

A.P. State Council of Higher Education  
**Revised Framework and Syllabi under CBCS for Colleges in Andhra Pradesh**  
w.e.f.2015-16(Revised in April, 2016)

**Table-1: B.B.A - Semester – I**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours	Credits
1.	First Language	English	100	25	75	4	3
2.	Second Language	(Tel/Hindi/Urdu/Sans)	100	25	75	4	3
3.	Foundation Course-1	HVPE (Human Values & Professional Ethics)	50	---	50	2	2
4.	Foundation Course-2	Environmental Studies	50	---	50	2	2
5.	DSC 1A	<b>Management Process</b>	100	25	75	5	4
6.	DSC 2A	<b>Managerial Economics</b>	100	25	75	5	4
7.	DSC 3A	<b>Information Technology for Managers</b>	100	25	75	5	4
<b>Total</b>			<b>600</b>	<b>125</b>	<b>475</b>	<b>27</b>	<b>22</b>

\* At the college (The marks split between Formal Test and Co-curricular activities may be decided by the University concerned)

\*\* Syllabus size shall be in accordance with the number of teaching hours.

**Table-2: B.B.A -Semester – II**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours	Credits
1.	First Language	English	100	25	75	4	3
2.	Second Language	(Tel/Hindi/Urdu/Sans)	100	25	75	4	3
3.	Foundation Course-3	ICT-1 (Information & communication Technology)	50	---	50	2	2
4.	Foundation Course-4	Communication & Soft Skills-1	50	---	50	2	2
5.	DSC 1B	<b>Quantitative Methods for Managers</b>	100	25	75	5	4
6.	DSC 2B	<b>Accounting for Managers</b>	100	25	75	5	4
7.	DSC 3B	<b>Business Environment</b>	100	25	75	5	4
<b>Total</b>			<b>600</b>	<b>125</b>	<b>475</b>	<b>27</b>	<b>22</b>

**Table-3: B.B.A Semester – III**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours	Credits
1.	First Language	English	100	25	75	4	3
2.	Second Language	(Tel/Hindi/Urdu/Sans)	100	25	75	4	3
3.	Foundation Course-5	ICT-2 (Information & communication Technology)	50	---	50	2	2
4.	Foundation Course-6	Communication & Soft Skills-2	50	---	50	2	2
5.	DSC 1C	<b>Operations Management</b>	100	25	75	5	4
6.	DSC 2C	<b>Human Resource Management</b>	100	25	75	5	4
7.	DSC 3C	<b>Organization Behaviour</b>	100	25	75	5	4
<b>Total</b>			<b>600</b>	<b>125</b>	<b>475</b>	<b>27</b>	<b>22</b>

**Table-4: B.B.A -Semester – IV**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours**	Credits
1.	Foundation Course-7	Communication & Soft Skills-3	50	---	50	2	2
2.	Foundation Course-8	Analytical Skills	50	---	50	2	2
3.	Foundation Course-9	Entrepreneurship	50	---	50	2	2
4.	Foundation Course-10	Leadership Education (LE)	50	---	50	2	2
5.	DSC 1D	<b>Financial Management</b>	100	25	75	5	4
6.	DSC 2D	<b>Marketing Management</b>	100	25	75	5	4
7.	DSC 3D	<b>Business Ethics &amp; Corporate Governance</b>	100	25	75	5	4
<b>Total</b>			<b>500</b>	<b>75</b>	<b>425</b>	<b>23</b>	<b>20</b>

\*HVPE: May be taught by Telugu Teachers

\*\*Analytical Skills: To be taught by Maths/Statistics teachers (and partly by English Teachers)

**Table-5: B.B.A -Semester – V**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours**	Credits
1.	DSC 1 E	<b>E-Commerce</b>	100	25	75	5	4
2.	DSC 2 E	<b>Business Laws</b>	100	25	75	5	4
3.	DSC 3 E	<b>Taxation</b>	100	25	75	5	4
4.	DSC 1F Elective	<b>1.E-Business</b>	100	25	75	5	4
5.	DSC 1F Elective	<b>2.Financial Management</b>	100	25	75	5	4
6.	DSC 1F Elective.	<b>3.Human Resource Management</b>	100	25	75	5	4
		<b>4.International Business</b>					
		<b>5.Marketing Management</b>					
		<b>6.Operations Management</b>					
<b>Total</b>			<b>600</b>	<b>150</b>	<b>450</b>	<b>30</b>	<b>24</b>

**Table-6: B.B.A Semester – VI**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours	Credits
1.	DSC 1 G	<b>International Business</b>	100	25	75	5	4
2.	DSC 2 G	<b>Medium, Small &amp; Micro Enterprises Management</b>	100	25	75	5	4
3.	DSC 3 G	<b>Project Management</b>	100	25	75	5	4
4.	DSC 1 H Elective*	<b>1. E-Business</b>	100	25	75	5	4
		<b>2. Financial Management</b>					
5.	DSC 2 H Elective*	<b>3. Human Resource Management</b>	100	25	75	5	4
6.	DSC 3 H Elective*	<b>4. International Business</b>	100	25	75	5	4
		<b>5. Marketing Management</b>					
		<b>6. Operations Management</b>					
<b>Total</b>			<b>600</b>	<b>150</b>	<b>450</b>	<b>30</b>	<b>24</b>
<b>Grand Total</b>			<b>3500</b>	<b>750</b>	<b>2750</b>	<b>164</b>	<b>134</b>

**Note:**

*1. Titles of a few Electives Streams are given for DSC- F (1F, 2F & 3F combined) at V Semester and the same titles are repeated for DSC – H (1H, 2H & 3H combined). Each Elective Stream consists of two theory papers and one project work for each semester. The total for V & VI*

*semesters will be four theory papers and two project works under each stream. A student has to select **One Stream of Elective consisting of four theory papers and two projects**(together for V & VI semesters). That means, the student will continue the same elective in the VI semester also.*

*2. The colleges have to **implement original project work** which may consist of field survey/internship/case study/practical training also for the third respective elective papers in V & VI semester.*

### **Elective Papers:**

#### **E-Business (EB):**

DSC 1F (EB) e-Commerce  
DSC 2F (EB) Business Networks  
DSC 1H (EB) e-Payments System  
DSC 2H (EB) Social Media and e-Marketing

#### **Financial Management (FM):**

DSC 1F (FM) Financial Markets  
DSC 2F (FM) Foreign Exchange Management  
DSC 1H (FM) Financial Services  
DSC 2H (FM) Investment Management

#### **Human Resource Management (HR):**

DSC 1F (HR) Talent Management  
DSC 2F (HR) Industrial Relations  
DSC 1H (HR) Global HRM  
DSC 2H (HR) Training & Development

#### **International Business Management (IB):**

DSC 1F (IB) Global Marketing  
DSC 2F (IB) Foreign Exchange Management  
DSC 1H (IB) Global HRM  
DSC 2H (IB) Export and Import: Procedures and Documentation

#### **Marketing Management (MM):**

DSC 1F (MM) Global Marketing  
DSC 2F (MM) Advertising & Media Management  
DSC 1H (MM) Marketing of Services  
DSC 2H (MM) Retail Management

#### **Operations Management (OM):**

DSC 1F (OM) Purchase Management  
DSC 2F (OM) Warehouse Management  
DSC 1H (OM) Logistics and Supply Chain Management  
DSC 2H (OM) Export and Import: Procedures and Documentation

## **Semester – I**

**No change in the earlier syllabus.**

## **Semester – II**

**No change in the earlier syllabus.**

## **Semester - III**

### **DSC 1C: Operations Management**

Unit-I: Operations management - meaning, definitions, scope and objectives- interaction of operations management with other areas - manufacturing and non manufacturing operations and their characteristics.

