



EKLAVYA UNIVERSITY

Bachelor of Business Administration

BBA III YEAR (NEP-2020)

ANNUAL SYSTEM

UGC ORDINANCE-14(B)

SCHEME & SYLLABUS

BATCH-2021-25

SESSION: 2023-24

Subject wise distribution of marks and corresponding credits

S.No.	Group	Course	DSE	Sub Group	Subject Code	Subject Name	Maximum Marks Allotted			Total Marks	Contact Periods Per Week			Total Credits
							EA (UE)	Theory Slot (Assignment/ Presentation)			L	T	P	
1		Foundation Course F-I			EUFC3A	Hindi Language	(50+50)	0	100	(2+2)	0	0	4	
						English language & Communication Skill								
2		Foundation Course F-II			EUFC3B	Personality Development & Character Building	(50+50)	0	100	(2+2)	0	0	4	
						Digital Awareness - Cyber Security								
3	Group-A HR	Core Major	DSE-I	SA-1	EUM3BBAA1D	Personnel Management & Industrial Relations/	70	30	100	6	0	0	6	
					EUM3BBAA2D	Human Resource Development	70	30	100	6	0	0	6	
					EUM3BBAA3D	Wages and Salary Management/	70	30	100	6	0	0	6	
		Core Minor/ Elective	DSE-II	SB-2	EUM3BBAA4D	Employees Relations and Compensation Management	70	30	100	6	0	0	0	6
					EUM3BBAA2T	Functional Management	70	30	100	6	0	0	0	6
					EUM3BBAB2T	Retail Management	70	30	100	6	0	0	0	6
4	Group-B Marketing	Core Major	DSE-I	SA-1	EUM3BBAB1D	Advertising and Sales Management	70	30	100	6	0	0	6	
					EUM3BBAB2D	Consumer Behavior	70	30	100	6	0	0	0	6
					EUM3BBAB3D	Marketing of Services	70	30	100	6	0	0	0	6
		Core Minor/ Elective	DSE-II	SB-2	EUM3BBAB4D	International Marketing	70	30	100	6	0	0	0	6
					EUM3BBAB2T	Retail Management	70	30	100	6	0	0	0	6
					EUM3BBAA2T	Functional Management	70	30	100	6	0	0	0	6
		Elective			EUM3BBAC2T	Working Capital Management	70	30	100	6	0	0	6	

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5	Group-C Finance	Core Major	DSE-I	SA-1	EUM3BBAC1D	Security Analysis & Portfolio Management	70	30	100	6	0	0	6
				SA-2	EUM3BBAC2D	Merchant Banking & Financial Services	70	30	100	6	0	0	6
		Core Minor/ Elective	DSE-II	SB-1	EUM3BBAC3D	Indian Financial System	70	30	100	6	0	0	6
				SB-2	EUM3BBAC4D	International Finance	70	30	100	6	0	0	6
					EUM3BBAC2T	Working Capital Management	70	30	100	6	0	0	6
					EUM3BBAA2T	Functional Management	70	30	100	6	0	0	6
7		Elective			EUM3BBAB2T	Retail Management	70	30	100	6	0	0	6
					EUV3PSYDEVT	Personality Development	70	30	200	2	0	2	4
8		Vocational Course				Internship	100	0	100	0	0	4	4
						TOTAL	720	180	900	34	0	6	40

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(भाग- अ) परिचय			
कार्यक्रम यूजी लेवल डिग्री	कक्षा, बी.ए./बी.कॉम./वर्षबी.एससी. बी.एच.एससी / बी. सी. ए.तृतीयवर्ष	वर्ष 2023	सत्र 2023-24
क्रमांक	विषय	आधार पाठ्यक्रम	
	कोर्स कोड	EUFC3A	
	कोर्स का शीर्षक	भाषा और संस्कृति	
	कोर्स का प्रकार	आधार पाठ्यक्रम	
	कोर्स अपेक्षित	स्नातक द्वितीय वर्ष उत्तीर्ण किसी भीविषय समूह से	
	कोर्स अधिगम उपलब्धि (लर्निंगआउटकम)(CLO)	<p>1 इस पाठ्यक्रम के अध्ययन से विद्यार्थी हिंदी के प्रसिद्ध रचनाकार एवं उनकीरचनाओं से परिचित हो सकेंगे।</p> <p>2 पठित रचनाओं के माध्यम से विद्यार्थीदेश की सभ्यता एवं संस्कृति से परिचितहो सकेंगे।</p> <p>3. पाठ्यक्रम के अध्ययन से विद्यार्थियोंके व्यक्तित्व का बहुमुखी विकास होगा।एवं रोजगार के अवसर उपलब्ध होंगे।</p> <p>4 विशिष्ट शब्दावली (बीज शब्द कीवर्ड) से परिचित करवाते हुए बोध के स्तरको विकसित करना।</p>	
	क्रेडिट मान	02 क्रेडिट	
	कुल अंक	50 अंक	
	उत्तीर्ण अंक	17 अंक	
	समय	2 घंटा	

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(भाग ब) पाठ्यक्रम सामग्री

व्याख्यान की कुलसंख्या: वर्ष में अधिकतम 15 घण्टे		
इकाई	विषय	व्याख्यान घण्टा
1	1 भवानी प्रसाद मिश्र : परिचयपाठसतपुड़ा के जंगल 2. उषा प्रियंवदापरिचयपाठ वापसी 3 विवेकानन्दपरिचयपाठ शिकागो व्याख्यान	05
2	1 विद्यानिवास मिश्रपाठपरिचयपाठआँगन का पंछी 2 महात्मा गाँधीआत्मकथा के अंश 3 विश्व के प्रमुख धर्म।	05
3	1 वाक्य रचना एवं अशुद्धि शोधन । 2 अनुवाद: अर्थ एवं प्रकार । 3 बीज शब्द (की वर्ड / अवधारणा मूलक शब्द) लोकतन्त्र, समरसता, कला, साहित्य, अध्यात्म	05

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अनुशंसित अध्ययन संसाधन

पुस्तके सन्दर्भ पुस्तकें, अन्य संसाधन	
1	महात्मा गाँधी, सत्य के साथ मेरे प्रयोग, प्रभात प्रकाशन, नई दिल्ली
2	विश्व के प्रमुख धर्म जी. आर सिंह
3	वासुदेव नन्दन प्रसाद: आधुनिक हिन्दी व्याकरण और रचना, भारती भवन, पटना, बिहार
4	हिन्दी ज्ञान कोष
5	उषा प्रियंवदा वापसी
6	अनुशंसित डिजिटल प्लेटफार्म / वेब लिंक अनुशंसित समकक्ष ऑनलाइन पाठ्यक्रम 1 book.google.com >books 2 http://kavitakosh.org >भवानीप्रसाद मिश्र 3 भवानीप्रसाद मिश्र - Wikipedia 4 http://m.youtube.com >watch 5 http://nibandhbharti.com >vidya-nivas mishar 6 http://onlinefreenotes.com वापसी 7 http://hi.m.wikipedia >wiki>षा-प्रियंवदा 8 http://swayam.gov.in/ .

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	EUFC3A	English Language and Communication Skills	50	2	2	0	0	2

Course Objectives:

- To study this course, a student should have basic knowledge of English language. This course will be studied by by all the students of UG Final year under the Foundation Course category.

Course Outcome:

Student will be able to :

- Develop their knowledge of English Grammar and usages in a practice.
- Compete in national and state-level examinations for various competitions after the completion of the course.
- Seek a good job and to settle down in self down in self- employment or their own business or profession.

