

# **School of Management Studies**

## **BBA (Honors)**

### **HAND BOOK**

**2017**

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# Chancellor's Message

*“Education is the most powerful weapon which you can use to change the world.”*

- Nelson Mandela.



There was a time when survival depended on just the realization of physiological needs. We are indeed privileged to exist in a time when ‘intellectual gratification’ has become indispensable. Information is easily attainable for the soul that is curious enough to go look for it. Technological boons enable information availability anywhere anytime. The difference, however, lies between those who look for information and those who look for knowledge.

It is deemed virtuous to serve seekers of knowledge and as educators it is in the ethos at REVA University to empower every learner who chooses to enter our portals. Driven by our founding philosophy of ‘Knowledge is Power’, we believe in building a community of perpetual learners by enabling them to look beyond their abilities and achieve what they assumed impossible.

India has always been beheld as a brewing pot of unbelievable talent, acute intellect and immense potential. All it takes to turn those qualities into power is a spark of opportunity. Being at a University is an exciting and rewarding experience with opportunities to nurture abilities, challenge cognizance and gain competence.

For any University, the structure of excellence lies in the transitional abilities of its faculty and its facility. I’m always in awe of the efforts that our academic board puts in to develop the team of subject matter experts at REVA. My faculty colleagues understand our core vision of empowering our future generation to be ethically, morally and intellectually elite. They practice the art of teaching with a student-centered and transformational approach. The excellent infrastructure at the University, both educational and extra-curricular, magnificently demonstrates the importance of ambience in facilitating focused learning for our students.

A famous British politician and author from the 19th century - Benjamin Disraeli, once said ‘A University should be a place of light, of liberty and of learning’. Centuries later this dictum still inspires me and I believe, it takes team-work to build successful institutions. I welcome you to REVA University to join hands in laying the foundation of your future with values, wisdom and knowledge.

**Dr. P. Shyama Raju**

The Founder and Hon'ble Chancellor, REVA University

## Vice-Chancellor's Message



The last two decades have seen a remarkable growth in higher education in India and across the globe. The move towards inter-disciplinary studies and interactive learning have opened up several options as well as created multiple challenges. India is at a juncture where a huge population of young crowd is opting for higher education. With the tremendous growth of privatization of education in India, the major focus is on creating a platform for quality in knowledge enhancement and bridging the gap between academia and industry.

A strong believer and practitioner of the dictum “Knowledge is Power”, REVA University has been on the path of delivering quality education by developing the young human resources on the foundation of ethical and moral values, while boosting their leadership qualities, research culture and innovative skills. Built on a sprawling 45 acres of green campus, this ‘temple of learning’ has excellent and state-of-the-art infrastructure facilities conducive to higher teaching-learning environment and research. The main objective of the University is to provide higher education of global standards and hence, all the programs are designed to meet international standards. Highly experienced and qualified faculty members, continuously engaged in the maintenance and enhancement of student-centric learning environment through innovative pedagogy, form the backbone of the University.

All the programs offered by REVA University follow the Choice Based Credit System (CBCS) with Outcome Based Approach. The flexibility in the curriculum has been designed with industry-specific goals in mind and the educator enjoys complete freedom to appropriate the syllabus by incorporating the latest knowledge and stimulating the creative minds of the students. Bench marked with the course of studies of various institutions of repute, our curriculum is extremely contemporary and is a culmination of efforts of great think-tanks - a large number of faculty members, experts from industries and research level organizations. The evaluation mechanism employs continuous assessment with grade point averages. We believe sincerely that it will meet the aspirations of all stakeholders – students, parents and the employers of the graduates and postgraduates of REVA University.

At REVA University, research, consultancy and innovation are regarded as our pillars of success. Most of the faculty members of the University are involved in research by attracting funded projects from various research level organizations like DST, VGST, DBT, DRDO, AICTE and industries. The outcome of the research is passed on to students through live projects from industries. The entrepreneurial zeal of the students is encouraged and nurtured through EDPs and EACs.

REVA University has entered into collaboration with many prominent industries to bridge the gap between industry and University. Regular visits to industries and mandatory internship with industries have helped our students. REVA

University has entered into collaboration with many prominent industries to bridge the gap between industry and University. Regular visits to industries and mandatory internship with industries have helped our students become skilled with relevant to industry requirements. Structured training programs on soft-skills and preparatory training for competitive exams are offered here to make students more employable. 100% placement of eligible students speaks the effectiveness of these programs. The entrepreneurship development activities and establishment of “Technology Incubation Centers” in the University extend full support to the budding entrepreneurs to nurture their ideas and establish an enterprise.

With firm faith in the saying, “Intelligence plus character –that is the goal of education” (Martin Luther King, Jr.), I strongly believe REVA University is marching ahead in the right direction, providing a holistic education to the future generation and playing a positive role in nation building. We reiterate our endeavor to provide premium quality education accessible to all and an environment for the growth of over-all personality development leading to generating “GLOBAL PROFESSIONALS”.

Welcome to the portals of REVA University!

**Dr. S. Y. Kulkarni**  
Vice-Chancellor, REVA University

**Directors Message**  
**Talent Development @ REVA University**

Today, as you prepare to join our campus and start the next chapter of your lives, in what can only be described as an increasingly divided and fast-shifting world, I want to offer some thoughts specific to the challenging times in which we find ourselves. Your responsibilities as Management student to lead businesses are more important today than ever. You are entering into a world in which trust and faith in business has declined significantly, and you have to develop the personality reflecting honesty and trust, per se.

My hope is that the many discussions you will have, in courses as varied as Leadership and Corporate Accountability and Finance, Ethical Management, Governance, HRM, HR, will give you tools and perspectives that will serve as a guide to you in the future. I hope you will develop, and will continue to develop, both the competence and character of true leadership. You will need both to fulfill your responsibility to rebuild trust.

Many of our alumni currently lead some of the most admired and most valuable companies on the planet. They have been crucial to the creation and evolution of entire industries, including management consulting, mutual funds, private equity, venture capital, and social entrepreneurship, HR, Marketing, Entrepreneurship, and the like. We develop Three types of behavior in this school: 1. Modesty; 2. Honesty; and 3. Winning Attitude, focusing on knowledge, skills, and competency.

The Curriculum caters to and has relevance to local, regional, national, and global development needs. A maximum number of courses are integrated with cross-cutting issues with relevant to professional ethics, gender, human values, environment and sustainability.

Finally we ask that you RESPECT the people who are most important in your lives, and everyone with whom you interact along your road to leadership. Remember that nothing can be accomplished without the help of everyone in REVA University. show respect on a daily basis to everyone you interact with: your co-students. As students, you will often get more credit than you deserve; be sure to share this credit by giving respect to all who contribute to any success. Let me in that spirit take a moment to thank your parents, guardian who have collectively helped to educate you and bring you to this wonderful moment of Management World at REVA University..

As you begin this exciting journey, I wish you all the best.

**Dr. M M. Bagali**  
**Director**  
**School of Management Studies**

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## **RUKMINI EDUCATIONAL CHARITABLE TRUST**

It was the dream of late Smt. Rukmini Shyama Raju to impart education to millions of underprivileged children as she knew the importance of education in the contemporary society. The dream of Smt. Rukmini Shyama Raju came true with the establishment of Rukmini Educational Charitable Trust (RECT), in the year 2002. **Rukmini Educational Charitable Trust (RECT)** is a Public Charitable Trust, set up in 2002 with the objective of promoting, establishing and conducting academic activities in the fields of Arts, Architecture, Commerce, Education, Engineering, Environmental Science, Legal Studies, Management and Science & Technology, among others. In furtherance of these objectives, the Trust has set up the REVA Group of Educational Institutions comprising of REVA Institute of Technology & Management (RITM), REVA Institute of Science and Management (RISM), REVA Institute of Management Studies (RIMS), REVA Institute of Education (RIE), REVA First Grade College (RFGC), REVA Independent PU College at Kattigenahalli, Ganganagar and Sanjaynagar and now REVA University. Through these institutions, the Trust seeks to fulfill its vision of providing world class education and create abundant opportunities for the youth of this nation to excel in the areas of Arts, Architecture, Commerce, Education, Engineering, Environmental Science, Legal Studies, Management and Science & Technology.

Every great human enterprise is powered by the vision of one or more extraordinary individuals and is sustained by the people who derive their motivation from the founders. The Chairman of the Trust is Dr. P. Shyama Raju, a developer and builder of repute, a captain of the industry in his own right and the Chairman and Managing Director of the DivyaSree Group of companies. The idea of creating these top notched educational institutions was born of the philanthropic instincts of Dr. P. Shyama Raju to do public good, quite in keeping with his support to other socially relevant charities such as maintaining the Richmond road park, building and donating a police station, gifting assets to organizations providing accident and trauma care, to name a few.

The Rukmini Educational Charitable Trust drives with the main aim to help students who are in pursuit of quality education for life. REVA is today a family of ten institutions providing education from PU to Post Graduation and Research leading to PhD degrees. REVA has well qualified experienced teaching faculty of whom majority are doctorates. The faculty is supported by committed administrative and technical staff. Over 11,000 students study various courses across REVA's three campuses equipped with exemplary state-of-the-art infrastructure and conducive environment for the knowledge driven community.

## **ABOUT REVA UNIVERSITY**

**REVA University has been established under the REVA University Act, 2012 of Government of Karnataka and notified in Karnataka State Gazette No. 80 dated 27<sup>th</sup>February, 2013.** The University is empowered by UGC to award degrees any branch of knowledge under Sec.22 of the UGC Act. The University is a Member of Association of Indian Universities, New Delhi. The main objective of the University is to prepare students with knowledge, wisdom and patriotism to face the global challenges and become the top leaders of the country and the globe in different fields.

REVA University located in between Kempegowda International Airport and Bangalore city, has a sprawling green campus spread over 45 acres of land and equipped with state-of-the-art infrastructure that provide conducive environment for higher learning and research. The REVA campus has well equipped laboratories, custom-built teaching facilities, fully air-conditioned library and central computer centre, the well planned sports facility with cricket ground, running track & variety of indoor and outdoor sports activities, facilities for cultural programs. The unique feature of REVA campus is the largest residential facility for students, faculty members and supportive staff.

The University is presently offering 23 Post Graduate Degree programs, 20 Degree and PG Degree programs in various branches of studies and has 12000+ students studying in various branches of knowledge at graduate and post graduate level and 302 Scholars pursuing research leading to PhD in 18 disciplines. It has 800+ well qualified, experienced and committed faculty members of whom majority are doctorates in their respective areas and most of them are guiding students pursuing research leading to PhD.

The programs being offered by the REVA University are well planned and designed after detailed study with emphasis with knowledge assimilation, applications, global job market and their social relevance. Highly qualified, experienced faculty and scholars from reputed universities / institutions, experts from industries and business sectors have contributed in preparing the scheme of instruction and detailed curricula for this program. Greater emphasis on practice in respective areas and skill development to suit to respective job environment has been given while designing the curricula. The Choice Based Credit System and Continuous Assessment Graded Pattern (CBCS – CAGP) of education has been introduced in all programs to facilitate students to opt for subjects of their choice in addition to the core subjects of the study and prepare them with needed skills. The system also allows students to move forward under the fast track for those who have the capabilities to surpass others. These programs are taught by well experienced qualified faculty supported by the experts from industries, business sectors and such other organizations. REVA University has also initiated many supportive measures such as bridge courses, special coaching, remedial classes, etc., for slow



learners so as to give them the needed input and build in them confidence and courage to move forward and accomplish success in their career. The University has also entered into MOUs with many industries, business firms and other institutions seeking their help in imparting quality education through practice, internship and also assisting students' placements.

REVA University recognizing the fact that research, development and innovation are the important functions of any university has established an independent Research and Innovation division headed by a senior professor as Dean of Research and Innovation. This division facilitates all faculty members and research scholars to undertake innovative research projects in engineering, science & technology and other areas of study. The interdisciplinary-multidisciplinary research is given the top most priority. The division continuously liaisons between various funding agencies, R&D Institutions, Industries and faculty members of REVA University to facilitate undertaking innovative projects. It encourages student research projects by forming different research groups under the guidance of senior faculty members. Some of the core areas of research wherein our young faculty members are working include Data Mining, Cloud Computing, Image Processing, Network Security, VLSI and Embedded Systems, Wireless Sensor Networks, Computer Networks, IOT, MEMS, Nano- Electronics, Wireless Communications, Bio-fuels, Nano-technology for coatings, Composites, Vibration Energies, Electric Vehicles, Multilevel Inverter Application, Battery Management System, LED Lightings, Renewable Energy Sources and Active Filter, Innovative Concrete Reinforcement, Electro Chemical Synthesis, Energy Conversion Devices, Nano-structural Materials, Photo- electrochemical Hydrogen generation, Pesticide Residue Analysis, Nano materials, Photonics, Nano Tribology, Fuel Mechanics, Operation Research, Graph theory, Strategic Leadership and Innovative Entrepreneurship, Functional Development Management, Resource Management and Sustainable Development, Cyber Security, General Studies, Feminism, Computer Assisted Language Teaching, Culture Studies etc.

The REVA University has also given utmost importance to develop the much required skills through variety of training programs, industrial practice, case studies and such other activities that induce the said skills among all students. A full-fledged Career Development and Placement (CDC) department with world class infrastructure, headed by a dynamic experienced Professor & Dean, and supported by well experienced Trainers, Counselors and Placement Officers.

The University also has University-Industry Interaction and Skill Development Centre headed by a Senior Professor & Director facilitating skill related training to REVA students and other unemployed students. The University has been recognised as a Centre of Skill Development and Training by NSDC (National Skill Development Corporation) under Pradhan Mantri Kaushal Vikas Yojana. The

Centre conducts several add-on courses in challenging areas of development. It is always active in facilitating student's variety of Skill Development Training programs.

The University has collaborations with Industries, universities abroad, research institutions, corporate training organizations, and Government agencies such as Florida International University, Oklahoma State University, Western Connecticut University, University of Alabama, Huntsville, Oracle India Ltd, Texas Instruments, Nokia University Relations, EMC<sup>2</sup>, VMware, SAP, Apollo etc, to facilitate student exchange and teacher-scholar exchange programs and conduct training programs. These collaborations with foreign universities also facilitates students to study some of the programs partly in REVA University and partly in foreign university, viz, M.S in Computer Science one year in REVA University and the next year in the University of Alabama, Huntsville, USA.

The University has also given greater importance to quality in education, research, administration and all activities of the university. Therefore, it has established an independent Internal Quality division headed by a senior professor as Dean of Internal Quality. The division works on planning, designing and developing different quality tools, implementing them and monitoring the implementation of these quality tools. It concentrates on training entire faculty to adopt the new tools and implement their use. The division further works on introducing various examination and administrative reforms.

To motivate the youth and transform them to become innovative entrepreneurs, successful leaders of tomorrow and committed citizens of the country, REVA organizes interaction between students and successful industrialists, entrepreneurs, scientists and such others from time to time. As a part of this exercise great personalities such as Bharat Ratna Prof. C. N. R. Rao, a renowned Scientist, Dr. N R Narayana Murthy, Founder and Chairman and Mentor of Infosys, Dr. K Kasturirangan, Former Chairman ISRO, Member of Planning Commission, Government of India, Dr. Balaram, Former Director IISc., and noted Scientist, Dr. V S Ramamurthy, Former Secretary, DST, Government of India, Dr. V K Aatre, noted Scientist and former head of the DRDO and Scientific Advisor to the Ministry of Defence Dr. Sathish Reddy, Scientific Advisor, Ministry of Defence, New Delhi and many others have accepted our invitation and blessed our students and faculty members by their inspiring addresses and interaction.

As a part of our effort in motivating and inspiring youth of today, REVA University also has instituted awards and prizes to recognize the services of teachers, researchers, scientists, entrepreneurs, social workers and such others who have contributed richly for the development of the society and progress of the country. One of such award instituted by REVA University is 'Life Time Achievement Award' to be awarded to successful personalities who have made mark in their field of work. This award is presented on occasion of the "Founders' Day Celebration" of REVA University

in presence of dignitaries, faculty members and students gathering and the first “REVA Life Time Achievement Award” for the year 2015 has been awarded to Shri. Kiran Kumar, Chairman ISRO on the occasion of Founder’s Day Celebration, 6<sup>th</sup> January, 2016 and the second “REVA Life Time Achievement Award” for the year 2016 has been awarded to Shri. Shekhar Gupta, Renowned Journalist on the occasion of Founder’s Day Celebration, 6<sup>th</sup> January, 2017.

REVA organises various cultural programs to promote culture, tradition, ethical and moral values to our students. During such cultural events the students are given opportunities to unfold their hidden talents and motivate them to contribute innovative ideas for the progress of the society. One of such cultural events is REVAMP conducted every year. The event not only gives opportunities to students of REVA but also students of other Universities and Colleges. During three days of this mega event students participate in debates, Quizzes, Group discussion, Seminars, exhibitions and variety of cultural events. Another important event is Shubha Vedaaya, - Graduation Day for the final year students of all the programs, wherein, the outgoing students are felicitated and are addressed by eminent personalities to take their future career in a right spirit, to be the good citizens and dedicate themselves to serve the society and make a mark in their respective spheres of activities. During this occasion, the students who have achieved top ranks and won medals and prizes in academic, cultural and sports activities are also recognised by distributing awards and prizes. The founders have also instituted medals and prizes for sports achievers every year. The physical education department conducts regular yoga classes everyday to students, faculty members, administrative staff and their family members and organises yoga camps for villagers around.

Recognizing the fast growth of the university and its quality in imparting higher education, the BERG (Business Excellence and Research Group), Singapore has awarded BERG Education Award 2015 to REVA University under Private Universities category. The University has also been honoured with many more such honors and recognitions.

## **ABOUT SCHOOL OF MANAGEMENT STUDIES**

The School of Management Studies offers Industry Integrated Programs that reduce the widening gap between Industry – Academia. BBA (Honors) a degree in Management Studies (Industry Integrated) provides adequate scope to enter wide range of business spheres, which is depicted in various core subjects offered within the program. This course enriches the students to enable them to work in different national and multinational organizations and face the global challenges arising there from. It not only aims at imparting knowledge and skills in different areas of management and accounting, but also provides inputs necessary for the overall development of the personality of the students. It also enables the students right from the inception to get equipped with required skills through continuous efforts by adopting various methods like case studies, group discussions / analysis, simulation, games, debates, seminars, quiz and the like. The students are groomed with the right exposure to the practical events in the global market milieu.

The Masters degree in Management Studies not only induces research culture and Entrepreneurship but also provides practical exposure and much needed soft skills. During 2014-15 the School of Management Studies is offering one full time Graduate and Post Graduate programs.

The programs offered by REVA University are well planned and designed after detailed study with emphasis on knowledge assimilation, applications, global job market and their social relevance. Highly qualified, experienced faculty and scholars from reputed universities, institutions, experts from industries and business sectors have contributed in preparing schemes of instruction and curriculum for these programs.

