



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

BBA Hons.-VI SEMESTER (20-23)

BBAI601 ENTREPRENEURSHIP

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Assessment*	END SEM University Exam	Teachers Assessment*				
BBAI601	Entrepreneurship	60	20	20	-	-	4	-	4	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to introduce students to the process of venture creation and discuss the core issues in creating a successful business. It also explains the students the major strategic decisions that entrepreneurs must make when creating a business.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understanding the major strategic decisions that entrepreneurs must make when creating a business.
2. Familiarize the students with operational and organizational challenges during the start-up phase

COURSE CONTENT

Unit I: Introduction to Entrepreneurship

1. Meaning and concept of entrepreneurship,
2. History of entrepreneurship development,
3. Role of entrepreneurship in economic development,



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4. Agencies in entrepreneurship management
5. Future of entrepreneurship.

Unit II: The Entrepreneur

1. Meaning of entrepreneur,
2. Skills required to be an entrepreneur,
3. Entrepreneurial decision process, and role models,
4. Mentors and support system.

Unit III: Business Opportunity Identification

1. Business ideas,
2. Methods of generating ideas,
3. Opportunity recognition

Unit IV: Preparing a Business Plan

1. BMeaning and significance of a business plan, components of a business plan, and feasibility study,
2. Financing the New Venture: Importance of new venture financing, types of ownership securities, venture capital, types of debt securities, determining ideal debt-equity mix, and financial institutions and banks

Unit V: Launching the New Venture

1. Choosing the legal form of new venture, protection of intellectual property, and marketing the new venture,
2. Managing Growth in New Venture: Characteristics of high growth new ventures, strategies for growth, and building the new venture capital

Suggested Readings

1. Dorf, R.C. (2007). *Technology Ventures: From Idea to Enterprise with Student DVD*. McGraw-Hill Higher Education: New York.
2. Shane, S. and Ventakaraman, S. (2000). *The promise of entrepreneurship as a field of research*. Academy of Management Review
3. Baron, J.N. and Hannan, M.T. (2002) *Organizational Blueprints for success in High-Tech start-ups*. California Management Review.
4. Swiercz, P.M. and Lydon, S.R. (2002). *Entrepreneurial leadership in high-tech firms: a field of study*. Leadership and Organization Development.
5. Berry, M.M.J. and Taggart, J.H. (1994). *Managing technology and innovation: a review*. Journal of R& D Management Journal.



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BBAIEM602 STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment *	END SEM University Exam	Teachers Assessment				
BBAIEM602	Strategic Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

Students will develop understanding of project planning and ability to monitor and control projects and risk involved. In addition, they become familiar with tools and techniques used in managing projects.

COURSE CONTENT

Unit I: Introduction

1. Meaning, Need and Process of Strategic Management
2. Business Policy, Corporate Planning and Strategic Management
3. Single and Multiple SBU organizations
4. Strategic Decision-Making Processes – Rational-Analytical
5. Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management



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Unit II: Mission, Business Definition and Objectives

1. Need, Formulation and changes
2. Hierarchy of objectives, Specificity of Mission and Objectives
3. SWOT Analysis, Factors affecting; Techniques of Internal Analysis;
4. Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP)
5. Environment analysis – factors influencing it, ETOP

Unit III: Strategy Alternatives, Grand Strategies and their sub strategies

1. Stability, Expansion, Retrenchment and Combination
2. Internal and External Alternatives
3. Related and Unrelated Alternatives
4. Horizontal and Vertical Alternatives

Unit IV: Strategic Choice and Analysis

1. Managerial Choice Factors, Choice Processes – Strategic Gap Analysis
2. ETOP-SAP Matching, BCG Product – Portfolio Matrix
3. G.E. Nine Cell Planning Grid; Contingency Strategies
4. Prescriptions for choice of Business Strategy; Choosing International Strategies

Unit V: Strategy Implementation, Concept, Barriers, Implementation Process

1. Project & Procedural Implementation
2. Resource Allocation; Structural Implementation
3. Plan and Policy Implementation; Leadership Implementation
4. Behavioral Implementation, Implementing Strategy in International Setting

Suggested Readings

1. Kazmi, A. (2009). *Strategic Management and Business Policy*. Tata McGraw Hill:New Delhi
2. Lomash, S. & Mishra, P.K. (2003).*Business Policy & Strategic Management*. Vikas Publication: New Delhi. .
3. Trehan, A. (2010).*Strategic Management*. Dreamtech: Wiley.
4. Nag, A. (2011). *Strategic Management. Analysis. Implementation. Control*. Vikas Publication: New Delhi.
5. Parthasarthy, R. (2008). *Fundamentals of Strategic Management*. Wiley:India
6. Pankaj, G. (2006).*Strategy and the Business Landscape*. Pearson.
7. Haberberg, A. & Rieple, A. (2010).*Strategic Management*. Oxford Press: New York.
8. Tushman, R. (2010.) *Managing Strategic Innovation& Change*. Oxford Press: New York.