Student Learning Outcomes (SLO):

After completing the course, student will be able to :

- Prepare for various competitive exams by developing their competence in English language.
- Promote their comprehensive and communication skills by being exposed to a variety of texts and their interpretations.
- Build and enhance their language competence through regular practice.

Unit	Topics	Period (1 Hour Each)
UNIT – I	Reading, Writing and Interpretation Skills(Text-Based) 1. The Express-Stephen Spender 2. The world if Too Much with Us- William Wordsworth 3. My Financial Career-Stephen Leacock 4. Running for Governor-Mark Twain	10
UNIT – II	Essay writing-Topical essays: Terrorism, Covid-19 Pandemic, India and the Modern World, The Role of Women in the New Era, The Global World.	10
UNIT – III	(a) Communication Skills: Words often Confused, Misused, Idiomatic Expressions and Proverbs, etc. (b) Essential Conversations: Introducing yourself, Introducing other Persons, Meeting Someone First Time, At the Airport, Ordering food in a Restaurant, Talking about a Movie, etc. (c) Filing an F.I.R, Writing a Resume, E-mailing Writing on a given topic. Key Words:Manifesto, Self-Possession, Streamline, Rage, Meteors, Fierce, Perjury, Intent, Campaign, Malicious, English Communication, Competence, Soft Skills, Practical knowledge, Resume, CV, Blog, Blog Writer and E-mails.	10

Suggested Readings:

- Essential English Grammar- Raymond Murphy, Cambridge University Press.
- Practical English Grammar Exercises 1-A.J. Thomson & A.V Martinet, Oxford India.
- Practical English Usage-Michael Swan, Oxford

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S. N o.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	EUFC3B	Personality Development and Character Building	50	2	2	0	0	2

Course Objectives:

- To understand the scope of personality and its development.
- To develop core skills for development of self.

Course Outcome:

The Students will be able to:

- The student will be able to understand, analyse develop and exhibit accurate sense of self.
- Think critically. demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment.

Student Learning Outcomes (SLO):

After completing the course, student will be able to :

- Students will acquire the conceptual knowledge of Personality Development.
- Students will develop insight into character building.
- Students will be able to become global visionary citizens.
- Students will be able to understand Indian knowledge tradition.
- Students will be able to understand the difference between nature, culture and distortion.

Unit	Topics	Period (1 Hour Each)
UNIT - I	<ul style="list-style-type: none"> • Personality development (Physical, mental, intellectual and spiritual development) meaning, concept, factors of personality development. • Character building (personal and national character): Meaning, concept, factors of character and means of character building. • Panchkosha, Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vigyanmaya Kosha and Anandamaya Kosha general introduction meaning, purpose and importance. • Benefits of Panchkosh development and means of developing Panchkosh. 	06 Theoretical 04 Experiential
UNIT -II	<ul style="list-style-type: none"> • Physical and mental development • Meaning, concept of physical and mental development • Ideal daily routine, balanced diet, routine, subtle exercise • Ashtanga Yoga-Yama Niyam, Ishwar Pranidhan, self-study, contentment, patience, virtue, practice of discipline. • Past glory, social and citizenship awareness, universal respect and scientific outlook • Nation, Nationality, Democracy, Independence, Suraj, Vasudhaiva Kutumbakam, Coexistence. 	06 Theoretical 04 Experientia
UNIT-III	<ul style="list-style-type: none"> • Moral and spiritual development • Interrelationship of Panchkosha and Shatachak. • Ashtanga Yoga, Pranayama, Pratyahara, Dharana, Dhyana, Samadhi. • Continuity of Karmayoga, Bhaktiyoga, Jnanayoga in life according to one's own will. • Indian time calculation, practice of Vedic mantras. • Self-respect and contemplation of mother tongue and Indian knowledge tradition. • Biographies of Vedic Rishis, Avatars and Legends. • Practice of service, tolerance, charity, dedication and self-examination. 	06 Theoretical 04 Experientia

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Reference Books:

- Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi. Tata McGraw-Hill.
- Heller, Robert. Effective leadership. Essential Manager series. Dk Publishing.
- Hindle, Tim. Reducing Stress. Essential Manager series. Dk Publishing.
- Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill.

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	EUFC3B	Digital Awareness - Cyber Security	50	2	2	0	0	2

Course Objectives:

- This course empowers students, professionals and the wider community to deal with cybersecurity attacks and risks focused on identity management.

Course Outcome:

- Analyze and evaluate the cyber security needs of an organization.
- Determine and analyze software vulnerabilities and security solutions to reduce the risk of exploitation.
- Measure the performance and troubleshoot cyber security systems.
- Implement cyber security solutions and use of cyber security, information assurance, and cyber/computer forensics software/tools.
- Comprehend and execute risk management processes, risk treatment methods, and key risk and performance indicators
- Design and develop a security architecture for an organization.
- Design operational and strategic cyber security strategies and policies.

Student Learning Outcomes (SLO):

After completing the course, student will be able to :

- Make optimum use of web browsers, search engines and Chatbots
- Creating e-mail account, sending, receiving and managing emails.
- Describe reporting procedure of phishing emails.
- Identify email phishing attack and preventive measures.
- Configure security settings in Mobile Wallets and UPIs.
- Practice safe, legal and ethical means of using Information Technology.
- Practice and use the various online financial and government services of day-to-day use.
- Understand the basic concepts related to E-Commerce and digital payments.
- Discuss cyber security aspects, RBI guidelines and preventive measures against digital payment frauds.
- Explore and learn the online available courses of his/her interest.

Unit	Topics	Period (1 Hour Each)
UNIT - I	Overview of Computer and Web-technology, Architecture of cyberspace, World wide web, Advent of internet, Internet infrastructure for data transfer and governance, Internet society. Use of Internet: Web browsers, search engines and Chatbots. Difference between Website & Portal, E-mail: Account opening, sending & receiving e-mails, managing Contacts & Folders. Computer Security: Issues & protection, firewall & antivirus, making secure online transactions. Internet safety and digital security. Ethical use of digital resources, Measures of Online Self Protection.	05
UNIT - II	Digital Payments and e-Commerce: Internet Banking: National Electronic Fund Transfer (NEFT), Real Time Gross Settlement (RTGS), Immediate Payment Service (IMPS) Digital Financial Tools: Understanding OTP [One Time Password], QR [Quick Response] Code, UPI [Unified Payment Interface], AEPS [Aadhaar Enabled Payment System]; USSD [Unstructured Supplementary Service Data], Card [Credit / Debit], eWallet, PoS [Point of Sale] Definition of E-Commerce- Main components of E-Commerce, Elements of Ecommerce security, E-Commerce threats, E-Commerce security best practices, Online Bill Payment. Digital payments related common frauds and preventive	07

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	measures. RBI guidelines and provisions of Payment Settlement Act, 2007.	
	E-Governance Service- Overview of e-Governance Services like Railway Reservation, passport, eHospital; Accessing various e-Governance Services on Mobile Using "UMANG APP". Exploring services and resources of Government of India Portal (https://www.mygov.in/). UNIT – III Digi-Locker: About digilocker, features and benefits of digilocker, Registering, accessing and getting various certificates and mark sheets on digilocker. Academic Bank of Credit (ABC): About ABC, features and benefits of ABC, Registering, accessing, getting and sharing academic credits. Exploring Online Learning resources: Online learning through SWAYAM Central, (https://swayam.gov.in/) and e-pathshala (https://epathshala.nic.in/).	06
UNIT-IV	Introduction to Cyber security- Regulation of cyberspace, Concept of cyber security, Issues and challenges of cyber security. Definition of cyber crimes and offences, Cyber crime targeting computers and mobiles, Cyber crime against women and children, Cyber bullying. Financial frauds, Social engineering attacks, Malware and Ransomware attacks, zero day and zero click attacks. Cyber criminals modus-operandi, Reporting of cyber crimes, Remedial and mitigation measures, Legal perspective of cyber crime, IT Act 2000 and its amendments, Organisations dealing with Cyber crime and Cyber security in India, Case studies.	05
UNIT-V	Social Media Overview and Security- Introduction to Social Networks, Types of Social media, Social media platforms, Social media monitoring, Hashtag, Viral content, Social media marketing, Social media privacy, Challenges, opportunities and pitfalls in online social network, Security issues related to social media, Flagging and reporting of inappropriate content, Laws regarding posting of inappropriate content, Best practices for the use of Social media, Case studies.	06