Unit-II: Facilities planning - plant location - factors determining plant location - plant layout— process layout and product layout - materials handling – MRP - Principle equipments.

Unit-III: Capacity planning - estimation of capital requirements - maintenance management— types of maintenance -work study - time and method study - work measurement, meaning, scope and importance.

Unit-IV: Operations planning and control - Objectives of Operations planning— planning procedure - Operations planning categories.

Unit-V: Operations control - Meaning,Importance and objectives - Techniques of operations control.

### **References:**

1. Russell, Roberta S, and Bernard W.Taylor, Operations Management, Pearson Education, New Delhi 2004.
2. Chase :Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
3. Buffa, E.S., 'Modern Production Management', New York, John Wiley, 1987.
4. Adam, E.E. and Ebert, R.J., 'Production and Operations Management' Prentice Hall of India, New Delhi 1995.
5. Chary, S .N., Production and Operations Management', Tata McGraw Hill, New Delhi 1989

## **DSC 2C: Human Resource Management**

Unit-I: Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives.

Unit-II: HRM in India: Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR.

Unit-III: Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning.

Unit-IV: Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.

Unit-V: Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development.

### **References:**

1. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, New Delhi.
2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, New Jersey.
3. Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.
4. Dessler, Garry, Human Resource Management, Prentice Hall of India. Department of Commerce, University of Delhi 20
5. Saiyadain, Mirza S., Human Resource Management, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.

## **DSC 3C: Organizational Behaviour**

Unit-I: Focus and Purpose: Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

Unit-II: Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehavior – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories.

Unit-III: Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – importance – Types – Effects on work behavior.

Unit-IV: Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

Unit-V: Leadership and Power :Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

### **References:**

1. Stephen P. Robins, Organizational Behavior, PHI Learning/Pearson Education, 2008.
2. Fred Luthans, Organizational Behavior, McGraw Hill, 2001.
3. Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley, 9<sup>th</sup> Edition, 2008.
4. UdaiPareek, Understanding Organizational Behaviour, Oxford Higher Education, 2004.
5. Mc Shane & Von Glinov, Organizational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
6. Hellrigan, Slocum and Woodman, Organizational Behavior, Cengage Learning, 2007.
7. Ivancevich, Konopaske&Maheson, Organizational Behaviour & Management, Tata McGraw Hill, 2008.

## **Semester-IV**

### **DSC 1D: Financial Management**

Unit-I: Financial management: meaning, nature and scope of finance; financial goals: profit maximization, wealth maximization; finance functions,- investment, financing and dividend decisions.

Unit-II: Capital budgeting: nature of investment decisions; investment evaluation criteria- net present value, internal rate of return, profitability index, payback period, accounting rate of return , NPV and IRR comparison; capital rationing; risk analysis in capital budgeting.

Unit-III: Working capital: meaning, significance and types of working capital; financing of working capital; sources of working capital; management of inventory; management of cash; management of account receivables; optimum credit policy; credit collection; factoring service; various committee reports on bank finance; dimensions of working capital management.

Unit-IV: Capital structure theories: traditional and MM hypotheses; determining capital structure in practice; Capital structure planning. Cost of capital: meaning and significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings; Operating and financial leverages; measurement of leverages; effects of operating and financial leverages on profit.

Unit-V: Dividend decisions—Types of dividend- dividend models - Determinants of dividend policy - Practical aspects of dividend.

### **References:**

1. Bhattacharya, Hrishikesh: Working Capital Management: Strategies & Techniques; PHC, New Delhi.
2. Chandra, Prasanna: Financial Management; Tata McGraw Hill, Delhi.
3. Pandey, I.M.: Financial Management, Prentice Hall of India, New Delhi.
4. Khan M.Y. and Jain P.K.: Financial Management; Tata McGraw Hill, Delhi.
5. Vanhorne, J.C.: Financial Management and Policy; Prentice Hall of India, New Delhi.
6. Ravi M Kishore: Fundamentals of Financial Management, Taxman Publications.



## **DSC 2D: Marketing Management.**

Unit-I: Concept of marketing - Market, Marketing, Marketer - Selling concept, marketing concept, Social marketing concept - Need of marketing in Business Sector - Non-profit sector and Government sector - Marketing environment - Identifying market segments -Basis for market segmentation for consumer and industrial market and requirement of effective segments.

Unit-II: Product and Product lines - Product hierarchy, Product classification, Product mix decisions - Product line decisions - product attribute decisions, Branding and Brand decisions, packing and labeling decision - Product life cycle, Marketing strategies for different stages of the product life cycle.

Unit-III: Pricing: Setting the price, pricing process, pricing methods. Adapting price: Geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing.

Unit-IV: Marketing channels: The Importance of marketing channels - Channel design decisions - Channel management decisions - Channel Conflict: Types, Causes and managing the conflict.

Unit-V: Promotion mix Advertisement:- Meaning, Objectives - Types of Media - Sales Promotion - Objectives and Tools - Public relation - Meaning and Tools - Personal selling -Process.

### **References:**

- 1) Philip Kotler and Armstrong, Principles of Marketing, PHI
- 2) Philip Kotler, Marketing Management, PHI
- 3) V.S Ramaswamy and S. Namakuari, Marketing Management.
- 4) J.P.Gupta and Joyti Rana, Principles of Marketing Management, R. Chand & Co. New Delhi.

### **DSC 3D: Business Ethics and Corporate Governance**

Unit- I: Business Ethics: Meaning, Principles of Business Ethics, Characteristics of Ethical Organization, Ethics, Ethics of Corporate Governance, Globalization and Business Ethics, Stakeholders' Protection, Corporate Governance and Business Ethics.

Unit- II: Conceptual Framework of Corporate Governance: Meaning, Governance vs. Good Corporate Governance, Corporate Governance vs. Corporate Excellence, Insider Trading, Rating Agencies, Benefits of Good Corporate Governance, Corporate Governance Reforms, Initiatives in India.

Unit- III: Major Corporate Governance Failures: Junk Bond Scam (USA), Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), WorldCom (USA), Andersen Worldwide (USA) and Satyam Computer Services Ltd (India); Common Governance Problems in various Corporate Failures.

Unit- IV: Regulatory Framework of Corporate Governance in India, SEBI Norms based on KM Birla Committee, Clause 49 of Listing Agreement, Corporate Governance in Public Sector Undertakings.

Unit-V: Corporate Social Responsibility (CSR): Meaning, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models.