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BBA + MBA

List of Electives - Finance

SEMESTER-VI

- BBAIEF603 Investment Analysis and Portfolio Management
- BBAIEF604 Wealth Management
- BBAIEF605 Foreign Exchange Market
- BBAIEF606 Financial Derivatives and Risk Management



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SEMESTER-VI

BBAIEF603 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF603	Investment Analysis and Portfolio Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;
***Teacher Assessment** shall be based on following components: Quiz/Assignment/Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objectives of this course is to provide the students in depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of portfolio management services.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide understanding of the concepts used in investment analysis
2. Identification of effective investment techniques
3. Understanding of importance of Portfolio Management

COURSE CONTENT

Unit I: Introduction

1. Introduction: Concept of Investment, Investment V/S Speculation
2. Financial and Economic Aspect of Investment
3. Types, Characteristics and Objectives of Investment
4. Operations of Indian Stock Market; New Issue Market; Listing of Securities



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Unit II: Risk and Return

1. Risk Return: Concept Of Risk and Return
2. Systematic and Unsystematic Risk
3. Multifactor Model of Risk & Return, Efficient capital Markets
4. Concept of Beta, Capital Assets Pricing Model

Unit III: Valuation of securities

1. Securities Valuation: An Introduction to Security Valuation
2. Macroeconomic & Market Analysis
3. Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model
4. Bonds Yield

Unit IV: Bond Valuation

1. Bond Value Theorem. Valuation of Equity: Constant Growth Model
2. Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models
3. Valuation Of Preference Shares
4. Valuation of Warrants

Unit V: Portfolio Management

1. Fundamental Analysis and Technical Analysis
2. Dow Theory, Elliott Wave Theory, Efficient Market Theories
3. Portfolio Concepts: Portfolio and Security Returns
4. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.
5. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures
6. Portfolio Management Strategies: Bond Portfolio Management Strategies



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Suggested Readings

1. Donald, E., Fischer and Ronald, J., and Jordan, J. (2007). *Security Analysis and Portfolio management*. Pearson Education, New Delhi.
2. Bhall, V.K (2008). *Investment Management*. Sultan Chand, New Delhi.
3. Chandra, P. (2009). *Investment Analysis and Portfolio Management*. TMH, New Delhi.
4. Avadhani, V. A. (2008) *Securities Analysis and Portfolio Management*. Himalaya, Mumbai.
5. Sharpe, W., Gordon, J. and Bailey, V. (2009). *Fundamentals of Investments*. Prentice Hall, New Delhi.
6. Reilly, F. and Keith, B. (2009), *Investment Analysis Portfolio Management*. Cengage learning, New Delhi.
7. Charles, P. (2009). *Investments – Analysis and Management*. John Wiley, NY.
8. Bhat, S. (2009). *Security Analysis and Portfolio Management*. Excel Publication, New Delhi.
9. Hull, J. (2009). *Options, Futures and other Derivatives*. Pearson Education, New Delhi.



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BBAIEF604 WEALTH MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF604	Wealth Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; ***Teacher Assessment** shall be based on following components: Quiz/Assignment/Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The fundamental aim of the course is to understand concept of wealth management in detail.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarize the students with the concept of wealth management
2. Equip students with understanding of functions of corporate finance

COURSE CONTENT

Unit I Wealth Management

1. What is Wealth Management
2. Comprehensive Wealth Management
3. Estimating Wealth Market for a Country
4. Wealth Management Verticals

Unit II: Wealth Management Process

1. Developing a Wealth Management Plan
2. Essentials of a Comprehensive Wealth Plan



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Unit III: Personal Financial Statements

- 1.Steps in Personal Money Management
- 2.Strategy for Cash Management
- 3.Aim of a Cash Flow Statement
- 4.Budgeting for Skilled Money Management

Unit IV: Use of Capital Budgeting and corporate finance techniques in Personal Finance

1. Use of Capital Budgeting Techniques in Personal Finance
2. Net Present Value (NPV) Method
3. Internal Rate of Return (IRR)
4. Time Value of money
5. Principles of Corporate Finance
6. Capital Structure of a Corporate- Theory and Policy
7. Public Issue, Book Building, Role of Investment Banker

Unit V: Wealth Management Industry

1. Wealth Management Industry
2. Wealth Management Industry an Overview
3. Source of Wealth
4. Wealth Management Industry Challenges
5. Concept of Family Offices
6. Four Core organizational models of the banks focusing on wealth management

Suggested Readings

1. Evensky, H. (2011), *The new wealth Management*, CFA Institute Investment Series Publication
2. Sankaran S. (2012), *Wealth Engine*, Vision Books
3. Hallman, G., and Jerry S. (2015) ,*Private Wealth Management: The Complete Reference for the Personal Financial Planner*, McGraw-Hill Education:Delhi



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BBAIEF605 FOREIGN EXCHANGE MARKET

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIE F605	Foreign exchange market	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective of the course is to make students understand how the foreign Exchange Market operates. Also, to make them aware about the principles of currency valuation and foreign exchange management in India.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understand the international currency markets, currency pairs, how foreign currency trades, the global trading centers, and the global trading day.\
2. . To explain techniques that can be used to hedge foreign exchange risk.