Suggested Readings:

- Praveen Kumar Shukla, Surya Prakash Tripathi, Ritendra Goel "Introduction to Information Security and Cyber Laws" Dreamtech Press.
- Vivek Sood, "Cyber law simplified", Tata McGrawHill, Education (India).
- T. Bradley "Essential Computer Security: Everyone's Guide to Email, Internet, and Wireless Security".
- Cyber Crime Impact in the New Millennium, by R. C Mishra , Auther Press. Edition 2010.
- Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd. (First Edition, 2011)
- Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver,
- Create Space Independent Publishing Platform. (Pearson , 13th November, 2001)
- Electronic Commerce by Elias M. Awad, Prentice Hall of India Pvt Ltd.
- Cyber-Laws: Intellectual Property & E-Commerce Security by Kumar K, Dominant Publishers.
- Network Security Bible, Eric Cole, Ronald Krutz, James W. Conley, 2nd Edition, Wiley India Pvt. Ltd.
- Fundamentals of Network Security by E. Maiwald, McGraw Hill.

Reference Books:

- M. Stamp, "Information Security: Principles and Practice", Wiley.
- David J. Loundy, "Computer Crime, Information Warfare, And Economic Espionage", Carolina Academic Press.

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BBA III YEAR (NEP) (CORE MAJOR) HR GROUP (A)

S. N o.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	EUM3BBAA1D	Personnel Management & Industrial Relations	100	6	6	0	0	6

Course Objectives:

- The main objective to impart the basic and theoretical concept in the field of Industrial Relations and Personnel Management.

Course Outcome:

- The students will develop decision making skills in handling legal issues in Industrial Relations and other labour matters.
- They will also understand the role played by the Government in employer- employee relations.
- They will understand the job duties and responsibilities of personnel manager and to gain practical understanding of Personnel audit.

Student Learning Outcomes (SLO):

Students will be able to

- To understand the industrial relation and environmental framework.
- Maintain harmonious Industrial Relations and handle confrontation constructively.
- Having clear understanding of various legislations regarding Labour Management.
- Having a basic knowledge and application of various Labour Laws.
- Having a clear understanding of professional and legal responsibility.

Unit	Topics	Period (1 Hour Each)
UNIT - I	Personnel Management: Meaning and definition, nature, objectives. Functions of Personnel Manager, Structure of Personnel department. The modern philosophy of Personnel Management.	18
UNIT - II	Personnel Appraisal and Promotion: Need, principles and method of performance appraisal. Concept of promotion, promotion policy, type of promotion, transfer policy etc.	18
UNIT - III	Audit, Research and Records: Personnel Audit- Scope and importance of personnel audit. Types of personnel audit, audit records. Personnel research in India, research steps, methods and problems. Personnel Records- principles of record keeping, storage and protection of records, use of new information technology in record keeping.	18
UNIT-IV	Industrial Relation: Concept, nature, objective, scope & parties to industrial relation, factors affecting industrial relation, system approach to industrial relation, Environmental framework of industrial relations.	18
UNIT-V	Evolution of Industrial Relation: Stages in evolution of industry, machine age and modern factory system, beginning of industrialization, role of management thinkers, growth of trade unionism, approaches to industrial realtions.	18

Suggested Readings:

- R.C Agrawal and Fauzcar-Personnel management, SPD Publications Agra.
- C.B Mamoria- Personnel management, Himalaya Publication House.
- P.C Tripathi- Personnel management and Industrial Relations, Sultan Chand and sons N. Delhi.
- Denisi, Griffin, Sarkar, (2016), Human Resource Management, 2nd edition Cengage Learning.
- Aswathappa K, (2013), Human Resource Management: Text and Cases, 17th edition, Tata McGraw-Hill.
- Armstrong Michael, (2014), A Handbook of Human Resource Management, 13th edition, Kogan Page.
- Peter J. Dowling, Marion Festing, Allen D Engle, Sr, (2013), International Human Resource Management, 6th edition, Cengage Learning.

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2..	EUM3BBAA2D	Human Resource Development	100	6	6	0	0	6

Course Objectives:

- The objective of the course is to familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations.

Course Outcome:

Students will be able to

- Understanding essentials of HRD and developing insight into principles of system design
- Developing an understanding for designing career management and mentoring systems in organizations
- Learning to design programmes for work-life integration and preparing managers for global assignments
- Appreciating the importance of evaluating HRD systems through practice.

Student Learning Outcomes (SLO):

Students will be able to

- To understand the concept of Human Resource management.
- To understand the Human Resource Planning.
- To understand the Human Resource Development process.
- To understand the importance of Learning and Human Resource Development.

Unit	Topics	Period (1 Hour Each)
UNIT - I	Introduction to Human Resource Development: concept and Evaluation, Relationship between Human Resource Management and Human Resource Development. Human Resource Development mechanism, process and outcomes.	18
UNIT - II	Human Resource Planning- Introduction, Meaning, Definition, Features, Need, Objectives, Importance of Human Resource Planning, Methods of Human Resources Planning, Factors affecting Human Resource Planning.	18
UNIT - III	Human Resource Development Process- Assessing Human Resource Development Needs, designing and developing effective Human Resource Development Programmes, Implementing Human Resource Development Programmes, Evaluating Human Resource Development Programmes.	18
UNIT-IV	HRD and Learning: Maximizing learning, Individual differences in learning process; Learning strategies and styles; Principles of learning; Learning and motivation; Human Resources Development culture and climate.	18
UNIT-V	HRD Activities and Applications: Human Resource and Development for workers; Human Resources Development mechanisms for workers; Role of trade unions; Employee coaching, Counselling and Performance Management, Career management and development.	18

Suggested Readings:

- Agarwala, T. (2007). *Strategic Human Resource Management*. New Delhi: Oxford University Press.
- Dayal, I. (1993). *Designing HRD Systems*. Concept.
- Maheshwari, B. L., & Sinha, D. P. (1991). *Management of Change Through HRD*. Tata McGraw Hill.
- Mankin, D. (2009). *Human Resource Development*. Oxford University Press.
- McCall, Jr. M. W., & Hollenbeck, G. P. (2002). *Developing Global Executives: The Lessons of International Experience*. Harvard Business School Press.
- Pareek, U. (1992). *Managing Transitions: The HRD Response*. New Delhi: Tata McGraw Hill.
- Mehta and Upadhyaya Human Resource Development, RBD Publishing House Jaipur.
- Balyan and others Human Resource Development, Himalaya Publishing House New Delhi.

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	EUM3BBAA3D	Wages and Salary Management	100	6	6	0	0	6

Course Objectives:

- The objective of the course is focused on the general concepts and practices of wage and salary administration.