#### **References:**

1. J. P. Sharma Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi.
2. Bhanu Murthy, K. V. and Usha Krishna, Politics Ethics and Social Responsibilities of Business, Pearson Education, New Delhi.
3. D Geeta Rani & R K Mishra, Corporate Governance-Theory and Practice, Excel Books, New Delhi

4. Christine A Mallin, Corporate Governance (Indian Edition), Oxford University 46 Press, New Delhi.
5. Bob Tricker, Corporate Governance-Principles, Policies, and Practice (Indian Edition), Oxford University Press, New Delhi.
6. Andrew Crane Dirk Matten, Business Ethics (Indian Edition), Oxford University Press, New Delhi.

## **Semester - V**

### **DSC 1E: e-Commerce**

Unit-I: Electronic Commerce: Definition, types, advantages and disadvantages, E-Commerce transaction on World Wide Web. Electronic Market-Online shopping, Three models of Electronic Market - E-Business.

Unit-II: Supply Chain Management: Definition, Benefits, goals, functions, characteristics, Strategies of SCM, Electronic Logistics and its implementation in business houses Electronic Data Interchange (EDI): Definition, benefits of EDI, applications, advantages and limitations, EDI Model.

Unit-III: Electronic Payment Systems: Types of EPS- traditional payment system and modern payment system, electronic cash, steps for electronic payment, payment security - E-Security-cryptography, hacker, secure electronic transaction, secure-socket layer.

Unit-IV:Customer Relationship Management: Definition, Components of CRM, CRM Architecture, architectural components of a CRM solution, Electronic CRM, Need for Electronic CRM, E-CRM applications

Unit-V: HTML- Navigating the World Wide Web, Preparing to Publish on the Web, HTML and XHTML, Learning the Basics of HTML, structure of HTML, Creating simple web pages, formatting text with HTML, adding images, color and background, table creation, designing forms.

### **References:**

1. CSV Murthy, E-Commerce: Concepts, Models, Strategies, Himalaya Publishing House.
2. Laura Lemay; Rafe Colburn, Teach Yourself Web with HTML in 24 Hours,Sams Publishing
3. Steven Holzner, HTML Black Book, Dream Tech Press.

## **DSC 2E: Business Laws**

Unit-I: Law of Contract – Definition, Essentials of valid contract, Kinds of contract, Offer, Acceptance, consideration, Capacity of Parties to contract, Free Consent, Stranger to the Contract.

Unit-II: Contingent Contracts, Performance of Contract, Discharge of Contract, Quasi Contracts, Breach of Contracts and remedies.

Unit-III: Specific Contract – Contract of Indemnity, Guarantee Contract, Contract of Bailment, Pledge, Contract of Agency.

Unit-IV: Sale of Goods Act – Meaning and definition, Essentials of sale contract, sale and agreement to sale, conditions and warranties, unpaid seller, Rules of transfer of property.

Unit-V: The essential Commodity Act. Right to information Act. The Consumer Protection Act, 1986.

### **References:**

1. Indian Contract Act – by Bare Act, Government of India.
2. N.D. Kapoor Mercantile Law, Sultan Chand & Company, New Delhi.
3. Avatar Singh Mercantile Law, Vikas Publication.
4. Balchandani: Business Laws.
5. S.D. Geet and M.S. Patil: Business Laws.
6. S.S. Gulshan: Business Laws.
7. N.M. Wechlakar: Business Laws.

## **DSC 3E: Taxation**

Unit-I: Basic concept: Income - agricultural income – Person – Assessee - assessment year - previous year - gross total income - total income - maximum marginal rate of tax -Residential status - Scope of total income on the basis of residential status - Exempted income under section.

Unit-II: Computation of income under different heads: Salaries – Allowances – Perquisites – Profit in lieu of salary – Gratuity – Pension - Income from house property: Annual Value of House property – Computation under different circumstances – Deduction from annual value.

Unit-III: Profits and gains of business or profession: Computation – Allowable expenses and not allowable expenses – General deductions - Provisions relating to Depreciation.

Unit-IV: Capital gains: Capital Assets – Long term and Short term – Transfers – Cost of acquisition – Cost of improvement – Exempted Capital gains. Income from other sources: Definition - Computation – Grossing up – Deductions and other relevant provision.

Unit-V: Total income and tax computation: Income of other persons included in Assessee's total income - Aggregation of income and set-off and carry forward of losses - Deductions from gross total income - Rebates and reliefs - Computation of total income of individuals and firms - Tax liability of an individual and firm.

### **References:**

1. Vinod K. Singhania : Direct Taxes - Law and Practice, Taxman Publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P) Ltd.
3. BhagwatiPrasad : Direct Taxes – Law and Practice, WishwaPrakashan.
4. Dr. Mehrotra and Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
5. DinakarPagare: Law and Practice of Income Tax, Sultan Chand and sons.
6. Gaur & Narang: Income Tax.

## **DSC 1F (EB): e-Commerce**

**Unit-I: e-Commerce:** Features- Distinction between e-Commerce and e-Business - Types of Business Models: B2B, B2C, C2C - Benefits and Limitations of e-Commerce - Apps.

**Unit-II: e-Business Applications:** Integration and e-Business suits - ERP, e-SCM, e-CRM - Methods and benefits of e-Payment Systems – e-Marketing – Applications and issues

**Unit-III: e-Business in different Fields:** e-Tourism – e-Recruitment – e- Real Estate – e-Stock Market – e-Music/Movies - e-Publishing and e-Books.

**Unit-IV: Online Education:** Process - Methods - e-Content development and Deliveries - Major technologies used in e-Education - Online Testing - Methods - Future Trends.

**Unit-V: Mobile Commerce:** Ticketing - Me-Seva; Government and Consumer Services – e-Retailing - e-Groceries – Security challenges - Case Studies.

### **References:**

1. Turban E. Lee J., King D. and Chung H.M: Electronic commerce-a Managerial Perspective, Prentice-Hall International, Inc.
2. Bhatia V., E-commerce, Khanna Book Pub. Co. (P) Ltd., Delhi.
3. Daniel Amor, E Business R (Evolution), Pearson Education.
4. Krishnamurthy, E-Commerce Management, Vikas Publishing House.
5. David Whiteley, E-Commerce: Strategy, Technologies and Applications, Tata McGraw Hill.
6. P. T. Joseph, E-Commerce: A Managerial Perspectives, Tata McGraw Hill.

## **DSC 2F (EB): Business Networks**

**Unit-I: Business Forms:** Interrelation among Stakeholders – Business and Government – Business and Society: Social Network and Facebook.

**Unit-II: Business Networking through ICT:** Basic concepts – Uses and Application of Business Networks – Different Layers of Business Networks – Internet and Business Networks – Network Security.

**Unit-III: Business Networking Systems and Devices:** Communication Satellites – Servers – Cloud Computing – Sharing – Spectrum – Commercial issues.

**Unit-IV: Customer Relationship Management:** Establishing Network connection with customers – Forward and Backward Integration – Customer Data Base – Creation and Maintenance – Legal and Ethical Issues.

**Unit-V: Business Analytics:** Master Data Management – Data Warehousing and Mining – Data Integration – OLTP and OLAP.

### **References:**

1. Jerry, FitzGerald and Alan Dennis, Business Data Communications and Networking, John Wiley & Sons.
2. Tanenbaum, A. S., Computer Networks, Pearson Education.
3. David A Stamper, Business Data Communications. Addison Wesley.
4. Business Analytics – Methods, Models and Decisions, James R. Evans, Prentice Hall.
5. Business Analytics - An Application Focus, PurbaHalady Rao, PHI learning
6. R.N Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley India.