COURSE CONTENT

Unit I: Introduction to Foreign Exchange Market

1. Foreign Exchange Markets and Transactions
2. Important terms & concepts
3. Foreign Exchange & Euro currency
4. Foreign Exchange dealing & quotations



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Unit II: Foreign Exchange Management

1. The risks element in foreign exchange markets
2. Need & Importance of foreign exchange management
3. Methods adopted (spot & forward, swaps, options & futures)

Unit III: Foreign Exchange Market in India

1. Impact of liberalization & globalization in India's foreign exchange market
2. RBI's role in directing & controlling foreign exchange market
3. FEMS & the Indian foreign exchange market
4. Indian multinationals & their impact on foreign exchange

Unit IV: Gold & Bretton woods systems

1. Gold & Bretton woods systems
2. Fixed & Floating exchange rate system
3. Adjustable peg system

Unit V: Bond valuations, Price Yield relationship, Bond Price forecasting

1. Introduction, Futures and Forwards
2. Hedging with Futures
3. Pricing of Futures and Arbitrage Conditions and Stock Index Futures

Suggested Readings

1. Steve, A. (2003), *Foreign Exchange in Practice: The New Environment*, Palgrave Macmillan, NY.
2. Apte, P.G. (2010). *International Financial Management*. Tata McGraw Hill, New Delhi.
3. Madura, J. (2008). *International financial Management*. Cengage Learning, New Delhi.
4. Shapiro, C. *Multinational Financial Management*. John Wiley & Sons, New Delhi.
5. Vij, M. (2010). *International Financial Management*. Excel books, New Delhi.
6. Clark, G. (2008). *International Financial management*. Cengage Learning, New Delhi.
7. Srivastava, R. M. (2008). *Multinational Financial Management*. Excel books, New Delhi.
8. Bhalla, V.K. (2008). *International Financial Management: Text and Cases*. Anmol Publications, New Delhi.



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BBAIEF606 FINANCIAL DERIVATIVES AND RISK MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		University Exam	Two Term Exam	Assessment*	University Exam	Assessment*				
BBAIE F606	Financial Derivatives and Risk Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to provide an introduction to derivative securities, the arbitrage relationships associated with them

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Equip students with understanding of derivative security markets, including call and put options, futures and forward contracts, and swaps
2. Develop analytical and integrative thinking in understanding and implementing the risk management practices

COURSE CONTENT

Unit I: Introduction

1. Introduction, Futures and Forwards
2. Forward and Futures – A Quick Look
3. Hedging with Futures



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Unit II: Introduction, Types of Options,

1. Differences between Options and Futures
2. Pay Off of Various Options
3. Special Applications of Options

Unit III: Eligibility and criteria

1. NSE membership - Categories
2. Eligibility and criteria
3. Futures contract specifications, trading system
4. Placing orders, client broker relationship
5. Clearing entities and Settlement mechanism

Unit IV: Principles of Option Pricing

1. Introduction, Principles of Option Pricing-Put Call Parity
2. The Binomial Model for Pricing of Options
3. The Black-Schools Model

Unit V: Bond valuations, Price Yield relationship, Bond Price forecasting

1. Introduction to Options Greek and Basic Delta Hedging
2. Interest Rate Derivatives
3. SWAPS, Credit Derivatives and Risk Management with Derivatives

Suggested Readings

1. Vohra, N.D. and Bagri, B.R. (2009). *Futures and Options*. New Delhi: Tata McGraw-Hill.
2. Redhead, K. (2007). *Financial Derivatives: An Introduction to Futures, Forward, Options*. New Delhi. Prentice Hall of India.
3. Vohra, N.D. (2010). *Futures and Options*. New Delhi: Tata McGraw Hill.
4. Varma, J. (2010). *Derivatives and Risk Management*. New Delhi: Tata McGraw Hill.
5. Clark, G. (2008). *International Financial management*. Cengage Learning
6. Srivastava, R. M. (2008). *Multinational Financial Management*. New Delhi: Excel books.
7. Bhalla, V.K. (2008). *International Financial Management: Text and Cases*. New Delhi: Anmol Publications.



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BBA + MBA

List of Electives - Human Resource

Semester VI

- BBAIEH 603 Managerial Counseling
- BBAIEH 604 Managing Diversity at Workplace
- BBAIEH 605 Advanced Manpower Planning
- BBAIEH 606 Knowledge Management & HR



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BBAIEH603 MANAGERIAL COUNSELING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME										
		THEORY					PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Term	Teachers Assessment	END SEM University Exam	Teachers Assessment						
BBAIEH603	Managerial Counseling	60	20	20	-	-	4	-	-	4		

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

This course aims at providing an outline of the counselling processes and techniques Involved in it. It also helps in creating an environment for practising the basic counselling skills which will help employees in performance planning and career advancement.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To understand the concept of Counseling for Managers
2. Identify and apply various approaches to counseling in real life
3. Understand the importance of managerial counseling for the individual and organizational improvement.

COURSE CONTENT

Unit I: Workplace today - Industry and Its Impact on the Worker

1. Various approaches to deal with human problems in industry.
2. Basics of managerial counseling

Unit II: Intrinsic Development of Managers as Counselors

1. Barefoot Counseling
2. Understanding Assertiveness and Interpersonal Skills for Counselors



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Unit III: Foundations of Counseling Skill

1. Introduction to the Important Schools of Counseling
2. Psychoanalytic Foundations: Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy

Unit IV: Model of Counseling

1. Integrated Model of Counseling
2. Essentials of Skills and Cues

Unit V: Counseling Interventions in Organizations

1. Listening and Responding and Effective Feedback
2. Performance Counseling and Counseling in Problem Situations

Suggested Readings

1. MacLennan, N. (1996). *Counseling for Managers*. Gower,
2. Singh, K. (2007). *Counseling Skills for Managers*. PHI Learning.
3. Nelson-Jones, R. (2012). *Introduction to Counseling Skills: Text and Activities*. SAGE.
4. Casemore, R. (2011). *Person-Centered Counseling in a Nutshell*. SAGE.