### **VISION OF THE OF MANAGEMENT STUDIES**

“School of Management Studies strives to produce competent and socially responsible professionals and entrepreneurs through Innovative and Transformational teaching and learning process”

### **MISSION**

- To provide high-standard, forward-looking, morally, socially and ethically responsive, coherent, interdisciplinary and career-oriented programs in a dynamic global education environment.
- To contribute to the enrichment and dissemination of knowledge through theoretical, applied and problem-oriented research for the benefit of students, faculty, and society in general;

To serve the community by undertaking customer-oriented research, providing training and professional consultation for business, industry and government and pursue research in partnership with business and governmental organizations.

## VALUES

Excellence in all our academic and research endeavors  
Dedication and service to our stakeholders  
Leadership through innovation  
Accountability and transparency  
Creating conducive academic environment with service motto  
Integrity and intellectual honesty  
Ethical and moral behavior  
Freedom of thought and expression  
Adaptability to the change  
Team-work

### **“Seven Deadly Sins**

**Wealth without work  
Pleasure without conscience  
Science without humanity  
Knowledge without character  
Politics without principle  
Commerce without morality  
Worship without sacrifice.”**

**— Mahatma Gandhi**

## **Advisory Board**

- 1. Dr. B. Mahadevan**  
Professor,  
IIM – Bangalore, Bannerghatta Road, Bangalore
  
- 2. Dr S Nayana Tara**  
Professor  
IIM- Bangalore, Bannerghatta Road, Bangalore
  
- 3. Dr. D N S Kumar**  
Director (Research)  
Christ University, Bangalore
  
- 4. Dr. M. S. Moodithaya**  
Registrar, Nitte University Derlakatte, Mangalore
  
- 5. Dr. A. H. Chachadi**  
Retired Professor,  
Karnataka University, Dharwad
  
- 6. ReshmaShrinivas**  
Founder and Managing Director,  
We Care Learning Private Limited
  
- 7. Dr. TeeroovenSoobaroyen**  
School of Management, Faculty of Business and Law  
University of Southampton, Highfield, Southampton,
  
- 8. Dr Collins Ntim - BSc, MSc, MRes, PhD, PGCTHE, FHEA.**  
Professor of Accounting & Finance, Department of Accountancy  
University of Huddersfield, UK
  
- 9. Dr. Shanthi S K**  
Chair Professor - Union Bank Center for Banking Excellence,  
Great Lakes University, Chennai—6303102
  
- 10. Mr. Nagaraj Kulkarni**  
Director, Compence Bangalore

## **CBCS (CHOICE BASED CREDIT SYSTEM) AND CAGP (CONTINUOUS ASSESSMENT AND GRADING PATTERN) OF EDUCATION AND ITS ADVANTAGES**

CBCS is a proven, advanced mode of learning in higher education. It facilitates students to have freedom in making their own choices for acquiring a Degree / Masters Degree program. It is more focused towards the student's choice in providing a wide range of modules available in a single campus across various disciplines offered by experts in the subjects. It leads to quality education with active teacher-student participation.

### **Studying under CBCS has following advantages:**

- Students may undergo training in cross-disciplinary and multi-disciplinary subjects and acquire more focused and preferred knowledge.
- Students may get more skills from other subject(s) which are required for the career path in addition to their regular subject knowledge.
- Students may get ample opportunities to use the laboratories and gain practical exposure to the much needed modules available in other departments/schools for want of scientific inputs.
- Courses are conducted by subject experts identified on the basis of their experiences. Courses taught by such experts may provide in-depth information and clear understanding of the modules.
- Students may get an opportunity to study courses with other students of different programs and exchange their views and knowledge in a common class room.
- CBCS provides a cross-cultural learning environment.
- Students may benefit much from selecting the right options to successfully face the public service examinations like UPSC, KPSC, IFS, IES wherein the knowledge of additional subjects become mandatory for general or optional papers.
- Students are exposed to the culture of universal brotherhood during their campus life.
- Students are allowed to practice various methods of learning a subject.

# Summary of REVA University Regulations for Choice Based Credit System (CBCS) and Continuous Assessment Grading Pattern (CAGP) for Three Years Graduate Degree Programs, 2016

## 1. Teaching and Learning Process:

The teaching & learning process under CBCS – CAGP of education in each course of study will have three components, namely:

(i) L= Lecture (ii) T= Tutorial (iii) P=Practice; where:

**L** stands for **Lecture** session consisting of classroom instruction.

**T** stands for **Tutorial** session consisting participatory discussion / self study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture classes.

**P** stands for **Practice** session and it consists of Hands on Experience / Laboratory Experiments / Field Studies / Case Studies that equip students to acquire the much required skill component.

## 2. Courses of Study and Credits

- a. The study of various subjects in BBA degree program is grouped under various courses. Each of these courses carries credits which are based on the number of hours of teaching and learning.
- b. In terms of credits, every **one hour session of L amounts to 1 credit per Semester** and a minimum of **two hour session of T or P amounts to 1 credit per Semester or a three hour session of T / P amounts to 2 credits** over a period of one Semester of 16 weeks for teaching-learning process.
- c. **The total duration of a semester is 20 weeks inclusive of semester-end examination.**
- d. **A course shall have either or all the four components.** That means a course may have only lecture component, or only practical component or combination of any two or all the three components.
- e. The total credits earned by a student at the end of the semester upon successfully completing the course are L + T + P. **The credit pattern of the course is indicated as L: T: P**

Different **Courses of Study** are labeled and defined as follows:

### a. Core Course:

A course which should compulsorily be studied by a candidate as a core-requirement is termed as a Core course. The CORE courses of Study are of THREE types, viz – (i) Foundation Course, (ii) Hard Core Course, and (iii) Soft Core Course.



**b. Foundation Course (FC):**

The foundation Course is a core course which should be completed successfully as a part of graduate degree program irrespective of the branch of study. These would include basic courses in Languages, courses of study prescribed by the University.

**c. Hard Core Course (HC):**

The **Hard Core Course** is a Core Course in the main branch of study and related branch(es) of study, if any that the candidates have to complete compulsorily.

**d. Soft Core Course (SC):**

A Core course may be a **Soft Core** if there is a choice or an option for the candidate to choose a course from a pool of courses from the main branch of study or from a sister/related branch of study which supports the main branch of study.

**e. Open Elective Course:**

An elective course chosen generally from other discipline / subject, with an intention to seek exposure to the basics of subjects other than the main discipline the student is studying is called an **Open Elective Course**.

**f. Project Work / Dissertation:**

Project work / Dissertation work is a special course involving application of knowledge in solving / analyzing /exploring a real life situation / difficult problem. A project work carrying **FOUR or SIX** credits is called **Minor Project** work / **Dissertation**. A project work of **EIGHT, TEN, TWELVE or SIXTEEN** credits is called **Major Project** work / **Dissertation**. **A Minor Project work may be a hard core or a Soft Core as decided by the BOS / concerned. But the Major Project shall be Hard Core.**

**3. Scheme, Duration and Medium of Instructions:**

3.1. The Three Year Degree program is of 6 semesters - 3 years duration. A candidate can avail a maximum of 12 semesters - 6 years as per double duration norm, in one stretch to complete the Three Year Degree, including blank semesters, if any. Whenever a candidate opts for blank semester, he/she has to study the prevailing courses offered by the School when he/she resumes his/her studies.

3.2. The medium of instruction shall be English.

**4. Credits and Credit Distribution**

**4.1. A candidate has to earn 144 credits for successful completion of Three Year BBA degree (150credits for successful completion of Three Year BBA (Honors) degree) with the distribution of credits for different courses as decided by the Board of Studies.**

- 4.2. The concerned BOS based on the credits distribution pattern given above shall prescribe the credits to various types of courses and shall assign title to every course including project work, practical work, field work, self study elective, as **Foundation Course(FC), Hard Core(HC) or Soft Core(SC) or Open Elective(OE)**.
- 4.3. A candidate can enroll for a maximum of 30 credits and a minimum of 20 credits per Semester. However he / she may not successfully earn a maximum of 30 credits per semester. This maximum of 30 credits does not include the credits of courses carried forward by a candidate.
- 4.4. **Only such full time candidates who register for a minimum prescribed number of credits in each semester from I semester to VI semester and complete successfully 144 credits (150 credits in case of Honors program) in 6 successive semesters shall be considered for declaration of Ranks, Medals, Prizes and are eligible to apply for StudentFellowship, Scholarship, Free ships, and such other rewards / advantages which couldbe applicable for all full time students and for hostel facilities.**

**5. Add- on Proficiency Certification:**

To acquire **Add on Proficiency Certification** a candidate can opt to complete a minimum of 4 extra credits either in the same discipline /subject or in different discipline / subject in excess to 150 credits required for BBA Honors Degree program.

**6. Add on Proficiency Diploma:**

- 6.1. To acquire **Add on Proficiency Diploma**, a candidate can opt to complete a minimum of 18 extra credits either in the same discipline /subject or in different discipline / subject in excess to 150 credits required for BBA Honors program.
- 6.2. The **Add on Proficiency Certification / Diploma** so issued to the candidate contains the courses studied and grades earned.

**7. Scheme of Assessment & Evaluation**

7.1. The Scheme of Assessment and Evaluation will have two parts, namely;

- i. Internal Assessment (IA); and
- ii. Semester End Examination

7.2. Assessment and Evaluation of each Course shall be for 100 marks. The Internal Assessment and Semester End Examination of UG non engineering programs and PG programs shall carry 50 marks each (i.e., 50 marks internal assessment; 50 marks semester end examination).

7. 3. The 50 marks of Internal Assessment shall comprise of:

Internal Test		= 30 marks
Assignments	= 10 marks	
Seminars		= 10 marks

7.4. There shall be three internal tests conducted as per the schedule given below. The students have to attend all the three tests compulsorily.

- 1<sup>st</sup> test for 15 marks at the end of 5<sup>th</sup> week of the beginning of the Semester;
- 2<sup>nd</sup> test for 15 marks at the end of the 10<sup>th</sup> week of the beginning of the Semester; and
- 3<sup>rd</sup> test for 15 marks at the end of the 15<sup>th</sup> week of the beginning of the Semester.

7.5. The coverage of syllabus for the said three tests shall be as under:

- For the 1<sup>st</sup> test syllabus shall be 1<sup>st</sup> unit of the course;
- For the 2<sup>nd</sup> test it shall be 2<sup>nd</sup> unit and 1<sup>st</sup> half of the 3<sup>rd</sup> unit;
- For the 3<sup>rd</sup> test the syllabus will be 2<sup>nd</sup> half of the 3<sup>rd</sup> unit and complete 4<sup>th</sup> unit.

7.6. Out of 3 tests, the highest marks scored in **two tests** are automatically considered while assessing the performance of the students.

7.7. The Semester End Examination for 50 marks shall be held during 18<sup>th</sup> and 19<sup>th</sup> week of the beginning of the semester and **the syllabus for the semester end examination shall be entire 4 units.**

**7.8. The duration of the internal test shall be 75 minutes and for semester end examination the duration shall be 3 hours.**

#### **Summary of Continuous Assessment and Evaluation Schedule**

<b>Type of Assessment</b>	<b>Period</b>	<b>Syllabus</b>	<b>Marks</b>	<b>Activity</b>
First Test	2 <sup>nd</sup> half of 5 <sup>th</sup> Week	1 <sup>st</sup> Unit	15	Consolidation of 1 <sup>st</sup> Unit
Allocation of Topics for Assignments	6 <sup>th</sup> Week	First Unit and 1 <sup>st</sup> half of second unit		Instructional process and Continuous Assessment
Submission of Assignments	7 <sup>th</sup> Week	First Unit and 1 <sup>st</sup> half of second unit	5	Instructional process and Continuous Assessment
Seminars	8 <sup>th</sup> Week	First unit and 1 <sup>st</sup> half of second unit	5	Instructional process and Continuous Assessment
Second Test	2 <sup>nd</sup> half of 10 <sup>th</sup> Week	Second unit and 1 <sup>st</sup> half of third unit	15	Consolidation of 2 <sup>nd</sup> and 3 <sup>rd</sup> Unit
Allocation of Topic for 2nd Assignment	11 <sup>th</sup> Week	2 <sup>nd</sup> half of second unit and 3 <sup>rd</sup> Unit		Instructional process and Continuous Assessment
Submission of Assignments	12 <sup>th</sup> Week	2 <sup>nd</sup> half of second unit and 3 <sup>rd</sup> Unit	5	Instructional process and Continuous Assessment
Seminars	13 <sup>th</sup> Week	2 <sup>nd</sup> half of second unit and 3 <sup>rd</sup> Unit	5	Instructional process and Continuous Assessment

Third Test	2 <sup>nd</sup> half of 15 <sup>th</sup> Week	Second half of third unit and complete 4 <sup>th</sup> Unit	15	Consolidation of 2 <sup>nd</sup> half of 3 <sup>rd</sup> Unit and entire 4 <sup>th</sup> Unit
Semester End Practical Examination	16 <sup>th</sup> Week	Entire syllabus	50	Conduct of Semester - end Practical Exams
Preparation for Semester–End Exam	16 <sup>th</sup> &17 <sup>th</sup> Week	Entire Syllabus		Revision and preparation for semester–end exam
Semester End Theory Examination	18 <sup>th</sup> Week & 19 <sup>th</sup> Week	Entire Syllabus	50	Evaluation and Tabulation
	End of 20 <sup>th</sup> Week			Notification of Final Grades

**Note:** 1. *Examination and Evaluation shall take place concurrently and Final Grades shall be announced latest by 5 days after completion of the examination.*

2. *Practical examination wherever applicable shall be conducted after 3<sup>rd</sup> test and before semester end examination. The calendar of practical examination shall be decided by the respective School Boards and communicated well in advance to the Registrar (Evaluation) who will notify the same immediately*

## 8.0. Evaluation of Practicals and Minor Project / Major Project / Dissertation

8.1. The performance in the practice tasks / experiments shall be assessed on the basis of:

- Knowledge of relevant processes;
- Skills and operations involved;
- Results / products including calculation and reporting.

8.2 The 50 marks meant for continuous assessment of the performance in carrying out practicals shall further be allocated as under:

i	Conduction of regular practical / experiments throughout the semester	20 marks
ii	Maintenance of lab records	10 marks
iii	Performance of mid-term test (to be conducted while conducting second test for theory courses); the performance assessments of the mid-term test includes performance in the conduction of experiment and write up about the experiment.	20 marks
	<b>Total</b>	<b>50 marks</b>

The 50 marks meant for Semester End (C3) Examination, shall be allocated as under:

i	Conduction of semester end practical examination	30 marks
ii	Write up about the experiment / practical conducted	10 marks
iii	Viva Voce	10 marks
	<b>Total</b>	<b>50 marks</b>

8.3. The duration for semester-end practical examination shall be decided by the concerned School Board.

#### **8.4 Evaluation of Minor Project / Major Project / Dissertation:**

Right from the initial stage of defining the problem, the candidate has to submit the progress reports periodically and also present his/her progress in the form of seminars in addition to the regular discussion with the supervisor. At the end of the semester, the candidate has to submit final report of the project / dissertation, as the case may be, for final evaluation. The components of evaluation are as follows:

i	Periodic Progress and Progress Reports (25%)
ii	Results of Work and Draft Report (25%)
iii	Final Evaluation and Viva-Voce (50%). Evaluation of the report is for 30% and the Viva-Voce examination is for 20%.

#### **9. Eligibility to Appear Semester - end Examination**

Only those students who fulfil a minimum of 75% attendance in aggregate of all the courses including practical courses / field visits etc, as part of the course(s) shall be eligible to appear for Semester End examination.

#### **10. Requirements to Pass the Semester and to Carry Forward the Failed Subjects / Courses:**

##### **10.1. Requirements to Pass a Course**

A candidate's performance will be in terms of scores, and the sum of IA and Semester End examination will be for a maximum of 100 marks (i. e, 50 marks of internal assessment and 50 marks of semester end examination) and have to secure a minimum of 40% to declare pass in a given course. However, a candidate has to secure a minimum of 25% (12 marks) in Semester End which is compulsory.

##### **10.2. Requirement to pass the semester:**

To pass the semester, a candidate has to secure minimum of 40% marks in each subject / course of study prescribed in that semester.

### **10.3 Provision to Carry Forward the Failed Subjects / Courses:**

A student who has failed in a given number of courses in odd and even semesters shall move to next semester of immediate succeeding year and final year of the study. However, he / she shall have to clear all courses of all semesters within the double duration, i. e., within six years of admission of the first semester failing which the student has to re-register to the entire program.

### **10.4 Re-Registration and Re-Admission:**

a) In case a candidate's class attendance in aggregate of all courses in a semester is less than 75% or as stipulated by the University, such a candidate is considered as dropped the semester and is not allowed to appear for end semester examination and he / she shall have to seek re-admission to that semester during subsequent semester / year within a stipulated period.

b) In such a case where in a candidate drops all the courses in semester due to personal reasons, it is considered that the candidate has dropped the semester and he / she shall seek re-admission to such dropped semester.

### **11. Attendance Requirement:**

11.1 All students must attend every lecture, tutorial and practical classes.

11.2 In case a student is on approved leave of absence (e g:- representing the university in sports, games or athletics, placement activities, NCC, NSS activities and such others) and / or any other such contingencies like medical emergencies, the attendance requirement shall be minimum of 75% of the classes taught.

11.3 Any student with less than 75% of attendance in aggregate of all the courses including practical courses / field visits etc, during a semester shall not be permitted to appear to the end semester examination and such student shall seek re-admission as provided above.

11.4 Teachers offering the courses will place the above details in the School Board meeting during the last week of the semester, before the commencement of examination, and subsequently a notification pertaining to the above will be brought out by the Director of the School before the commencement of examination. A copy of this notification shall also be sent to the office of the Registrar & Registrar (Evaluation).

### **12. Challenge Valuation**

a. A student who desires to apply for challenge valuation shall obtain a photo copy of the answer script by paying the prescribed fee within 10 days after the announcement of the results. He / She can challenge the grade awarded to him/her by surrendering the grade card and by submitting an application along with the prescribed fee to the Registrar (Evaluation) within 10

days after the announcement of the results. This challenge valuation is only for SEE.

- b. **The answer scripts for which challenge valuation is sought for shall be evaluated by the external examiner who has not involved in the first evaluation. The higher of two marks from first valuation and challenge valuation shall be the final.**

### 13. Grade Card and Grade Point:

- a. **Provisional Grade Card:** The tentative / provisional Grade Card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. The provisional grade card provides **Semester Grade Point Average (SGPA)**.
- b. **Final Grade Card:** Upon successful completion of BBA (Honors) Degree a Final Grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).
- c. **The Grade and the Grade Point:** The Grade and the Grade Point earned by the candidate in the subject will be as given below:

Marks P	Grade G	Grade Point (GP=V x G)	Letter Grade
90 > 100	10	v*10	O
80 > 90	9	v*9	A+
70 > 80	8	v*8	A
60 > 70	7	v*7	B+
55 > 60	6	v*6	B
50 > 55	5.5	V*5.5	C
40 > 50	5	v*5	P
0-40	0	v*0	F
ABSENT			AB

*O - Outstanding; A-Excellent; B-Very Good; C-Good; D-Fair; E-Satisfactory; F - Fail*

Here, P is the percentage of marks ( $P = [(IA) + M]$ ) secured by a candidate in a course which is **rounded to nearest integer**. V is the credit value of the course. G is the grade and GP is the grade point.