## **DSC 1F (FM): Financial Markets**

Unit-I: Introduction:Basics of Investment-Types of markets -Securities and role of regulator – SEBI - Primary market, Procedure for buying shares through IPO, Dematerialization of securities.

Unit-II: Secondary Market:Stock Exchanges, stock trading, products in Secondary, equity, debt, Derivatives – types, options, commodity derivatives and financial derivatives.

Unit-III: Debt Funds: Salient features, debt mutual fund schemes, fixed maturity plans - Capital protection funds, gilt funds, etc. Liquid Funds – Salient features.

Unit-IV: Regulation of Financial Markets:Regulations governing equity market, techniques of market analysis -Income tax and capital gains having relevance for investment - trading in stock market.

Unit-V: Market Simulation:Internet based software to develop basic numeric and keyboarding skills- Students must read daily news papers like The Economic Times, Financial Express etc., watch business channels e.g. CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc.

### **References:**

1. Financial Markets: A Beginners' Module, Workbook from NSE Reference Books:
2. Gupta, L.C: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi, 1997.
3. Dalton, John M: How the Stock Markets Works,2001, New York Institute of Finance
4. I.M. Bhole, Financial Institutions and Market, 2009, Tata McGraw Hill.
5. Vasant Desai, Indian Financial System, 1997, Himalaya Publisher.



## **DSC 2F (FM)/(IB): Foreign Exchange Management**

Unit-I: Nature and scope of forex management: Objectives, significance and scope of forex management, relationship between forex management and financial management, forex management and global environment.

Unit-II: International financial markets and instruments: An overview of international capital and money markets, arbitrage opportunities, integration of markets, international capital and money market instruments – GDRs, DRs, Euro Bonds, dual currency bonds, euro equity, euro deposits.

Unit-III: Foreign Exchange Market: Functions, characteristics, organization, and participants, arbitrage in foreign exchange market, mechanics of making foreign payments, cost associated with international payments.

Unit-IV: Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates, Forex trading and financing of international trade.

Unit-V: Foreign Exchange Risk Hedging techniques: Swaps, Options, offshore banking, payment terms, i.e., Commercial Invoice, Letter of credit, Bill of exchange, documents and financing techniques.

References:

- 1) Jeevanandan, C, Foreign Exchange and risk Management, Sultan Chand and sons, New Delhi
- 2) Chatterjee, Principles of Foreign Exchange, Himalaya, Bombay.
- 3) Ian Giddy, Global Financial Markets, AIYBS, New Delhi.

## **DSC 1F (HR): Talent Management**

Unit-I: Talent Management: Meaning and significance of talent management - attracting talent, retaining talent, right sizing the workforce, work life balance initiatives, providing HR leadership to business.

Unit-II: Competency Mapping: Features of competency methods, approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps- business strategies - methods of data collection for mapping - Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

Unit-III: Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Unit-IV: Employee engagement- meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey .

Unit-V: Succession planning: Identifying managerial positions which are critical for the business - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents – Taking-up lateral hiring when there is discontinuity in the succession plans.

### **References:**

1. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010.
3. Performance Management - Herman Aguinis, Pearson Education, 2007.
4. Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
5. Appraising and Developing Managerial Performance- Rao T. V, Excel Books
6. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
7. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
8. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, TMH.

## **DSC 2F (HR): Industrial Relations**

Unit-I: Meaning and Definitions, Importance, content of Industrial Relations, Objectives of Industrial Relations, Industrial Relations program, Scope of Industrial Relations work, Functional Requirements of successful Industrial Relations.

Unit-II: Industrial Disputes: Types of Disputes, causes of Industrial Disputes, procedure for the settlement of industrial disputes, Government and Industrial Relations, organs of Industrial peace, Tripartite Machinery, code of discipline, voluntary arbitration, grievance Redressal Procedure.

Unit-III: Trade Unions: Principles of Trade Unionism, Objectives and function of trade union, Achieving of Trade Union objectives, growth of Trade union movement, Factors affecting growth of Trade union, Features, Weakness of Trade unions, essentials of successful Trade union.

Unit-IV: Participative Management: Meaning and objectives, forms of participation, objectives of workers participations in management, levels of participation, forms of participation in India, Causes of failure of joint management council.

Unit-V: Collective Bargaining: Meaning, Main Features of collective bargaining, necessity and importance of collective bargaining, Principles of Collective Bargaining, Process of negotiations, contract administration.

### **References:**

- 1) P. Subba Rao, Industrial Relationship, Himalaya Publishers.
- 2) Labour and Industrial Laws – Central Law Publications Allahabad.

## **DSC 1F (IB)/(MM):Global Marketing**

Unit-I: Introduction: Meaning - scope - trend towards globalization - classification of foreign markets - tariff and non-tariff barriers - stages of global marketing - global and multi-international marketing - economic, technological, political and social factors affecting global marketing.

Unit-II: Selection of Foreign Markets: Meaning - parameters for market choice decision - modes of entry into global markets - Exporting - licensing - franchising - joint ventures – subsidiaries.

Unit-III: Product Selection of global markets: product policy - product standardization - adaptation - international product life policy - global product strategies - promotion of global products.

Unit-IV: Pricing Meaning – factors influencing pricing - International pricing terms - export pricing.

Unit-V: Promotion Channels of distribution in selected foreign countries - factors affecting channel decision - foreign agents - identification - motivation - control of foreign agents.

### **References:**

1. Warren Keegan, International Marketing, Pearsons publications, 2011.
1. PhilysCateora and John Graham, International Marketing, Tata McGraw Hill, 1999.
2. Susan Douglas & Samuel Craig, Kripalani, Global Marketing Strategy Tata McGraw Hill, 2005.
3. Varshney and Bhattacharya, International Marketing, 1999, Book well Publishers, New Delhi, 2007.

## **DSC 2F (IB)/(FM): Foreign Exchange Management**

Unit-I: Nature and scope of forex management: Objectives, significance and scope of forex management, relationship between forex management and financial management, forex management and global environment.

Unit-II: International financial markets and instruments: An overview of international capital and money markets, arbitrage opportunities, integration of markets, international capital and money market instruments – GDRs, DRs, Euro Bonds, dual currency bonds, euro equity, euro deposits.

Unit-III: Foreign Exchange Market: Functions, characteristics, organization, and participants, arbitrage in foreign exchange market, mechanics of making foreign payments, cost associated with international payments.

Unit-IV: Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates, Forex trading and financing of international trade.

Unit-V: Foreign Exchange Risk Hedging techniques: Swaps, Options, offshore banking, payment terms, i.e., Commercial Invoice, Letter of credit, Bill of exchange, documents and financing techniques.

References:

- 1) Jeevanandan, C, Foreign Exchange and risk Management, Sultan Chand and sons, New Delhi
- 2) Chatterjee, Principles of Foreign Exchange, Himalaya, Bombay.
- 3) Ian Giddy, Global Financial Markets, AIYBS, New Delhi.