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BBAIEH604 MANAGING DIVERSITY AT WORKPLACE

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment *	END SEM University Exam	Teachers Assessment *				
BBAIEH604	Managing Diversity at Workplace	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

This course aims at developing an understanding the issues and challenges involved in managing a diverse workforce and gaining deeper insights about individual biases towards diversity management.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

Upon completion of this course, the student will be able to:

1. Recognize and appreciate the diversity inherent in today's workplace;
2. Describe several examples of current application of policies and concepts to deal with diversity in the workplace.
3. Summarize critical viewpoints that may be projected because of the diversity that exists in the workplace.

COURSE CONTENT

Unit I: Introduction to Diversity

1. Diversity : Concept, Benefits and Issues in Diversity, Stereotypes
2. Primary Dimensions : Race, ethnicity, age, gender, sexual orientation, physical and mental challenges
3. Secondary Dimensions: Social class, religion, appearance/weight, language/communication
4. Do's and Dont's : Interaction with Women at Workplace



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Unit II: Paradigms for Managing Diversity

1. Paradigms for Managing Diversity: Discrimination-and-Fairness Paradigm, Access-and-Legitimacy Paradigm, Learning-and-Effectiveness Paradigm
2. Preconditions for Making the Paradigm Shift
3. Cultural Differences: India Vs West

Unit III: Global Diversity Management (GDM)

1. Organizational Perspectives of Diversity
2. Models of GDM : Process Model, House Model of GDM , Communication Model

Unit IV: Inclusion Strategies for Managing Workplace Diversity

1. Workplace Inclusion Strategies through Organizational Leadership
2. Flexible work programs, Workplace Bullying
3. Achieving Meritocracy at Workplace- Incorporating Organisational Accountability and Transparency Into a Pay-For-Performance System- Process and Criteria, Outcomes and Audiences

Unit V: Building Effective Work Relationships across Difference

1. Rethinking Political Correctness : Principles for Constructively Engaging Differences
2. Diversity and Authenticity
3. Recent Trends in Workforce Diversity

Suggested Readings

1. Stewart, R. and Clegg, C. H. (1999). *Managing Organizations: Current Issues Handbook of Organization Studies*, Vol 2. SAGE.
2. Armstrong, M. (2017). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.
3. <https://hbr.org/1996/09/making-differences-matter-a-new-paradigm-for-managing-diversity> (Retrieved on July 7, 2019)
4. https://www.academia.edu/16634467/Models_of_Global_Diversity_Management (Retrieved on July 7, 2019)
5. <https://hbr.org/2006/09/rethinking-political-correctness> (Retrieved on July 7, 2019)
6. <https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/> (Retrieved on July 7, 2019)
7. <https://hbr.org/2018/03/diversity-and-authenticity> (Retrieved on July 7, 2019)
Bourke, J., Garr, S., van Berkel, A., and Wong, J. 2017. Diversity and inclusion: The reality gap. Deloitte University: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/diversity-andinclusion-at-the-workplace.html>(Retrieved on July 7, 2019)



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BBAIEH605 ADVANCED MANPOWER PLANNING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME									
		THEORY			PRACTICAL			L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment t*	END SEM University Exam	Teachers Assessment t*					
BBAIEH605	Advanced Manpower Planning	60	20	20	-	-	4	-	-	4	

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

This course aims to develop the analytical abilities regarding changes in the manpower situation of a company and also being able to ensure availability of HR within the organisation and outside also. Enabling students to advise and assist the authorities concerned in matters related to manpower planning and development.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Students will acquire the knowledge, skill and ability necessary for preparing the manpower plan of a business enterprise.
2. They will be able to understand manpower plan prepared by the manpower planning cell of the company

COURSE CONTENT

Unit I: Manpower Planning Introduction

1. Concept, Importance, Steps in Manpower Planning
2. Obstacles in Manpower Planning,
3. Policies for Successful Manpower Planning,

Unit II: Manpower Planning Methods



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1. Quantitative Aspects
2. Qualitative Aspects
3. Methodology of successful Manpower Planning

Unit III: Manpower Planning tools

1. Computerized Manpower Planning Information System
2. Use and Applicability of Statistical and Mathematical Models in Manpower Planning

Unit IV: Matrix of Jobs and Organisation

1. Organisation Structuring: Traditional Concepts and recent Trends
2. Role Clarity, Job Enrichment/Job Enlargement
3. Career Planning/Succession Planning

Unit V: Manpower Planning Strategies

1. Formulation of Manpower for Running Enterprises with No Major Expansion Plans
2. Recent Trends in HR Planning

Suggested Readings

1. Monappa, A. (2001). *Personnel Management*. Tata McGraw- Hill: Bombay.
2. Dale, R. and Yoder, D. (1982). *Personnel Management and Industrial Relations*. Prentice-Hall.
3. Singh, P. , Chhabra, T.N., and Taneja, P.L. (2000). *Personnel Management and Industrial Relations*, Dhanpat Rai: Delhi.
4. Plumbley, P.R. (1978). *Recruitment and Selection*, Institute of Personnel Management, London.
5. Thomas L., Moffatt, T. (1979). *Selection Interviewing for Managers*, Harper and Row: New York.