#### i. Computation of SGPA and CGPA

The Following procedure to compute the Semester Grade Point Average (SGPA)

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student in a given semester, i.e : **SGPA (Si) =  $\sum(C_i \times G_i) / \sum C_i$**

where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.

### Illustration for Computation of SGPA and CGPA

#### Illustration No. 1

Course	Credit	Grade Point	Grade letter	Credit Point (Credit x Grade point)
Course 1	4	8	A	4X8=32
Course 2	4	7	B+	4X7=28
Course 3	3	9	A+	3X9=27
Course 4	3	7	B+	3X7=21
Course 5	3	6	B	3X6=18
Course 6	3	5	P	3X5=15
Course 7	2	7	B+	2X7=14
Course 8	2	8	A	2X8=16
	24			171

Thus,  $SGPA = 171 \div 24 = 7.13$

#### Illustration No. 2

Course	Grade Point	Grade letter	Credit	Credit Point (Credit x Grade)
Course 1	9	A+	4	4X9=36
Course 2	8	A	4	4X8=32
Course 3	7	B+	3	3X7=21
Course 4	10	O	3	3X10=30
Course 5	5	C	3	3X5=15
Course 6	6	B	3	3X6=18
Course 7	10	O	2	2X10=20
Course 8	8	A	2	2X8=16
			24	188

Thus,  $SGPA = 188 \div 24 = 7.83$

#### Illustration No.3

Course	Credit	Grade Point	Grade Letter	Credit Point (Credit x Grade point)
Course 1	4	10	O	4 x 10 = 40
Course 2	4	9	A+	4 x 9 = 36
Course 3	3	7	B+	3 x 7 = 21
Course 4	3	8	A	3 x 8 = 24
Course 5	3	9	A+	3 x 9 = 27
Course 6	3	9	A+	3 x 9 = 27
Course 7	4	10	O	4 x 10 = 40
	24			215

Thus,  $SGPA = 215 \div 24 = 8.99$



## ii. Cumulative Grade Point Average (CGPA):

Overall Cumulative Grade Point Average (CGPA) of a candidate after successful completion of the required number of credits (144) for BBA (150 for BBA (Honors) degree is calculated taking into account all the courses undergone by a student over all the semesters of a program i. e.,

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

Where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

### Illustration:

#### CGPA after Final Semester

Semester (ith)	No. of Credits ( $C_i$ )	SGPA ( $S_i$ )	Credits x SGPA ( $C_i \times S_i$ )
1	24	6.83	24 x 6.83 = 163.92
2	24	7.13	24 x 7.13 = 171.12
3	24	7.83	24 x 7.83 = 187.92
4	24	8.99	24 x 8.99 = 215.76
5	24	8.68	24 x 8.68 = 208.32
6	24	9.20	24 x 9.20 = 220.80
Cumulative	144		1167.84

Thus,  $\text{CGPA} = \frac{24 \times 6.83 + 24 \times 7.13 + 24 \times 7.83 + 24 \times 8.99 + 24 \times 8.68 + 24 \times 9.20}{144} = 8.11$

#### CONVERSION OF GRADES INTO PERCENTAGE:

Conversion formula for the conversion of CGPA into Percentage is:

Percentage of marks scored = CGPA Earned x 10

**Illustration:** CGPA Earned 8.11 x 10 = 81.10

#### 14. Classification of Results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA	Grade (Numerical Index)	Letter Grade	Performance	FGP
	G			Qualitative Index
9 >= CGPA < 10	10	O	Outstanding	Distinction
8 >= CGPA < 9	9	A+	Excellent	
7 >= CGPA < 8	8	A	Very Good	First Class
6 >= CGPA < 7	7	B+	Good	
5.5 >= CGPA < 6	6	B	Above average	Second Class
> 5 CGPA < 5.5	5.5	C	Average	
> 4 CGPA < 5	5	P	Pass	Satisfactory
CGPA < 4	-	F	Fail	-

**Overall percentage=10\*CGPA**

**15. Provision for Appeal**

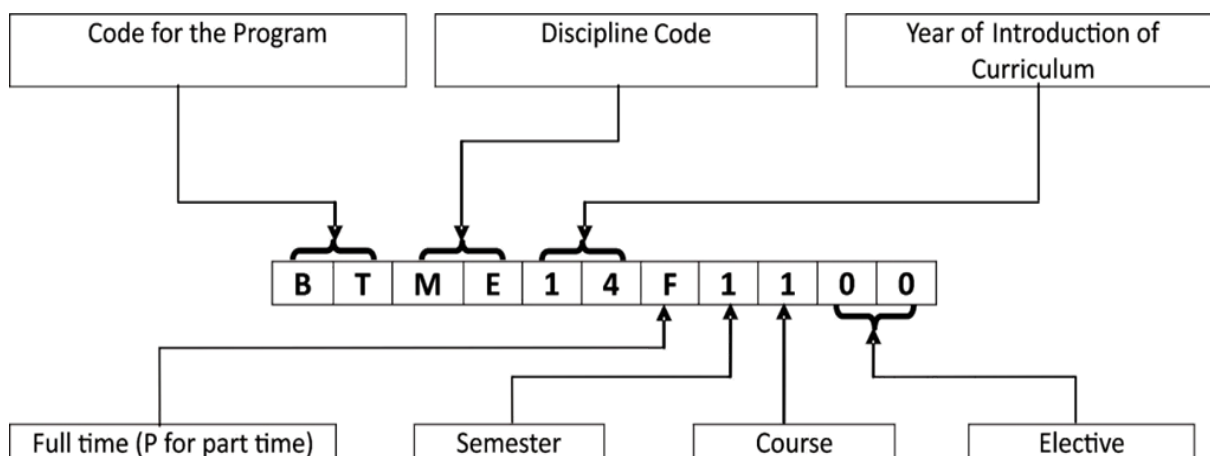
If a candidate is not satisfied with the evaluation of C1 and C2 components, he/she can approach the grievance cell with the written submission together with all facts, the assignments, test papers etc, which were evaluated. He/she can do so before the commencement of semester-end examination. The grievance cell is empowered to revise the marks if the case is genuine and is also empowered to levy penalty as prescribed by the university on the candidate if his/her submission is found to be baseless and unduly motivated. This cell may recommend taking disciplinary/corrective action on an evaluator if he/she is found guilty. The decision taken by the grievance cell is final.

For every program there will be one grievance cell. The composition of the grievance cell is as follows:-

- The Registrar (Evaluation) - Ex-officio Chairman / Convener
- One Senior Faculty Member (other than those concerned with the evaluation of the course concerned) drawn from the school / department/discipline and/or from the sister schools / departments/sister disciplines – Member.
- One Senior Faculty Members / Subject Experts drawn from outside the University school / department – Member.

**16.** With regard to any specific case of ambiguity and unsolved problem, the decision of the Vice-Chancellor shall be final.

### Course Numbering Scheme



### List of Codes for Programs and Disciplines / Branch of Study

Program Code	Title of the Program	Discipline Code	Name of the Discipline / Branch of Study
BA	Bachelor of Arts	AE	Advanced Embedded Systems
BB	BBM (Bachelor of Business	AI	Advanced Information Technology
BC	B.Com (Bachelor of Commerce)	AP	Advanced Power Electronics
BR	B. Arch (Bachelor of Architecture)	CA	Computer Aided Structural Engineering
BS	B Sc, BS (Bachelor of Science)	CE	Civil Engineering
BT	B.Tech (Bachelor of Technology)	CH	Chemistry
BP	Bachelor of Computer Applications	CO	Commerce
BL	LLB (Bachelor of Law)	CS	Computer Science and Engineering /
MA	Master of Arts	DE	Data Engineering and Cloud Computing
MB	MBA (Master of Business Administration)	EC	Electronics and Communication Engineering
MC	M.Com (Master of Commerce)	EN	English
MS	M.Sc / MS (Master of Science)	MD	Machine Design and Dynamics
MT	M Tech (Master of Technology)	ME	Mechanical Engineering
MC	Master of Computer Applications	EE	Electrical & Electronics Engineering

## BBA (HONORS)

Scheme of Instruction (2017-20)

Duration: 6 Semesters (3 Years)

Sl. No	Course Code	Title of the Course	HC/SC/SE/CC	Credit Pattern			
				L	T	P	Total
<b>FIRST SEMESTER</b>							
1	BBHO16F1100	Communicative English and Critical Awareness	CC	2	1	0	3
2	BBHO16F1200	Language – II K / H / AE	CC	2	1	0	3
3	BBHO16F1300	Fundamentals of Accounting	HC	3	0	1	4
4	BBHO16F1400	Business Economics	HC	3	1	0	4
5	BBHO16F1500	Business Laws	HC	3	1	0	4
6	BBHO16F1600	Management Principles and Application	HC	3	1	0	4
7.	BBHO16F1700	Environment and Public Health	FC	2	0	0	2
<b>Total Credits</b>							<b>24</b>
<b>SECOND SEMESTER</b>							
1	BBHO16F2100	Communicative English and Critical Awareness	CC	2	1	0	3
2	BBHO16F2200	Language – IIC / H / AE	CC	2	1	0	3
3	BBHO16F2300	Corporate Accounting	HC	3	1	0	4
4	BBHO16F2400	Business Statistics	HC	3	0	1	4
5	BBHO16F2500	Corporate Environment	HC	3	1	0	4
6	BBHO16F2600	Organisational Psychology	HC	3	1	0	4
7	BBHO16F2700	Indian Constitution and HumanRights	FC	2	0	0	2
<b>Total Credits</b>							<b>24</b>
<b>THIRD SEMESTER</b>							
1	BBHO16F3100	Business Language and Presentation	HC	3	0	1	4
2	BBHO16F3200	Costing Methods	HC	3	1	0	4
3	BBHO16F3300	Fundamentals of FinancialManagement	HC	3	0	1	4
4	BBHO16F3400	Ethical Values For Business(Open elective offered by management tocommerce)	OE	2	1	0	3
5	BBHO16F3500	Production and Operation Management	HC	3	1	0	4
6	BBHO16F3600	Project Management	HC	3	1	0	4
<b>Total Credits</b>							<b>23</b>

<b>FOURTH SEMESTER</b>							
1	<b>BBHO16F4100</b>	Management Accounting	HC	3	1	0	4
2	<b>BBHO16F4200</b>	International business	HC	3	1	0	4
3	<b>BBHO16F4300</b>	Stress Management and Coaching	HC	2	1	0	3
4	<b>BBHO16F4400</b>	Strategic Human Resource Management & Competency	HC	3	1	0	4
5	<b>BBHO16F4500</b>	Principles of Marketing	HC	3	1	0	4
6	<b>BBHO16F4600</b>	Cyber Crimes and Cyber laws	HC	2	0	0	2
7	<b>BBHO16F4700</b>	Business Research Methodology	HC	3	0	1	4
8		Minor Project*	HC	0	0	2	2
<b>Total Credits</b>							<b>25</b>
<b>*Note: The Minor project at serial number 8 above shall be carried on by the students during summer vacation. The assessment marks(credits) are considered in the 5<sup>th</sup> semester, course code number BBH016F5500</b>							

<b>FIFTH SEMESTER</b>							
1	<b>BBH016F5100</b>	Direct Taxes	HC	3	0	1	4
2	<b>BBH016F5200</b>	Business Policy and Strategy	HC	3	1	0	4
3	<b>BBH016F5300</b>	Advertising	HC	3	1	0	4
4	<b>BBH016F5400</b>	Talent Management	HC	3	1	0	4
5	<b>BBH016F5500</b>	Minor Project	HC	0	2	2	4
6		Major Dissertation Project	HC	2	0	6	8
<b>*Note: Major Dissertation Project at serial number 6 above shall be carried on by the students during summer vacation. The assessment marks(credits) are considered in the 6<sup>th</sup> semester, course code number BBH016F6500</b>							
<b>Specializations (Soft Core Courses(SC)); Students shall choose any Two of the following specializations</b>							
I. Finance							
II. Marketing							
III. Human Resource							
IV. Entrepreneurship							
<b>I. Finance</b>							
5a	<b>BBHO16F5F11</b>	Advanced Financial Management	SC	2	0	1	3
<b>II. Marketing</b>							
5b	<b>BBHO16F5M11</b>	Retail Management	SC	2	0	1	3
<b>III. Human Resource</b>							
5c	<b>BBHO16F5H11</b>	International Human Resource Management	SC	2	0	1	3
<b>IV. Entrepreneurship</b>							

5d	<b>BBHO16F5E11</b>	Creativity Innovation and Entrepreneurship	SC	2	0	1	3
		<b>Total Credits</b>		<b>16</b>	<b>5</b>	<b>5</b>	<b>26</b>
<b>SIXTH SEMESTER</b>							
1	<b>BBHO16F6100</b>	Goods and Services Tax (GST)	HC	3	0	1	4
2	<b>BBHO16F6200</b>	New Venture Planning	HC	3	1	0	4
3	<b>BBHO16F6300</b>	Operations Research for Business Decision	HC	2	1	0	3
4	<b>BBHO16F6400</b>	Organizational Change and Development	HC	2	1	0	3
5	<b>BBHO16F6500</b>	Major Dissertation Project	HC	2	0	6	8
<b>Specializations (Soft Core Courses(SC)); Students shall choose any Two of the following specializations</b>							
<b>I. Finance</b>							
6a	<b>BBHO16F6F12</b>	Financial Markets & Services	SC	2	0	1	3
<b>II. Marketing</b>							
6b	<b>BBHO16F6M12</b>	Brand Management	SC	2	0	1	3
<b>III Human Resource</b>							
6c	<b>BBHO16F6H12</b>	Performance Management and Competency Mapping	SC	2	0	1	3
<b>IV. Entrepreneurship</b>							
6d	<b>BBHO16F6E12</b>	Family Business Management	SC	2	0	1	3
<b>Total Credits</b>				<b>16</b>	<b>3</b>	<b>9</b>	<b>28</b>

<b>Semester</b>	<b>Credits</b>
I Semester	24
II Semester	24
III Semester	23
IV Semester	25
V Semester	26
VI Semester	28
<b>TOTAL</b>	<b>150</b>

**BBA (HONORS)**  
**Detailed Syllabus**  
**Semester – I**

Course Code	Duration	Course Title	L	T	P	C
BBHO16F1100	16 weeks	Communicative English and Critical Awareness	2	1	0	3

**Course Objective:**

- To attune young minds to concerns and issues which have a broad and wide scope of use and application to life
- To acquire a functional use of language in context
- To understand issues of ecology and environment
- To explore and critique issues related to sports and media
- To inculcate the habit of reading and writing leading to effective and efficient communication.

**OUTCOMES:**

Learners should be able to

- Demonstrate ethical and political responsibilities in taking cognizance of issues relating to society, environment and media.
- Practice a process oriented approach to writing
- Write cohesively , coherently and flawlessly avoiding grammatical errors, using a wide range of vocabulary, organizing their ideas logically on a topic.
- Use the target language effectively to focus on interpersonal skills and develop a good command over the language.

**UNIT I- ECOLOGY AND ENVIRONMENT**

- Tears from earth - Duane Marchand
- The End of Living and Beginning of Survival - Chief Seattle
- MoschusMoschiferus - A. D. Hope
- Symbiotic Bond - Mari and Stan Thekaekara
- Tiger in the Tunnel - Ruskin Bond

**UNIT II- MEDIA AND ENTERTAINMENT**

- Violence and the Media by Karen Rutledge
- On Film Making: An Introduction to the Craft of the Director by Alexander Mackendrick
- Onscreen Magic - By Avijit Pathak

**UNIT III - SPORTS AND ADVENTURE**

- My Greatest Olympic Prize – Jesse Owens
- Extract from Edmund Hillary and Tenzing Norgay
- The Sporting Spirit – George Orwell
- “Homecoming of the Heroes” – Major Dhyan Chand Singh

## UNIT IV–GRAMMAR

- Prepositions
- Articles
- Reading Comprehension
- Tenses – (Present / Past)
- Linkers
- Question Tags

Course Code	Duration	Course Title	L	T	P	C
BBHO16F1200	16 Weeks	LANGUAGE-II K / H / AE	2	1	0	3

**Course Objective:** To improve language proficiency in respective language and learn grammar for critical and proper communication.

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ಘಟಕ- 1 ಅಂಕಗಳು-25

ಉತ್ತರದೇವಿ ಜನಪದಗೀತೆ  
ಸೂಳೆಡೆಯಲಪುದುಕಾಣಾ ಮಹಾಜಿರಂಗದೊಳ್? ಪಂಪ  
ವಚನಗಳು ಅಲ್ಲಮ ಪ್ರಭು  
ಕೋಳೂರು ಕೊಡಗೂಸು ಹರಿಹರ  
ಘಟಕ- 2 ಅಂಕಗಳು-25

ಉತ್ತರಕುಮಾರ ಪ್ರಸಂಗ  
ಕುಮಾರವ್ಯಾಸ  
ತ್ರಿಪದಿಗಳು ಸರ್ವಜ್ಞ  
ಸೋರಿದುದು ನೃಪಾಲಿನ ಗರ್ವಭಂಗ ರತ್ನಾಕರವರ್ಣಿ  
ಗಿಳಿಯು ಪಂಜರದೊಳಿಲ್ಲ  
ಪುರಂದರದಾಸರು

ಘಟಕ- 3 ಅಂಕಗಳು-25

ಗಂಭೀರೆಯೆಂಬ ಬಿರಿಯಕಥೆ  
ಶಿವಕೋಟ್ಯಾಚಾರ್ಯ  
ಕಮಲಾಪುರದ ಹೋಟ್ಟಿನಲ್ಲಿ ಪಂಜೆ ಮಂಗೇಶರಾಯ  
ನರಬಲಿ ತ್ರಿವೇಣಿ  
ಅಮಾಸ ದೇವನೂರು  
ಮಹಾದೇವ  
ಘಟಕ- 4 ಅಂಕಗಳು-25  
ಶೂದ್ರ ತಪಸ್ವಿಕುವೆಂಪು

HINDI

**इकाई1-**

.1कहाना - नमककादारा गा-मेचद

.2कहान -उसक रट-म हनराके श

.3व्याख्यान-वाणवका काल-सलन-हरशकरपरसाई

**इकाई2-**



.4कहान-परदा-यशपाल

.5कहाना-यहा सचहामराडाभाारता -

.6ननबाध-अच्छा नहन्दा-रनवत्रनाथतव्यागा

### इकाई3-

.7कहाना-जयशकरासाद-धता -

.8कहाना-जलालाद-पाभायेयबयेचनशमा'उउ'

.9कहाना-मेरा माकहा-कणासा बत

### इकाई4-

पत्रबा मापत्रार-वोेदनपत्र,बकसाबाधपत्र:लायेयेन-

अनावदाद)आउयेजा सोेनहन्दा (आरअनछयेद)पाररडाानककशादावला (

सचना :इकाई| कानलानधारातरहा 22

ातयक अक

## ADDITIONAL ENGLISH

### Course Objective:

- To attune young minds to concerns and issues which have a broad and wide scope of use and application to life
- To acquire the functional use of language in context
- To understand the issues of love ,marriage and life
- To explore and critique issues related to education and travel.
- To inculcate the habit of reading and writing leading to effective and efficient communication.