## **DSC 1F (MM)/(IB): Global Marketing**

Unit-I: Introduction: Meaning - scope - trend towards globalization - classification of foreign markets - tariff and non-tariff barriers - stages of global marketing - global and multi-international marketing - economic, technological, political and social factors affecting global marketing.

Unit-II: Selection of Foreign Markets: Meaning - parameters for market choice decision - modes of entry into global markets - Exporting - licensing - franchising - joint ventures – subsidiaries.

Unit-III: Product Selection of global markets: product policy - product standardization - adaptation - international product life policy - global product strategies - promotion of global products.

Unit-IV: Pricing Meaning – factors influencing pricing - International pricing terms - export pricing.

Unit-V: Promotion Channels of distribution in selected foreign countries - factors affecting channel decision - foreign agents - identification - motivation - control of foreign agents.

### **References:**

1. Warren Keegan, International Marketing, Pearson publications, 2011.
1. PhilysCateora and John Graham, International Marketing, Tata McGraw Hill, 1999.
2. Susan Douglas & Samuel Craig, Kripalani, Global Marketing Strategy Tata McGraw Hill, 2005.
3. Varshney and Bhattacharya, International Marketing, BookWell Publishers, New Delhi, 2007.

## **DSC 2F (MM): Advertising and Media Management**

Unit-I: Concept of Public Relations - Working definitions - Nature and scope of public relations.

Unit-II: Four elements of Public Relations : Public Relations as a Social Philosophy of Management - Public Relations as Policy Decisions – Public Relations as Action - Public Relations as communication.

Unit-III: Advertising and Marketing: Marketing Mix -Brand Management and Market Segmentation - Brand Positioning: Strategies for competitive advantages - components of positioning - consumer segmentation - perceptual Mapping - Brand benefits and attributes, positioning with Non-Functional values - Self Concept and Preferred Brand – Brand Personality - Image Versus Personality - Positioning Successes.

Unit-IV: Types of Advertising: Classified - Display - Political advertising - public service ads - radio and television spots.

Unit-V: Media Planning: Research, Frequency and Continuity, Media information and selection, media plan frame work - Media Mix - Computerized media selection - determining the size and timing of insertion -determining the reach and frequency and GRP goals - creativity in media planning – scheduling and patterns of scheduling.

### **References:**

1. Jack G. Wiechmann, N.T.C's Dictionary of Advertising, NTC Publishing Group Lincolnwood, Illinois, U.S.A. 1998.
2. D.B. Taraporevala : Advertising Management – Selected Readings, D.B. Taraporevala & Sons Co. Private Ltd., Bombay, 1965.
3. J.S. Chandan, Jagjit Singh, P.N. Malhan, : Essentials of Advertising, Oxford & IBH Publishing Co. Pvt. Ltd, Calcutta, 1990.
4. Rajeev Batra, John G. Myers, David A. Aaker: Advertising Management, Prentice Hall of India Pvt. Ltd., New Delhi, 1997.
5. William F Arens, Irwin : Contemporary Advertising, MC Graw Hill, Boston.
6. Paul Winner: Effective PR Management - A Guide to Corporate Survival, Jaico Publishing House, Bangalore, 2001.
7. Alison Theaker: The PR Hand Book, Routledge Publishers New York, 2001.

## **DSC 1F (OM): Purchase Management**

**Unit-I:Introduction:**Significance of Purchase Function - Sources of Purchase: Local vs. Global - Negotiation & Bargaining - Purchasing Methods - e-Procurement –DGS & D.

**Unit-II: Purchasing Function:** Principles of Purchase Function - Right Price - Right Quantity - Economic Order Quantity - Re-order Levels - ABC Analysis - Right Time - Tendering: Single, Limited, Open, Global tenders.

**Unit-III: Vendor Analysis:** Identification of vendors – Selection of vendors - Criteria and Methodology of evaluation - Vendor Rating – Maintenance of Vendor relations.

**Unit-IV: Buyer-Supplier Relationships:** Transformation of buyer-supplier relationships - Developing and managing collaborative and alliance relationships – joint problem solving, Information sharing.

**Unit-V:Supply Chain Management:** Significance - JIT in the supply management - Cross-Functional Teams: Cross-functional teams and supply management - challenges of cross-functional teams, prerequisites to success.

### **References:**

1. Dobler& Burt, Purchasing and Supply Management, McGraw Hill.
2. P. Gopala Krishan, Purchasing and Materials Management, Tata McGraw-Hill Education.
3. L.N. Aggarwal & Parag Diwan, Management & Production Systems, National Publishing House.
4. N.G. Nair, Production and Operations Management, Tata McGraw Hill Publishing Co. Ltd.
5. Gopalakrishnan P. & Sundaresan. M., Materials Management-An Integrated Approach, PHI.



## **DSC 2F (OM): Warehouse Management**

**Unit-I: Warehouse:** Importance - Functions of Warehouses - Warehousing Cost - Warehousing Management Systems (WMS) - Strategic planning for Warehousing - Supply Chain and Warehousing.

**Unit-II: Warehousing in Retail:** Role of Warehousing in Retail - Challenges in retail warehousing, Warehousing in fashion retail - Retail product tracking in warehouse using RFID - Role of government in warehousing - Warehousing and Supply Chain.

**Unit-III: Warehouse Operations:** Organization Structure - Inventory Receiving - Picking - Locating - Dispatching - Maintenance of warehousing - Security and Safety - Records Maintenance.

**Unit-IV: Health and Safety Perspective:** Health and Safety Risks at Warehouse, Assessment of Risks, Management of Health and Safety risks - Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID).

**Unit-V: Warehousing Practices:** FCI, CWC, Reliance - Wal-Mart - KFC - ICT Applications in Warehouse - World-class Warehousing.

### **References:**

1. Edward H. Frazelle, World Class Warehousing and Material Handling.
2. Gwynne Richards, Warehouse Management: A Complete guide to improving efficiency and minimizing costs in the modern warehouse, Kogan Page, London.
3. Stuart Emmett, Excellence in Warehouse Management: How to Minimize costs and Maximize Value, John Wiley & Sons, Ltd., London.
4. James A. Tompkins & Jerry D. Smith, The Warehouse Management Handbook, Tompkins Press, North Carolina.

5. David E. Mulcahy & Joachim Sydow, Supply Chain Logistics Program for Warehouse Management, CRC Press, New York.

## **Semester-VI**

### **DSC 1G: International Business**

Unit-I: Introduction – Need - Theories of international trade - Difference between Domestic and International/Foreign Trade.

Unit-II: Foreign Exchange: Factors influencing exchange rate fluctuations, Euro market and instruments (LIBOR, MIBOR, etc), Foreign market operations, participants, spot-future forward and option market.

Unit-III: Balance of Payment: Contents, disequilibria in BOP, measures to bring back equilibrium in BOP, convertibility of currencies, Current account and Capital account convertibility, exchange control, reasons and methods.

Unit-IV: WTO and Trade blocks - WTO Formulation, advantages and disadvantages of WTO membership to developing countries. Trade blocks: Reasons for trade block formation, different types of trade blocks - member countries and economies condition and trade commodities of LAFTA, SAFTA, NAFTA, ASEAN, CARICOM and EU.