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BBAIEH606 KNOWLEDGE MANAGEMENT & HR

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment t*	END SEM University Exam	Teachers Assessment t*				
BBAIEH606	Role of HR in Knowledge Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to prepare HR managers to Participate in the organizational knowledge management efforts and facilitate management of knowledge. The course also aims at developing analytical capabilities of students.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To understand the concept of knowledge Management
2. Identify and apply various approaches of Knowledge Management in organizational setting.
3. Understand the importance of Knowledge Management for the individual and organizational improvement.

COURSE CONTENT

Unit I: Introduction to Knowledge Management

1. Basic Concepts and History
2. Inputs - Strategy, People and IT
3. Data Vs Information Vs Knowledge

Unit II: Knowledge management and Culture

1. Culture and its impact on Knowledge



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2. Mitigating Individual's fears through knowledge sharing : An Organizational Perspective

Unit III: Linkage Between Knowledge management, strategy and HRM

1. Aligning individual needs with organization
2. Reward systems and KM

Unit IV: Communities of Practice (CoP) and KM

1. Significance of CoP, Designing CoP with people in mind and not technology
2. Need for customizing KM within organization
3. Pitfalls of a global KM system and problems of cross-border issues in Knowledge management

Unit V: Knowledge Management in the Indian Perspective

1. Case Study on Infosys, Tata Steel and other organizations that are experimenting with KM.
2. Contemporary issues and KM

Suggested Readings

1. Tiwana, A. (2002). *The Knowledge Management Toolkit: Orchestrating It, Strategy, And Knowledge Platforms*. Prentice Hall PTR.
2. Palmer, G. (2000). *Managing Organizational Change: A Multiple Perspectives Approach*. McGraw-Hill Higher Education.
3. Thomas, H. and Davenport, L. (2000). *Working Knowledge: How Organizations Manage What They Know*. Harvard Business Press.



BBA + MBA

List of Electives - Marketing

Semester – VI

- BBAIEM603 Advertising & Brand management
- BBAIEM604 Sales & Distribution Management
- BBAIEM605 Digital Marketing
- BBAIEM606 Rural Marketing



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BBAIEM603 ADVERTISING AND BRAND MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		SEM University Exam	Term Exam	Assessment*	SEM University Exam	Teachers Assessment*				
BBAIEM603	Advertising and Brand Management	60	20	20	-	-	4		-	4

Legends: L - Lecture:T - Tutorial/Teacher Guided Student Activity:P – Practical:C - Credit:

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to develop an insights and understanding of advertising & brand Management to the marketing students and to explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To introduce the students, the Concepts and Principles of Advertising
2. Familiarize the students with the relationship between advertising & Brand Management

COURSE CONTENT

Unit I: Introduction to Advertising

1. Advertising Industry: Advertisers, Agencies, Media Companies, and other organization
2. The communication Model: Communication process, Stages & Challenges
3. Role of advertising in primary & secondary Demand
4. Product classification
5. Hierarchy of effect model

Unit II: Customer Behavior & Advertising

1. Segmentation, motivation analyses and value proposition
2. Advertising message: message objectives, recall, emotions & feelings



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3. Message Tactics: Creative approaches, copy writing
4. Creative aspect of advertising: advertising artwork, copy in conventional media
5. Cyberspace

Unit III: Advertising Objectives

1. Goal & objectives
2. DAGMAR Approach
3. Media Strategy: Budgeting, approaches & allocation
4. Media Planning types
5. Scheduling of new media forms
- 6.

Unit IV: Branding

1. Basics of Brand.
2. Importance of Branding to Consumers and Producers
3. Branding Challenges and Opportunities
4. Brand Equity

Unit V: Brand Image and Brand Personality

1. Brand Image- Meaning and Definition,
2. Brand Image for Established and New Products
3. Brand Personality- Meaning and Definition
4. Types and Elements of Brand personality

Suggested Readings

1. Kazmi, S, & Batra, S.(2010).*Advertising & Sales Promotion*.Excel Books: New Delhi
2. Shah, K. (2009).*Advertising and Promotions: An IMC Perspective*.TMH: New Delhi
3. Batra, R. (2010).*Advertising Management*. Pearson: New Delhi
4. Jefkins, F. (2010).*Advertising*. Pearson: New Delhi
5. Noel, K. (2008).*Strategic Brand Management* Kogan Page: Boston
6. Kaptan, S. (2004).*Brand Limitations*. Himalaya Publishing House: New Delhi
7. Tapan, P. (2013). *Brand Management*. Excel Publication: New Delhi
8. Mathur, U. (2010). *Brand Management. Text and Cases*. Macmillan:New Delhi
9. Chunnawalla, S. (2003).*Compendium Brand Management*. Himalaya Publishing House:New Delhi



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BBAIEM604 SALES AND DISTRIBUTION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME									
		THEORY			PRACTICAL			L	T	P	CREDITS
		University Exam	Two Term Exam	Assessment*	University Exam	Teachers Assessment*					
BBAIEM604	Sales and Distribution Management	60	20	20	-	-	4	-	-	4	

Legends: L - Lecture:T - Tutorial/Teacher Guided Student Activity:P – Practical:C - Credit:

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to develop an insight and Understanding of Sales & Distribution Management and to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. Develop skills critical for generating, evaluating and selecting sales and distribution strategies.