### OUTCOMES:

Learners should be able to

- Demonstrate ethical responsibilities in taking cognizance of issues relating to love and marriage, life and travel.
- write cohesively and coherently and flawlessly avoiding grammatical errors, using a wide vocabulary range, organizing their ideas logically on a topic.

## Unit 1

- Pyarkiya to Darna Kya
- Poor Girl
- The winner Takes it All
- Correction of errors

## Unit 2

- I only came to use the phone
- Sonnet CXXX
- My young son asks me...
- Slogan writing

## Unit 3

- Abraham Lincoln
- The lover
- In Sahyadri hills, A lesson in humanity
- Reading comprehension

## Unit 4

- America
- The exercise book
- Tourists are coming
- Chicago

### Reference Books:

NandiniNayar ,Footprints 1,An Anthology of prose ,poetry and Fiction ,published by Cambridge University ,New Delhi.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F1300		Fundamentals of Accounting	3	0	1	4

### Course Objective:

To educate students about the accounting principles and practices. To know the accounting cycle and steps involved in preparation of financial statements. To know the practice of accounting in different forms of business except limited liability companies.

### Course Content:

#### Unit-1: INTRODUCTION TO ACCOUNTING

Meaning, Nature, Need for accounting, Internal and External users of accounting information, limitations of accounting, accounting Concepts and Conventions, Accounting Practices, Generally

Accepted Accounting Principles (GAAP), IFRS and proposed changes in Indian Accounting Standards

#### *Accounting systems & process*

Accounting equation - Systems of Accounting, Process of Accounting transactions, types of Accounts, Rules of Accounting. Journal - Meaning, features, simple and compound entries, Capital and revenue expenditures, Capital and revenue receipts, Contingent assets and contingent liabilities, Preparation of ledgers.

#### **Unit-2: SUBSIDIARY BOOKS**

Subsidiary books – material evidences – Proforma invoice, debit and credit note, types of subsidiary books - Sales book, Sales return book, Purchases book, Purchase returns book, receivable book, payable book, Cash Book- (Single column, double column, and three columnar cash book, petty cash book) and journal proper.

#### **Unit-3: BANK RECONCILIATION STATEMENT & RECTIFICATION OF ERRORS**

Need for reconciliation and preparation of bank reconciliation statement. Rectification of errors, preparation of trial balance

#### **Unit-4: FINAL ACCOUNTS**

Preparation of Trading and Profit and Loss account and Balance Sheet of sole trading concerns and partnership firms including all adjustments.

#### **Text Books:**

1. Jain S.P., &Narang K L. (2013). *Basic Financial Accounting, I*, New Dehli: Kalyani publishers
2. Maheshwari, S.N., &Maheshwari, S.K. (2012). *Advanced Accountancy ,I*,New Dehli:Jain Book Agency.
3. Shukla, M. (2013). *Advanced Accounts*, New Delhi:S Chand.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F1400		Business Economics	3	1	0	4

#### **Course Objective:**

Objective of the course is to acquaint the students with the concepts of micro economics dealing with consumer behaviour and make them understand the supply side of the market through the production and cost behaviour of firms.

#### **Course Content:**

##### **Unit 1: INTRODUCTION**

Business Economics, Meaning, Scope, Importance, Goals of a business firm. Ordinal utility theory: (Indifference curve approach): Consumer's preferences; Budget line; Consumer's equilibrium; Effects on Consumer Equilibrium; Reveled preference theory.

##### **Unit 2: CONSUMER THEORY**

Demand and supply: Meaning, Determinants of demand, movements vs. shift in demand curve, Law of demand Criticisms of the law of demand, Determinants of supply, movement along a supply curve

vs. shift in supply curve; - Market equilibrium and price determinants. Elasticity of demand and supply, application of demand and supply.

*Income Distribution and Factor Pricing:* Demand for factors, Supply of factor, backward bending supply curve for labour concepts of economic rent; Functional Distribution of Income.

### Unit 3: PRODUCTION AND COST

Production: Firm as an agent of production. Concepts of Production function. Law of variable proportions; Iso-quants; Return to scale; Economies and Diseconomies of scale. Costs: Costs in the short run, Costs in the long run, Profit maximization and cost minimization, Equilibrium of the firm, Technological change.

### Unit 4: Market Structure

- a) Perfect Competition: Assumption; Theory of a firm under perfect competition; Demand and Revenue; Equilibrium of the firm in the short run and long run, The long run industry supply curve; Increasing, decreasing and constant cost industry. Allocation efficiency under perfect competition.
- b) Monopoly: Short-run and long-run equilibrium of monopoly firm; Concept of supply curve under monopoly; Allocation inefficiency and dead-weight loss monopoly; Price discrimination.
- c) Imperfect Competition: Difference between perfect competitions, monopoly and imperfect competition;
  - i. Monopolistic Competition: Features; Short-run Equilibrium; Long-run Equilibrium; Concepts of excess capacity; Empirical relevance.
  - ii. Oligopoly: Causes for the existence of oligopolistic firms in the market rather than perfect competition; Cooperative vs. Non cooperative Behaviour and dilemma of oligopolistic firms.

### Suggested Readings:

1. Salvatore, D. Schaum'S. Outline of Theory and Problems of Microeconomic Theory, New Delhi: McGraw-Hill, International Edition.
2. Ahuja, H.L. Business Economics. New Delhi: S. Chand & Co.
3. Pindyck, R.S., and Rubinfeld, D.L. Microeconomics. Prentice-Hall of India Pvt. Ltd.
4. Deepashree, Business Economics, New Delhi: Ane Books Pvt. Ltd.
5. Varian, H.R. Intermediate Microeconomics: A Modern Approach, New Delhi: Affiliated East-West Press.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F1500		Business Laws	3	1	0	4

### Course Objective:

- To provide an exposure and understanding of important business laws in India to manage the businesses efficiently and to contribute effectively to the industry in particular and to the society in general. It also seeks
- To familiarize the students with the legal scenario of doing business in India.

## **Course Content:**

### **Unit-1 INTRODUCTION AND LAW OF CONTRACTS**

Meaning and Scope of Business Law – Sources of Indian Business Law. Indian Contracts Act of 1872: Definition – types of contracts- Government Contracts: Art. 299 Requirements under Constitution, Scope and Extent of Art. 299, 'Equity, Fairness and reasonableness, Doctrine of Promissory Estoppel V/s. Executive Necessity, No person liability. E-Contracts: Meaning & need for Digital Goods, Unfair terms in E-contract, Information technology Act and E-Contract. Indian Evidence Act– essentials – offer, acceptance, consideration, capacity of parties, free consent, legality of object and consideration, various modes of discharge of a contract, remedies for breach of contract.

### **Unit-2 CONTRACT OF GUARANTEE**

Distinction between Indemnity and Guarantee, Kinds of Guarantee, Rights of Surety, Liability of Surety, and Discharge of Surety.

Intellectual Property Laws: Meaning and scope of intellectual properties – Patent Act of 1970 and its amendments as per WTO agreement, back ground, objects, definition, inventions, patentee, true and first inventor, procedure for grant of process and product patents, WTO rules as to patents, rights to patentee – infringement – remedies. The Copy Rights Act, Meaning – Its uses and rights. The Trade Marks Act, its meaning, registration, procedures – infringement – Authorities concerned – Remedies.

### **Unit-3 COMPETITION LAW**

Concept of Competition, Development of Competition Law, overview of MRTP Act 2002, Anticompetitive Agreements, Abuse of dominant position, combination, regulation of combinations, Competition Commission of India; Appearance before Commission, Compliance of Competition Law. Competition Law 2003: Meaning and scope, salient features, offences and penalties under the Act.

### **Unit-4 THE SALE OF GOODS ACT 1930**

Definition of goods, Sale and Agreement to Sell, Conditions and Warranties, Rights & Liabilities of a Buyer & Seller, Rights of an Unpaid Seller.

Law of Consumer Protection: Consumer Protection Act 1986: Back ground – definitions – consumer, consumer dispute, Complaint Procedure, defect, deficiency, and service, Remedies, Consumer Protection Council, Consumer Redress Agencies, District Forum, State Commission and National Commission.

### **Suggested Readings:**

1. Gulshan, S.S. (2014). *Business & Corporate Law*, Excel Books, New Delhi.
2. Anson, W. R. (2009). *Law of contract* (29th edition), Oxford University Press, Oxford, New Delhi.
3. Avtar, S. (2011). *Principles of Mercantile Law* (9th Edition), Eastern Book Company, New Delhi.
4. Kapoor, N.D (2012.). *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi.
5. Padmanabhan, A. (2012). *Intellectual property rights: Infringement and remedies*, LexisNexis Butterworth's, Nagpur.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F1600		Management Principles and Applications	3	1	0	4

**Course Objective:**

The objective of the course is to provide the student with an understanding of basic management concepts, principles and practices.

**Course Content:**

**Unit I: INTRODUCTION**

Concept: Need for study; Managerial functions – An overview; Coordination – Essence of management. Evolution of Management Thought: Classical approach – Taylor, Fayol, Neo classical and Human relations approach – Hawthorne experiments, Behavioural approach, Systems approach, Contingency approach, MBO, Re-engineering, Five-force analysis, Learning Organisation, Fortune at the Bottom of Pyramid. Trends and Challenges of Management in Global Scenario, Emerging issues in management.

**Unit II: PLANNING**

Types of Plan – An overview. Strategic planning – Concept, process, Importance and limitations; Growth strategies – internal and external. Environmental analysis and diagnosis (Internal and external environment) – Definition, Importance and Techniques (SWOT/TOWS, BCG Matrix, Competitor Analysis), Business environment - Concept and components. Decision-making – Concept, importance, group decision making, Individual versus group decision making, Decision making process, perfect rationality and bounded rationality, techniques (qualitative and quantitative)

**Unit III: ORGANISING**

Concept, Process of organizing – An overview, span of management, different types of authority (line, staff and functional), decentralization, delegation. Formal and informal organization. Principles of organizing. Types of organization structure.

**Unit IV: Staffing, Directing and Control**

Concept of staffing - Recruitment and Selection; Orientation; Training and Development; Career Development; Performance Appraisal. Motivation – Concept, importance, intrinsic and extrinsic motivation; Major motivation theories - Maslow’s need hierarchy theory, Herzberg’s two factor theory, McGregor’s Theory X and Theory Y, Ouchi’s Theory Z. Leadership – Concept, importance; Major theories of leadership (Likert’s scale theory, Blake and Mouton’s Grid theory, House’s path goal theory, Fred Fielder’s situational leadership), Transactional leadership, Transformational leadership, Transforming leadership. Communication – Concept, purpose, process; Oral and written communication; Formal and informal communication networks; Barriers to communication, overcoming barriers to communication.

**Suggested Readings:**

1. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
2. Robbins, S. and Coulter, M. *Management*, Pearson Education.
3. Robbins, S. P. Decenzo, D.A., Bhattacharya, S. and Agrawal, M.M., *Fundamentals of Management: Essentials, Concepts and Applications*, Pearson Education.
4. Drucker P. F., *Practice of Management*, Mercury Books, London.
5. Singh, B.P. and Singh, A.K., *Essentials of Management*, Excel Books.

6. Chhabra, T.N., *Essentials of Management*, Sun India.
7. Griffin, R.W., *Management Principles and Application*, Cengage Learning
8. Luthans, F., *Introduction to Management*, McGraw Hill.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F1700		Environment and Public Health	2	0	0	2

#### **Unit I – LINKAGES BETWEEN ENVIRONMENT AND HEALTH**

Understanding linkages between Environment and Public Health Effect of quality of air, water and soil on health. Perspective on Individual health: Nutritional, socio –cultural and developmental aspects, Dietary diversity for good health; Human developmental indices for public health.

#### **Unit II – CLIMATE CHANGE AND IMPLICATIONS ON PUBLIC HEALTH**

Global warming – Agricultural practices (chemical agriculture) and Industrial technologies (use of non-biodegradable materials like plastics, aerosols, refrigerants, pesticides): Manifestations of Climate change on Public Health-Burning of Fossil fuels, automobile emissions and Acid rain.

*Environmental Management Policies and Practices* Municipal solid waste management: Definition, sources, characterization collection and transportation and disposal methods. Solid waste management system in urban and rural areas. Municipal Solid waste rules.

Policies and practices with respect to Environmental Protection Act, Forest Conservation Act, Wild life protection Act, Water and Air Act, Industrial, Biomedical and E waste disposal rules.

#### **Unit III – DISEASES IN CONTEMPORARY SOCIETY**

Definition – need for good health- factors affecting health. Types of diseases – deficiency, infection, pollution diseases-allergies, respiratory, cardiovascular, and cancer Personal hygiene-food – balanced diet. Food habits and cleanliness, food adulterants, avoiding smoking, drugs and alcohol. Communicable diseases: Mode of transmission –epidemic and endemic diseases. Management of hygiene in public places – Railway stations, Bus stands and other public places. Infectious diseases: Role of sanitation and poverty case studies on TB, diarrhea, malaria, viral diseases. Non-communicable diseases: Role of Lifestyle and built environment. Diabetes and Hypertension.

#### **Unit IV – PERSPECTIVES AND INTERVENTIONS IN PUBLIC HEALTH**

Epidemiological perspective – Disease burden and surveillance; Alternative systems of medicine – Ayurveda, Yoga, Unani, Siddha and Homeopathy (AYUSH); Universal Immunization Programme (UIP); Reproductive health-Youth Unite for Victory on AIDS (YUVA) programme of Government of India. Occupational health hazards-physical-chemical and biological, Occupational diseases-prevention and control.

## BBA Honors

### II semester

Course Code	Duration	Course Title	L	T	P	C
BBHO16F2100	16 weeks	Communicative English and Critical Awareness	2	1	0	3

#### Course Objective:

- To attune young minds to concerns and issues which have a broad and wide scope of use and application to life
- To acquire a functional use of language in context
- To understand issues of ecology and environment
- To explore and critique issues related to sports and media
- To inculcate the habit of reading and writing leading to effective and efficient communication.

#### OUTCOMES:

Learners should be able to

- Demonstrate ethical and political responsibilities in taking cognizance of issues relating to society, environment and media.
- Practice a process oriented approach to writing
- Write cohesively, coherently and flawlessly avoiding grammatical errors, using a wide range of vocabulary, organizing their ideas logically on a topic.
- Use the target language effectively to focus on interpersonal skills and develop a good command over the language.

#### UNIT I

- We Wear the Mask – Paul Laurence Dunbar
- The Last Lesson – Alphonse Daudet
- Direct Indirect Speech

#### UNIT II

- Ulysses – Alfred, Lord Tennyson
- We are Not Afraid to Die.-Gordon Cook and Alan East
- Paragraph Writing

#### UNIT III

- TheWar Prayer – Mark Twain
- Hiroshima – Agyeya (Tr. Leonard Nathan)
- Reading Comprehension
- Active Voice & Passive Voice

#### UNIT IV



- The Journey of the Magi – T.S. Eliot
- The War – Luigi Pirandello
- Question Tags
- Media Transfer ( Telephone message )

**Reference Books:**

Murphy, Raymond. (1998), Intermediate English Grammar, New York  
 Raymond Murphy (2002) English Grammar and composition  
 Digne, Flinders and Sweeney(2010) Cambridge University press  
 Lupton, Mary Jane (1998).

Ur, Penny .(2002),Grammar Practice Activities, OUP

Joan Van Emden and Lucinda Becker Palgrave. Effective Communication for Arts and Humanities students.

Glendenning, Eric H. and Beverly Holmstrom (2008), Study Reading: A Course in Reading Skills for Academic Purposes, New Delhi: CUP.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F2200	16 weeks	Language – II: K / H / AE	2	1	0	3

**Course Objective:** To improve language proficiency in respective language and learn grammar for critical and proper communication.

**KANNADA**

**ಘಟಕ- 1**

1. ಕಾಣಿಕೆ
2. ಇಂದ್ರಿಯಜಯ
3. ಆ ಹಕ್ಕಿ ಬೇಕಾದರೆ
4. ದೀಪದಾರಿ

**ಅಂಕಗಳು-25**

ಬಿ.ಎಂ.ಶ್ರೀ.  
 ಕುವೆಂಪು  
 ಎ.ಕೆ. ರಾಮಾನುಜನ್  
 ಚನ್ನವೀರಕಣವಿ

**ಘಟಕ- 2**

5. ಸಾವಿರಾರು ನದಿಗಳು
6. ಸಮಗಾರ ಭೀಮವ್ವ
7. ನೋಡಬಾರದು ಚೀಲದೊಳಗನು
8. ದಾಂಪತ್ಯ

**ಅಂಕಗಳು-25**

ಸಿದ್ದಲಿಂಗಯ್ಯ  
 ಎಚ್.ಎಸ್.ಶಿವಪ್ರಕಾಶ್  
 ವೈದೇಹಿ  
 ಪ್ರತಿಭಾ ನಂದಕುಮಾರ್

**ಘಟಕ- 3**

9. ಪಶ್ಚಿಮ ಘಟ್ಟಗಳ ಪತನ
10. ಮೆಕಾಲ 'ಯ ಮಕ್ಕಳು
11. ವ್ಯವಹಾರ ಪತ್ರಗಳ ಸ್ವರೂಪ ಮತ್ತು ವಿಧಗಳು
12. ಡಿಜಿಟಲ ಿಯುಗದಲ್ಲಿ ಕನ್ನಡಜಗತ್ತು

**ಅಂಕಗಳು-25**

ನಾಗೇಶ್ ಹೆಗಡೆ ಡಿ.ಆರ್.  
 ನಾಗರಾಜ್ ವಾಣಿಜ್ಯ ಪತ್ರಗಳು  
 ವಿ. ಚಂದ್ರಶೇಖರ ನಂಗಲಿ

**ಘಟಕ- 4**

13. ಚಂದ್ರಗಿರಿಯ ತೀರದಲ್ಲಿ

**ಅಂಕಗಳು-25**

ಸಾ ರಾಅಬೂಬಕ್ಕರ್

## HINDI

### इकाई1-

- .1कब रके द हे
- .2कनवता-जयशकरसाद
- .3कनवता-साडराकमारता कमारता चा हान

### इकाई2-

- .4रह मके द हे
- .5कनवतारामधारता सहफदनकर -
- .6कनवता-अया ध्याससहउपाध्याय 'हररआध'

### इकाई3-

- .7म राके पद
- .8कनवता-  
अटलनबहारता  
वाजपआई
- .9कनवता-नरे शमेहता

### इकाई4-

- नहन्दा मअरा जगारकता (   
साडता वार्ता  
अनावताद)नहन्दा सारे  
अउतेदता म  
(आरअनछ

सचना। का नलननधाार इकाई :  
अक रतहा  
22तयक

## **ADDITIONAL ENGLISH**

### **Course Objective:**

- To attune young minds to concerns and issues which have a broad and wide scope of use and application to life
- To acquire the functional use of language in context
- To understand the issues of love ,marriage and life
- To explore and critique issues related to education and travel.
- To inculcate the habit of reading and writing leading to effective and efficient communication.

