational Asset, Property Life Cycle (for residential and commercial), Concept of Benchmarking
7	Retail Property Concept of Retail Property, Importance of Retail Property Management, Increasing Demand of Retail Property, FSI (floor space index), Retail Hierarchy
8	Managing Retail Property Need of Managing Retail Property-Ways to Manage Retail Property-Market area classifications-Pattern classifications-Owner classification-Merchandising classification
9	Leasing Retail Property Define Leasing, Leasing of Retail Property-Qualifying retail prospects-Tenant mix-Location-Prospect's needs, Percentage Leases, Negotiating Lease, Setting the Rental Rates, Non-Complete Clause, Regulating Tenant Operation
10	Financial Aspects of Retail Property Administrative Responsibilities of Retail Property Manager, Financial Reports-Major

	rental income items-Actual income-Expense items, Operating Budget, Capital Expenditure-Preservation-Income-producing capital expenditures, Monthly Cash Flow Forecast, Insurance for Shopping Centers
11	Valuation of Retail Property Define Valuation, Cost components of property, Determinants of Property Value, Factors Affecting Retail Property Value, Estimation of Rental Value of Retail Property, Methods of Property Valuation, Activity to forecast retail property management comparing three catchment areas
12	Marketing Retail Property Importance of Effective Marketing of Retail Property, Different Methods of Marketing Retail Property-Signage-Display advertising- Brochures- Direct mail- Personal contact-Publicity and public relations- Newspapers- Online promotion
13	Maintenance of Retail Property Property Maintenance, Types of Maintenance-Preventive maintenance-Emergency maintenance-Corrective maintenance-Cosmetic maintenance, Measures to Maintain a Property, Need and Maintenance of Retail Property, Security of Retail Property
14	Future of Retail Property Future of Retailers- Increasing competition-Methods to handle competition-Analyzing the requirement of retail property, Retail Customers in Future-Increasing retail market size-Changing expectations and buying behaviour of customers-Influence of social trends-How retail property industry meets the demand of customers? Usage of Internet in Future, Impact of Internet Usage on Retail Property Industry, Importance of Future Planning in Retail Property Industry, Impact of Transportation on Retail Property Industry, Future Designs of Retail Stores
15	Global Overview of Retail Real Estate Investment Globalization of retail real estate investment, Retail real estate investment in Indian cities (Trends in Retail Property Development in India), Global Retail real estate investment, Top markets for retail real estate investment, Major retail real estate players

Reference Books:

- Retail Management: A Strategic Approach, Pearson
- Manfred Krafft, Murali K. Mantrala, Retailing in the 21st Century, Springer
- Jack W. Plunkett, Retail Industry Almanac, Plunkett Research Ltd
- Patrick M. Dunne, Retailing, South-Western College
- Joseph and Fisher, The Secrets of Retailing,: Or: How to Beat Wal-Mart!, Silverback Books
- Levy and Weitz, Retailing Management, McGraw-Hill
- Wikipedia: Reputed Malls and Shopping Centres in the World.
- Barry Berman and Joel R Evans, Retail Management- A Strategic Approach, PHI

Course Code: DBB3223	Title of the Course: Merchandising and Supply Chain Management
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Course Description

‘Merchandising and supply chain management’ are the two major concerns for the retail industry. Merchandising is all about procuring products and displaying them in a retail store with an aim to attract customers. It involves creating effective displays, keeping a wide variety of products at a store, providing attractive discounts on products, and maintaining a comfortable and snooty atmosphere at the store that bind the customer to spend a long time there. On the other hand, supply chain management is process of maintaining a smooth movement of goods starting from procuring raw materials to delivering products to end customers. It ensures the procurement of the right merchandise of the right quality and quantity at the right time.

Thus, it is important for a retailer to not only acquire the right products on time but also have a wide variety of products according to new market trends. To do so, a retailer needs to make its

supply chain and merchandising processes effective so as to attract customers and increase the sales of the store.

