

# UNIVERSITY OF MUMBAI



## Syllabus for Approval

	<b>Heading</b>	<b>Particulars</b>
1	Title of the Course	<b>BACHELORS IN BUSINESS ADMINISTRATION IN CAPITAL MARKET (BBA IN CAPITAL MARKET)</b>
2	Eligibility for Admission	1. Any 12 th pass out with a recognized University having a flair for numbers can apply. 2. Admissions on the basis of Written Test & Interview.
3	Passing Marks	50% PASSING MARKS
4	Ordinances / Regulations ( if any)	
5	No. of Years / Semesters	48 MONTHS / 8 SEMESTERS
6	Level	BACHELORS
7	Pattern	SEMESTER
8	Status	NEW
9	To be implemented from Academic Year	From Academic Year 2023-2027



UNIVERSITY OF MUMBAI'S

**BACHELORS IN BUSINESS ADMINISTRATION IN  
CAPITAL MARKET (BBA in Capital Market)**

Proposed syllabus

Credit Based Semester and Grading System with effect from the Academic Year

**(w.e.f. Academic Year 2023-27 )**



## UNIVERSITY OF MUMBAI

### Preamble / Scope:

#### Future Scope of BBA in capital market

The Bachelor of Business Administration in capital market degree is considered by many as the degree of the future. It is a professional degree that is rising in popularity among students who want to make a career in management right after their 12th standard exams. This degree is also apt for students who want to pursue management studies after graduation. With a BBA in capital market degree, they already have a strong base in management studies and they fare better than students who are not from a management background.

Beyond just education, the BBA in capital market degree has a lot of scope when it comes to careers. This is one of the few degrees where students can get high-paying jobs in management and administration right after graduation. The country's economy is growing, and many new companies are coming up. Not all companies can afford highly experienced MBA managers. So, these companies give opportunities to BBA degree holders who can be just as good as an MBA qualified manager.

Many students are also forgoing the trend of joining disciplines like science, commerce, and arts. They are joining specialized disciplines like BBA which are directly aimed at careers they want. Today's students tend to know what education and career they want right from the start, and this is one of the reasons why the future scope of the BBA in capital market degree is bright.

Currently, the BBA in capital market degree is gaining momentum amongst students. There was a time when only a few private colleges and institutes were offering this degree, but now, almost every major university in India is offering BBA in capital market. Therefore, it has become even more accessible. Companies also actively look for BBA in capital market graduates and offer them a good salary and benefits. Here are some more trendy things about the BBA in capital market degree in India.

#### 1. Professional –

The BBA in capital market degree is as professional as it gets. Students are expected to do well from the get-go. The degree not only provides you with education, but it also prepares you for a job. Learning something, and being able to do it for a living are two different things, and the BBA degree prepares you for it.

Here are some more professional aspects of BBA in capital market :

- The course has been designed by industry professionals who come from high ranking positions and have studied from the best universities.
- The BBA in capital market course is regularly updated to incorporate the latest in the business world.
- You get to choose specialisations early on, in which you are most likely to further study or pursue a career.
- Your chances of getting a job right after graduation are a lot higher as compared to other degrees.

## 2. Personal Development –

Rarely would you find an educational degree that also focuses on personal development. In other degree, you have to learn personal development on your own or by doing some courses. But after BBA in capital market , you will leave the college a more learned, and well-rounded individual, making you highly employable.

Here's what a BBA in capital market in capital market degree course does for personal development:

- One of the first things you get to work on is your confidence. If you want to get into management, you will have to become a good, confident leader.
- Another skill you learn is working as a good team member. When you will be in a professional environment, a good team player will always be liked and appreciated.
- In the course, you are also taught about body language. You will learn all about projecting positive energies and reading the person in front of you.
- Email etiquette is another thing you learn. When you are in the professional world, email is the main form of communication. The BBA in capital market course also teaches you to be good in the written form of communication.
- This course will also leave you a knowledgeable person. It requires you to stay updated on the current affairs of the world, and you will find yourself knowing a lot of information about what is happening in the world.

## 3. Strong Base for Postgraduate Studies –

Many students opt for postgraduate studies as a way to advance their careers. After a BBA in capital market , you can do an MBA, PGDM, MMS, and other such

management postgraduate courses. Thanks to the previously done BBA in capital market , you will excel in these courses. And here are some reasons why.

- The BBA in capital market course lays a strong foundation in management studies. You learn about the fundamentals that you will study in-depth in post-graduation.
- During your BBA in capital market , you also get to choose a specialisation that you can choose to pursue in your higher studies and make a career in that specialisation.
- You grasp the concepts much faster than students who don't come from a management background. This means you are poised to do well in the course.
- 3 years in graduation and a further 2-3 years in post graduations will make you an expert in the subject of management.