Unit-V: Procedure and Documents: Export and Import procedure, principal and auxiliary documents, bill of lading, consular invoice, commercial invoice, AR and GP forms, Mate receipt, Letter of credit - Packing list - Incentives to exports, Exim policy

#### **References:**

1. C. Jeevanandam, Foreign Exchange Practice, Concepts and Control, Sultan Chand & Sons.
2. T.S. Balagopal, Export Management, Himalaya Publishing House.
3. K P M Sundaram & Rudradatta, Indian Economy, S. Chand & Co., New Delhi.
4. Francis Cherumilum, Foreign Trade and Export Management, Himalaya Publication.

## **DSE 2G: Medium and Small Enterprises Management**

Unit-I: Small and Medium Enterprises: Significance in Indian economy - Problems and the steps taken up by the Government to tackle their problems - Role of government in promoting small and medium enterprises - incentives provided to backward area and development.

Unit-II: Project Formulation: Project identification and formulation, Feasibility study - Project report preparation, location of Units, Industrial estates and the role of KIABD, TEKSOC and registration with DIC.

Unit-III: Management Functions in Small and Medium Enterprises –Finance function: Capital Estimation, Sources of finance - Subsidies and Incentives, Venture Capital - Marketing and Human Resource Management functions.

Unit-IV: Sickness in Small and Medium enterprises - Causes of sickness, Prevention of sickness, and Remedial measures for sickness.

Unit-V Ancillary Industries, Rural Industries and Artisans. Role of SIDO, SSIDC, SISI, DIC. Prospects for small-scale industries.

### **References:**

1. C.S.V. Murthy, Small Scale Industries and Entrepreneurial Development, Himalaya Publishing House.
2. Vasant Desai, Management of SSI, Himalaya publishing House, Delhi, 1998.
3. Vasant Desai, Small Scale Industries & entrepreneurship, Himalayan Publishing House.
4. S S Khanka, Entrepreneurial Development, Sultan Chand & Co. Ltd., New Delhi. 1999.

### **DSC-3G: Project Management**

Unit-I: Introduction: Meaning, Scope and Objectives, Types of Projects, Generation and Screening of Ideas, Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening - Problems of Project management.

Unit-II: Analysis of Project Proposal: Markets and Demand Analysis, Technical Analysis, Material Input, Manufacturing Process, Technology-Product Mix- Estimation of Sales and Production. Machinery and Equipment Selection.

Unit-III: Project evaluation for Selection:- Methods of evaluation, ROR and ROI, Pay Back period, Net present value method. PERT and CPM techniques, Time estimations, slack time and critical path and post Project Review.

Unit-IV: Human Aspects of Project Management – Manpower Planning - Human Ergonomics - Estimation - Pre requisites for Successful Project Implementation.

Unit-V: Closing of the Project:- Types of project termination, Termination procedure and evaluation of Termination possibilities.

#### **References:**

1. Prasanna Chandra, Project–Planning–Analyses, Selection, Implementation and Review. ‘Tata Mc Graw Hill Publishing Co.
2. V.A. Avadhani, Indian Capital Market, Himalaya Publishing.

## **DSC 1H (EB):e-Payments System**

**Unit-I: e-Cash and Virtual Money:** Electronic Data Interchange (EDI) -NEFT/RTGS/Electronic Payment modes - Foundations of e-Cash and Issues; Security, Anonymity, Untraceability, Virtual currencies, Bitcoin.

**Unit-II: Automated Clearing and Settlement:** Process of Real Time Gross Settlement System - Net Settlement -ATM Networks - Fedwire, CHIPS and SWIFT.

**Unit-III: e-Payment Security and Digital Signature:** Cryptographic Methods - Hash functions - Public/Private Key methods: RSA - Digital Signatures - Certification Process - Digital identity Documents and Remote Authentication.

**Unit-IV: Mobile Payments:** Wireless payments, Digital Wallets, Google Wallet – Obopay - Security Challenges.

**Unit-V: Electronic Invoice and Payment System:** Electronic Statement Delivery - EIPP providers - Biller service providers - Customer service providers - Reconciliation through Bank - Invoice Paper elimination - Scan-based trading (SBT).

### **References:**

1. Domonique Rambure and Alec Nacamuli, “Payment Systems: From the Salt Mines to the Board Room”, Palgrave MacMillan.
2. Weidong Kou, “Payment Technologies for E-Commerce”. Springer, Germany.
3. Donal O’Mahony, Michael Peirce and Hitesh Tewari, “Electronic Payment Systems”, Artech House, Inc.
4. M. H. Sherif, Protocols for Secure Electronic Commerce, Boca Raton, Fla, CRC Press.

## **DSC 2H (EB):Social Media and e-Marketing**

**Unit-I:Social Media:** Career in Social Media Marketing - Strategic Marketing - Social media Planning process - Campaigns (tactics and results).

**Unit-II:Social Consumers:** Social media marketing segments - Digital consumers - Digital communities - Online communities - Strong & Weak Ties - Social Community - Social Publishing.

**Unit-III:Social Media Sites:** Face book - Twitter - LinkedIn - YouTube and their Operations - Data mining and Social Media - Role of Social Media in Marketing Research - Social Media and Privacy/Ethics.

**Unit-IV: e-Marketing:** Objectives, Online Advertising - Distribution in e-Marketing, Lead Generation Platform - Customer Service mechanism - Relationship Building medium.

**Unit-V: Methods of e-Marketing:** Advertising Techniques, Selling Methods, Sales Promotion - Public Relations - Sponsorship, Merchandising, Teleconferencing - Chatting.

### **References:**

- 1.Chaffey, D., e-Marketing Excellence: Planning and Optimizing Your Digital Marketing, Burlington: Elsevier.
- 2.Hanson, W. A. &Kalyanam, K., Internet Marketing & e-Commerce, Thomson Southwestern, Mason, Ohio.
3. Harris, L., Marketing the e-Business, Hoboken: Taylor & Francis.
4. Krishnamurthy, S., Contemporary research in e-Marketing, Hershey, PA: Idea Group Publication.
5. Stephen Dann & Susan Dann, E-Marketing: Theory and Application, Macmillan, New York.

### **DSC 1H (FM): Financial Services**

Unit-I: Financial Services: Public Issue –Prospectus - Pricing of New issues - SEBI Guidelines, Functions of Merchant Bankers and Under Writers, Issue Managers, Registrar to Issue – Credit Rating Agencies - Mutual Funds –Determination of NAV.

Unit-II: Factoring and Forfaiting: Meaning, Role in financial services - Theoretical Frame work, Factoringservices in India.

Unit-III: Leasing: Lease Evaluation, Types of Lease, Structuring and Funding of Leases, Import Leasing and Cross Border Leasing, Hire Purchase Agreements- Evaluation of Hire purchase Agreements.

Unit-IV: Credit Cards - Consumer Finance – Financing Schemes for Consumer durables– Process and Instruments and Venture capital financing.

Unit-V: Housing Finance: National Housing Bank (NHB), NHB's Housing Finance Companies - Guidelines for extending equity support to housing finance companies - Guidelines for extending Refinance support to Housing Finance, Mortgage.

#### **References:**

1. Khan & Jain, Financial Services – TMH Publishers.
2. Machiraju V, Financial Services - Vikas Publishing House.
3. V.A. Avadhani, Indian Capital Market- Himalaya Publishing house.