Course Objectives

After completing this course, students will be able to understand the concept of merchandising and supply chain management, its importance, and application in retail.

Specifically, the student will learn to:

- discuss the scenario of the retail industry
- explain the retail supply chain
- discuss supply chain synergies
- explain the management of products in the retail industry
- discuss how a retailer-supplier relationship can be managed

Course Contents:

Units	Syllabus
1	An overview of retail industry Meaning of retailing, Scope of retailing, two important pillars of Retail: Supply Chain and Merchandising
2	Introduction to retail supply chain Retail supply chain management, Retail supply chain vs. manufacturing supply chain, Retail supply chain and logistics, Strategic, tactical and operational view of retail supply chain
3	Supply chain synergies Supply chain strategies, Competence on non-core business functions
4	Retail Product Management Concept of Retail Product Management, Scope of Retail Product Management, Role of Product Management in Retailing, Management of Retail Product Lifecycle
5	Managing Retailer-Supplier Relationship Retailer-Supplier Relationship, Monitoring Supplier Performance, Stages of Retailer-Supplier Relationship Development, Factors Affecting Retailer-Supplier Relationship
6	Category Specific Supply Chain Issues Supply Chain in Food and Grocery Retailing, Supply Chain in Apparel and Footwear Retailing, Supply Chain in Consumer Electronics Retailing, Supply Chain in Home Furnishing Retailing, Supply Chain in Non-Store Retailing
7	Concept of Retail Merchandising Meaning of Merchandising, Major Areas of Merchandise Management, Role and Responsibilities of Merchandisers
8	Merchandise Mix Merchandise Mix, Concept of Assortment Management, Merchandise Mix of Show off
9	Merchandise Displays and Space Management Concept of Merchandise Displays, Importance of Merchandise Displays, Concept of Space Management, Role of IT in Space Management, Concept of Planogram
10	Visual Merchandising Meaning of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India, Product Positioning and Visual Merchandising
11	Merchandise Planning Concept of Merchandise Planning, Applications of Merchandise Planning, Elements of Merchandise Planning, Role of Merchandiser in Planning
12	Category Management and Merchandise Budgeting Concept of Category Management, Merchandise Forecasting, Merchandise Budgeting
13	Merchandise Sourcing Concept of Merchandise Sourcing, Historical Perspective of Sourcing, Stock

	Management and Distribution, International Sourcing
14	Merchandise Replenishment Retail Replenishment, Importance of Replenishment, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution and Replenishment, Role of IT in Retail Distribution and Replenishment
15	IT for Retailing and Supply Chain Management Information Systems, Barcoding, Retail ERP, Retail Analytics, RFID, Role of IT in CRM

Reference Books:

- Sahay B.S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
- Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi.
- Coyle, Bradi & Longby, The Management of Business Logistics, West Publishing Co. Martin Christopher, Logistics and Supply Chain Management
- Dawson, Larke and Mukoyama, Strategic Issues in International Retailing, Routledge.
- Ray, Supply Chain Management For Retailing, TMH.
- James B. Ayers, Retail Supply Chain Management, Auerbach Publications.

5.3. Duration of the programme

Programme	Level	Duration	Maximum duration for completion	Credits
BBA	Bachelor's Degree	3 years	(3+ 3) years (As per UGC Notification on Specification of Degree, 2014)	148 Credits

5.4. Faculty and support staff requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250 students

5.5. Instructional delivery mechanisms

The Directorate of Online Education of MUJ comprises of faculty members and staff who are well versed in Distance Education and Online delivery.

An Academic calendar depicting dates for all major events during each semester will be prepared by faculty members and shared with students through LMS, at the beginning of each academic session.