COURSE CONTENT

Unit I: Introduction

1. Personal Selling: The Role of personal selling in marketing mix
2. The personal selling process
3. Personal selling objectives
4. Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale& follow-up)

Unit II: Theories of Sales Management

1. Objectives, Nature and Scope
2. Buyer - Seller Dyads, Theories of selling



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3. AIDAS Theory,
4. “Buying Formula” Theory and Behavioral Equation Theory of selling

Unit III: Planning and Organizing Sales and Sales Force

1. Sales Planning, Sales Organization
2. Sales Forecasting, Sales Budgeting
3. Territory Design and Setting Quotas
4. Recruiting and Selecting Sales persons
5. Training and Development

Unit IV: Channel Management

1. Design of Distribution Channel
2. Types of channel intermediaries –wholesalers, distributors, stockists, sales agents brokers, franchisers, C&F agents, and retailers
3. Management of Channels
4. Conflict and Competition
5. Vertical and Horizontal Marketing Systems

Unit V: Wholesaling and Retailing

1. Wholesaling-Introduction, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling
2. Retailing: Importance, Types, Retail Format
3. Physical Distribution & Logistics: Goals, function, Organizing for Physical Distribution
4. Warehousing
5. Internet as a medium for order processing and Information

Suggested Readings

1. Gupta, S L (2010). *Sales and Distribution Management*. Excel Books: New Delhi
2. Cron, W. (2010). *Sales Management. Concepts and Cases.*:Wiley: India
3. Krishana, H. (2009). *Sales & Distribution Management*. TMH:New Delhi
4. Spiro, S. (2008). *Management of a Sales Force*. McGraw-Hill:New Delhi
5. Tanner, J. (2010). *Sales Management*. Pearson publishing:New Delhi
6. Cundiff, E. & Still, R. (2010). *Sales Management Decisions: Strategies and Cases*. Pearson publishing: New Delhi
7. Cundiff, E. & Norman, A. (2010). *Sales Management - Decisions, Strategy and Cases*. Prentice Hall of India: New Delhi
8. Thomas, W. (2007). *Sales Management-Texts and Cases*. Business Publication: New Delhi
9. Johnson, K. and Schevin, R. (1994). *Sales Management: Concept practice & Cases*. MacGrawHill:New Delhi



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BBAIEM605 DIGITALMARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME									
		THEORY			PRACTICAL			L	T	P	CREDITS
		END SEM I University Exam	Two Term Exam	Assessment*	END SEM I University Exam	Teachers Assessment*					
BBAIEM60	Digital Marketing	60	20	20	-	-	4	-	-	4	

Legends: L - Lecture:T - Tutorial/Teacher Guided Student Activity:P – Practical:C - Credit:

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

This course aims to impart an in-depth perspective into digital marketing, and prepare students for the fast-paced world. The approach of the course is to place it in the context of fundamental marketing concepts, and to delve in detail into the specifics of what constitutes digital marketing.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

On successful completion of this course a student will be able to:

1. Develop a far deeper understanding of the changing digital landscape
2. Identify some of the latest digital marketing trends and skill sets needed for today's marketer
3. Discover the theories, tools and techniques to help you to successfully plan, predict, and manage your digital marketing campaigns

COURSE CONTENT

Unit I: Digital Marketing-An Overview

1. Introduction, Objectives, Definition, History and, Features of Digital Marketing
2. Digital Marketing: Scope, Benefits and Problems
3. Digital Marketing Techniques
4. Examples of best practices in Digital Marketing



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Unit II: Digital Customers

1. Introduction, Objectives, Definition of Digital Customers
2. Dealing with Customers' Motivations and Expectations
3. Fears and Phobias of Digital Customers
4. Digital Buying Process

Unit III: Digital Market

1. Definition of E-Malls
2. E-Storefront, E-Marketplace
3. Web stores, Online stores
4. Concept of E-CRM
5. Legal and Ethical Issues in Digital Marketing

Unit IV: Applications of Digital Marketing

1. Introduction, Objectives, Online Advertising
2. Search Engine Optimization (SEO)
3. Search Engine Marketing (SEM)
4. Social Media Marketing
5. Mobile Marketing
6. E mail Marketing
7. Web Marketing

Unit V: Methods and Techniques of Digital Marketing

1. Introduction, Objectives
2. Advertising Techniques
3. Copy writing for the Web, Social media and mobiles
4. Selling Methods, Sales Promotion
5. Direct Marketing Techniques

Suggested Readings

1. Strauss, J. & Frost, R. (2009). *E-Marketing*. Prentice Hall:New Jersey
2. Agarwala , K.N. &Agarwala, D(2006).*Business on the Net: What's and How's of E-commerce*. McMillan:New Delhi
3. Kalakota, R. & Andrew, W.(1997).*Frontiers of E-Commerce*. Addison WesleyNew Delhi
4. O,Brien J. (2011).*Management Information System*. TMH:New Delhi
5. Oberoi, S. (2001). *E-Security and You*. TMH: New Delhi
6. Levine, Y. (2002) . *The complete reference to Internet*. TMH:NewDelhi