Course Outcome:

Students will be able to

- Get the basic logic and design characteristics of Wages and Salary Management.
- to understand key concepts related to labour market dynamics in determining employee wages, bases of their pay, and executive compensation, that are equitable and competitive as well as cost-effective in attracting and retaining people;
- to learn different Job Evaluation techniques for determining basic pay and will be able to develop a sample Job Evaluation tool;

Student Learning Outcomes (SLO):

Students will be able to

- To recognize how wages & salary decision help the organization especially the students will be able to analyze, interrogate and apply the knowledge to solve wages and salary related problems in organization.
- To understand the facts of wages and salary fixation, structure and rational payment..
- To understand the various rules and regulations regarding wages and salary management.
- To get the basic knowledge of E-record for wages and salary payment.

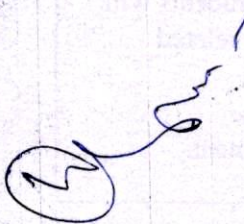


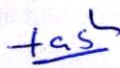
Unit	Topics	Period (1 Hour Each)
UNIT - I	Introduction of Wages and Salary Management: Concept, Objectives Need, Characteristics and Challenges of wages and salary management, General concept of wages and salary-Definition, Meaning and characteristics of wages and salary. Difference between wages and salary.	18
UNIT - II	Facts of Wages: Wages structure, type of wage, theories of wage, fixation and payment of wage, payment of overtime.	18
UNIT - III	Salary structure: Meaning and description of basic pay, Dearness allowance, House Rent allowance and other allowances. Salary fixation-Principles, Increment of Salary and Bonus. Incentive plans- Individual and Group incentive plans, Profit sharing scheme, Employee stock ownership plan and fringe benefits. Retirement benefits- Description of Provident fund, Gratuity and pension.	18
UNIT-IV	Job Evaluation and Record Keeping: Concept, Need and Techniques of Job evaluation, Labour Transfer- Causes and impact. Record Keeping of Wages and Salary- E-Record keeping of paymen, Tax deduction, wage roll and payroll, pay slips and payroll reports.	18
UNIT-V	Regulation of Wages and salary Administration in India: Brief description of Labour Act, Wage Board and Pay Commission. Implementation of Minimum wage act in India.Relation between trade unions and industries in the light of wage revision and labour welfare.	18

Suggested Readings:

- Armstrong, M. (2015). *Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward* (5th Ed.). London: Kogan Page.

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- Armstrong, M. & Cummins, A. (2011). *The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits*. London: Kogan Page.
- Armstrong, M. (2018). *Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward*. London: Kogan Page.
- Berger, L.A. & Berger, D. (2015). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design* (6th Ed.). New York: McGraw Hill.
- Ellig, B.R. (2011). *The Complete Guide to Executive Compensation*. New Delhi: Tata McGraw Hill.
- Fisher, J.G. (2015). *Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives*. London: Kogan Page.
- Gerhart, B., Newman, J. & Milkovich, G. (2016). *Compensation*. New York: McGraw Hill.
- Joseph, J.M. (2018). *Strategic Compensation: A Human Resource Management Approach* (9th Ed.). New Delhi: Pearson India.
- Milkovich, G., Newman, J. & Venkatratnam, C.S. (2017). *Compensation* (9th Ed.) (Special Indian Ed.). New Delhi: McGraw Hill.
- Poels, F. (2007). *Handbook of Job Evaluation and Remuneration Strategies*. New Delhi: Crest Publishing.
- Putnam, L. (2015). *Workplace Wellness that Works: 10 Steps to Infuse Well-Being and Vitality into Any Organization*.
- Rose, M. (2014). *Reward Management*. London: Kogan Page.
- Mamoria, C.B & Gurka S.V- *Personnel Management*, Tata McGraw-Hill, New Delhi.
- Rao T.V, *Performance Management : Town Organisational excellence*, Sage Publication N. Delhi.


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S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	EUM3BBAA4D	Employee Relations and compensation Management	100	6	6	0	0	6

Course Objectives:

- It is important to develop a healthy relationship with every resource in the organization. Employees being the primary, have to be handled carefully with proper work relationship & compensation. This paper will enable the students to learn the responsibility of HR Personnel to manage employee relations and their compensation.

Course Outcome:

students will be able to :

- Understand the concept and importance of Employee relation.
- Employee discipline and dispute resolution. Understand the various processes and procedures of Handling Employee Relations.
- Understand the strategies and policies of Employee Relation.
- Understand the objectives and principles of Compensation Management.

Student Learning Outcomes (SLO):

At the end of the course the students will be able:

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the Compensation Planning.

Units	Contents	Periods
UNIT – I	Introduction to Employees Relation: Meaning, Definition of Employee Relation, Nature of Work and Importance of Employee Relationship, Challenges and Barriers of Employee Relationship.	9 Hours
UNIT – II	Employee Relations and Role of Employment: Determining shape of the Employee Relationship, Significance, Strategies and Policies of employee Relations, Individualism and Collectivism, Joint and Unilateral regulation of employment, Centralized and Decentralized approaches to employment relation, role of Government in Employment relations.	9 Hours
UNIT – III	Introduction to Compensation Management: Definition, Objectives, Principles, Importance of Compensation Management, Types of Compensation, Compensation Approaches.	9 Hours
UNIT – IV	Compensation, Planning: Level, Structure and System, Decision of Compensation level and planning, Factors influencing Compensation planning, Employee Benefit Programs, Nature and Types of Benefits.	9 Hours
UNIT – V	Designing Organisation System: Building internally consistent Compensation System- Creating internal equity through job analysis and job evaluation, building market competitive compensation system, Compensation Surveys.	9 Hours

Books Recommended:

- Human Resource Management Practice, Michael Armstrong, Kogan Page, London.
- Compensation Management, Dipak Kumar Bhattacharyya, Oxford University Press.
- Compensation Management, Dr. Kanchan Bhatia, Himalaya Publishing House.
- C.B. Gupta, Human Resource Management, S. Chand &Soni.

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	EUM3BBAA2T	Functional Management	100	6	6	0	0	6

Course Objectives:

- The objective of the course is to provide a basis of understanding to the students with reference to working of business organization through the process of management.

Course Outcome:

Students will be able to

- Get the basic knowledge of managerial process in organisation.
- to understand key concepts related to financial management.
- to learn business ethics in Management.

Student Learning Outcomes (SLO):

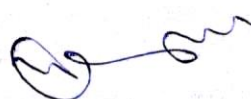
Students will be able to

- Understand the concept of Personnel Management.
- Understand the concept of Production Management.
- Understand the concept of Marketing Management.
- Understand the concept of Marketing Management.
- Understand the concept of Digital Marketing.

Unit	Topics	Period (1 Hour Each)
UNIT-I	Financial Management: Concept, nature, Scope, Characteristics of sound financial plan, Objectives of sound financial plan, consideration of formulation of financial plan, steps in financial plan. Finance Decision: Financing Decisions, Investment Decisions, Working Capital Decisions, Dividend decision.	18
UNIT-II	Personnel Management: Concept, Duties of Personnel Manager, Scope and Importance, Career Planning-Introduction, Meaning and objectives, career planning vs manpower planning, individual career planning, Self-awareness career management meaning and elements, career models. Benefits of career planning and development, success in career.	18
UNIT-III	Production Management: Concept, Importance, Scope and functions. Types of Production Systems, Production planning, Procedure of Production Control, Process of New Product Development, Concept of Product Diversification, Standardisation, Simplification and Specialisation	18
UNIT-IV	Marketing Management: Concept, Nature and Scope, Marketing Environment, Marketing Information and Research. Marketing Mix. Advertising Management, Media of Advertising. Sales Promotion-Meaning, Importance, Methods and limitations.	18
UNIT-V	Digital Marketing: Introduction, Digital Vs. Real Marketing, Digital Marketing Channels, Creating Initial Digital Marketing Plan. Business Ethics: Nature, Characteristics and need. Ethical Practices in Management. Fair Trade practices.	18

Suggested Readings:

- Motihar M.-Functional Management
- Pandey I.M -Financial Management
- Flippo Edwin B.- Personnel Management
- Chary S.N- Production and Operations Management
- Kotler Philip- Marketing Management
- Chaffey Dave and Ellis Chadwick- Digital Marketing
- Maxwell John C.-Ethics 101

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2..	EUM3BBAB1D	Advertising and Sales Management	100	6	6	0	0	6

Course Objectives:

- The purpose of this course is to familiarize the students with the role of advertising and sales in the context of promoting products and services.