## **DSC 2H (FM): Investment Management**

Unit-I: Investment: Attributes of Investment, Investment and speculation, Features of a good investment, Investment Process. Investment Instruments - Derivatives.

Unit-II: Securities Market: Primary Market - Issue Management-Pre and Post Issue Management. Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Leading Stock Exchanges in India.

Unit-III: Risk and Return Concepts: Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns - Calculation of Risk and Return.

Unit-IV: Valuation of Securities: Bond Valuation, Bond Duration - Equity shares- Valuation, Dividend Valuation models.

Unit-V: Economic and Industry Analysis: Fundamental analysis- Economy, Industry, Company Analysis. Technical Analysis – Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns.– Moving averages, ROC, RSI, Market Indicators.

### **References:**

1. Investment Analysis and Portfolio management – Prasanna Chandra, TMH, 2010.
2. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas, 2005.
3. Investment Management – Bhalla V. K, S.Chand, 2011.
4. Security Analysis & Portfolio Management – Fisher and Jordan, Pearson, 2011.
5. Security Analysis & Portfolio Management- Kevin S, PHI, 2011.
6. Investment Analysis & Portfolio Management– Reilly, Cengage Learning.
7. Investments: Principles and Concepts – Charles P. Jones, Wiley, 2010.



## **DSC 1H (HR)/(IB): Global Human Resource Management**

Unit-I: Introduction to IHRM: Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Organizational dynamics and IHRM: Role of culture in IHRM, Organizational Processes in IHRM, Challenges of International Human Resource Management.

Unit-II: Recruitment, Selection in International context: International Managers- Parent country nationals, third country nationals, host country nationals, Recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, Selection tests, interviews for international selection..

Unit-III: Performance Management: A conceptual background, performance management cycle, models, Appraisal of expatriate, Third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit-IV: Training and development in international context: Training and development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit-V: International Compensation: Forms of compensation and factors that influence compensation policy, Key components of international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

### **References:**

1. Monir H. Tayeb, International Human Resource Management, Oxford University Press, 2005.
2. Peter J. Dowling, Denise E. Welch, International Human Resource Management, Cengage Learning.
3. Aswathappa K, Sadhna Das, International Human Resource Management, Mc Graw Hill.

4. Evans, Pucik, Barsoux, The Global Challenge: Framework for International Human Resource Management - Tata McGraw-Hill Irwin.
5. Tony Edwards, Chris Rees, International Human Resource Management, Person Education.
6. Rao P. L., International Human resource Management, Excel Books.
7. Chris Brewster, International Human resource Management, University Press.

### **DSC 2H (HR): Training and Development**

Unit-I: Meaning and Definition - Need for Training - Importance of Training, Objectives of Training, Responsibility for Training.

Unit-II: Steps in Training Programs, Training Policy, Training courses, support material for training, Training period, Training for Different employees principles of learning.

Unit-III: Training methods: On the Job, Vestibule Training, Training by Experience Workman, Training by Supervisors, Demonstrations and examples, Simulation, Apprenticeship. Off the Job: Lecturers, Conference method, Seminar or Team Discussion, Case Studies, Role playing, Programmed Instruction, T-Group training, Audio-visual aids, Retraining.

Unit-IV: Development: Importance of Development - Management Development, Purpose and objectives of Development, Stages in development programs, Components of development program, Factors inhibiting Development.

Unit-V: Coaching and Counseling: Methods, Management syndicate, Incident process, In-Basket, Sensitivity counseling - Special Projects, Committee assignments conferences, Management games.

#### **References:**

- 1.P.Subba Rao, VSP, Rao, Human Resource Management; Konark Publishing Houses, Mumbai.
- 2.SubasGurg& S C Jain, Managing Human Resource, Arihant Publications, Jaipur.
- 3.Bearddwell& LenHoldmen, Human Resource Management, Macmillan Publisher.

## **DSC 1H (IB)/(HR): Global Human Resource Management**

Unit-I: Introduction to IHRM: Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Organizational dynamics and IHRM: Role of culture in IHRM, Organizational Processes in IHRM, Challenges of International Human Resource Management.

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Unit-IV: Training and development in international context: Training and development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit-V: International Compensation: Forms of compensation and factors that influence compensation policy, Key components of international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

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2. Peter J. Dowling, Denise E. Welch, International Human Resource Management, Cengage Learning.
3. Aswathappa K, Sadhna Das, International Human Resource Management, Mc Graw Hill.

4. Evans, Pucik, Barsoux, The Global Challenge: Framework for International Human Resource Management - Tata McGraw-Hill Irwin.
5. Tony Edwards, Chris Rees, International Human Resource Management, Person Education.
6. Rao P. L., International Human resource Management, Excel Books.
7. Chris Brewster, International Human resource Management, University Press.

### **DSC 2H (IB)/(OM): Export and Import: Procedures and Documentation**

Unit-I: Exporting Preliminary Consideration -Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers- Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA.

Unit-II: Export Sales – Selling and Purchasing- Consignment - Leases – Marine and Air Causality Insurances - Export Finance - Forex - Major currencies, Exchange rates, relations & impact - Export costing and pricing & Incoterms – Export License – Import License.

Unit-III: Export Packaging - Preparation of pre shipment documentation – Methods of Transportation – Country of Origin Marking- Inspection of Export consignment - Export by Post, Road, Air & Sea - Claiming for Export benefits and Duty drawbacks.

Unit-IV: Shipment & Shipping documents - Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone - Deemed Export –Isolated Sales Transactions.

Unit-V: Acts for export/import - Commencement - Customs Formalities - Export Documentation - Export of Services - Export of Excisable Goods - Import Documentation - Clearance - 100% export oriented units - customs house agents - import of different products - import/export incentives - import licenses etc.

#### **References:**

1. C. Rama Gopal, Export Import Procedures- Documentation and Logistics, New Age International.
2. P K Khurana, Export Management.
3. Thomas E Johnson and Donna L, Export Import Management, Export and Import Procedures and Documentations.

## **DSC 1H (MM): Marketing of Services**

Unit-I: Introductions to services, role of services in Indian economy, growth in service sector, types of services, difference between goods and services, characteristics of services, need for service marketing and obstacles in service marketing.

Unit-II: Service Marketing Management: Marketing management process for services organizing, marketing, planning, analyzing marketing opportunities, selecting target market - developing the service marketing mix - managing and controlling marketing efforts.

Unit-III: Customer expectations of service: Factors influencing customer expectation of service, issues involving customer service expectations, Customer perception of service -Service quality, Service recovery -Impact of service failure and recovery, customer responds to service failure. Service recovery strategies, service guarantee.

Unit-IV: Service Design and Development: Challenges of service design, stages in new service development, Service blue printing - Service standards: Factors determine service standard, customer defined standards.

Unit-V Marketing of Services: Financial service marketing, Insurance, Bank, Mutual funds, Tourism Marketing, Hospital marketing, any hotel and hospitality marketing, other relevant services marketing.