### **OUTCOMES:**

Learners should be able to

- Demonstrate ethical responsibilities in taking cognizance of issues relating to love and marriage, life and travel.
- write cohesively and coherently and flawlessly avoiding grammatical errors, using a wide vocabulary range, organizing their ideas logically on a topic.
- To use appropriate communicative strategies

### **Unit - 1**

- Idioms
- Degree of Comparisons
- A Horse and Two Goats
- The Cow of the Barricades

### **Unit – 2**

- Prefix & Suffix
- Synonyms
- Mending Wall
- A Wall is Just a Wall

### **Unit –3**

- Design a leaflet
- A Girl
- To Mother
- The Beauty Industry

### **Unit- 4**

- Compose an invitation
- A Ring to Me is Bondage
- I am an Ordinary Man
- Why I want a Wife

### **Reference Books:**

NandiniNayar ,Footprints 2,An Anthology of prose ,poetry and Fiction ,published by Cambridge University ,New Delhi.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F2300		Corporate Accounting	3	1	0	4

**Course Objective:**

- To impart knowledge about maintenance of Books of Accounts of Corporate business houses.
- Familiarise the students the various aspects of corporate merger and acquisition such as valuation of good will and shares, Determination of consideration for merger and acquisitions with reference to Accounting Standards
- Familiarise the students the Internal financial arrangements to be implemented to recover the companies undergoing loss for several years.

**Course Content:**

**Unit-1 SHARE CAPITAL -ISSUE OF SHARES & DEBENTURES**

Meaning- Kinds of Shares & debentures, recent developments in public issue of shares - Book building – process of book building in detail-Fixed price methods – Problems on issue and allotmentof Shares.

Profit or Loss Prior to Incorporation:Meaning, Basis of apportionment, Ascertainment of profit or loss prior to Incorporation, problems.

**Unit-2 AMALGAMATION & ABSORPTION AND INTERNAL RECONSTRUCTION OF COMPANIES**

Pooling Method by nature of business (Amalgamation) and business purchase (Absorption and external reconstruction) as per Accounting Standards – 14. Difference between Amalgamation and Absorption Meaning, Forms of Reconstruction, Alteration of Capital and Capital Reduction - Internal Reconstruction Vs External reconstruction, Calculation of purchase Consideration under Different methods, Settlement of Purchase Consideration - Problems on Amalgamation, Absorption and Internal Reconstruction.

**Unit-3 VALUATION OF GOODWILL**

Features of goodwill- types of goodwill- Methods of valuing the goodwill – Arbitrary assessment, capitalization method, Purchase of past average profits method, Super profit method.

Valuation of shares: Intrinsic value method, Yield method and Earning capacity method. (theory and Basic problems)

**Unit-4 FINAL ACCOUNTS OF LIMITED LIABILITY COMPANIES**

Preparation of Income Statement/Profit and Loss Account, Profit and Loss Appropriation Account and Balance Sheet – (horizontal and vertical) in accordance with the provisions of the existing Companies Act (Excluding Managerial Remuneration).

**Text Books:**

Jain, S.P., &Narang, K.L. (2013). *Practical problems in Advanced Accounting*, Volume II New Delhi : Kalyani Publishers.

**Suggested Reading:**

1. S Anil Kumar, V Rajesh Kumar and B Mariappa. (2014) *Corporate Accounting*. New Delhi: Himalaya Publishing House.
2. Gupta, R.L., &Radhaswamy, M. (2013). *Corporate Accounting*. New Delhi:Sultan Chand and Sons.
3. Shukla, M.C., Grewal, T.S., & Gupta, S.C. (2013). *Advanced Accounts(revised edi)* New Delhi:Jain Book Agency.
4. Sehgal, A., & Sehgal, D. (2012). *Advanced Accounting, 2*, New Delhi: Taxmann.
5. Gupta, R. L., &Radhaswamy, M. (2013). *Advanced Accountancy, 2*, New Delhi:Sultan Chand & Sons.
6. Kaur, J. (nd). *IFRS: A Practical approach*. New Dehli:McGraw Hill.
7. Monga, J.R. (2012). *Fundamentals of Corporate Accounting*, New Delhi :K.L Malik and Sons Pvt. Ltd,
8. Maheshwari, S.N., &Maheshwari, S.K.(2013). *Corporate Accounting (5<sup>th</sup>edi)*.New Delhi: Jain Book Agency.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F2400		Business Statistics	3	0	1	4

#### **Course Objective:**

- The objective of teaching Business Statistics is for students to describe data and make evidence based decisions using descriptive and inferential statistics that are based on well- reasoned statistical arguments.
- To understand data with descriptive statistics;
- To perform statistical analyses;
- To interpret the results of statistical analyses;
- To make inferences about the population using sample data.

#### **Course Content:**

##### **Unit-1 STATISTICS: AN OVER VIEW**

Growth and development of Statistics– Definition– Descriptive and inferential statistics– Importance and scope of Statistics – Limitations of statistics – Classification and tabulation of data – Diagrammatic and graphic representation of data.

Measures of Central Tendency, Dispersion, Skewness and Kurtosis :Arithmetic mean – Weighted mean, – Median, – Mode, – Range, – Quartile deviation, – Mean Deviation– Standard deviation, – Coefficient of variation Meaning of Skewness, Karl Pearson’s and Bowley’s coefficients of Skewness, Meaning of Kurtosis.

##### **Unit-2 LINEAR CORRELATION AND REGRESSION**

Scatter diagram, – Karl Pearson’s and Spearman’s methods, – Regression coefficients – Lines of regression, – Relation between correlation coefficient and regression coefficients.

Final Sampling Distributions and Estimation : The need for sampling distributions, sampling distribution of the mean and the proportion, sampling from finite populations, standard error and its utility.

Estimation – Point and interval estimation, –statistic, parameter –confidence interval estimation for single mean and single proportion (only)

### Unit-3 STATISTICAL INFERENCE

Null and alternative hypotheses, – Significance level, –Confidence level, –Type I and Type II errors, Critical region, one tailed and two tailed tests. Large and small sample tests, –Z and t tests for mean and proportion, –One way ANOVA, –Chi-square test for goodness of fit and independence of attributes.

Time Series Analysis and Forecasting : Importance, –Components, –Trend – Free hand method, – Method of semi averages, –Method of moving averages, –Method of least squares.

### Unit-4 USE OF COMPUTERS IN DESCRIPTIVE STATISTICAL ANALYSIS

Introduction and overview, using statistical packages for quantitative data analysis, simple statistical analysis using EXCEL, the computer and the researcher.

#### Essential Text Books:

Sharma, J. K. (2014). *Fundamentals of Business Statistics*. New Delhi: Vikas Publishers.

#### Suggested Readings:

1. Beri, G. C. (2011). *Business Statistics* . New Delhi: Tata McGraw Hill Educations Pvt Ltd.
2. Foster, D. & Stine, E. R., (2010). *Statistics For Business : Decision Making And Analysis*, New Delhi: Pearson Publishers
3. Gupta, S. P. (2010). *Statistical Methods*. New Delhi: Sultan Chand.
4. Sharma, J. K. (2011). *Business Statistics* . New Delhi: Pearson Publishers.
5. Vishwanathan, P.K. (2007). *Business Statistics: An Applied Orientation*, New Delhi: Pearson Publishers

Course Code	Duration	Course Title	L	T	P	C
BBHO16F2500		Corporate Environment	3	1	0	4

#### Course Objective:

The objective is to enable the students to get familiarized with the existing Company Law and Secretarial Procedure.

#### Course Content:

##### Unit 1: FORMATION OF COMPANY

Promotion of Company– Promotion – Incorporation – Capital Subscription and Certificate of Commencement of Business. Memorandum of Association– Definition – Clauses. Articles of Association– Definition – Contents – Distinction between Memorandum of Association and Articles of Association – Alteration of Memorandum of Association and Articles of Association. Prospectus– Meaning – Contents – Statement in Lieu of Prospectus. Corporate Social Responsibility initiatives under Companies Act 2013 (Section 135)

##### Unit 2: CAPITAL OF COMPANY

Share Capital – Meaning of Shares – Kinds of Shares – Merits and Demerits of Shares. Debentures – Meaning – Features – Types – Merits and Demerits, Listing of Shares.

### Unit 3: COMPANY MEETINGS

Meaning and Definition – Types of Meeting – Statutory Meeting – Annual General Meeting – Extraordinary General Meeting – Board Meeting and Resolutions.

### Unit 4: COMPANY SECRETARY

Meaning and Definition – Position – Appointment – Rights – Duties – Liabilities – Qualification and Removal of Company Secretary.

*Winding up of Companies:* Modes of winding up – commencement of winding up – consequences – official liquidator – powers and duties of liquidator.

### SKILL DEVELOPMENT

- Drafting of Memorandum of Association, Drafting of Articles of Association.
- Drafting Notice of Company Meetings – Annual, Special, Extraordinary and Board meetings.
- Drafting Resolutions of various meetings – different types.
- Chart showing Company's Organization Structure.
- Chart showing different types of Companies.
- A case study on CSR initiatives of any one company

### Suggested Readings:

1. Maheshwari&Maheshwari, Elements of Corporate Laws, Himalaya Publishers
2. Dr. P.N. Reddy and H.R. Appanaiah, Essentials of Company Law and Secretarial Practice, Himalaya Publishers.
3. M.C. Shukla & Gulshan, Principles of Company Law, S. Chanda & Co.
4. Pradeep K. Shinde, Corporate Environment, VBH.
5. C.L. Bansal, Business & Corporate law, Excel Books.
6. N.D. Kapoor, Company Law and Secretarial Practice, Sultan Chand & Sons.
7. S.S Gulshan, Company Law, New Age International.
8. M.C. Bhandari, Guide to Company Law Procedures, Bhandari Publications.
9. S.C. Kuchal, Company Law and Secretarial Practice, Chaitanya Publishing.
10. K. Venkataramana, Service Management, SHBP.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F2600		Organizational Psychology	3	1	0	4

**Course Objective:**

To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization.

**Course Content:****Unit I: INTRODUCTION**

Concept of OB; Management roles, Basic approaches, skills and activities; Disciplines that contribute to OB, Scope of OB, Types of Organizational Design, Challenges facing management, Emerging organizations.

Personality: Introduction, Determinants, Myers Brigs Type Indicator, Big Five Personality trait, Attributes influencing OB.

**Unit II: LEARNING AND PERCEPTION**

Characteristics, Problems, Principles, Theories of Learning, Erikson's Psychosocial Development, Freud's Structure of Human Mind. Perception : Introduction, Perceptual process.

**Unit III: ATTITUDE, LEADING TEAMS**

Attitude – characteristics, components, Functions, Attitude formation, Attitude Measurement. Cross cultural teams; Cross functional teams; Leadership; Leading teams; Organizational behavior; Project teams; Self-managed teams; Teams; Teamwork; Working with virtual teams.

**Unit IV: GROUP DYNAMICS, DECISION MAKING**

Group: Characteristics, Why groups in organizations, Types, Stages, Group Development process Determinants of Group, Group Think – symptoms.

Bounded rationality perspective; Business ethics; Cognitive psychology; Decision making; Decision making techniques; Decision making tools; Emotions; Group decision making; Intuitive decision making; Organizational behaviour

**Suggested Readings:**

1. Luthans Fred., "Organizational Behaviour", McGraw Hill.
2. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning, 9th edition, 2001.
3. Behavior In Organizations, Jerald Greenberg, 8th ed, Pearson Education.
4. Arnold, John, Robertson, Ivan t. and Cooper, Cary, l., "Work psychology: understanding human behavior in the workplace", Macmillan India Ltd., Delhi.
5. Dwivedi, R. S., "Human relations and organizational behaviour: a global perspective", Macmillan India Ltd., Delhi.
6. Stephen P. Robbins, Timothy A. Judge and Seema Sanghi, "Organisational Behaviour", 13<sup>th</sup> Ed, Pearson Education ltd.



Course Code	Duration	Course Title	L	T	P	C
BBHO16F2700		Indian Constitution and Human Rights	2	0	0	2

**Course Content:**

**Unit-I: Indian Constitutional Philosophy**

- a) Features of the Constitution and Preamble
- b) Fundamental Rights and Fundamental Duties
- c) Directive Principles of State Policy

**Unit II: Union and State Executive, Legislature and Judiciary**

- a) Union Parliament and State Legislature: Powers and Functions
- b) President, Prime Minister and Council of Ministers
- c) State Governor, Chief Minister and Council of Ministers
- d) The Supreme Court and High Court: Powers and Functions

**Unit III: Concept and Development of Human Rights**

- a) Meaning Scope and Development of Human Rights
- b) United Nations and Human Rights- UNHCR
- c) UDHR 1948, ICCR 1996 and ICESCR 1966

**Unit IV: Human Rights in India**

- a) Protection of Human Rights Act, 1993 ( NHRC & SHRC)
- b) First, Second and Third Generations- Human Rights
- c) Judicial Activities and Human Rights

Course Code	Duration	Course Title	L	T	P	C
BBHO16F3100		BUSINESS LANGUAGE & PRESENTATION	3	0	1	4

**Course Objective:**

Personal development is a lifelong process, this course sets the foundation for a holistic development of the student: with an inside-outside approach. The goal is to provide tools for both personal and professional effectiveness.

**Course Content:****Unit: 1 PROFESSIONALISM AND BUSINESS ETIQUETTES**

Time Management: The trainer must help to participants to effectively plan their time, important activities, leading to increased efficiency and productivity.

Business Etiquettes: The students must be trained on keeping up professional ways of handling tasks and following business etiquettes – Email, Dining, Telephone, Office, Meeting, Business Card, Cubicle, Dress and Networking. An adherence to courtesy, honesty and responsibility when dealing with people. A strong work ethic with value system to be ingrained using anecdotes, Case studies and activities.

**Unit 2: PRESENTATION SKILLS**

8 Habits of Highly Effective People: A workshop based training on Stephen R Covey classic book which can transform persons and bring in great learning's. The outcome would be personal mastery and effective leadership abilities.

Effective Presentation Skills: Presentation technique and preparation, Effective beginning, Visual Aids and Body Language, Voice and Ending.

**Unit 3: BUSINESS WRITING**

Business Writing – Business short stories, Business Articles, News Reports.

**Unit 4: BUSINESS COMMUNICATION**

Business Communication, Report Writing, Managing Meetings, Email Writing, Introduction to Intercultural Communication.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F3200		COSTING METHODS	3	1	0	4

**Course Objective:**

The objective of this subject is to familiarize students with the various concepts and element of cost.

### **Course Content:**

#### **Unit 1: INTRODUCTION OF COST ACCOUNTING**

Introduction- Meaning & Definition of Cost, Costing and Cost Accounting- Objectives of Costing- Comparison between Financial Accounting and Cost Accounting-Application of Cost Accounting- Designing and Installing a Cost Accounting System-Cost Concepts-Classification of Costs-Cost Unit-Cost Centre-Elements of Cost-Preparation of Cost Sheet- Tenders and Quotations.

#### **Unit 2: MATERIAL COST CONTROL**

Meaning-Types-Direct Material-Indirect Material-Material Control-Purchasing Procedure-Store Keeping-Techniques of Inventory Control-Setting of Stock Levels-EOQ-ABC Analysis-VEDAnalysis-Just in Time-Perpetual Inventory System-Documents used in Material Accounting-Methods of Pricing Material Issues-FIFO-LIFO-Weighted Average Price Method and Simple Average Price Method.

Labour Cost Control: Meaning-Types-Direct Labour-Indirect Labour- Timekeeping-Time booking-Idle Time-Overtime-Labour Turn Over. Methods of Labour Remuneration-Time Rate System-Piece Rate System-Incentive Systems-Halsey plan-Rowan Plan-Taylor's differential Piece Rate System and Merrick's Differential Piece Rate System-Problems

#### **Unit 3: OVERHEAD COST CONTROL**

Meaning and Definition-Classification of Overheads-Procedure for Accounting and Control of Overheads-Allocation of Overheads- Apportionment of Overheads-Primary Overhead Distribution Summary-Secondary Overhead Distribution Summary-REPEATED Distribution Method and Simultaneous Equations Method-Absorption of Factory Overheads-Methods of Absorption-Machine Hour Rate-Problems.

#### **Unit 4: METHODS OF COST ASCERTAINMENT AND RECONCILIATION OF COST AND FINANCIAL ACCOUNTS**

Contract Costing – Meaning, features, contract cost procedure, Special points in contract costing, Profit on incomplete contracts, Escalation clause, problems and solutions.

Process Costing: Meaning, characteristics, Process of costing procedure, problems and solutions.

Reconciliation of Cost and Financial Accounts: Meaning, need for Reconciliation-Reasons for differences in Profit or Loss shown by Cost Accounts and Profit or Loss shown by Financial Accounts-Preparation of Reconciliation Statement and Memorandum Reconciliation Account.

#### **BOOKS FOR REFERENCE**

1. M.N.Arora: Cost Accounting, HPH
2. J.Madegowda: Advanced Cost Accounting, HPH
3. N.K.Prasad: Cost Accounting, Book Syndicate.
4. Gouri Shankar: Practical Costing, HPH
5. Khanna Pandey & Ahuja: Practical Costing, Sultan Chand.
6. K.S.Thakur: Cost Accounting, New Century Book House Pvt. Ltd.
7. M.L.Agarwal: Cost Accounting, SahityaBhawan Publications.
8. Palaniappan&Harihara: Cost Accounting I.K.International
9. Jain &Narang: Cost Accounting, Kalyani Publishers.
10. S.P.Iyengar: Cost Accounting, Sultan Chand.

11. S.N.Maheshwari: Cost Accounting, Mahaveer publishers.
12. Horngren: Cost Accounting-A Managerial Emphasis, Prentice Hall.
13. Dr. A.SundraRajan& Dr. K.Venkataramana, SHB Publications.
14. R.G.saha& Others-Cost Accounting
15. V.Rajesh Kumar &R.K.Sreekantha, Cost Accounting-I,Vittam Publications.
16. Dr. Alice Mani: Cost Accounting, SBH

Course Code	Duration	Course Title	L	T	P	C
BBHO16F3300		FUNDAMENTALS OF FINANCIAL MANAGEMENT	3	0	1	4

**Course Objective:**

To familiarize the students with the Principles of Practices of financial management.