Course Outcome:

Students will be able to

- Demonstrate strong conceptual knowledge in the functional area of marketing management.
- Understanding about designing and implementation of various aspects related to operating sales force market structure and how supply is determined in each.
- Understanding the techniques of controlling and evaluating sales efforts.
- Develop an understanding of social, ethical and legal aspects governing advertising in India.
- Understanding the nature and importance of sales promotion.
- Develop an understanding of the impact of sales promotions.

Student Learning Outcomes (SLO):

Students will be able to

- Understanding the marketing communication model and role of integrated marketing communication
- Understanding various types of advertising and sales promotion.
- Understanding change in advertising over the years- new age advertising
- Strengthening the concepts related to main decision areas in advertising and sales- mission, money, message, media and measurement
- Understanding the role of advertising agencies.
- Understanding the role, importance and various aspects related to sales management, personal selling and salesmanship.
- Understanding the issues related to organizing, selecting and developing of sales force.

Unit	Topics	Period (1 Hour Each)
UNIT - I	Advertising: - Introduction, Concept, Scope, Objectives and functions of advertising. Role of advertising in marketing mix and the advertising process legal, ethical and social aspect of advertising.	18
UNIT - II	Pre-Launch advertising Decision- Determination of target audience, Advertising media and their choice. Advertising measures, layout of advertising and advertising appeal.	18
UNIT - III	Message Design and development- Advertising copy development, Types of appeal, advertising copy testing. Measuring advertising effectiveness- Managing advertising agency client relationship, promotional scene in India. Techniques for testing advertising effectiveness.	18
UNIT-IV	Personal Selling- Meaning and importance of personal selling, Advertising and sales promotion, methods and procedure of Personal selling. Control Process: Analysis of Sales Volume, Costs and profitability managing expenses of sales personnel evaluating sales force performance.	18
UNIT-V	Sales Organization:- Setting up a sales organization, planning process, principles of determining sales organization. Sales Planning- Importance and types of sales planning, Sales planning process, Sales forecasting, determining sales territories, sales quotas and sales budget.	18

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Suggested Readings:

- Aaker, D.A., Batra, R., and Myers, J.G. (2006). *Advertising Management*. New Delhi: Pearson Education.
- Belch, G.E. and Belch, M.A. (2018). *Advertising and Promotion: An Integrated Marketing Communication Perspective* (11th ed.). New York: McGraw Hill.
- Guinn O', T.C., Allen, C.T., and Semenik, R.J. (2009). *Advertising Management with Integrated Brand Promotion*. New Delhi: Cengage.
- Sharma, Kavita (2011). *Advertising Planning and Decision Making*. New Delhi: Taxmann Publications.
- Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9th ed). New Delhi: Cengage.
- Jobber, D., Lancaster, G. (2015). *Selling and Sales Management* (10th ed.) Pearson Education.
- 2. Johnston, M. W., Marshal, G. W. (2013). *Sales Force Management* (11th ed.). New Delhi: Tata McGraw-Hill Education.
- 3. Spiro, R., Rich, G., & Stanton, W. (2015). *Management of a Sales Force* (12th ed.). New Delhi: Tata McGraw-Hill Education.
- 4. Still, R.R., Cundiff, E. W., & Govoni, N. A. P. (2011). *Sales Management: Decision, Strategy and cases* (5th ed.). Pearson Education.
- 5. Tanner Jr., J.F., Honeycutt Jr., E.D., Erffmeyer, R. C. (2013). *Sales Management*, (1st ed.). Pearson education.

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S. N o.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	EUM3BBAB2D	Consumer Behaviour	100	6	6	0	0	6

Course Objectives:

To Enable the students to understand the consumer behavior for maximizing the rules potential of the consumer.

Course Outcome:

- Develop an understanding of factors that influence consumer buying behavior.
- Appreciate mental processes that precede the act of purchase.
- Learn models that map and explain consumer buying processes.
- Learn how to base marketing decisions on consumer insights.
- Understand the influence of socio-cultural factors on consumer behavior.

Student Learning Outcomes (SLO):

- The students will gain in understanding the importance of Consumer Behaviour in a Marketing situation.
- Assess the importance of the process of consumer decision making.
- The students will develop theoretical expertise in basic and core business domain concepts of consumer behavior.
- Acquire problem solving skills to make optimal decisions in the uncertain business scenario and understand the buying habits of consumers.
- Critically evaluate the models of consumer behaviour and the concepts surrounding the same.
- Gain knowledge to face the dynamic and ever changing life style habits of consumers.

Unit	Topics	Period (1 Hour Each)
UNIT – I	Introduction of consumer Behaviour, Concept and scope. Their application. Information search process, Evaluative criteria and Decision rules, Building customer satisfaction.	18
UNIT –II	Consumer Decision Making Process, Four Views of consumer decision rules: Economic Man, Passive man, Emotional Man, Cognitive man, Models of Consumer decision making, Nicosia model.	18
UNIT – III	Consumer motivation needs and goals, positive and negative motivation, Dynamic nature of Motivation, consumer perception, and conceptual frame work. Cultural influence, Dynamism of culture.	18
UNIT-IV	Consumer attitude and change. Influence of personality and self-concept on buying behaviour. Diffusion of innovations, Diffusion process, The adoption process.	18
UNIT-V	Reference group influence, profile of consumer's opinion leadership, industrial buying behaviour, CRM and Consumer protection.	18

Suggested Readings:

- Assael, H. (2009). *Consumer behaviour and marketing action*. New Delhi: Cengage Learning.
- Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). *Consumer behaviour*. USA: Thomson-South Western.
- Evans, M., Jamal, A., & Foxall, G. (2009). *Consumer behaviour* (2nd ed.). New Jersey: John Wiley & Sons.
- Hawkins, D. I., Mothersbaugh, D. L. & Mookerjee, A. (2014). *Consumer behavior: building marketing strategy*. New Delhi: McGraw-Hill.
- Lindquist, J. D., & Sirgy, J. M. (2010). *Consumer behaviour*. New Delhi: Cengage Learning.
- Lindstrom M. (2010) *Buyology: Truth and Lies About Why We Buy and the New Science of Desire*. New York: Business Books.

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BBA III YEAR (NEP) (CORE MINOR) MARKETING-GROUP (B)

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	EUM3BBAB3D	Marketing of services	100	6	6	0	0	6

Course Objectives:

- The course brings out the emerging service environment in India and the world. It emphasises the distinctive aspects of Services Marketing.