#### **4. On-Trend Education –**

It is important that the course you do is on-trend, and incorporates all the latest developments. This is the advantage of a BBA in capital market degree. It is one of the most advanced bachelor's courses, and its importance is only growing.

Other reasons why this subject is trendy because:-

- BBA in capital market course is like a precursor to management studies, and hence, it is updated regularly to incorporate major developments in the business world.
- BBA in capital market is also a course that incorporates technology. Technology is changing many industries, and those who are unable to adapt are left in the dust. This won't happen with BBA graduates.
- Students are opting for this course over others, as one can trust their judgment as they choose courses that will make their careers.
- Education industry experts have also predicted BBA in capital market and other management-related bachelor's courses to become as popular as science, arts, and commerce.

#### **5. Career Opportunities –**

The career opportunities the BBA in capital market degrees is one of the reasons why students are pursuing it, and my parents are also happy with their choice. This degree leads to a great career in management or administration. But that's not all regarding career opportunities, the BBA in capital market degree is helpful in the following ways:-

- Management is required in all industries, so you have a wide range of choices when it comes to choosing a career. You can choose what you love.
- Though you may not immediately start as a manager or administrator, with a BBA in capital market degree, you will be in a position that leads to these roles.

- In the degree, you are also taught to negotiate for a good salary. So, whatever position you are, you will be able to secure a good salary.
- A BBA in capital market also opens doors for you to have careers abroad. If you have dreamt of working overseas, you can choose international business as your specialisation, and be poised to work abroad and earn big.

### **Blended Learning**

Our Blended learning programs are perhaps the highest impact, lowest cost way to drive major corporate learning initiatives. It offers you the advantages of face to face learning as well as those of technology-based learning. We design blended learning programs that are:

- Well-structured (all steps were well-defined and scheduled in advance)
- Takes advantage of best-in-class media of the day
- Saves time, since part of the learning can be done by learners directly from their desktop
- Helps create a social culture (learners do spend a lot of time together)
- Uses demonstration and experiential learning

Students will have a solid understanding of the fundamental Management tools ranging from International Business, Emerging Digital Media, Hiring People Globally, applied economic theory, probability and statistics, to financial modeling and securities law all of which are becoming increasingly vital in the industry. As for any aspirant looking forward to entering this vibrant field, it is essential to have sound technical knowledge. However, at the same time, it is also essential for one to be well versed in their soft skills, that is, their communication abilities and overall presentation. One cannot learn about Management without participating in it So, we have introduced Internship program of 3 months. Keeping this in mind the BBA in capital market - Global Markets, BSS has been designed to interlace practical sessions such as case study discussions, projects, group discussions, class presentation, simulation programs and internships along with the theory sessions so that the students can correlate between theory and practice and develop a wholesome understanding of the subject.

# BBA IN CAPITAL MARKET

**FYUGP Credit Structure from 2023-24 (Across All courses)**

Level	Sem	Major (Sub-1)	Elective	Minor (Sub-2)	OE	VSC	IKS Generic	OJT, FP, RP, CEP	Cum Cr/ Sem	Degree/ Cum Cr
						SEC	AEC, VEC	CC		
<b>4.5 (2023-24)</b>		4	0	4	4	4	6	2	24	<b>44 UG certificate</b>
	<b>Sem 1</b>	Introduction to Financial Management (4 Credits)		Principles of Management (4 credits)	International Business Management (4 Credits) or International Management (4 credits)	VSC : Business Law (2 Credits) SEC : Marketing Management (2 Credits)	IKS : Indian History (2 Credits) AEC : Business Communication (2 Credits) VEC : (2 Credits)	NCC/ Yoga (2 Credits)	24	
	Cum Cr	<b>4</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>2</b>		
	<b>Sem 2</b>	Strategic Management (4 Credits)		Human Resource Management (4 Credits)	Introduction to Business Analytics (4 Credits) or Introduction to Analytics (4 Credits)	VSC : Business Law -2 (4 Credits) SEC : Quantitative Technics	IKS : Indian History - 2 (2 Credits) AEC : Business Communication -2(2 Credits)	NCC/ Yoga (2 Credits)	<b>24</b>	
	Cum Cr	<b>4</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>12</b>	<b>4</b>	<b>48</b>	

**PI** 1 credit = 15 hr of T and

**T=Theory**

**P=Practical (dry Lab or wet**

: 30 hr of P

Lab)/Hands-  
on/Experiential  
learning)