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BBAIEM606 RURAL MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM I University Exam	Two Term Exam	Assessment*	END SEM I University Exam	Teachers Assessment*				
BBAIEM606	Rural Marketing	60	20	20	-	-	4		-	4

Legends: L - Lecture:T - Tutorial/Teacher Guided Student Activity:P – Practical:C - Credit:

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to create awareness about the applicability of the concepts, techniques and processes of marketing in rural context and to familiarize with the special problems related to sales in rural market, and to help understand the working of rural marketing institutions.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Sensitize to the needs and behavior of rural consumers and channels
2. Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making

COURSE CONTENT

Unit I: Introduction to Rural Marketing

1. Concept, importance and scope of rural marketing
2. Understanding rural market
3. Rural environment
4. Infrastructure and rural trade practices
5. Rural consumer behavior
6. Factors affecting consumer behavior and psychology of rural customers



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Unit II: Distribution in the Rural Markets

1. Types of rural channels
2. Selection and management of channels
3. Factors influencing channel decision
4. Retailing, transportation, warehousing

Unit III: Communication Strategy.

1. Challenges in Rural Communication
2. Developing Effective Communication
3. Determining Communication Objectives
4. Designing the Message
5. Selecting the Communication Channels
6. Creating Advertisements for Rural Audiences
7. Rural Media- Mass media
8. Non-Conventional Media
9. Personalized media

Unit IV: Branding strategy

1. Brand building in Rural India
2. Brand Spectrum
3. Brand Loyalty Vs Stickiness
4. Fake Brands-The Fakes Market, Strategy to counter fakes
5. Structure of competition in Rural India
6. Product warranty and After-sales service

Unit V: New Trends in Rural Marketing

1. Introduction
2. Focused Marketing Strategies
3. Consumer Finance
4. Retail and IT Models
5. Public-Private Partnership
6. E-Rural Marketing

Suggested Readings

1. Dogra, B.L (2010). *Rural Marketing* TataMcgraw Hill:New Delhi
2. Gopaldaswamy, T. P (2009). *Rural Marketing- Environment, Problems & Strategies*. Vikas Publishing House Pvt Limited: New Delhi
3. Kashyap, P (2012). *The Rural Marketing Book (Text & cases)*. Dreamtech Press: New Delhi
4. Mathur, U. C (2008). *Rural Marketing*. Excel Books: New Delhi
5. Badi, R.V & Badi, N.V (2010). *Rural Marketing*. Himalaya Publishing House: New Delhi
6. Dogra, B. & Ghuman, K. (2008). *Rural Marketing: Concept & Cases*. Tata McGraw-Hill Publishing Company: New Delhi
7. Singh, A.K. & Pandey, S. (2007). *Rural Marketing: Indian Perspective*. New Age International Publishers: New Delhi



BBA + MBA

List of Electives - Operations Management

Semester – VI

- BBAIEO603 Enterprise Resource Planning
- BBAIEO604 Business Process Re-Engineering
- BBAIEO605 Strategic Technology Management
- BBAIEO606 Fundamentals of Six Sigma



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BBAIEO603 ENTERPRISE RESOURCE PLANNING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO603	Enterprise Resource Planning	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T – Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To provide a basic understanding of the ERP and its applications.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To understand the concept of ERP and how to modernize and integrate business processes and systems.
2. Empower students to access information and provide services through an intuitive and integrated interface to enhance efficiency and productivity.

COURSE CONTENT

Unit I: Introduction

1. ERP – Concept, Evolution
2. Reasons for the Growth of ERP
3. Scenario and Justification of ERP in India
4. Evaluation of ERP; Various Modules of ERP
5. Advantage of ERP

Unit II: ERP System

1. ERP system: Introduction
2. Application in Finance, Plant Maintenance



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3. Application in Quality Management
4. Application in Materials Management

Unit III:ERP Market

1. ERP Market-Introduction
2. SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA)
3. QAD-A Comparative Assessment and Selection of ERP Packages and Modules.

Unit IV: Selection of ERP vendors

1. Vendors, Consultants and Users
2. In-House Implementation - Pros and Cons; Vendors
3. Consultants, End User.
4. Case Study

Unit V: Future Directions in ERP

1. New Markets, New Channels
2. Faster Implementation Methodologies
3. Business Modules and BAPIs
4. Market Snapshot, Web Enabling

Suggested Readings

1. Sheikh, K. (2009). *Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; An CRM*. McGraw-Hill:New Delhi.
2. Hendricks, K., Singhal, V.K. and Stratman, J. (2009). *The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management]*. Elsevier:India
3. Christian, M. (2010). *ERP and Supply Chain Management*, CHI:India
4. Glynn C. Williams (2009). *Implementing SAP ERP Sales & Distribution*. McGraw-Hill: India



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BBAIEO604 BUSINESS PROCESS RE-ENGINEERING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO604	Business Process Re-engineering	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The course will provide the student with an introduction to Business Process Re-engineering describing the background behind its development and how evaluations and assessments of production systems are performed. Planning for BPR implementation and the necessity of sustain improvements will be discussed.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To give understanding of BPR related functions and skills
2. BPR tools and techniques will be used in some cases demonstrated in simulation exercises.