Expected Course Outcome:

On completion of this course, the student will understand and be able to

- To analyze and develop students' understanding of those aspects of marketing of particular relevance to service producing organizations.
- To recognize the present strategies and approaches for addressing these challenges.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.
- To employ the basic knowledge on challenges in distribution process
- To give an overview and analyze the present scenario on the services in the organized retailing

Student Learning Outcomes (SLO):

- Understand the Concept of Services and intangible products
- Discuss the relevance of the services Industry to Industry
- Examine the characteristics of the services industry and the modus operandi
- Analyse the role and relevance of Quality in Services
- Visualise future changes in the Services Industry

Units	Contents	Periods
UNIT – I	Introduction to service marketing:- Meaning, Definition, characteristics, components, classification of service marketing, factors leading to a services economy.	18
UNIT – II	Service consumer behavior:- Understanding the service customer as a decision maker, Customer purchase is associated with risk, How service customer is evaluate the service, The service consumer decision process and the decision making process in the service sector, components of customer expectation, service satisfaction. Service quality dimensions.	18
UNIT – III	The service delivery process:- Managing service encounters, Common encounter situation, Managing service encounters for satisfactory outcomes, service failure, service recovery. Process of services recovery, customer retention and benefits.	18
UNIT – IV	Strategic Issues in service Marketing:- Marketing segmentation in the marketing of service, Target Marketing, Positioning of service- how to create a positioning strategy. Developing and maintaining demand and capacity.	18
UNIT – V	Challenges of service marketing:- Marketing planning for service, developing and managing the customer service function, developing and maintaining quality of service.	18

Suggested Readings:

- Fisk, R. P., Grove, S. J., & John, J. (2013). *Services Marketing: An interactive approach* (4th ed.). USA: Cengage Learning.
- Glynn, W. J., & Barnes, J. G. (2006). *Understanding services management: Integrating marketing, organizational behaviour, operations and human resources management*. New Delhi: Prentice Hall.
- Gronroos, C. (2007). *Service management and marketing: Customer Management in service competition* (3rd ed.). New Delhi: Wiley India.

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- Gronroos, C. (2015). *Service management and marketing: Managing the service profit logic*. New York: John Wiley.
- Hoffman, K. D., & Bateson, J. E. G. (2016). *Marketing of services: Concepts strategies and cases*. USA: Cengage Learning.
- Lovelock, C., Wirtz, J. & Chatterjee, J. (2011). *Service marketing: people technology and strategy* (7th ed.). New Delhi: Pearson Education.
- Mudie, P., & Pirrie, A. (2006). *Services marketing management*. New Delhi: Butterworth Heinemann.
- Shanker, R. (2002). *Services marketing: The Indian perspective*. New Delhi: Excel Books
- Verma, H. V. (2012). *Services marketing: text and cases* (2nd ed.) New Delhi: Pearson Education.
- Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2013). *Services marketing: integrating customer focus across the firm* (6th ed.). New Delhi: McGraw Hill.

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BBA III YEAR (NEP) (CORE MINOR) MARKETING-GROUP (B) DSE-II SB-2

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	EUM3BBAB4D	International Marketing	100	6	6	0	0	6

Course Objectives:

- The overall objective is to provide an informed appreciation of international marketing as an academic subject and management practice, facing the challenges of globalized business environment.

Expected Course Outcome:

On completion of this course, the student will understand and be able to

- Developing an understanding of major issues related to international marketing.
- Developing skills in researching and analyzing trends in global markets and in modern marketing practice.
- Be able to assess an organization's ability to enter and compete in international markets.

Student Learning Outcomes (SLO):

On completion of this course, the student will understand and be able to

- Proficient in import – Export procedure.
- To know about International marketing strategy.
- The components and process of logistics global marketing.
- To learn role of government policies and challenges faced to international competition.

Units	Contents	Periods
UNIT – I	Historical background of interanational marketing in India. International Marketing- Definition, Nature and Scope of international market, domestic marketing V/S International marketing, decisions relating Entry in the foreign market.	18
UNIT – II	Product planning for international market, Product designing, Adverstising, International business Environment- Economical, Socio-Cultural and Poitical. Branding and Packaging.	18
UNIT – III	International Pricing- factors influencing International Price, Pricing Process and methods, International Price Quotation and Payment Conditions Methods of Payment in international marketing.	18
UNIT – IV	International Distribution Channels- functions, Types of Channels and Logistics decisions. Selection and appointment of foreign agent.	18
UNIT – V	Indian Import- Export Policy and Practice Steps of Commencement of an Export business, Export Pricing and Export finance.	18

Suggested Readings:

- Dr P.K Jain: International Marketing.
- Jain S.C: International Marketing CBS Publications, New Delhi.
- Vasudev PK: International Marketing, Excel Books, New Delhi.
- Rathore VS: International Marketing.
- Jian SC: International Marketing, Sahitya Bhawan Publication, Agra.
- Bhattacharya, B. Export Marketing : Strategies for success.
- Johri, Lalit M. International Marketing: Strategies for success.
- Keegan, Warren: Global Marketing Management.

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	EUM3BBAB2T	Retail Management	100	6	6	0	0	6

Course Objectives:

- To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Course Outcome:

- Understand the functions of retail business and various retail formats and retail channels.
- Understand the difference between Retail and Manufacturing Supply Chain
- Understand, key drivers of retail supply chain and how to select a retail store location?
- Analyze Retail Market and Financial Strategy including product pricing.
- Integrate the various Supply Chain partners and how to collaborate with them?

Student Learning Outcomes (SLO):

Students will be able to

- Clarify the concept and related terms in retailing.
- Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
- Understand various formats of retail in the industry.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailer in today global economy.
- Understanding the nature and importance of retail management.

Unit	Topics	Period (1 Hour Each)
UNIT - I	Fundamental of Retail Management:- Basic concept of retailing, Types of retailer, Multi-channel retailer organize retailing in india, Retail market strategy, Retail format and target market, Growth Strategies, Pricing strategy consumer Behaviours, Determinants of consumers Marketing strategy, consumer decision making process, Organizational consumer Behavior, Post purchase Behaviour. Service Retailing- Importance of service retailing and its challenges. Consumer Behaviour in service zone of tolerance, service perception and expectation, service strategy, service triangle, marketing mix, Marketing segmentation.	18
UNIT - II	Merchandise Management:- Merchandising Philosophy, Merchandising plans, Merchandising budget, Financial inventory control, Pricing Strategy. Basic of visual merchandising, Retail store site and design, store layout, Image mix, Store exterior and interior, color blocking, signage and understanding material planograms.	18
UNIT - III	E-Retailing:- Introduction: The concept of E-Commerce, E-Business and E-Marketing, evolution of e-commerce, E-commerce Vs Traditional commerce, Network infrastructure for e-commerce, internet, Extranet. E-commerce application: Consumer application, Organizational application, procurement-online marketing and advertisement, online interactive retailing, e-commerce-business models: B2B, B2C, C2C, B2 Government, Government to Government.	18
UNIT-IV	E-Marketing:- Information based marketing, E-Marketing Mix-cost, Connectivity, convenience, Customer, Interface, speed of delivery-web retailing, process of website development, e-retailing/reverse marketing. Electronic payment system: introduction to payment system, on-line payment.	18
UNIT-V	Electronic payment system:- Prepaid E-payment system, post paid e-payment system, E-cash or digital cash, E-check, Credit card, Smart card. Debit cards.	18

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Suggested Readings:-

- Bajaj, C., Tuli, R. & Srivastava, N. (2016). *Retail Management (3rd ed)* New Delhi: Oxford University Publication.
- Berman, B., & Evans, Jr. (2013). *Retail Management- A Strategic Approach (10th ed.)*. New Delhi: Pearson Education.
- Dunne, P., Lusch, R. & Carver, J. (2014). *Retailing (8th ed.)*. Cengage.
- Michael, L. M., Weitz, B. W. & Grewal, D. (2013). *Retailing Management*. New Delhi: McGraw Hill.
- Newman, A. J. & Cullen, P. (2002). *Retailing Environment & Operations*. London: Cengage Learning.
- Pradhan, S. (2017). *Retailing Management: Text and Cases*. New Delhi: McGraw-Hill.