<u>Semester</u>	<u>Subject Code</u>	<u>Core Subject</u>	<u>Assessment Pattern</u>				
			<u>Internal Marks</u>	<u>External Marks</u>	<u>Total Marks</u>	<u>Total Hours</u>	<u>Credits</u>
<b><u>Semester I</u></b>	<b><u>1.1</u></b>	INTRODUCTION TO FINANCIAL MANAGEMENT				60	4
	<b><u>1.2</u></b>	PRINCIPLES OF MANAGMENT				60	4
	<b><u>1.3</u></b>	INTERNATIONAL BUSINESS MANAGEMENT				60	4
	<b><u>1.3</u></b>	(OR) INTERNATIONAL MANAGEMENT				60	4
	<b><u>1.4</u></b>	BUSINESS LAW				30	2
	<b><u>1.5</u></b>	MARKETING MANAGEMENT				30	2
	<b><u>1.6</u></b>	INDIAN HISTORY				30	2
	<b><u>1.7</u></b>	BUSINESS COMMUNICATION				30	2
	<b><u>1.8</u></b>	YOGA				30	2
		<b><u>Total</u></b>				<b>390</b>	<b>24</b>
<b><u>Semester II</u></b>	<b><u>2.1</u></b>	STRAGETIC MANGEMENT				60	4
	<b><u>2.2</u></b>	HUMAN RESOURSE MANAGEMENT				60	4
	<b><u>2.3</u></b>	INTRODUCTION TO BUSINESS ANALYTICS				60	4



	<u>2.3</u>	(OR) INTRODUCTION TO ANALYTICS				<b>60</b>	<b>4</b>
	<u>2.4</u>	BUSINESS LAW – 2				<b>30</b>	<b>2</b>
	<u>2.5</u>	QUANTITATIVE TECHNIQUES				<b>30</b>	<b>2</b>
	<u>2.6</u>	INDIAN HISTORY – 2				<b>30</b>	<b>2</b>
	<u>2.7</u>	BUSINESS COMMUNICATION - 2				<b>30</b>	<b>2</b>
	<u>2.8</u>	YOGA				<b>30</b>	<b>2</b>
		<b>Total</b>				<b>390</b>	<b>24</b>

## SEMESTER 1

<u>Subject Code</u>	<u>Topics</u>	<u>Hours</u>
<u>1.1</u>	<p><b><u>Introduction to Financial Management</u></b></p> <p><b><u>Course Objectives:</u></b></p> <p>The overall objective of financial management is to provide maximum return to the owners on their investment in the long- term. This is known as wealth maximisation. Maximisation of owners’ wealth is possible when the capital invested initially increases over a period. Wealth maximisation means maximising the market value of investment in shares of the company.</p> <p><b><u>Course Outcomes:</u></b></p> <p>Student should be able to</p> <p>Understand both the theoretical and practical role of financial management in business corporations.</p> <p>Analyse the finances of individual corporations both in terms of their performance and capital requirements</p> <p>Have a greater appreciation and understanding of the importance of risk within the context of financial decision making</p>	

	<p><b><u>Course Content:</u></b></p> <p>Introduction to Accounting  Necessity of Accounting  Basic Introduction of Income Statement and Balance Sheet.</p> <p>Meaning of GAAP  Concepts of Accounting  Impact of Accounting  Concepts on Income Statement and Balance Sheet.</p> <p>Accounting Mechanics  Process leading to preparation of Trial Balance and Financial Statements Preparation of Financial Statements with Adjustment Entries.</p> <p>Revenue Recognition and Measurement  Capital and Revenue Items  Treatment of R&amp; D Expenses  Preproduction Cost  Deferred Revenue Expenditure</p> <p>Fixed Assets and Depreciation Accounting  Evaluation and Accounting of Inventory.</p> <p>Corporate Financial Reporting–Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow.</p> <p><b><u>Reference Book:</u></b></p> <p>Financial Management –Theory &amp; Practice - Prasanna Chandra</p>	
<p><b><u>1.2</u></b></p>	<p><b><u>Principles of Management</u></b></p> <p><b><u>Course Objective :</u></b></p> <p>The student should be able to:</p> <ol style="list-style-type: none"> <li>1. relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.</li> <li>2. participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.</li> <li>3. knowledge and understanding of the Principles of Management will enable the student manager and/ or employee and gain valuable insight into the workings</li> </ol>	

of business and other organizations.

**Course Outcome:**

Evaluate the global context for taking managerial actions of planning, organizing and controlling.

Integrate management principles into management practices.

Assess managerial practices and choices relative to ethical principles and standards.

Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.

**Course Content:**

Introduction to management

Management: Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis Management and Society: Social Responsibility and Ethics - Global and Comparative Management, the Basis of Global Management – Functions of Management-The Nature and Purpose of Planning- Objectives- Strategies, Policies and Planning Premises – Decision Making – Global Planning.

The Nature of Organizing

Organizational Structure: Departmentation - Line/Staff Authority and Decentralization Effective Organizing and Organizational Culture. Global Organizing. Co-ordination functions in Organization - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication- Global Leading.

The System and Process of Controlling

Control Techniques and Information Technology-Global Controlling and Global Challenges– Direction Function – Significance.