**Course Content:**

**Unit 1:INTRODUCTION AND LONG TERM INVESTEMENT DECISIONS**

Nature, scope and objective of financial management, Time value of money, Risk and return (including Capital Asset Pricing Model)Long term investment decisions: The Capital BudgetingProcess, Cash Flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index-Problems and solutions

**Unit II:FINANCIAL DECISIONS**

Financing Decisions: Sources of Long-term financing, Estimation of components of cost of capital, Methods for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) –Problems and Solutions, Capital Structure-Theories of Capital Structure Net Income, Net operating Income, MM Hypothesis, Traditional Approach.

**Unit III:DIVIDEND DECISIONS AND CAPITAL STRUCTURE**

Theories for Relevance and irrelevance of dividend decision for corporate valuation-Walter’s Model, Gordon’s Model. MM Approach, Cash and stock dividends, Dividend policies in practice, Determinants of capital structure, Operating and Financial leverages – problems and solutions

**Unit IV:WORKING CAPITAL DECISIONS**

Concepts of Working Capital, Operating & Cash Cycles, sources of short term finance, working capital estimation, cash management, receivables management, inventory management. Spreadsheet is the recommended software for doing basic calculations in finance and hence can be used for giving students subject related assignments for their internal assessment purpose.

**Suggested Readings:**

1. Khan.M.Y and Jain P.K. *Financial Management*, Text and Problems. Tata McGraw Hill
2. Home, Van, James C., Wachowicz. John. *Fundamentals of Financial Management*. Pearson Education.

3. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, *Corporate Finance*. Tata McGraw Hill
4. Srivatsava, Rajiv and Mishra, Anil, *Financial Management*, UK: Oxford University Press.
5. Singh, Preeti, *Financial Management*, New Delhi: Ane Books Pvt. Ltd
6. Singh J. K. *Financial Management- text and problems*, Delhi, Dhanpat Rai and Company
7. Rustagi, R.P. *Financial Management*, Galgotia Publishing Company. Pandey, I.M, *Financial Management*, Vikas Publications.
8. Chandra. P. *Financial Management – Theory and practice*. Tata McGraw Hill

Course Code	Duration	Course Title	L	T	P	C
BBHO16F3400		ETHICAL VALUES FOR BUSINESS	2	1	0	3

**Course Objective:**

To learn and apply ethical values in Business and to understand the various ethical values in relevance to business.

**Course Content:**

**UNIT I: INTRODUCTION TO ETHICS AND VALUES IN BUSINESS**

Business ethical values, meaning, scope and importance-Ethical values, positive, normative and negative values-Moral, Moral standard and judgements. Unethical practices in business-financial cheating in corporate sectors, land grabbing for business sectors, eviction of permanent citizens and deforestations.

**UNIT II- THEORIES AND APPROACHES**

Theories and models-Theory of utilitarianism-E.Kant’s theory-J.Kohlberg’s conditionality theory. Mahatma Gandhi’s ethics. Model of compensation for victims-social cost and benefit analysis. Economics profit verses commercial profit.

**UNIT III- ETHICAL ISSUES IN BUSINESS AND ENVIRONMENTAL CONCERNS**

Business ethical values in Market- adulteration, exploitation of consumers, creation of artificial demand, black market, grey market. Production –waste, accidents and safety, Human resource-gender and racial discriminations, child labour, nepotism, power abuse, sexual harassment and labour exploitation.

Environmental concerns: Unethical practices- Externalities-positive and negative externalities. Market failure and its impacts on ecology and environment. Greenhouse gas emissions Pollutions-air, water, soil. Impacts- depletion of ozone layer, global warming effects, Bio diversity failures- Human health deteriorations.

**UNIT IV - MEASURES BOTH PREVENTIVE AND REMIDIAL**

Corrective measures- Legal penalties – punishments. Waste management- End of-pipe control-3R Methods-Whistle blowing-Standard settings-Corporate governance-Corporate social responsibility. Government regulations, taxes. Government incentives of grants and subsidies for ethical based business. Business conservative policies versus value business. Information technology- cybercrimes,

intellectual property rights, copy rights and patent rights securities.

### TEXT BOOKS

1. Ghosh.B.N, “Business Ethics and Corporate Governance”, Mcgraw Hill Publications, 2012
2. John R. Boatright, and Bibhu Prasan Patra “ Ethics and the Conduct of Business”, Person Publications, New Delhi, 2011
3. Sanjay Mohapatra and Sreejesh.S, “Case studies in Business ethics and Corporate governance.”, Pearson, 2013
4. Mruthynajaya, “Business ethics and value systems”, PHI learning P Ltd. 2013

Course Code	Duration	Course Title	L	T	P	C
BBHO16F3500		PRODUCTION AND OPERATION MANAGEMENT	3	1	0	4

### Course Objective:

Course description World class performance in the delivery of high quality, cost competitive products and services is essential to survive in today’s global economy. In view of the increasing importance of production and operations management it is essential that budding managers are introduced to strategic decision making, design, planning and control in the production of Goods and services. The subject aims to acquaint students with sound conceptual knowledge of the subject by adopting a practical approach to address various topics related to production management. Course objectives

- 1) To give students an overview of various functions of Production management.
- 2) To provide insights on how these theoretical concepts are applied in the business.
- 3) To help budding entrepreneurs in the field of manufacturing by highlighting various issues they have to tackle for effective and smooth operations..

### Course Content:

#### UNIT I: INTRODUCTION, PLANT LOCATION AND LAYOUT

Historical Evolution of Production and Operations Management, Concept of Production, Production System, Classification of Production System, Objectives of Production Management, Distinction between Manufacturing Operations and Service Operations, A Framework for Managing Operations, Objectives of Operations Management, Managing Global Operations, Scope of Production and Operations Management.

**Plant Location and Layout:** Introduction and Meaning Need for Selecting a Suitable Location, Factors Influencing Plant Location/Facility Location, Plant Layout- Objectives and principles, Classification of Layout, Design of Product Layout, Design of Process Layout, Service Layout, Organization of Physical Facilities.

#### UNIT II: MATERIAL HANDLING AND MATERIALS MANAGEMENT

Introduction and Meaning, Objectives of Material Handling, Principles of Material Handling, Selection of Material Handling Equipment’s, Evaluation of Material Handling System, Guidelines for Effective Utilization of Material Handling Equipment’s.

**Materials Management:** Introduction and Meaning, Scope or Functions of Materials Management, Material Planning and Control, Purchasing, Stores Management, Inventory Control or Management, Standardization, Simplification, Just-In-Time (JIT) Manufacturing, Six Sigma concept.

**UNIT III: PRODUCTION PLANNING AND QUALITY CONTROL**

Introduction and Meaning, Need for Production Planning and Control, Objectives of Production Planning and Control, Phases of Production Planning and Control, Functions of Production Planning and Control, Operations Planning and Scheduling Systems, Aggregate Planning, Master Production Schedule (MPS), Material Requirement Planning (MRP), Capacity Planning, Routing, Scheduling.

**Quality Control** Introduction, Quality, Fundamental Factors Affecting Quality, Need for Controlling Quality Inspection, Types of Quality Control, Steps in Quality Control, Objectives of Quality Control, Benefits of Quality Control, Seven old and new Tools for Quality Control, Causes of Variation in Quality, Statistical Process Control.

**UNIT IV: DEMAND FORECASTING AND WORK STUDY (TIME AND MOTION STUDY)**

Introduction, Methods of Demand Forecasting, Theory and Problems of Demand Forecasting, Productivity, Work Study(problems on work study), Method Study-Objectives, scope, steps, Motion study, time study, work measurement.

**Essential Text Books:**

1. S. Anil kumar and N Suresh, Production and Operations Management, New age International publishers.
2. K. Aswathappa, G. Sudarsana Reddy, M Krishna Reddy, Production and Operations Management, Himalaya Publishers.
3. Buffa Elwood S. and Sarin Rakesh K, Modern Production/Operations Management, John Wiley & Sons Publications.
4. Gaither, N & Frazier, Production & Operations Management, Thomson Learning Publications.
5. Stevenson WJ, Production and Operations Management, Irwin McGraw Hill Publications.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F3600		PROJECT MANAGEMENT	3	1	0	4

**Course Objective:** To enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project.

**Unit-1: Introduction**

Concept of Project and Project Management, Why Project Management Value to Business, Project Lifecycle, Project vs. operations Work, Project portfolio management, Strategic Planning and Project, Organization for Project

Project Network and Scheduling: Scope and priorities, Work Breakdown Structure, Project Network Representation Laddering and Tags, Factors influencing Quality of Estimates, Time and Cost Estimation, Project Scheduling PERT and Gantt chart.

## **Unit-2: Project Duration, Resource Allocation and Risk Management**

Project Duration and Resource Allocation: Review: Time and Cost Trade-offs, Resource Allocation and Leveling, Use of Project Management Software. Risk Management : Risk Identification, Risk Assessment and simulation, Scenario analysis, Probability analysis, Risk reduction, change management.

## **Unit-3: Project Monitoring, Control and Project Quality**

Project Monitoring and control: Monitoring information system, control processes, Earned value analysis, Communication management, Indexes to monitor progress, Performance measurement, Forecasting project costs and completion time.

Project Quality: The need to do it right the first time, lean project management, Six sigma in projects, PM Maturity,

## **Unit-4: Project Leadership, Audit and Closure**

Project Leadership: Managing vs leading a project, Managing project stake holders, Qualities of an effective project manager, Managing project teams, Issues arising out of globalization, Communication, Conflict management.

Project Audit and Closure: Audit process, project closure, project documentation, evaluation of project manager, team and members.

### **Suggested Readings:**

1. PM BOK® Guide, 4th Edition
2. Mantel Jr., Samuel J., Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton with M. R. Gopalan (2006) Project Management Core Text Book, First Indian Edition, Wiley, New Delhi.
3. Meredith, Jack R., and Samuel J. Mantel, Jr.(2010) Project Management: A Managerial Approach, 7 I e, Wiley, New Delhi.
4. Maylor, Harvey (2003) Project Management, 3/e, Pearson, New Delhi.
5. Pinto, Jeffrey K. (2009) Project Management: Achieving Competitive Advantage and MS Project, 1/e, Pearson, New Delhi.

### **IV - Semester**

<b>Course Code</b>	<b>Duration</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBHO16F4100		MANAGEMENT ACCOUNTING	3	0	1	4

**Course Objective:** To develop and explore the methodology of Management Accounting

### **Course Content:**

#### **UNIT – 1 RATIO AND FINANCIAL STATEMENT ANALYSIS**



Introduction, Classification and Interpretation Ratios, Fundamentals and Financial Statement Analysis  
- Comparative Income Statements sheets analysis, Trend Analysis

### **Unit – 2 FUND FLOW STATEMENT**

Introduction, Concept of fund, statement of changes in working capital, Funds from Operations, sources an application of funds, Fund Flow Statement – Introduction, Concept of fund, Statement of changes in working capital funds from operations, Sources and Application.

### **Unit – 3 CASH FLOW STATEMENT**

Cash flow Statement: Introduction, concepts of cash, cash from operations, inflow and outflow of cash

### **UNIT - 4 BUDGETS AND BUDGETARY CONTROL**

Budgets and Budgetary Control – Introduction, concepts, Classification of Budgets - Functional Budgets and Flexible Budgets, Management Reporting - Procedures and Utility, Sample Reports

#### **Essential Text Books:**

1. Cost Accounting – M.N. Arora, (Himalaya Publishing House)
2. Cost Accounting – S.P. Jain and K.L. Narang (Kaylani Publishers)
3. Cost Accounting – Mahabaleswara Bhatta (Himalaya Publishing House)
4. Cost Accounting –J. Made Gowda (Himalaya Publishing House)

<b>Course Code</b>	<b>Duration</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBHO16F4200		INTERNATIONAL BUSINESS	3	1	0	4

**Course Objective:** The objective of the course is to expose students to the concept, importance and dynamics of international business and India’s involvement with global business operations.

#### **Course Content:**

### **Unit 1- INTERNATIONAL BUSINESS AND ENVIRONMENT**

Introduction to International Business: Globalization and its growing importance in world economy: Impact of globalization; International business contrasted with domestic business – complexities of international business; Internationalization Stages and Orientations Modes of entry into international business. International Business Environment: National and foreign environments and their components - Physical, economic, demographic, cultural and political-legal environments; Global trading environment – recent trends in world trade in goods and services; Trends in India’s foreign trade.

### **Unit II – INTERNATIONAL TRADE AND REGIONAL ECONOMIC INTEGRATION**

International Trade – Theories of International Trade, tariff and non-tariff measures; Balance of payment account and its components. Regional Economic Integration: Forms of regional integration; Integration efforts among countries in Europe, North America and Asia, Cost and benefit of regional economic Integration.

### **Unit III – INTERNATIONAL FINANCIAL ENVIRONMENT**

International Financial Environment: International financial system and institutions; Foreign exchange markets, Spot market, spot rate quotations, bid-ask spreads, Trading in spot markets, Cross exchange rates; Forward Market; forward rate, long and short forward positions, forward premium and discount, Arbitrage, hedging and speculation; Foreign investments – types and flows; Foreign investment in Indian perspective.

**Unit IV – EXCHANGE RATE DETERMINATION AND FOREIGN TRADE PROMOTIONS**

Exchange Rate Determination: Factors affecting exchange rate – Relative inflation rates, relative interest rates, relative income levels, government controls, expectations, etc. Government intervention and government influence on exchange rates. Theories of exchange rate – Purchasing Power Parity, Interest Rate Parity and Fisher’s effect. Foreign Trade promotions measures and organizations in India: Special economic zones (SEZs) and 100% export oriented units (EOUs); Measures for promoting foreign investments into and from India; Indian joint ventures and acquisitions abroad.

**Suggested Readings:**

1. Charles, W.I..Hill., and Jain, Arun Kumar International Business, New Delhi: Tata McGraw-Hill.
2. Johnson, Derbe., and Colin Turner, International Business – Themes & Issues in the Modern Global Economy London: Roulledge.
3. Cherunilan, Francis International Business: Text and Cases, Prentice Hall of India Ltd.
4. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan, International Business, Pearson Education.
5. Justin, Paul, International Business Prentice Hall of India Ltd.
6. Michael R. Czinkota, Et al, International Business, Fortforth; The Dryden press.
7. RBI, Report on currency and Finance, various issues.
8. Griffin, Ricky W, and Michael W, Pustay, International Business – A Managerial Perspective, Prentice Hall.
9. Sharan, V. International Business, Pearson Education.
10. Bennett, Roger, International Business, Delhi; Pearson.
11. UNCTAD Reports.
12. WTO, Annual Report, various issues.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F4300		STRESS MANAGEMENT AND COACHING	2	1	0	3

**Course Objective:**

1. Understand the physiological systems that are affected by stressors and the long-term effects and illnesses that can result from stressors.
2. Understand the specific applications of stress as it relates to the workplace and different target groups.
3. Create effective stress management plans for individual clients and for workplace environments. Enhancing significance of training and development, performance evaluation

## **Course Content:**

### **Unit I – UNDERSTANDING STRESS**

Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Sources of stress – consequence of stress-burnout-symptoms of Burnout stress verses Burnout-model of stress-strategies for coping stress (individual and organizational strategies)-case study.

### **Unit II – TIME MANAGEMENT**

Techniques – Importance of Planning the day-developing concentration – prioritizing Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say “No”

### **Unit III – CAREER PLATEAU**

Career plateau – Identifying Career plateaus – Structural and Content – Plateauing – Making a fresh start – Importance of Sabbaticals – Counseling out – Executive leasing – Sustaining a marketable Career.

### **Unit IV – CRISIS MANAGEMENT**

Implications – People issues – Structure issues – Environmental issues – Learning to keep clam – Preventing interruptions – Controlling crisis – Pushing new ideas – Empowerment – Work place Humour, Developing a sense of Humour – Learning to laugh – role of group cohesion and team spirit.

### **SELF DEVELOPMENT**

Improving personality – Leading with integrity – Enhancing Creativity – Effective decision making – Sensible Communication – The Listening Game – Managing Self – Mediation for peace – Yoga for Life

### **TEXT BOOKS**

1. Bhatia R.L., The Executive Track: An Action Plan for Self Development Wheeler Publishing, New Delhi
2. Charavathy. S.K, “ Human values for manager”. McGraw Hill/Henely Management Series.

### **REFERENCES**

1. Jeffry Davison, Managing Stress, Prentice Hall of India, New Delhi
2. Jerrold S Greenberg, Comprehensive Stress Management, Jain Books, 2009.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F4400		<b>HUMAN RESOURCE MANAGEMENT</b>	3	1	0	4

**Course Objective:** The objectives of the course is to familiarize the students about the different aspects of managing people in the organization from the stage of acquisition to development and retention

### **UNIT 1 – Introduction to HRM**

Introduction – Evolution, meaning, significance, scope, objectives, nature, principles of HRM ; Functions – operative, managerial and advisory; Career Opportunities in HRM – Professional Associations in HRM, HR Managers (duties and responsibilities); Recent Trends in HRM

### **UNIT 2 – Recruitment, Selection & Appointment**

Recruitment – meaning, significance, objectives, sources & methods; Selection – meaning, importance, steps/process, selection techniques (tests, interviews, salary negotiation); Appointment – placement (meaning & problem), appointment (meaning, significance) , induction(meaning, object)

### **UNIT 3 – Development & Compensation**

Development – Meaning, importance, benefits, methods of learning, identification of learning needs & measuring its effectiveness; Compensation –Compensation (meaning, significance, executive compensation programmes, employee benefits & services); Performance Appraisal (meaning, objectives, methods, uses &limitations)

### **UNIT 4 – Integration & Maintenance of HRM**

Integration of HRM–Types and forms of participative management, quality circles, employee empowerment, collective bargaining, quality of work life ; Maintenance of HRM - Job Satisfaction, Discipline and employee rights, employee counseling, grievances settlement(theory only) ; Contemporary issues in HRM (theory only)

### **Recommended Books:**

1. SubbaRao, Personnel and HRM - PHP
2. Aswathappa, Human Resource and Personnel Management - Tat McGraw Hill Publishing Company
3. Renuka Murthy, Santosh B.R., Bhargavi V.R. – HPH
- 4.Reddy & Appanniah – Human Resource Management – HPH.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F4500		PRINCIPLES OF MARKETING	3	1	0	4

**Course Objective:** The objective of this course is to provide basic knowledge of concepts, principles, tools and techniques of marketing

**Course Content:**

**Unit - 1 Introduction to Marketing**

Meaning & Definition – Goals – Concepts of Marketing – Approaches of Marketing – Functions of Marketing, Core Marketing Concepts, New Marketing Realities, Role of Strategic Planning in Marketing, and Recent trends in Marketing.