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S. N. O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	EUM3BBAC1D	Security Aanalysis and Porfolio Management	100	6	6	0	0	6

Course Objectives:

- The basic purpose of this course is to develop a strategic and policy perspective by developing a robust understanding of the principles of Financial Investment decisions of an investor with respect to the various avenues of investment and their management strategies.

Course Outcome:

Students will be able to

- To provide a theoretical and practical background in the field of investments.
- Designing and managing the bond as well as equity portfolios in the real word.
- Valuing equity and debt instruments.
- Measuring the portfolio performances.

Student Learning Outcomes (SLO):

Students will be able to

- Evaluate the investment environment for Indian investor for various avenues of investment.
- Formulate strategies for investment in equities, bonds and other instruments.
- Construct, revise and evaluate portfolios of different securities.

Unit	Topics	Period (1 Hour Each)
UNIT-I	Investment: Concept, Objectives and types, Inestment and Speculation, Factors of Sound Investment, financial Markets: Meaning and types, investment opportunities available in India.	18
UNIT-II	Concept of Return and Risk: Sources and types of Risk, Measurement of Risk, Concept of Porfolio Management, Porfolio selection, Markowitz Model, Capital Asset Pricing Model.	18
UNIT-III	Fundamental Analysis: Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis: Dow Theory, Elliot Wave Theory, Charting, Efficient Market Hypothesis.	18
UNIT-IV	Stock Exchange in India: BSE, NSE, OTC, Interconnected stock, Exchange in India, Stock Indices and their computation, SEBI: Their Powers and functions.	18
UNIT-V	Emerging Trends in India Capital Market: Depositories and script less trading, Book Building, Stock Lending Scheme, Rolling Settlement, Green Shoe option, Responsibilities and code of conduct for Portfolio manager.	18

Suggested Readings:

- Bodie, Z., Kane, A. & Marcus, A. J. (2017). *Investments*. New York: McGraw-Hill Education.
- Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Delhi: McGraw-Hill Education.
- Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). *Modern Portfolio Theory and Investment Analysis*. USA: John Wiley & Sons.
- Fischer, D. E. & Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education.
- Holden, C. W. (2014). *Excel Modeling in Investments*. England: Pearson Education.
- Ranganathan, M. & Madhumathi, R. (2012). *Investment Analysis and Portfolio Management*. Delhi: Pearson Education.
- Reilly, F. K., Brown, K. C. & Leeds, S. J. (2018). *Investment Analysis & Portfolio Management*. Delhi: Cengage Learning.
- Sehgal, S. (2005). *Asset Pricing in Indian Stock Market*. Delhi: New Century Publications.

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S. N o.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	EUM3BBAC2D	Merchant Banking and Financial Services	100	6	6	0	0	6

Course Objectives:

- The objective of the course is to understand role of Financial Services in business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating. Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.

Course Outcome:

Students will be able to

- Acquire conceptual knowledge about the management of the customer's securities with special reference to India.
- Able to understand the management of the Portfolio.
- Understand the management of underwriting of shares and debentures.
- Sharpen information about management of the interest and dividend etc.

Student Learning Outcomes (SLO):

Students will be able to

- Understanding the financial system, markets and the risk management systems. A global perspective of financial services.
- Role of merchant bankers in corporate advisory services, Understanding different kinds of issues, functions and management of depository in India, stock exchange and stock trading in India.
- Role and importance of domestic and international credit rating agencies, types of credit cards and debit cards, concept of term sheet.

Unit	Topics	Period (1 Hour Each)
UNIT-I	Merchant Banking: Nature and scope of Merchant Banking- Regulation of Merchant Banking Activity- overview of current Indian Merchant Banking scene-Structure of Merchant Banking Industry- primary Markets in India and Abroad- professional Ethics and Code of Conduct – Current Development.	18
UNIT-II	Financial Services: Meaning and Definition, Role of Financial Services in a financial system. Leasing: Meaning and features. Introduction to equipment leasing: Types of Leases, Evolution of Indian Leasing Industry. Legal aspects of Leasing: Present legislative Framework. Hire purchase: concept and characteristics of Hire purchase. Difference between hire purchase and leasing.	18
UNIT-III	Factoring: Concept, nature and scope of Factoring- Forms of Factoring- vis-avis Bills Discounting- Factoring vis-a vis credit insurance Facotring vis-à-vis Forfiting –Evaluation of a Factor-Evaluation of Factoring- Factoring in India's current Developments.	18
UNIT-IV	Securitization/Mortgages: Meaning, nature and scope of securitization, securitization as a Funding Mechanism, securitization of Residential Real Estate- whole Loans –Mortgages- Graduated-payment.	18
UNIT-V	Depository: Meaning, Evolution, Merits and Demerits of Depository process of Dematerialization. Brief description of Dematerialization and Dematerialization. Brief description of NSDL and CDSL. Security Brokerage: Meaning of Brokerage, types of brokers. Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.	18

Suggested Readings:

- Paul, H. (2014). *Fundamentals of Risk Management*. (3rd ed.). Kogan Page Publishers.
- MacDonald, S.S., & Koch, T.W. (2015). *Bank Management*. (8th ed.): Cengage Learning.
- Madura, J. (2018). *Financial Markets and Institutions*. (12th ed.). Thomson Business Information.

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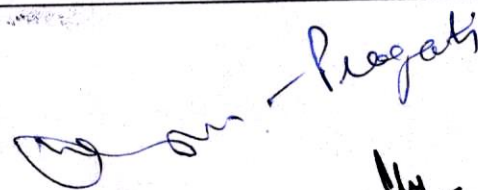
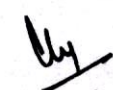
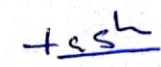
- Mishkin, F.S. & Eakins, E. (2018). *Financial Markets & Institutions* (9th ed.). Pearson Education.
- Rose, P., & Hudgins, S.C. (2012). *Bank Management and Financial Services* (9th ed.). McGraw-Hill Education.
- Saunders, A. & Cornett, M. (2018). *Financial Institutions Management* (9th ed.). McGraw-Hill Publishing Company.
- Saunders, A. & Cornett, M. (2007) *Management of Financial Markets and Institutions* (6th ed.). Tata McGraw Hill.
- Vij, M., & Dhawan, S. (2018). *Merchant Banking and Financial Services* (2nd ed.). India: McGraw Hill Education (India) Private Limited.
- Vij, M. (2018). *International Financial Management* (3rd ed.). Excel Books.
- Shanmugham, R. (2017). *Financial Services* (2nd ed.). Wiley.

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S. N O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	EUM3BBAC3D	Indian Financial System	100	6	6	0	0	6

Course Objectives:
<ul style="list-style-type: none"> To make the students to understand the financial environment and its impact on financial services industry over a period of time.
Course Outcome:
students are expected to learn the functioning of financial system in the and Indian context. Policy makers' orientation.
Student Learning Outcomes (SLO):
<p>Students will be able to</p> <ul style="list-style-type: none"> To have a clear understanding the contemporary issues and an overview of financial system in India. To understand the primary secondary market operations & the technology driven financial market environment. To gain the understanding of money market and instruments. To have a thorough understanding of the regulations in guiding the financial system To understand the financial services products and regulations governing the same. To understand the functioning of the mutual fund industry in India To understand the structure and functioning of microfinance industry in India.