Entrepreneur skills

Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. Application of Management

MBO, managing different form of Businesses, Creativity and innovation in Management, Change Management

Recent Trends in Management: -

Social Responsibility of Management– environment friendly

	<p>management, Management of Change, Management of Crisis, Total Quality Management, International Management.</p> <p><b><u>Reference Book:</u></b></p> <p>Management – A competency building approach - Heil Reigel / Jackson/ Slocum</p> <p>Principles of Management - T. Ramaswamy</p>	
<p><b><u>1.3</u></b></p>	<p><b><u>International Business Management</u></b></p> <p><b><u>Course Outcome:</u></b></p> <p>Explain business expansion abroad and key issues related to their operations in other countries.</p> <p>Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.</p> <p>Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.</p> <p><b><u>Course Objective:</u></b></p> <p>International Business focuses on the overview of the unique problems faced by firms engaging in international activities; the importance of understanding the foreign economic, social, political, cultural, and legal environment; the mechanics of importing and exporting; joint venture, franchising, and subsidiaries, international dimensions of management, marketing and accounting, and international financial management.</p> <p><b><u>Course Content:</u></b></p> <ul style="list-style-type: none"> <li>• Theories of the multinational firm</li> <li>• Theories of internationalization (including International New Ventures and Born Global)</li> <li>• Headquarter-subsidiary relations in multinational corporations</li> <li>• Micro-politics in multinational corporations</li> <li>• Knowledge transfer and organizational learning in multinational corporations</li> <li>• International innovation strategies</li> <li>• Management of inter-organizational relations in an</li> </ul>	

	<p>international context</p> <ul style="list-style-type: none"> <li>• Global stakeholder strategy</li> <li>• Corporate social responsibility in comparative perspective</li> <li>• Issues in Global Supply Chains</li> <li>• Institutional voids in emerging markets</li> <li>• Corporate strategies of international expansion</li> <li>• Environmental challenges and multinational corporations</li> </ul>	
<b><u>1.3</u></b>	<b><u>(OR) International Management</u></b>	
<b><u>1.4</u></b>	<p><b><u>Business Law</u></b></p> <p><b><u>Course Objectives:</u></b></p> <p>This course helps to understand the core areas of business law - law of contract, law of partnership, law related to sale of goods, and negotiable instruments. The new edition enhances the appeal of the book by incorporating discussion on the Information Technology Act, 2000 and the Limited Liability Partnership Act, 2008.</p> <p><b><u>Course Outcomes:</u></b></p> <p>Student should be able to</p> <p>On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.</p> <p>Identify the fundamental legal principles behind contractual agreements</p> <p>Examine how businesses can be held liable in tort for the actions of their employees</p> <p><b><u>Course Content:</u></b></p> <p>The Indian Contract Act, 1872  Meaning and Essentials of Contract  Offer and Acceptance</p> <p>Capacity of Parties  Consideration  Free Consent</p> <p>Legality of Object and Consideration, and Agreements opposed to Public Policy  Void Agreement and Contingent Contract  Performance of Contract</p> <p>Discharge of Contract.  Remedies for Breach of Contract</p>	

	<p>Quasi-Contracts  Indemnity and Guarantee  Bailment and Pledge  Contract of Agency</p> <p>Sale of Goods Act, 1930  The Indian Partnership Act, 1932</p> <p>The Limited Liability Partnership Act, 2008  The Negotiable Instruments Act, 1881</p> <p>The Consumer Protection Act  The Company Act 2013  IPR Act</p> <p>The Information Technology Act, 2000</p> <p><b><u>Reference Book:</u></b></p> <p>Business Law - P C Tulsian and Bharat Tulsian</p>	
<p><b><u>1.5</u></b></p>	<p><b><u>Marketing Management</u></b></p> <p><b><u>Course Objectives:</u></b></p> <p>To achieve the objectives of the business. Thus, the prime objective of marketing management is to achieve the objectives of the business. A business predominantly aims at earning reasonable long-term profits by satisfying the needs of customers.</p> <p><b><u>Course Outcome:</u></b></p> <p>Develop an ability to understand and develop the marketing mix for an organization</p> <p>Develop strategies for the efficient distribution of products and services</p> <p>Determine strategies for developing new products and services that are consistent with evolving market needs.</p> <p><b><u>Course Content:</u></b></p> <p>Introduction to marketing concept, its relevance in India, marketing mix, marketing structures and systems.</p> <p>Environmental scanning and market opportunity analysis.</p> <p>Buyer Behavior-household and institutional/organizational. Market segment and segmental analysis.</p> <p>Market estimation - Market potential, demand forecasting and sales forecasting.</p> <p>Marketing Information Systems, Marketing Research,</p>	