### **References:**

1. Services Marketing by - Valarie A. Zeithaml and May Jo Bitner Pub : Tata Mc Grow HIL
2. Services Marketing by - Vasont :Venugopal and Raghu N., Himalaya Publishing House.
3. Services Marketing by - P.N. Reddy and others Pub: Himalaya Publishing House.
4. Service Marketing by : Hellen wood Ruffe, Macmillan India Ltd.

## **DSC 2H (MM): Retail Management**

Unit-I: Retailing: Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, Classification of Retail Units.

Unit-II: Setting-up Retail organization: Size and space allocation, location, factors affecting the location of Retail, Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Controlling Costs and Reducing Inventories Loss.

Unit-III: Emergence of Organized Retailing: Traditional Retailing, Organized Retailing in India, Retailing in rural India, Retail Environment in India, FDI in retailing, Role of IT in retailing, Emerging trends in retailing.

Unit-IV: Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies: Management and Evaluation of relationships in Retailing, Retail Research: Customer Audits, Brand Management in retailing.

Unit-V: Case Studies: Practical:

(i) Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, etc.

(ii) Go to a Kirana store and a supermarket and compare the: (a) store arrangement (b) No of brands carried (c) pricing policies (d) Service – personal.

### **References:**

1. Levy & Weitz, Retail Management, TMH, 2012.
2. Swapana Pradhan, Retailing Management, TMH, 2012.
3. Dravid Gilbert, Retail Marketing Management, Pearson Education.
4. A. J. Lamba, The Art of Retailing, McGraw Hill.
5. Barry Berman, Joel R. Evans, Retail Management: A Strategic Approach, Pearson.
6. S.L. Gupta, Sales and Retail Management: An Indian Perspective, 2007, Excel Books.

7. Rosemary Varley, Mohammed Rafiq, Principles of Retail Management, Palgrave Macmillan, 2009.
8. Chetan Bajaj, Retail Management, Oxford University Press.
9. Sinha, Piyush Kumar and Uniyal, Managing Retailing, Oxford University Press, 2010.

### **DSC 1H(OM): Logistics and Supply chain Management**

Unit-I: Logistics Management: Origin and Definition – Types of Logistics – Logistics Management – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory- Logistics in 21st Century.

Unit-II: Types of Inventory Control - Demand Forecasting - Warehousing and Stores Management – Routing - Transportation Management - Some Commercial Aspects in Distribution Management – Codification - Distribution Channel Management - Distribution Resource Planning (DRP) -

Unit-III: Supply Chain Management: Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications.

Unit IV: Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Inter-relation between Enablers and Levels of Supply Chain Improvement-Systems and Values of Supply Chain.

Unit-V: Aligning the Supply Chain with Business Strategy - SCOR Model –Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies - Certifications.

#### **References:**

1. G Raghuram& N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. McMillan.
2. Martin Christopher, Logistics & Supply Chain Management: Creating Value-Adding Networks, FT Press.
3. Janat Shah, Supply Chain Management: Text and Cases, Pearson.

4. D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003.

### **DSC 2H (OM)/(IB): Export and Import: Procedures and Documentation**

Unit-I: Exporting Preliminary Consideration -Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers- Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA.

Unit-II: Export Sales – Selling and Purchasing- Consignment - Leases – Marine and Air Causality Insurances - Export Finance - Forex - Major currencies, Exchange rates, relations & impact - Export costing and pricing & Incoterms – Export License – Import License.

Unit-III:Export Packaging - Preparation of pre shipment documentation – Methods of Transportation – Country of Origin Marking- Inspection of Export consignment - Export by Post, Road, Air & Sea - Claiming for Export benefits and Duty drawbacks.

Unit-IV: Shipment & Shipping documents - Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone - Deemed Export –Isolated Sales Transactions.

Unit-V: Acts for export/import - Commencement - Customs Formalities - Export Documentation - Export of Services - Export of Excisable Goods - Import Documentation - Clearance - 100% export oriented units - customs house agents - import of different products - import/export incentives - import licenses etc.

### **References:**

- 1.C. Rama Gopal, Export Import Procedures- Documentation and Logistics, New Age International.
2. P K Khurana, Export Management.
3. Thomas E Johnson and Donna L, Export Import Management, Export and Import Procedures and Documentations.



## **Project Work**

Guidelines for Project Work (12 Weeks' Duration) after 4<sup>th</sup> Semester of BBA.

The project work (Internship) is an integral part of the academic curriculum of BBA. It is an initiative to bridge the gap between knowledge and its application through a series of interventions that will enable students of BBA program to gain insights and exposure to the industry. The objective of conducting Internship (project work) at the end of 4<sup>th</sup> semester of the course is: To provide an opportunity for students to apply theoretical concepts in real life situations at the work place; to sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior; to enable students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks; to sharpen domain knowledge and provide cross functional skills

**Guidelines:** The student will have to identify an Internship (project work) in a business enterprise that matches the student's area of specialization. Internship (project work) is a combination of In-plant study and a research project. Students are expected to study the functioning of an organization, identify a problem area and provide suggestions to overcome the problems.

**Duration of Project work:** The project work shall be for a period of 12 weeks immediately after completion of 4<sup>th</sup> semester but before commencement of the 5<sup>th</sup> semester. Students are expected to take up the work, such as identifying the organization, finalization of topic and review of literature during the fourth semester and start the Internship (project work) immediately after this.

**Project Guide:** Internal guide of the Internship is a full time faculty member working in management department of respective institution with minimum of three years of experience. External guide is from the business organization where the student is carrying out his/her project work. Maximum of ten students can work under an internal guide. The students are expected to be in continuous interaction with the guide during the course of the Internship. No two students of an institute shall work on the same problem in the same organization.

The student will present Synopsis with the detailed execution plan to the internship committee (HOD, senior faculty of the Dept. of Management) who will review and may (a) approve, (b) approve with modification or (c) Reject for fresh synopsis. The approval status is submitted to HOD who will officially give concurrence for execution of the internship

**Synopsis:** It is a 3 page document/hard copy to be submitted to the HOD with the signatures of guide and the student (Introduction with objectives and summary, Review of articles/literature about the topic with source of information and methodology of the study)

Submission of report 12th week of internship final report should be submitted to the university before one week of the commencement of theory examination.

**Evaluation:** Internal Evaluation: Internal evaluation will be done by the internal guide. • External Evaluation: External evaluation shall be done by a faculty member (not below the rank of Associate Professor) drawn from Dept. of Commerce & Business Administration of the University.

**Viva-voce/Presentation:** A viva-voce examination will be conducted at the respective institution where student is expected to give a presentation of his/her work. The viva-voce examination will be conducted by the respective HOD / Sr. Professor of the department and an expert drawn from the University as appointed by the University.

Internship (Project) work carries 100 marks evaluation by the internal guide and external evaluation (average mark will be taken for award) and 100 marks for viva-voce examination.

**Format of the Internship report:** The internship report shall be prepared using word processor viz., MS word, using Times New Roman font sized 12, on a page layout of A4 size with 1” margin on 175 all sides and 1.5 line spacing. The internship report shall not exceed 75 pages.

**Submission of report:** Students should submit the internship report in electronic data form only, in PDF file (Un-editable format) to the Institute. Institute in turn shall submit all the CDs of their students along with a consolidated master list as per specialization containing USN, Name of the student and title of the report to Controller of Examination one week before the commencement of the theory examinations.

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