Unit	Topics	Period (1 Hour Each)
UNIT-I	Structure of Indian Financial System: An Introduction of Financial System, Meaning, Characteristics, Significance and Components, Evolution of Financial system in India. Main functions of these constituents and respective roles, Money Markets: Functions, Players, and Instruments in Money Market. Money Market organization.	18
UNIT-II	Structure and Development: Regulations in Financial System, Role and need of Regulations in Financial System- RBI, SEBI and IRDA.	18
UNIT-III	Financial Market: Functions and Organization, Primary Market: Activities, Intermediaries and Functions. Secondary Market: Functions, Instruments and Mechanism. Stock Exchanges in Indian: Objectives, Functions and significance of stock Exchanges, Working of Stock Exchanges in India. Financial Intermediaries: Role of Financial Intermediaries, Role of financial intermediaries in Capital market.	18
UNIT-IV	Reserve Bank of India: Organization, Management, Role & functions, Credit Control. Commercial Bank: Evolution, Management and Organizational setup, Assets & Liabilities, Theories of Liquidity Management, Management of Primary & Secondary Reserve, Management of Loans.	18
UNIT-V	Development Banks in India: Types functions, growth, Structure & working of Development Banks. Non-Banking Financial Companies Importance, Scope, Characteristics, Functions, Types, Regulations, MBFCs. Regional Rural Banks: Objectives, Features, RBI Assistance, Evaluation, Major RRBs. Insurance Organizations: Importance, Rationale, Types, Major Players, Important Regulations.	18

Suggested Readings:

- M.YKhan (2013), *Indian Financial System*, 8th Edition, Tata McGraw Hill Education.
- Machiraju, *Indian Financial System* -Vikas Publishing House, 2nd Edition, 2002.
- Varshney P.N & Mittal D.K, '*Indian Financial System*' Sultan Chand & Sons, New Delhi.2002.
- *Indian Financial System: Financial Markets, Institutions and Services*, Second Edition.
- Bharati V.Pathak (2014), *Indian Financial System*, 4th Edition, Pearson education
- Fredric.SMishkin, Stanley G Eakins (2011), *Financial Markets and Institutions*, 6th Edition, Pearson education.
- L.M Bhole and Jitendra Mahakud (2009), *Financial Institutions and Markets*, McGraw hill Education

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BBA III YEAR (NEP) (CORE MAJOR) FINANCE GROUP(C) DSE-II SB-1

S. N o.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	EUM3BBAC4D	International Finance	100	6	6	0	0	6

Course Objectives:

- To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company and to familiarize students with unique economic factors that challenge a financial manager in the international context.

Course Outcome:

Students will be able to

- Get knowledge on international monetary system.
- Analyze foreign exchange market and evaluate foreign exchange exposure and risk.
- Conceptual and analytical frame work of international financial institutions and working capital management.

Student Learning Outcomes (SLO):

Students will be able to

- Understand the most widely used international business terms and concepts.
- Identify the role and impact of political, economic, social and cultural variables in international business.
- Analyzing international business from a multi-centric perspective, avoiding ethnocentrism.

Unit	Topics	Period (1 Hour Each)
UNIT-I	Introduction: International trade, its importance, Principles of International Trade- Theory comparative Costing, Classical Theory, Absolute Advantage, He ckscher – Ohlin Theory, Free Trade Vs. Security Barriers to Foreign Trade, Tariffs and Non-tariff Barriers.	18
UNIT-II	Balance of Payments: Meaning of BOP, Components of BOP, Importance of BOP, Meaning of Deficit and Surplus, Balance, Disequilibrium and Adhustment, Methods of correcting disequilibrium, Accounting principles in BOP.	18
UNIT-III	Forex Market: Defining the Forex market, its structure, settlement system, understanding exchange rates, participants, spot and forward rates, forex quotations, premiums and discounts in the forward market, cross rates, inverse rates and arbitrage.	18
UNIT-IV	Exchange Rate Determination: Determination under Gold Standard and Paper Standard, Factors Affecting Exchange Rates, Purchasing Power Parity Theory, Demand and Supply Theory, Equilibrium Rate of Exchange, Voltile V/S Fixed Exchange Rate, Exchange Control, Exchange Control Purpose.	18
UNIT-V	Instruments: ADR, GDR, Euro Currency, International Commercial Papers. International Financial institutions: Introduction to IMF, its Importance, Functons and Significance.	18

Suggested Readings:

- Machi Raju International Financial Management, HPH, 2008.
- V. A Avadhani International Financial Management, Himalaya 2008
- Eiteman & Stonchill, "Multinational Business Finance", Addison Wesley Longman, New Delhi, 2001
- Adrian Buckley, "The Essence of International Management"
- Abdullah Faud.A. "Financial Management for the Multinational Firm"
- Jeff Madura, Multinational Financial Management, New Delhi : Cengage Pvt Ltd, 2015
- Apte P G, International Financial Management, New Delhi: Tata McGraw Hills, publications, 2008.
- Shapiro Alan C, Multinational Financial Management, New Delhi : Wiley India Pvt Ltd, 2008
- T. Siddaiah International Financial Management, Pearson, 2009.
- O.P.Agarwal , International Financial Management Himalaya publishing house.

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S. N O.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	EUM3BBAC2T	Working Capital Management	100	6	6	0	0	6

Course Objectives:

- The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Course Outcome:

- Understanding the meaning, need and importance of working capital for smooth functioning of an entity.
- Understanding the factors which determine the working capital.
- Learning the methods of estimating working capital.

Student Learning Outcomes (SLO):

Upon successful completion of this course,

- Understanding the various components of working capital with its management.
- Understanding methods of receivable management.
- Learning the methods of evaluating receivables and implementation of credit policy.
- Learning the importance and management of treasury (cash) in an entity.
- Learning the various sources of working capital finance.
- Learning the importance of optimal inventory level and management of payables.

Unit	Topics	Period (1 Hour Each)
UNIT-I	Working Capital: Concept, Definition, types, Importance, Need and Objectives of Working Capital, Determinants of working capital, Excess working capital and inadequate working Capital, Disadvantages of Excess working capital and Inadequate working capital, Operating cycle-Concept.	18
UNIT-II	Meaning, definition and nature of cash, Motives for holding cash, cash Management, Meaning of Cash Flow, Determination of Optimum cash balance, Cash management Models, Management of Marketable Securities.	18
UNIT-III	Concept and definition of receivables, cost of maintaining receivables, factors influencing the size of receivables, forecasting of receivables, objectives of receivable management, types of factoring.	18
UNIT-IV	Meaning and nature of inventory, purpose and benefit of holding inventory, risk and cost of holding inventories, objectives of inventory management, tools and techniques of inventory management.	18
UNIT-V	Financing of working capital, determining the working capital financing mix, new trends in financing of working capital by banks, latest committees regarding working capital- Kannan Committee, Marathe Committee.	18

Suggested Reading:

- Bhalla, V. K., Working Capital Management. Text and Cases, Anmol Delhi.
- Hampton J.J., Wagner, C.L, Working Capital Management, John Wiley & Sons.
- Mannes. T.S, Zietlow, J.T, Short-term Financial Management, West Pub. Co.
- Scherr. F.C, Modern Working Capital Management. Prentice Hall.
- Kuchhal S.C, 'Financial Management', Chaitanya Publishing House, Allahabad, 1988.
- Khan M.Y, & Jain P.K, 'Financial Management', Tata McGraw-Hill Publishing company limited, New Delhi, 1984.
- Pandey I.M., 'Financial Management', Vikas Publishing House, New Delhi. 2016. Eleventh edition.
- Besant A. Raj C., 'Corporate Financial Management', Tata McGraw Hill, New Delhi., 1995.

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