	<p>Market Planning.</p> <p>Product mix decisions – product identification, product life cycle, branding and packaging.</p> <p>New product development and management. Pricing policies, structures and methods.</p> <p>Concepts of regulated prices in selected industries.</p> <p>Promotion decision - Communication process, promotion mix, promotion strategies with reference to consumer and industrial products.</p> <p>Advertising and personnel selling decision.</p> <p>Distribution Management - importance of distribution in developing country. Role of middleman, identification, selection and managing dealers. Distribution Channels Management –Physical distribution.</p> <p>Performance and control- Marketing Audit.</p> <p><b><u>Reference Book:</u></b></p> <p>Marketing Management - Kotler, Keller, Koshy &amp; Jha</p>	
<p><b><u>1.6</u></b></p>	<p><b><u>Indian History</u></b></p> <p><b><u>Course Objective:</u></b></p> <p>This course forms the third part in the series of History of India. The time brackets are based on the specific historical changes like regionalism in polity, culture and economy marking a departure from the preceding era of Guptas. The chapters present a survey of new political scenario of ambitious regional powers with shifting and overlapping boundaries.</p> <p><b><u>Course Outcome:</u></b></p> <p>The course is expected to familiarize the student to theories of state, feudalism, political structure and periodization in history, based on the Indian examples from early medieval period. Social and Cultural Developments: The state of indigenous education, its dislocation; Orientalist-Anglicist controversy, The introduction of western education in India; The rise of press, literature, and public opinion; The rise of modern vernacular literature; Progress of science; Christian missionary activities in India.</p> <p><b><u>Course Content:</u></b></p> <p>Pre-history and Proto-history: Geographical factors; hunting and gathering (paleolithic and mesolithic); Beginning of</p>	

	<p>agriculture (neolithic and chalcolithic).</p> <p>Indus Valley Civilization: Origin, date, extent, characteristics-decline, survival and significance, art and architecture.</p> <p>Megalithic Cultures: Distribution of pastoral and farming cultures outside the Indus, Development of community life, Settlements, Development of agriculture, Crafts, Pottery, and Iron industry.</p> <p>Aryans and Vedic Period: Expansions of Aryans in India: Vedic Period: Religious and philosophic literature; Transformation from Rig Vedic period to the later Vedic period; Political, social, and economical life; Significance of the Vedic Age; Evolution of Monarchy and Varna system.</p> <p>Mauryan Empire: Foundation of the Mauryan Empire, Chandragupta, Kautilya, and Arthashastra; Ashoka; Concept of Dharma; Edicts; Polity, Administration, Economy; Art, architecture, and sculpture; External contacts; Religion; Spread of religion; Literature. Disintegration of the empire; Sungas and Kanvas.</p> <p>Post-Mauryan Period (Indo-Greeks, Sakas, Kushanas, Western Kshatrapas): Contact with outside world; growth of urban centres, economy, coinage, development of religions, Mahayana, social conditions, art, architecture, culture, literature, and science.</p> <p>Early State and Society in Eastern India, Deccan, and South India: Kharavela, The Satavahanas, Tamil States of the Sangam Age; Administration, Economy, land grants, coinage, trade guilds, and urban centres; Buddhist centres; Sangam literature and culture; Art and architecture.</p> <p>Regional States during Gupta Era: The Kadambas, Pallavas, Chalukyas of Badami; Polity and Administration, Trade guilds, Literature; growth of Vaishnava and Saiva religions. Tamil Bhakti movement, Shankaracharya; Vedanta; Institutions of temple and temple architecture; Palas, Senas, Rashtrakutas, Paramaras, Polity, and administration; Cultural aspects. Arab conquest of Sind; Alberuni, The Chalukyas of Kalyana, Cholas, Hoysalas, Pandyas; Polity and Administration; Local Government; Growth of art and architecture, religious sects, Institution of temple and Mathas, Agraharas, education and literature, economy and society.</p>	
<b><u>1.7</u></b>	<b><u>Business Communication</u></b>	



	<p><b><u>Course Objective:</u></b></p> <p>The main objective of communication is to help managers in achieving organization goals. It helps managers to perform all managerial functions and to achieve predetermined goals.</p> <p><b><u>Course Outcome:</u></b></p> <p>Understand effective business writing.</p> <p>Know research approaches and information collection.</p> <p>Use effective interpersonal communications.</p> <p><b><u>Course Content:</u></b></p> <p>Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication</p> <p>Written Analysis and Communication Spoken Business Communication</p> <p>Cultural Identities and Intercultural Communication Difficult Communication</p> <p>Intercultural Communication Competence Organizational Communication</p> <p>Persuasive Communication Barriers to Communication</p> <p><b><u>Reference Book:</u></b></p> <p>Communication skills - Das &amp; Rao Effective communication - Urmila Rai/S.M.Rai</p>	
<b><u>1.8</u></b>	<b><u>Yoga</u></b>	
	<b><u>SEMESTER II</u></b>	
<b><u>2.1</u></b>	<p><b><u>Strategic Management</u></b></p> <p><b><u>Course Objectives:</u></b></p> <ul style="list-style-type: none"> <li>• To expose students to various perspectives and concepts in the field of Strategic Management</li> <li>• The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.</li> <li>• To help students develop skills for applying these</li> </ul>	

- concepts to the solution of business problems
- To help students master the analytical tools of strategic management

**Course Outcomes:**

Student should be able to

Critically analyses the internal and external environments in which businesses operate and assess the implications of forecast changes.