COURSE CONTENT

Unit I: Historical Background

1. Nature, Significance and Rationale of Business Process Reengineering (BPR)
2. Fundamentals of BPR
3. Case Study

Unit II: Major Issues in Process Redesign

1. Business Vision and Process Objectives
2. Processes to be Redesigned
3. Measuring Existing Processes



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4. Role of Information Technology (IT) and Identifying IT Levers
5. Case Study

Unit III: Designing and Building a Prototype of the New Process

1. BPR phases, Relationship between BPR phases
2. Case Study

Unit IV: Typical BPR Activities within Phases

1. Change Management
2. Performance Management
3. Program Management
4. Case Study

Unit V: BPR and Continuous Improvement

1. Co-ordination and complementary efforts
2. IT capabilities and their organizational impacts
3. Implementation of BPR, Stages of implementation and critical aspects
4. Case studies on BPR

Suggested Readings

1. Lon, R. (Latest) *Process Re-engineering: The Key to Achieving Breakthrough Success*, Tata McGraw Hill:NewDelhi
2. Henry, J. Mchine, P., Pandilebury, M., and Wheater, W. (2009). *Business Process Reengineering: Breakpoint Strategies for Market Dominance*. John Wiley & Sons: Chichester



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BBAIEO605 STRATEGIC TECHNOLOGY MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO605	Strategic Technology Management	60	20	20	-	-	4	-	-	4

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

Objective of this course is provide the students exposure to the concepts of technology management and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To give understanding of Strategic Technology Management related Concepts.
2. To give understanding of Strategic Technology Management related Skills

COURSE CONTENT

Unit I: Introduction

1. Technology Issue and Implications
2. Concepts and Definition
3. Aspects and Issues
4. Technology Change: Implication

Unit II: Technology Development and Acquisition

1. Technology Development and Acquisition: Concept
2. Forecasting and Decasting Techniques
3. Identifying Opportunities



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Unit III: Technological Change

1. Technological Change
2. Generation and Development and Technology Transfer
3. Technology Absorption and Diffusion
4. Absorption: Accommodate and Management

Unit IV: Technological Environment

1. Technology Environment
2. Science and Technology in India
3. Policies
4. Linkages

Unit V: Technological Support Systems

1. Technology Support Systems: Financing
2. Information Systems
3. Organization at Enterprise Level

Suggested Readings

1. Khalil, Tarek (2009), *Management of Technology*, TMH:India
2. Burgelman, R. (2009), *Strategic Management of Technology & Innovation*, TMH:India
3. Narayanan(2010), *Managing Technology and Innovation for Competitive Advantage*, Pearson:India
4. White, R. (2008), *The management of Technology and Innovation*, CengageLearning:India
5. Frenzel, T. (2009), *Management of information Technology*, 4th, 2008 CengageLearning:India
6. Tidd, K. (2006), *Managing Innovation: Integrating Technological Market and Organizational Change*, Wiley:India



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BBAIEO606 FUNDAMENTALS TO SIX-SIGMA

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME									
		THEORY			PRACTICAL			L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
BBAIEO606	Fundamentals to Six Sigma	60	20	20	-	-	4	-	-	4	

Legends: L - Lecture; T – Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

Objective of this course is to train management students about the Principles of Six-Sigma Implementation and Improving Quality w.r.t Products and Services.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

1. To give understanding of Six Sigma related functions and skills.

COURSE CONTENT

Unit I: The Fundamentals of Six Sigma

1. The Evolution Of Six Sigma-Qualities As A Business Performance
2. Principles Of Six Sigma- Process Concept and Systems Thinking
3. Six Sigma in Service Organization
4. Case Study

Unit II: Project Organization, Selection, And Definition

1. Organizing For Six Sigma Projects- People Skills
2. Project Definition-Project Review
3. Process Measurement
4. Process Capability Evaluation- Benchmarking
5. Case Study



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Unit III: Process Analysis and Process Improvement

1. Statistical Methods in Six Sigma
2. Tools for Process Analysis
3. Process Improvement
4. Tools for Process Improvement
5. Case Study

Unit IV: Process Control and Design for Six Sigma

1. Control Systems-Statistical Process Control
2. Design For Six Sigma-Concept
3. Concept Development- Concept Engineering
4. Design Development-Quality Function Deployment
5. Case Study

Unit V: Six Sigma Implementation

1. Six Sigma Implementation- Principles for Six Sigma Implementation
2. Project Management- Organizational Culture and Change Management
3. Case Study

Suggested Readings

1. Evans, R. and Lindsay, W. (2005). *An Introduction to Six Sigma and Process Improvement*, Cengage Learning India Private Limited: New Delhi
2. Belair, G. and O' Neill, J. (2007). *Implementing Design for Six Sigma: A leader's guide*, Pearson Education: New Delhi
3. Kumar, D. (2006). *Six Sigma Best Practices: A Guide to Business Process Excellence for Diverse Industries*, J. Ross Publishing: India
4. Antony, J., Kumar, A., and Bañuelas, R (2006). *World class applications of Six Sigma*, Butterworth-Heinemann: Oxford
5. Pyzdek, T. and Keller, P. (2001). *The Six Sigma Handbook*, McGraw-Hill: Delhi