Apart from providing content in the form of Self Learning Material, enough e-learning resources in the form of Audio and Video content will be provided to students. Regular engagement of students will be ensured through the following means:

- Conduct of Webinars/live lectures/online lectures/Virtual Class

- By encouraging them to participate in mandatory Discussion Forums to stimulate their thinking, and to be able to fearlessly express their views in forums. These discussion forums will be moderated by faculty to provide equal opportunity for everyone to participate, as well as to ensure maintenance of decorum of the forum.
- Through periodic formative assessments

Regular evaluation of content learnt will be provided for, through Self-Assessment Questions within the SLM, as well as quizzes on the LMS. The quizzes can be taken any number of times, so that they reach a stage of being able to answer questions without errors, which is a reflection of their understanding of the concept. .

Effort will be made to provide case studies to enhance their analytical ability and make right decisions.

Link to National Portals (SWAYAM/NPTEL) will be provided, as also link to University's digital library portal.

All links to additional reading will be provided in the LMS. Interested students can study beyond the confines of the syllabus.

5.6. Identification of media—print, audio or video, online, computer aided

LMS provides for all audio video content (e-learning material, e-pubs, faculty-led video sessions, virtual classrooms and discussion boards), dashboard of their progress in learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportunity for raising queries if any, and seek answers to the same, by chatbot or course mentors.

5.7. Student Support Services

The Student Support services will be facilitated by the Directorate of Online Education, Manipal University Jaipur, Rajasthan which includes the pre-admission student support services like counselling about the programme including curriculum design, mode of delivery, fee structure and evaluation methods. Post-admission student support services include guiding students towards accessing e-identity card, LMS portal, Academic calendar and academic delivery. Examinations support staff shall answer queries pertaining to conduct of end-semester examinations, evaluation and issue of certificates.

6. Procedure for Admission, Curriculum Transaction and Evaluation

The purpose of Online education by Manipal University, Jaipur is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Online Learning mode will be conducted by Directorate of Online Education-Manipal University, Jaipur with support of the various University schools. The programmes/courses may be termed Online mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by Directorate of Online Education-Manipal University, Jaipur shall fill up online application form available on DOE-MUJ website. Before applying, candidates must check eligibility criteria for programme that they are interested in. Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

6.1. Procedure for Admission

6.1.1 Minimum Eligibility Criteria for admission

10+2 from recognized board or equivalent qualification as recognized by Association of Indian Universities (AIU) or other competent body in any discipline with at least 50% (45% for Reserved category) marks in aggregate.

Important Instructions:

- All admissions shall be provisional until and unless candidates meet the eligibility criteria
- Admission will stand cancelled if a candidate does not meet eligibility criteria, or there is failure to pay programme/course fees
- Admission will stand cancelled, if candidate does not submit proof of eligibility within stipulated time given by Directorate of Online Education-Manipal University, Jaipur
- Directorate of Online Education-Manipal University, Jaipur has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on website
- Candidates should carefully read all instructions given in Programme prospectus before start of application form

6.1.2. Programme Fee & Financial assistance policy

Suggested Fee for BBA programme is INR 1,20,000/- (One lakh Twenty thousand only) Overseas learners need to remit equivalent of INR 2.40,000 INR in USD to University

A scholarship of upto 25% on tuition fees will be provided to Divyang students and students from Public Sector Undertaking / Defence background.

6.2. Curriculum Transactions

6.2.1. Programme Delivery

Manipal University, Jaipur has state-of-the-art mechanism for online mode of Academic delivery to ensure quality education. Faculty members at MUJ offer expert guidance and support for holistic development of the students. Faculty members are not mere facilitators of knowledge, but they also mentor students to make learning more engaging and maintain high retention level. The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains. The features of programme delivery are:

- Online Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators
- Continuous Academic and Technical support
- Guidance from Course Co-ordinators
- Learning and delivery support from Course Mentors

6.2.2. Norms for Delivery of Courses in Online Mode

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 Credits	12 weeks	12 hours	24 hours	20	20	44	120
3	8 Credits	16 weeks	16 hours	32 hours	40	40	88	240

6.2.3. Learning Management System to support Online mode of Course delivery

LMS Platform has been built to help learners reach their potential in their chosen programme. It is a secure, reliable learning experience tool that works consistently on Web and Mobile devices. Its simple interface makes it easy for instructors to design courses, create content and grade assignments. It provides a great mobile experience due to the responsive design which is paired

with purpose-built native apps. It provides seamless accessibility to ensure all tools are standards-compliant and easy for students to navigate using assistive technologies. It provides 24 X 7 learning experience to facilitate learning as per the pace chosen by learners. Digital portfolio functionality allows students to document and share their learning journey as it happens, on both web and mobile platforms.