Apply understanding of the theories, concepts and tools that support strategic management in organizations.

Individually and collaboratively evaluate and synthesise information and existing knowledge from numerous sources and experiences.

Apply appropriate tools, theories and concepts to analyse strategic issues in organizations and to develop options for implementation.

**Course Content:**

Introduction to Strategic Management  
 Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organization.  
 Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning  
 Strategy Choices  
 Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Competitive Strategies and Strategies for different industries and company situations, Strategy Development for Non-profit, Non-business-oriented Organizations, Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.

External and Industry Analysis  
 General Environment, Industry / Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis.

Internal Analysis  
 Assessment of Company Performance, Management & Business Functions Framework, Other Frameworks for Organizational and Internal Analysis

Growth Accelerators: Business Web, Market Power, Learning based.  
 Management Control, Elements, Components of Management Information Systems

	<p>Strategy Evaluation and Control Performance Measurement and Monitoring, Financial Projections and Financial Impact of Strategies</p> <p><b><u>Reference Book:</u></b></p> <p>Strategic Management - Thompson &amp; Strickland</p>	
<p><b><u>2.2</u></b></p>	<p><b><u>Human Resource Management</u></b></p> <p><b><u>Course Objectives:</u></b></p> <p>The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management.</p> <p>Students shall learn to Identify and analyse the problems in the field of HRM and be able to</p> <p>provide innovative solutions. They shall be able to identify and appreciate the significance of</p> <p>ethical issues in HR practices and the management of people in the workplace</p> <p><b><u>Course Outcome:</u></b></p> <p>The theory and application of human resource management, the broad range of influences acting on human resource management.</p> <p>The human resources planning and policies through its information system, training and development of human capital of the organization.</p> <p>This course emphasis on the knowledge of performance assessment methods, improvements and resultant in terms of employee service condition reviews</p> <p>Compensation and workers participation in management including the discipline matters and strategic human resources management</p> <p>Course Content:</p> <p>Orientation, Introduction to Human Resource Management</p>	

	<p>Concept and Importance, function of HRM, Objectives of HRM, The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager</p> <p>Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand – Internal and External sources.</p> <p>Manpower planning - Job Analysis, Job Description, scientific Recruitment</p> <p>Selection &amp; its Process, HRD Strategies for long term planning and Growth. Productivity and HRM.</p> <p>Training and Executive Development: Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices – Benefits – Self-development – Knowledge management.</p> <p>Performance Appraisal systems - MBO Approach , Performance counselling .</p> <p>Career planning &amp; Succession Planning</p> <p>Compensation Plan – Reward – Motivation – Application Of Theories Of Motivation</p> <p>Career Management – Development Of Mentor – Protégé Relationships.</p> <p>Herzberg’s theory -McClelland’s Need – Achievement Theory</p> <p>Human Relations-Significance-Leadership-Types of Leadership</p> <p>Employee Morale &amp; Employee Grievances-Trends in Human resource Management.</p> <p><b><u>Reference Book:</u></b></p> <p>Managing Human Resources - Bohlander, Snell, Sherman</p>	
<p><b><u>2.3</u></b></p>	<p><b><u>Introduction to Business Analytics</u></b></p> <p><b><u>Course Objective:</u></b></p> <p>To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. To learn how to use and apply Excel and Excel add-ins to solve business problems.</p>	

	<p><b><u>Course Outcome:</u></b></p> <p>To become familiar with the processes needed to develop, report, and analyze business data</p> <p><b><u>Course Content:</u></b></p> <p>Overview of Business Analytics • Introduction to Analytics • Davenport article - “Competing on Analytics” • LaValle et al. article - “Analytics: The New Path to Value”</p> <p>Visualization/ Data Issues • Organization/sources of data • Importance of data quality • Dealing with missing or incomplete data • Data Classification • Davenport and Harris article - “The Dark Side of Customer Analytics”</p> <p>Introduction to Data Mining • Introduction to Data Mining • Data Mining Process • Data mining tool</p> <p>Introduction to Decision Modeling • Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization • Decision Making under Uncertainty Simulation Introduction to @Risk Types of problems: inventory management, capital investment analysis, market share estimation, sensitivity analysis</p>	
<b><u>2.3</u></b>	<b><u>(OR) Introduction to Analytics</u></b>	
<b><u>2.4</u></b>	<p><b><u>Business Law - 2</u></b></p> <p><b><u>Course Objectives:</u></b></p> <p>This course helps to understand the core areas of business law - law of contract, law of partnership, law related to sale of goods, and negotiable instruments. The new edition enhances the appeal of the book by incorporating discussion on the Information Technology Act, 2000 and the Limited Liability Partnership Act, 2008.</p> <p><b><u>Course Outcomes:</u></b></p> <p>Student should be able to</p> <p>On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.</p> <p>Identify the fundamental legal principles behind contractual agreements</p> <p>Examine how businesses can be held liable in tort for the actions of their employees</p>	