**Unit – 2 Marketing Environment and Consumer Behaviour**

Components of Modern Marketing Information System, Importance of Macro environment trends, Measuring and forecasting Market Demand, Marketing Research process, Factors Influencing Consumer Behaviour, Buying Decision Process, Difference between Business Market and Consumer Market.

**Unit – 3 Marketing Mix**

Meaning ,Elements, Product ,Product Mix, Product Line – PLC – Product Planning – New product Development , Branding – Packing and Packaging, Pricing – Objectives , Factors influencing Pricing Policy and Methods of Pricing. Physical Distribution – Meaning – Factors affecting Channel Selection – Types of Marketing channel, Promotion – Meaning and Significance of Promotion – Personal Selling and Advertising.

**Unit – 4 Segmentation, Positioning, and Competitive Dynamics**

Segment Consumer Markets based on Demographic Variables, Psychographic Variables, Behavioral Variables, Business Markets and Identify Target Groups, Examine Competitive Strategies for Market Leaders, Examine Competitive Strategies for Market Challengers and Followers, Design Marketing Strategies for each Stage of the Product Lifecycle, Develop and Establish an Effective Positioning Strategy

**BOOKS FOR REFERENCE**

1. P N Reddy & Appanniah, Marketing Management, HPH.
2. Kuranakaran, Marketing Management, Himalaya Publishers.
3. Rekha&Vibha, Marketing Management, VBH.
4. Philip Kotler, Marketing Management, Prentice Hall.
5. Bose Biplab, Marketing Management, Himalaya Publishers.
6. J.C. Gandhi, Marketing Management, Tata McGraw Hill.
7. Ramesh & Jayanti Prasad: Marketing Management, I.K. International

8. William J. Stanton, Michael J. Etzel, Bruce J. Walker, Fundamentals of Marketing, McGraw Hill Education.
9. Sontakki, Marketing Management, Kalyani Publishers.
10. K. Venkataramana, Marketing Management, SHBP.
11. Dr. Alice Mani: Marketing Management, SBH.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F4600		CYBER CRIMES AND LAWS	2	0	0	2

**Course Objective:** This paper intends to create an understanding towards the cyber crimes to familiarize the students with the application of cyber laws in general.

**Course Content:**

**Unit I: CYBER CRIMES**

Introduction: Computer crime and cybercrimes; Distinction between cybercrime and conventional crimes; cyber forensic; Kinds of cybercrimes-cyber stalking cyber terrorism forgery and fraud, crimes related to IPR's computer vandalism; Privacy of online data: Cyber Jurisdiction: Copyright issues and Domain name dispute etc.

**Unit II: DEFINITION AND TERMINOLOGY (INFORMATION TECHNOLOGY ACT, 2000)**

Concept of Internet, Internet Governance, E-Contract, E-Forms, Encryption, Data Security, Access, Addressee, Adjudicating Officer, Affixing Digital Signatures, Appropriate Government, Certifying Authority, Certification Practice Statement, Computer, Computer Network, Computer Resource, Computer System, Cyber Appellate Tribunal, Data, Digital Signature, Electronic Form. Electronic Record, Information, Intermediary, Key Pair, Originator, Public Key, Secure System, Verify, Subscriber as defined in the Information Technology Act 2000.

**Unit III: ELECTRONIC RECORDS**

Authentication of Electronic Records: Legal Recognition of Electronic Records: Legal Recognition of Digital Signatures; use of electronic records and Digital Signatures in Government and its Agencies; Retention of Electronic Records; Attribution, Acknowledgement and Dispatch of Electronic Records; Secure Electronic Records and Digital Signatures.

**Unit IV: REGULATORY FRAMEWORK**

Regulation of Certifying Authorities; Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be followed by certifying authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences.

**Unit V: Case Laws**

1. Communication Device-Section 2(ha) of the Information Technology (Amendment) Act, 2008-'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385, 2003(71) DRJ178, 2003(3) JCC 1669'

2. Computer Network-Section 2 (j) of the Information Technology (Amendment) Act, 2008’ Diebold System Pvt Ltd. V The Commissioner of Commercial Taxes, (2006), 144 STC, 59 (Kar).
3. Electronic Record Sec. 2(t)- ‘Info Ede(India) Ltd and Ors Vs Sanjeev Goyal, 783, 2006, HC ‘Societe Des Products Nestle S.A & others Vs Essar Industries &Ors, 2006 (33) PTC 496 (Del).

Suggestion in daily life televised suggestion in print media the power of media to shape information a bag of marketing and advertising tricks persuasion citizens, Consumers, and relationships in an age of technology.

### **Essential Readings**

Diestler, Sherry(2009), Becoming a Critical Thinker, Prentice Hall.

### **Recommended reading:**

Bailin, Sharon and Battersby, Mark (2010) Reason in the balance; An Inquiry Approach to Critical Thinking, McGraw-Hill Ryerson Limited.

<b>Course Code</b>	<b>Duration</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BBHO16F4700		BUSINESS RESEARCH METHODOLOGY AND PROJECT WORK	3	0	1	4

**Course Objective:** To give basic concepts of research and its process. To make the students familiar with scientific approach to research through understanding process specifically in terms of problem identification, formulation, methodology, and analysis is tools and report writing.

The course provides knowledge required to conduct minor research and make interpretations.

### **Course Content:**

#### **Unit I INTRODUCTION TO BUSINESS RESEARCH**

Definition, Objectives of research, Characteristics of research – Scientific Method, Types of research, Criteria for Good research, Business organizations – Decision Support, Ethics in research. Research Process and Concepts in Research: Research Process – Steps in research, Research designs for Experimental, Explorative and Explanatory, Concepts – Methodology and Methods concepts, constructs variables, Deductive and inductive logic.

#### **Unit 2 FORMULATION OF RESEARCH PROBLEM, MEASUREMENT SCALES AND HYPOTHESES**

Identifying and formulating research problem, Diagnosis of symptoms and problem. Setting research objectives. Doing review of literature methods. Measurement Scales – Types of Scales, Scaling techniques, characteristics of good instrument, errors in measurement, Reliability and validity instruments. Hypothesis – Meaning, Purpose, Sources, Characteristics of hypotheses, types of hypothesis, testing of hypothesis.

### **Unit 3 DATA COLLECTION AND ANALYSIS**

Data sources – primary and secondary data, Data Collection methods-Survey, Observation, Interview, focus group technique. Data collection Questionnaire, schedule, electro-mechanical devices, Sampling-Significance of sampling, Concepts, Steps in sampling, Criteria for good sampling, determining sample size.

Data Analysis:Data preparation, Types of statistical analysis – descriptive, validation and inferential tools. Selection of statistical methods – based on objective scale, Interpretation- meaning- Techniques of interpretation.

### **Unit 4 REPORT WRITING AND PRESENTATION OF RESULTS**

Classification and tabulation, Graphical representation, Research presentation, Types of report – Research proposal, research report format Layout, Standards (Introduction to APA formatting), Application of Research: Mini project with application of SPSS for analysis

#### **Essential Text Books:**

1. A.K.P.C.Swain(2010) A text book on Research Methodolgy, Kalyani Publishers, 3<sup>rd</sup> edition.
2. C.R. Kothari, Research Methology (3<sup>rd</sup>) VishwarPrakashan
3. Dr. J.K. Sachdeva(2009), Business Research Methodology (3<sup>rd</sup>), Himalaya Publishing House.
4. Naresh K. Malhotra, Marketing Research: An applied Research (4thed), Pearson Prentice hall.



## **CAREER COUNSELING AND PLACEMENT**

Having a degree will open doors to the world of opportunities for you. But Employers are looking for much more than just a degree. They want graduates who stand out from the crowd and exhibit real life skills that can be applied to their organizations. Examples of such popular skills employers look for include:

- Willingness to learn
- Self motivation
- Team work
- Communication skills and application of these skills to real scenarios
- Requirement of gathering, design and analysis, development and testing skills
- Analytical and Technical skills
- Computer skills
- Internet searching skills
- Information consolidation and presentation skills
- Role play
- Group discussion, and so on

**REVA University** therefore, has given utmost importance to develop these skills through variety of training programs and such other activities that induce the said skills among all students. A full- fledged Career Counseling and Placement division, namely Career Development Center (CDC) headed by well experienced senior Professor and Dean and supported by dynamic trainers, counselors and placement officers and other efficient supportive team does handle all aspects of Internships and placements for the students of REVA University. The prime objective of the CDC is to liaison between REVA graduating students and industries by providing a common platform where the prospective employer companies can identify suitable candidates for placement in their respective organization. The CDC organizes pre-placement training by professionals and also arranges expert talks to our students. It facilitates students to career guidance and improve their employability. In addition, CDC forms teams to perform mock interviews. It makes you to enjoy working with such teams and learn many things apart from working together in a team. It also makes you to participate in various student clubs which helps in developing team culture, variety of job skills and overall personality.

The need of the hour in the field of Commerce is efficient leaders of repute, who can deal the real time problems with a flavour of innovation. This kept in focus, the CDC has designed the training process, which will commence from second semester along with the curriculum. Special coaching in personality development, career building, English proficiency, reasoning, puzzles, leadership, and strategic management and communication skills to every student of REVA University is given with

utmost care. The process involves continuous training and monitoring the students to develop their soft skills including interpersonal skills that will fetch them a job of repute in the area of his / her interest and march forward to make better career.

The University has recognized skill development and industry relationship as its very important activities. Therefore, the University-Industry Interaction and Skill Development Centre headed by a Senior Professor & Director has been established to facilitate skill related training to REVA students and other unemployed students around REVA campus. The center conducts variety of skill development programs to students to suite to their career opportunities. Through this skill development centre the students shall compulsorily complete at least two skill / certification based programs before the completion of their degree. The University has collaborations with Industries, Corporate training organizations, research institutions and Government agencies like NSDC (National Skill Development Corporation) to conduct certification programs. REVA University has been recognised as a Centre of Skill Development and Training by NSDC (National Skill Development Corporation) under Pradhan Mantri Kaushal Vikas Yojana.

The University has signed MOU's with Multi-National Companies, research institutions, Government agencies like NSDC (National Skill Development Corporation) and universities abroad to facilitate greater opportunities of employability, students' exchange programs for higher learning and for conducting certification programs.

Course Code	Duration	Course Title	L	T	P	C
BBH016F5100		Direct Taxes				

### Course Objective

The objective of this subject is to expose the students to the various provision of Income Tax Act relating to computation of Income individual assesses only.

### Unit 1: Introduction to Income Tax

Income Tax: Brief History - Legal Frame Work – Types of Taxes - Cannons of Taxation – Important, Definitions: Assessment – Assessment Year – Previous Year – Exceptions to the general rule of previous Year - Assessee – Person – Income - Casual Income – Gross Total Income – Total Income – Agricultural Income. Residential Status: Determination of Residential Status of an individual (simple problems) - Incidence of Tax (Simple Problems on Computation of Gross Total Income). Exempted Incomes: Introduction – Exempted Incomes U/S 10 (Restricted to Individual Assessee) – Only theory

### Unit 2: Income from Salary

Meaning & Definition – Basis of Charge – Allowances – Fully Taxable Allowances – Partly Taxable Allowances: House Rent Allowance, Entertainment Allowance, Transport Allowance, Children Education & Hostel Allowances - Fully Exempted Allowances – Perquisites – Tax Free Perquisites – Perquisites Taxable in all Cases: Rent freeaccommodation - Concessional accommodation, Personal obligations of the employee met by the employer – Perquisites Taxable in Specified Cases : Gardener, Sweeper, Gas, Electricity, Water and Motor car facility (when the motor car is owned or hired by the employer )– Provident Funds – Deductions from Salary U/S 16 – Problems on Income fromSalary(excluding retirement benefits).

### Unit 3: Income from House Property

Basis of Charge – Exempted Incomes from House Property – Annual Value – Determination of Annual Value – Loss due to Vacancy – Deductions from Annual Value – Problems on Income from House Property(Excluding Pre-Construction interest)

### Unit 4: Profits and Gains from Business and Profession and Total Income

Meaning and Definition of Business & Profession – Expenses & losses Expressly Allowed – Expenses and losses Expressly Disallowed – Expenses Allowed on Payment Basis - Problems on computation of income from Business of Sole Proprietor. Computation of total income: Income from Capital Gains (excluding exemptions - Theory only) - Income from Other Sources (Theory only) - Deductions U/S 80 C, D & G. Simple problems on Computation of Total income of an Individual.

### BOOKS FOR REFERENCE

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.

2. B.B. Lal: Direct Taxes, Konark Publisher (P) ltd.
3. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
4. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
5. Gaur & Narang: Income Tax, Kalyani Publisher s
6. 7 Lecturer – Income Tax – VBH
7. Dr.V.Rajesh Kumar and Dr.R.K.Sreekantha: Income Tax – I, Vittam Publications

Course Code	Duration	Course Title	L	T	P	C
BBH016F5200		<b>Business Policy and Strategic Management</b>				

### Course Objective

Course Description: An Organization consists of different departments and processes. Managers at all level must understand how a company? Departments and processes fit together to achieve its goal. It focuses on all the functional areas of business and presents a cohesive strategic management model from a strategic perspective. The providers and insight on the strategy adopted by the companies in response to environmental change. The course provides a comprehensive and integrated presentation of current strategic management thinking in a clear and succinct format.

### Unit 1: Introduction to Strategic Management

Defining strategy- levels at which strategy operates- approaches to strategic decision making, the strategic management process- Strategic intent: Vision, mission and objectives. Environmental analysis: The organizations environment- External and internal environment, components of external and internal environment- Environment scanning- Organizations responses to the environment.

### Unit 2: Industry and resource analysis, Strategy Formulation and Choice

A framework for industry analysis, Michael porter's analysis- usefulness of Industry analysis- Competitive analysis: Forces shaping competition in an industry- interpreting the Five force models- Strategic group, and competitor analysis- Internal analysis: Resource based strategy- the resource based view, Resources- capabilities and competencies- approaches to internal analysis- carrying out SWOT. Strategy formulation and choice: Corporate level strategy: Introduction- The balanced score card- Grand strategies- Growth/Expansion strategy- Diversification Strategy- Stability strategy- Retrenchment strategy- combination strategy.

### Unit 3: Corporate restructuring and Global strategies

The concept of corporate restructuring- the process of restructuring- mergers and acquisition- takeovers- cooperative strategies- Reasons for strategic alliances- risks and costs of strategic alliances. Global strategies: Globalisation-risks- global expansion strategies- the MNC mission statement- deciding which market to enter- market entry strategy international strategy - Business level strategy - Strategic analysis and choice

### Unit 4: Strategy implementation, Evaluation and control

Issues in strategy implementation- Activating strategy and resource allocation- strategy-structure relationship- the functional structure- divisionalisation- Functional level strategies: Operational strategy, financial strategy, marketing strategy and Human resource strategy. Strategic evaluation and

control: Importance, barriers- evaluation criteria- strategic control- operational control- evaluation techniques for operational control- characteristics of an effective control system

**Essential Text Books:**

1. VSP ,Rao & V Hari Krishna.(2009).Strategic Management: Text and Cases(5th ed.).New Delhi: Excel Books Prescribed Text for further reading:
2. Allen C. Amason.(2011).Strategic Management :From theory to Practice(1st ed.).New York:
3. Routledge Jay ,B.Barney & William S. Hesterly.(2011).Strategic Management & Competitive Advantage: Concepts & Cases(4th ed.).Prentice Hall
4. Gregory Dess, Alan Eisner, G.T.Lumpkin & Gerry Mc Namara(2011).Strategic Management: creating competitive advantages(6th ed.).Mc Graw Hill Education
5. Charles W.L. Hill & Gareth R. Jones(2012).Strategic Management-An Integrated approach(10th ed.).South Western: Cengage Learning.

Course Code	Duration	Course Title	L	T	P	C
BBH016F5300		Advertising				

**Course Objective:** The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing.

**Unit-1: Introduction**

Communication process-basic and elements; Marketing Communication-response hierarchy, models and alternatives; Advertising-meaning, nature and importance of advertising, types and objectives. Audience selection; Setting of advertising budget: determinants and major methods.

**Unit-2: Media Decisions**

Major media types - their merits and demerits; Advertising through internet and interactive media-Issues and considerations; Factors influencing media choice; media selection, media scheduling

**Unit-3: Message Development**

Advertising creativity; Advertising appeals; Advertising copy and elements of print advertisement creativity; Tactics for print advertisement.

**Unit-4: Measuring Advertising Effectiveness and Organisational Arrangement**

Arguments for and against measuring effectiveness; Advertising testing process; Evaluating communication and sales effects; Pre- and Post-testing techniques.

Organisational Arrangement: Advertising Agency: Role, types and selection of advertising agency; Reasons for evaluating advertising techniques. Social, ethical and legal aspects of advertising in India; Recent developments and Issues in advertisement.

### Suggested Readings:

1. Belch and Belch, Advertising and Promotion, Tata McGraw Hill Co.
2. Sharma, Kavita, Advertising: Planning and Decision Making, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, Advertising and Brand Management, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, Advertising: Principles and Practice, Pearson Education
5. Terence A. Shimp, Advertising and Promotion: An IMC Approach, South Western, Cengage Learning.
6. O'Guinn, Advertising and Promotion: An Integrated Brand Approach, Cengage Learning.

Course Code	Duration	Course Title	L	T	P	C
BBH016F5400		Talent Management				

**Course Objective:** The objective of the course is designed to develop an understanding of the practices used by organizations to attract, engage and retain talent across cultural settings and helps students to acquire graduate level knowledge in the area of Human Resources leadership as applied to Talent Management within organizations.

#### Unit-1: Talent Management

Introduction, Definition & Need for Talent Management; Principles of Talent Management – Desert island principle, need to be needed principle, workforce forecast, systematic approach to talent management; Talent Management System – components and benefits of TMS, creating TMS, challenges.

#### Unit-2: Talent Management Process; Talent Acquisition

The recruitment process, attracting the right candidates, assessment and 360<sup>0</sup> feedback, performance of recruitment methods; Talent Development –Potential identification and development, coaching for sustained &desired change, integrating coaching, training and development with talent management. Talent Integration – fitting leaders within the culture; induction programs, building teams.

#### Unit-3: Appraising and Rewarding Performance

Performance management, objectives of performance management in managing talent, benefits, strategies to motivate employees; Talent Management Calibration – characteristics & benefits. Talent Retention –motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.

#### Unit-4: Role of Information Technology in Effective Talent Management Systems

Talent management information system, creating business value through information technology, five steps to a talent management information strategy; Talent Management and

Corporate Restructuring - Introduction, Corporate Reconstruction, Timing the Corporate Reconstruction, Business Process Re-engineering; Introduction to HR Analytics for TM Processes.