6.2.4. Course Design

The Course content is designed as per the SWAYAM guidelines using 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

- (a) Quadrant-I i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs
- (b) Quadrant-II i.e. e-Content that contains - Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.
- (c) Quadrant-III i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.
- (d) Quadrant-IV i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.

6.2.5. Academic Calendar

SI No.	Event	Batch	Last Date (Tentative)
1	Commencement of semester	January	1 st January
		July	1 st July
2	Enrol student to Learning Management system	January	Within 2 working days of fee confirmation
		July	
3	Assignment Submission	January	March end and April end
		July	September end and October end
4	Submission of Synopsis (Applicable during Pre final semester)	January	30 th April
		July	30 th October
5	Project Report Submission (Applicable during Final semester)	January	30 th April
		July	30 th October
6	Webinars / Interactive Live Lectures and Discussion Forum for query resolution	January	Mar to May
		July	September to November
7	Admit Card Generation	January	3 rd week of May
		July	3 rd week of Nov
8	Term End Examination	January	2 nd week of June (TEE June)
		July	2 nd Week of December (TEE December)
9	Result Declaration of End Term Examination	January	Last week of August
		July	Last week of February

6.3. Evaluation

The student's learning in a course would be evaluated based on Internal assignments, student's response sheets, and semester end examinations. University adopts rigorous process in development of question papers, question banks, assignments and their moderation, conduct of examinations, evaluation of answer scripts by qualified teachers, and result declaration. The Directorate shall frame the question papers so as to ensure that no part of the syllabus is left out of study by a learner.

The evaluation shall include two types of assessments-continuous or formative assessment in the form of assignments, and summative assessment in the form of end semester examination or term end examination which will be held with technology supported remote proctored examination tool.

However, we shall be considering the guidelines issued by the Regulatory bodies from time-to-time about conduct of examinations.

The examinations shall be conducted to assess the knowledge acquired during the study. There shall be two systems of examinations viz., internal and external examinations. In the case of theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment via Student assignments preparation, quizzes. The internal assessment shall comprise of maximum of 30 marks for each course (One Assignment for two-credit paper and two Assignments for four-credit paper). The end semester examination shall be of three hours duration for each course at the end of each semester.

6.3.1. Question Paper Pattern

Time: 3 Hours

Max. Marks: 70

Part A - (Multiple Choice Questions) - 10 x 2 Marks = 20 Marks

Part B - (Short Answers) - Answer any 4 (out of 6) 4 x 5 Marks = 20 Marks

Part C – (Long Answers) – Any 3 (out of 4) x 10 Marks = 30 Marks

6.3.2. Distribution of Marks in Continuous Internal Assessments

The following procedure shall be followed for awarding internal marks for theory courses. Student must submit two assignments each carrying 30 marks and average of both will be considered as internal assessment marks.

6.3.3. Passing Minimum

The students are considered as passed in a course if they score 40% marks in the Continuous Evaluation (IA) and Term-End Examinations (TEE) individually. If a student fails in any one component (failure to get 40% marks either in IA or TEE), then he/she will be required to re-appear for that component only (IA or TEE as the case may be).