	<p><b><u>Course Content:</u></b></p> <p>The Indian Contract Act, 1872  Meaning and Essentials of Contract  Offer and Acceptance</p> <p>Discharge of Contract.  Remedies for Breach of Contract  Quasi-Contracts  Indemnity and Guarantee  Bailment and Pledge  Contract of Agency</p> <p>The Limited Liability Partnership Act, 2008  The Negotiable Instruments Act, 1881</p> <p>Sale of Goods Act, 1930  The Indian Partnership Act, 1932</p>	
<p><b><u>2.5</u></b></p>	<p><b><u>Quantitative Techniques</u></b></p> <p><b><u>Course Objectives:</u></b></p> <ol style="list-style-type: none"> <li>1. Students must be able to 1 Understand why statistics are important for making business decisions (when to use quantitative analysis vs. “common sense.</li> <li>2. Demonstrate a sound knowledge of statistical terms</li> <li>3. Be able to explain the merits and limitations of various statistical techniques</li> <li>4. Be able to performance statistical analysis on paper as well as using Excel and SPSS where appropriate</li> <li>5. Be able to apply quantitative techniques to solve a variety of business problems</li> </ol> <p><b><u>Course Outcomes:</u></b></p> <ol style="list-style-type: none"> <li>1. Student should be able to 1 learn and understand the value of quantitative methods in administrative and operational problem solving and decision making.</li> <li>2. They will be introduced to a variety of statistical and quantitative techniques applicable to a wide range of business situations.</li> <li>3. Students will be able to recognize and apply techniques and their applications in problem solving for decision making</li> <li>4. Students will be introduced to quantitative business methods such as decision theory, forecasting, simple linear regression, linear programming as well as optional topics multiple linear regression and queuing theory</li> </ol> <p><b><u>Course Content:</u></b></p>	

	<p>Types of data: Quantitative and Qualitative, Discrete and Continuous. Data measurement scales. Data presentation using Tables, Diagrams and Graphs</p> <p>Measures of Central tendency: Arithmetic mean, Median and Mode. Partition values: Quartiles, Deciles and Percentiles.</p> <p>Measures of Dispersion: Range, Mean Absolute Deviation, Quartile Deviation and Standard Deviation, Mean Square Deviation and corresponding relative measures. Skewness and Kurtosis (Concept) Outliers</p> <p>Correlation: Scatter diagram, Karl Pearson's correlation coefficient, Spearman's rank correlation coefficient</p> <p>Simple Linear regression</p> <p>Forecasting techniques: Simple Moving average method, Weighted Moving average method and Exponential smoothing method.</p> <p>Probability: Concept of Random experiment, Sample space, Events, Mathematical definition of probability. Addition theorem and Multiplication theorem on probability. Conditional probability. Discrete and Continuous probability distributions: Binomial, Poisson and Normal distribution.</p> <p>Linear Programming and its applications</p> <p>Decision trees under risk and uncertainty</p> <p>Game Theory</p> <p><b><u>Reference Book:</u></b></p> <p>Quantitative Techniques in Management - Vora</p>	
<p><b><u>2.6</u></b></p>	<p><b><u>Indian History - 2</u></b></p> <p><b><u>Course Objective:</u></b></p> <p>This course forms the third part in the series of History of India. The time brackets are based on the specific historical changes like regionalism in polity, culture and economy marking a departure from the preceding era of Guptas. The chapters present a survey of new political scenario of ambitious regional powers with shifting and overlapping boundaries.</p> <p><b><u>Course Outcome:</u></b></p> <p>The course is expected to familiarize the student to theories of state, feudalism, political structure and periodization in history, based on the Indian examples from early medieval</p>	

period. Social and Cultural Developments: The state of indigenous education, its dislocation; Orientalist-Anglicist controversy, The introduction of western education in India; The rise of press, literature, and public opinion; The rise of modern vernacular literature; Progress of science; Christian missionary activities in India.