**Suggested Readings:**

1. Talent Management: Process of Developing and Integrating Skilled Workers – Ravinder Shukla Global India Publications, New Delhi, 2009
2. Chowdhary, Subir, The Talent Era, Financial Times/ Prentice Hall International
3. A Conceptual Approach to Strategic Talent Management – Tapomoy Deb, Indus publishing, 2005
4. The Talent Management Handbook – Lance A. Berger & Dorothy R. Berger, TataMcGraw Hill
5. Performance Management – Herman Aguinis, Pearson Education, 2007

Course Code	Duration	Course Title	L	T	P	C
BBHO16F5F11		Advanced Financial Management				

**Course Objective:**

The objective of this subject is to familiarize the students with Advanced Financial analysis and decision making.

**Unit 1: Investment Decisions and Risk Analysis**

Risk Analysis – Types of Risks – Risk and Uncertainty – Techniques of Measuring Risks – Risk adjusted Discount Rate Approach – Certainty Equivalent Approach – Sensitivity Analysis - Probability Approach - Standard Deviation and Co-efficient of Variation – Decision Tree Analysis – Problems.

**Unit 2: Sources of Capital**

Long Term Sources – Meaning – Equity Shares – Preference Shares – Debentures – Differences between Shares & Debentures – Retained Earnings – Long Term Loans and Loans from Financial Institutions.

**Unit 3: Capital Structure and Dividend Theories**

Introduction – Capital Structure – Capital Structure Theories - Net Income Approach - Net Operating Income Approach - Traditional Approach – MM Approach – Problems. Dividend Theories: Introduction – Irrelevance Theory – MM Model. Relevance Theories - Walter Model - Gordon Model – Problems on Dividend Theories.

**Unit 4: Planning and Forecasting of Working Capital**

Concept of Working Capital – Determinants of Working Capital – Estimating WorkingCapital Needs – Operating Cycle – Cash Management – Motives of Holding Cash – Cash Management Techniques – Preparation of Cash Budget – Receivables Management – Preparation of Ageing Schedule and Debtors Turnover Ratio – Inventory Management Techniques – Problems on

EOQ.

### Suggested Readings:

1. Narendra Singh Advanced Financial Management
2. Muniraju – Advanced Accounting Management, HPH.
3. K. Venkataramana, Advanced Financial Management, SHBP.
4. Avadhani - Advanced Accounting Management, HPH
5. Ghousia Khatoon, Mahanada B. C. Advanced Financial Management VBH
6. S N Maheshwari, Financial Management Principles and Practice, Sultan Chand
7. Khan and Jain, Financial Management, Tata McGraw Hill
8. Sudhindra Bhat ; Financial Management, Prentice Hall of India
9. Sharma and Sashi Gupta, Financial Management, Kalyani Publication
10. IM Pandey, Financial Management. Vikas Publication
11. Prasanna Chandra, Financial Management, Tata McGraw Hill
12. R.M Srivastava ; Financial Management & Policy, Sterling publishers

Course Code	Duration	Course Title	L	T	P	C
BBHO16F5M11		Retail Management				

**Objective:** The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

#### Unit-1: Introduction to Retailing and Formats

Definition, Characteristics, Evolution of Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry. Retail Formats and Theories: Retail Sales by ownership, On the basis of Merchandise offered, non store Based retail mix & Non traditional selling. Theories of retail development, concept of retail life cycle.

#### Unit-2: Store Planning and Retail Marketing

Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management, types of store locations and importance. Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing Mix, CRM, Advertising in Retailing.

#### Unit-3: Retail Merchandising and Pricing

Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management, process of merchandising buying, Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

#### Unit-4: Retail Operation



Elements/Components of Retail Store Operation, Store Administration, Store Manager – Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

**Suggested Readings:**

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
6. Harjit Singh: Retail Management, S. Chand Publication.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F5H11		International Human Resource Management				

**Course Objectives:** Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**Unit-1: 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-2: 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-3: Performance Management & Compensation**

A conceptual background, performance management cycle, models, Appraisal of expatriate, Third and host country employees. International Compensation: Forms of compensation and factors that influence compensation policy, Key components of international compensation.

**Unit-4: 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.

### Suggested Readings:

1. Monir H. Tayeb, International Human Resource Management, Oxford University Press, 2005.
2. Peter J. Dowling, Denice 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.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F5E11		Creativity Innovation and Entrepreneurship				

**Course Objective:** To understand the creativity and innovations management aspects in an enterprise.

#### Unit-1: The Creativity Phenomenon

Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

#### Unit-2: Mastering Creative Problem Solving

Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

#### Unit-3: Creative Intelligence

Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

#### Unit-4: Innovation Management, Micro and Macro Perspectives of Innovation

Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories. Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level-

Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

**Suggested Readings:**

1. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
3. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
4. A.Dale Timpe, Creativity, Jaico Publishing House, 2003.
5. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
6. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F6100		Goods and Services Tax(GST)	3	1	0	4

**Objective of the Course**

To provide an in depth study on the various provisions of GST law and their impact on Business Environment.

**UNIT- I Fundamentals of GST ACT 2017**

Introduction, Overview of GST- Key concepts of GST Act-Features of GST- Need for GST in India- Pros & Cons of GST implementation in India-Objectives- taxes subsumed in GST- Dual GST Model- Structure of GST (SGST,CGST,IGST, UTGST)- Powers and Functions. GST ACT 2017: Overview of GST Act 2017- Salient features of CGST Act, SGST Act (Karnataka State), IGST Act. Important Definitions under GST Act- Actionable claim, Address of Delivery, Aggregate Turnover, Agriculturalist, Associated enterprises, Business, GST Council, Credit note and Debit note, Deemed Exports, Draw-back, Electronic Credit Ledger, Exempt supplies, Input, Input service, ISD, Input tax, Input Tax Credit, Job work, Intra-state supply of goods, Reverse charge, Invoice, Composition scheme, Person, Turnover in state.

**UNIT- 2 Levy and collection of tax**

Introduction-Supply: meaning and Scope of Supply, types of supply, treatment of mixed & composite Supply, Liability of tax payable person, Rate and value of tax, transactions without considerations, List of transactions for supply of goods & services and list of transactions for non supply of goods & services- Reverse charge Mechanism.

**UNIT – 3 Time of supply, GST network and technology**

Introduction- time of supply-forward charge, Reverse charge, residuary, special charges Time of supply of service- forward charge, reverse charge, Vouchers, Residuary, Special charges. Problems on determination of time of supply. GST NETWORK: Structure, Vision and Mission, Powers and Functions, Goods & Service Tax Suvidha Providers (GSP): Concepts, Framework and Guidelines and architecture to integrate with GST system- GSP Eco system.

## UNIT – 4 Input Tax and Credit, Assessment and Returns

Input Tax : Meaning, conditions for taking credit, ineligible input tax credit, availability of credit in special circumstances, Input tax credit and change in constitution of registered person, Taking input tax credit in respect of inputs and capital goods sent for job work, Manner of Distribution of Credit by Input Service Distributor (ISD). Overview of Assessment, returns-Types- Furnishing details of outward supplies and Inward supplies, Claim on ITC, Matching reversal and reclaim of ITC, Steps for Filing forms, Levy of late fee. Problems on Assessment of tax and tax liability.

Course Code	Duration	Course Title	L	T	P	C
BBHO16F6300		<b>Operational Research for Managerial Decision</b>	3	1	0	4

**Course Objective:** To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

### Unit-1: Introduction to Operations Research

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a Mathematical Model, Types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

### Unit-2: Linear Programming Method

Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Simplex method(Basic Problems up to 3 Iterations), converting primal LPP to dual LPP, Limitations of LPP.

### Unit-3: Transportation Problem and Assignment Model

Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of Optimality by MODI Method, Unbalanced Transportation Problem (Supply and Demand) , Degeneracy and its resolution.

**Assignment Model:** Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem.

### Unit-4: Decision and Queuing Theory

Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, Decision Tree, Construction of Decision Tree.

**Queuing Theory:** Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game Theory, Saddle Point, Value of the Game (Optimal Solution)

**Suggested Readings:**

- S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
- R. Pannerselvam, Operations Research, Prentice Hall International , 3e, 2012
- J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
- Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
- Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
- Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand , 2012.

Course Code	Duration	Course Title	L	T	P	C
BBH016F6200		New Venture Planning				

**Objective:**

The curriculum aims at giving exposure to students regarding different aspects of setting up a new business. After completing the course student should be able to develop an understanding of the process of identifying various sources of new business ideas of products and services. The understanding of this paper will help them to examine, evaluate and approach different sources of finance, the nature of marketing effort required and to develop a comprehensive business plan.

**Unit 1: Starting New Ventures**

Opportunity identification, The search for new ideas, Source of innovative ideas, Techniques for generating ideas, Entrepreneurial imagination and creativity thinking , Developing your creativity, Impediments to creativity. Methods to Initiate Ventures: The pathways to New Ventures for Entrepreneurs, Creating New Ventures, Acquiring an established Venture: Advantages of acquiring an ongoing Venture, Examination of key issues, Franchising: How a Franchise works. Franchise Law. Evaluating the franchising opportunities.

**Unit 2: Legal Challenges in Setting up Business**

Intellectual Property Protection: Patents, Trademarks and Copyrights, Requirements and Procedure for filing a Patent, Trademark and Copyright. Legal acts governing businesses in India. Identifying Form of Organisation: Sole Proprietorship, Partnership, Limited Liability Partnership and Company.

**Unit 3: The Search for Entrepreneurial Capital**

The entrepreneur's Search for Capital, The Venture Capital Market, and Criteria for evaluating New Venture Proposals, evaluating the Venture Capitalist. Financing Stages, Alternate Sources of Financing for Indian Entrepreneurs, bank Funding, Government Policy Packages, State Financial Corporations (SFCs), Business Incubators and Facilitators, informal risk capital: Angel investors.

**Unit 4: The Marketing Aspects of New Venture and Business Plan Preparation for New Venture**

Developing a Marketing Plan: Customer Analysis, sales Analysis and Competition Analysis, Market Research, Sales Forecasting, evaluation, Pricing Decision. Business Plan Preparation for New Venture: Business Plan: Concept, Pitfalls to avoid in Business Plan, Benefits of a Business Plan, Developing a Well-Conceived Business Plan, Elements of a Business Plan: Executive Summary. Business Description. Marketing: Market Niche and Market Share. Research, Design and Development, Operations, Management, Finances, Critical-Risk. Harvest Strategy, Milestone Schedule.

Course Code	Duration	Course Title	L	T	P	C
BBH016F6400		Organizational Change and Development	2	1	0	3

**Course Objective:** The objective of the course is designed to develop an understanding of the practices used by organizations to change and manage its development.

**Unit-1: Organizational development**

Organizational development –Definition –history of OD –values, assumptions and beliefs in OD; Foundations of OD; Models and Theories –systems theory participation and empowerment –teams and team work –parallel learning structures.

**Unit-2: Organizational Interventions**

OD Interventions - Team Interventions – Intergroup Interventions- Third party peace making intervention, Comprehensive OD; Theory and Practice on change and changing - nature of planned change.

**Unit-3: Managing Organizational Development Process**

Managing OD Process- Action Research as a process and approach; history and varieties of action research. Operational Components of OD- Diagnostic, Action and Process –Maintenance components; Resistance to change.

**Unit-4: Implementation and Assessment of OD**

Implementation conditions for failure and success in OD efforts; Assessment of OD and change in organizational performance; The impact of OD Structure interventions and applicability of

OD –training experiences –T-groups –behavioural modelling –life and career planning – coaching and mentoring –instrumental training

**Text Books:**

- Organization Development and Transformation, French, Bell &Zawacki, TMH.
- Organization Development, French&Bell, Pearson.

**References:**

- Organization Change and Development, Kavita Singh: Excel.
- Organization Development, Daniel Robey & Steven Actman, Macmillan.
- Organization Development and Change, Cummins &Worley, Thomson, Cengage.
- Organisation Development Interventions& Strategies, S. Ramnarayan, T.V Rao & Kuldeepsingh, Response.

Course Code	Duration	Course Title	L	T	P	C
BBH016F5F12		Financial Markets and Services				

**Course Objective:**

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

**Unit-1: An Introduction to Financial System and its Components**

Financial markets and institutions. Financial intermediation. Flow of funds matrix. Financial system and economic development. An overview of Indian financial system.

**Unit-2: Financial Markets**

Money market-functions, organization and instruments. Role of central bank in money market; Indian money market-An overview. Capital Markets-functions, organization and instruments. Indian debt market; Indian equity market-primary and secondary markets; Role of stock exchanges in India.

**Unit-3: Financial Institutions**

Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs)-An overview and role in Indian economy. Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

#### **Unit-4: Overview of Financial Services Industry, Leasing and Hire-Purchase**

Fund based and fee based financial services, Merchant banking-pre and post issue management, underwriting. Regulatory framework relating to merchant banking in India.

Leasing and hire-purchase : Consumer and housing finance; Venture capital finance; Factoring services, bank guarantees and letter of credit; Credit rating; Financial Counseling and Portfolio management Services.

#### **Suggested Readings:**

1. Bhole, L.M., Financial Markets and Institutions. Tata McGraw Hill Publishing Company
2. Khan, M.Y., Indian Financial System-Theory and Practice. New Delhi: Vikas Publishing House
3. Sharma, G.L., and Y.P. Singh eds. Contemporary Issues in Finance and Taxation. Academic Foundation, Delhi
4. Khan and Jain, Financial Services, Tata McGraw Hill
5. Singh, J.K., Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.
6. Annual Reports of Major Financial Institutions in India.

<b>Course Code</b>	<b>Duration</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>BBH016F5M12</b>		<b>Brand Management</b>				

**Course Objective:** Course Description: The course explores the significance of branding with the emerging managerial, relational and social perspectives.

#### **Unit-1: Concept of Brand**

Brand VS Product, Why Brand, Can everything be brand, Identification of branding challenges and opportunities; Strategic brand Management Process. Customer: Customer based brand equity; sources of brand equity, CRM, Brand equity VS Customer equity.

#### **Unit-2: Brand Positioning, Elements, Leveraging Secondary Brand association**

Points of parity & points of difference, positioning guidelines, brand mantras, internal branding. Brand elements - criteria for choosing it, integrated marketing communication. Leveraging Secondary Brand Associations: co-branding, licensing, celebrity endorsement, event sponsoring.

#### **Unit-3: Managing Brand Equity**

What it means: how to build it? Understanding and measuring brand equity using Inter-brand methodologies, Monitoring brands, Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, Brand audit-Brand inventory, brand exploratory, Qualitative & Quantitative Research techniques. Managing Brand Extensions, brand hierarchy, design of a brand strategy, Brand Extension: Types of Brand Extension, Line and Category Extension, Pros and Cons of Brand Extension-Need for extension, Multi-Brand Strategy, Geographical



Expansion.

**Unit-4: Managing brands Over Time and Special branding categories**

Brand Architecture: Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, when brand is dying or stagnating, or when the market is dying or stagnating. Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands, TOM (Top of mind recall) brands. Brand building in Indian context, Managing Premium brands.

**Essential Text Books:**

1. Keller, K.L. (2010). Strategic brand management (3rd edn). Prentice Hall of India.
2. Aaker, D.A. (2011). Brand Relevance: Making Competitors Irrelevant, Jossey-Bass.
3. Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.
4. Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.
5. Aaker, D.A., & Joachimsthaler, E. (2000). Brand Leadership. New York: Free Press.
6. Kapferer, Jean-Noel. (1997). Strategic Brand Management. Dover, NH: Kogan Page.
7. Holt, D.B. (nd). How Brands Become Icons. The Principles of Cultural Branding, Harvard Business School Press.
8. Deming, S. (2007). The Brand who Cried Wolf. Wiley Publishers.

Course Code	Duration	Course Title	L	T	P	C
BBH016F5H12		Performance Management and Competency Mapping				

**Unit-1: Performance Management**

Performance Appraisal: Meaning, Types (Traditional & Modern Methods), Appraisal communication, appraisal interview, Feedback, Performance coaching  
 Performance Management: Meaning, Principles, Objectives, Scope and benefits, Job role and Competency analysis, Goal setting process.

**Unit-2: Performance Management System**

Measuring performance – objectives, measurement approaches – traits, behaviour, results based, types, measurement issues. PMS: Developing, implementing and maintaining PMS, Performance improvement and performance management discipline.

**Unit-3: Competency Mapping**

Competency Mapping: Definitions and components of Competency, skill, knowledge and motive-traits of self-concept. Procedures & Steps: Determining objectives and scope, performance effectiveness, tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs.

**Unit-4: Competency Categories**

Threshold competency – Differentiating competency – Functional or Technical competency –

## Leadership competency –Managerial competency.

### Suggested Readings:

1. Performance Management; A.S. Kohli & Tapomay Deb, Oxford University Press
2. The handbook of Competency Mapping; Seema Sanghi, Sage Publications
3. UdaiPereekh & T V Rao, *Designing and managing Human Resource Systems*, oxford publications.
4. Herman Aguinis, *Performance measurement*, Pearson education.

Course Code	Duration	Course Title	L	T	P	C
BBH016F5E12		Family Business Management				

**Course Objective:** To understand the importance of family-owned businesses for achieving Competitive advantage in the market place.

### Unit-1: Introduction to Family Business

Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

### Unit-2: Ownership Challenges and Family Governance

Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

### Unit-3: Successor Development

Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

### Unit-4: Strategic Planning and Transgenerational Entrepreneurship

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic

regeneration- The Business Rejuvenation matrix - Intrapreneurship.

**Suggested Readings:**

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
5. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
6. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

## FACULTY MEMBERS

SL. NO.	Name of the Faculty	Designation
1	Dr. M M BAGALI	Professor & Director
2	Dr. CHITHAMBAR GUPTA V	Associate Professor
3	Dr. SHINU ABHI	Head-REVA Academy for Corporate Excellence
4	Prof. B DIWAKAR NAIDU	Associate Professor
5	Dr. SHALINI CHANDRA	Associate Professor
6	Dr. B R SANTOSH	Associate Professor
7	Prof. SHIVASHARANA	Associate Professor
8	Prof. H N SHYLAJA	Assistant Professor
9	Prof. SANDHYA.S	Assistant Professor
10	Dr. RUCHI GUPTA	Assistant Professor
11	Prof. MANJUNATH V S	Assistant Professor
12	Prof. ANSHU RANI	Assistant Professor
13	Prof. NAGENDRA S M	Assistant Professor
14	Prof. NAVEEN KUMAR .P	Assistant Professor
15	Prof. NITU GHOSH	Assistant Professor
16	Prof. PILLAVENKATSWAMY	Assistant Professor
17	Prof. NIRANJAN .K	Assistant Professor
18	Prof. ANITHA KUMARI B	Assistant Professor
19	Dr. URMILA JAGADEESWARIITAM	Assistant Professor

20	Prof. SIJU C NAIR	Assistant Professor
21	Prof. SUDHAKARA M R	Assistant Professor
22	Prof. GEETHA S R	Assistant Professor
23	Prof. AISHWARYA.H	Assistant Professor
24	Prof. KUMUDA B S	Assistant Professor
25	Prof. KAVYA S	Assistant Professor
26	Prof. ANUJ VARMA	Assistant Professor
27	Prof. MEENAKSHI VARMA	Assistant Professor