6.3.4. Marks and Grades

Based on the total marks obtained for each course in Internal Assessment and Term End examinations, student will be awarded grade for that course. The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Range of Marks	Grade Points	Letter Grade	Description
≥90 to ≤100	10	A+	Outstanding

≥80 to <90	9	A	Excellent
≥75 to <80	8	B+	Distinction
≥70 to <75	7	B	Very Good
≥60 to <70	6	C+	Good
≥50 to <60	5	C	Average
≥40 to <50	4	D+	Below Average
<40	0	F	Re-appear
ABSENT	0	AAA	ABSENT

For a semester:

$$\text{Grade Point Average [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

Grade Point Average =

$$\frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

C_i = Credits earned for the course i in any semester

G_i = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited

For the entire programme:

$$\text{Cumulative Grade Point Average [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme}}$$

7. Requirement of the Laboratory Support and Library Resources

7.1. Laboratory Support

No lab based courses are offered in this program.

7.2. Library Resources

Directorate of Online Education, Manipal University, Jaipur, Rajasthan has excellent Library facility with adequate number of copies of books in relevant titles for BBA programme. The Central Library of Manipal University, Jaipur is also having good source of reference books. The books available at both the libraries are only for reference purpose and lending services. In addition, reference books as prescribed will be procured. The Digital library access will also be made available to students who are enrolled into online mode of education. In addition, the

university membership on Swayam/NPTEL/Knimbus will also be made available to students. Complete e-Learning resources to course would be made available on Learning management System for learning along with e-tutorial lectures. Further, expert lectures/workshops/ webinars by industry experts would also be conducted for the students.

8. Cost Estimate of the Programme and the Provisions

The cost estimate of the Programme and provisions for the fund to meet out the expenditure to be incurred in connection with BBA programme is as follows:

Sl. No.	Expenditure Heads	Approx. Amount
1	Programme Development (Single Time Investment)	84,00,000 INR
2	Programme Delivery (Per Year)	18,00,000 INR
3	Programme Maintenance (Per Year)	42,00,000 INR

9. Quality assurance mechanism and expected programme outcomes

The quality of the programme depends on scientific construction of the curriculum, strong-enough syllabus, sincere efforts leading to skilful execution of the course of the study. The ultimate achievement of BBA programme of study may reflect the gaining of knowledge and skill in management area. Gaining of knowledge and skills in IT may help the students to get new job opportunities, upgrading their position not only in employment, but also in the society,

The benchmark qualities of the programme may be reviewed based on the performance of students in their end semester examinations. Also, the feedback from the alumni, students, parents and employers will be received and analysed for further improvement of the quality of the programme.

Manipal University, Jaipur has constituted Centre for Internal Quality Assurance (CIQA), which will assist Director, Directorate of Online Education to conduct periodic review and assessments and assist the Directorate to implement necessary quality measures and effectiveness in programme delivery. CIQA is constantly involved in reviewing all materials prepared by DOE, including syllabus, SLMs and e-learning content. CIQA will be involved in conducting studies to measure effectiveness of methods adopted for learning. As we proceed further, CIQA will involve in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Centre for Internal Quality Assurance Committee (CIQAC) chaired by the Vice Chancellor consisting of internal and external experts oversees the functioning of Centre for Internal Quality

Assurance and approve the reports generated by Centre for Internal Quality Assurance on the effectiveness of quality assurance systems and processes.

In addition to CIQA, as per the guidelines of National Assessment and Accreditation Council (NAAC), Manipal University, Jaipur has constituted Internal Quality Assurance Cell (IQAC), in which academicians, industry representatives and other stakeholders are nominated as members. The IQAC is a part of the institution's system and work towards realisation of the goals of quality enhancement and sustenance, as quality enhancement is a continuous process. The prime task of the IQAC is to develop a system for conscious, consistent, and catalytic improvement in the overall performance of institutions. The work of the IQAC is the first step towards internalization and institutionalization of quality enhancement initiatives. IQAC's elementary motive is to promote measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Centre for Internal Quality Assurance for conducting institutional quality audits, to promote quality assurance and enhance as well as spread best-in-class practices of quality assurance. University has setup an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self-assessments regularly and use the results to improve its systems, processes etc. and finally quality of programmes.