**Course Content:**

Indian Response to British Rule: Peasant movement and tribal uprisings in the 18th and 19th centuries including the Rangpur Dhing (1783), the Kol Rebellion (1832), the Mopla Rebellion in Malabar (1841-1920), the Santal Hul (1855), Indigo Rebellion (1859-60), Deccan Uprising (1875) and the Munda Ulgulan (1899-1900); The Great Revolt of 1857 — Origin, character, causes of failure, the consequences; The shift in the character of peasant uprisings in the post-1857 period; the peasant movements of the 1920s and 1930s.

Factors leading to the birth of Indian Nationalism; Politics of Association; The Foundation of the Indian National Congress; The Safety-valve thesis relating to the birth of the Congress; Programme and objectives of Early Congress; the social composition of early Congress leadership; the Moderates and Extremists; The Partition of Bengal (1905); The Swadeshi Movement in Bengal; the economic and political aspects of Swadeshi Movement; The beginning of revolutionary extremism in India.

Politics of Separatism; the Muslim League; the Hindu Mahasabha; Communalism and the politics of partition; Transfer of power; Independence. Consolidation as a Nation; Nehru's Foreign Policy; India and her neighbours (1947-1964); The linguistic reorganisation of States (1935-1947); Regionalism and regional inequality; Integration of Princely States; Princes in electoral politics; the Question of National Language.

Economic development and political change; Land reforms; the politics of planning and rural reconstruction; Ecology and environmental policy in post-colonial India; Progress of Science.

Enlightenment and Modern ideas:

(i) Major Ideas of Enlightenment: Kant, Rousseau.

(ii) Spread of Enlightenment in the colonies.

(iii) Rise of socialist ideas (up to Marx); spread of Marxian Socialism.

Origins of Modern Politics: (i) European States



	<p>System. (ii) American Revolution and the Constitution. (iii) French Revolution and Aftermath, 1789-1815. (iv) American Civil War with reference to Abraham Lincoln and the abolition of slavery. (v) British Democratic politics, 1815-1850: Parliamentary Reformers, Free Traders, Chartists.</p> <p>Industrialization: (i) English Industrial Revolution: Causes and Impact on Society. (ii) Industrialization in other countries: USA, Germany, Russia, Japan. (iii) Industrialization and Globalization. 19. Nation-State System: (i) Rise of Nationalism in 19th century. (ii) Nationalism: State-building in Germany and Italy. (iii) Disintegration of Empires in the face of the emergence of nationalities across the World. 20. Imperialism and Colonialism: (i) South and South-East Asia. (ii) Latin America and South Africa. (iii) Australia. (iv) Imperialism and free trade: Rise of neo-imperialism. 21. Revolution and Counter-Revolution: (i) 19th Century European revolutions. (ii) The Russian Revolution of 1917-1921. (iii) Fascist Counter-Revolution, Italy and Germany. (iv) The Chinese Revolution of 1949. 22. World Wars: (i) 1st and 2nd World Wars as Total Wars: Societal implications. (ii) World War I: Causes and Consequences. (iii) World War II: Causes and Consequences. 23. The World after World War II: (i) Emergence of Two power blocs. (ii) Emergence of Third World and non-alignment. (iii) UNO and the global disputes. 24. Liberation from Colonial Rule: (i) Latin America-Bolivar. (ii) Arab World-Egypt. (iii) Africa-Apartheid to Democracy. (iv) South-East Asia-Vietnam. 25. Decolonization and Underdevelopment: (i) Factors constraining development; Latin America, Africa.</p>	
<p><b><u>2.7</u></b></p>	<p><b><u>Business Communication - 2</u></b></p> <p><b><u>Course Objective:</u></b></p> <p>The main objective of communication is to help managers in achieving organization goals. It helps managers to perform all managerial functions and to achieve predetermined goals.</p> <p><b><u>Course Outcome:</u></b></p> <p>Understand effective business writing.</p> <p>Know research approaches and information collection.</p> <p>Use effective interpersonal communications.</p> <p><b><u>Course Content:</u></b></p>	

	<p>Unit 1</p> <p>Presentation Skills</p> <p>Presentations: (to be tested in tutorials only) 4</p> <p>Principles of Effective Presentation</p> <p>Effective use of OHP</p> <p>Effective use of Transparencies</p> <p>How to make a Power-Point Presentation</p> <p>Unit 2</p> <p>Group Communication</p> <p>Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit</p> <ul style="list-style-type: none"> <li>• Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions</li> <li>• Conference: Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing</li> <li>• Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR</li> </ul> <p>Unit 3</p> <p>Business Correspondence</p> <ul style="list-style-type: none"> <li>• Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given)</li> <li>• Only following to be taught in detail: -</li> </ul> <p>Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act</p> <p>Unit 4</p>	
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	Language and Writing Skills <ul style="list-style-type: none"><li>• Reports: Parts, Types, Feasibility Reports, Investigative Reports</li><li>• Summarization: Identification of main and supporting/sub points Presenting these in a cohesive manner</li></ul>	
<b><u>2.8</u></b>	<b><u>Yoga</u></b>	