

# **BBA COMMON – 1<sup>st</sup> YEAR - SEM-I – SYLLABUS**

**Course Name:** PRINCIPLES OF MANAGEMENT

**Course Code:**

**Course Objectives:** At the end of the semester the students would be able to-

- Explain & understand management, evolution of management thought, social and ethical responsibilities of management, span of control and various functions management in the organization.

## **Module I: Introduction of Management**

- Definition of Management
- Need of Management Principles
- Management Science or Art
- Management as an Art
- Management as Science
- Management as both Science and Art
- Functions of Management
- Needs of Levels of Management
- Levels of Management
- Managerial Skills
- Managerial Roles

## **Module II: Evolution of Management Thought**

- Early Approaches to Management
  - Robert Owen: Human Resource Management Pioneer
  - Charles Babbage
  - Andrew Ure & Charles Dupin
  - Henry Robinson Towne
- Classical Approach
- Scientific Management
  - 4 Steps of Scientific Management
  - Taylor's Approach to Management
  - Limitation of Scientific Management
- Administrative Theory
  - Fayol Outlined 14 Principles of Management
- Bureaucratic Management
  - Mary Parker Follet: Focusing on Group Influences
  - Elton Mayo: Focusing on Human Relations

- Four Parts of Hawthorne Studies / Experiments
- Conclusions of Hawthorne Studies / Experiments
- Criticism of Hawthorne Studies / Experiments
- Abraham Maslow: Focusing on Human Needs
- Douglas McGregor
- Chris Argyris
- Quantitative Approach
  - Management Science
  - Operations Management
- Modern Approaches to Management
  - Systems Theory
  - Contingency Theory

### **Module III: Social and Ethical Responsibilities of Management**

- Social Responsibilities of Management
- Arguments for Social Responsibilities of Business
- Arguments Against Social Responsibilities of Business
- Social Stakeholders
- Measuring Social Responsiveness
  - Social Audits
- Managerial Ethics
  - Factors that Influence Ethical Behavior
  - Stages of Moral Development
  - Ethical Guidelines for Managers
  - Geographic Segmentation

### **Module IV: Span of Control**

- Meaning of Span of Control
- Importance of Span of Control
- Factors Affecting Span of Control
- Graicuna's Formula

### **Module V: Managerial Decision Making**

- Introduction
- Significance of Rational Decision Making
- Limitations of Rational Decision Making
- Managers as Decision Makers
  - The Rational Model
  - Non-Rational Model
- Decision Making Process
- Types of Managerial Decisions
  - Decision Making Under Certainty
  - Decision Making Under Risk
  - Decision Making Under Uncertainty
  - Modern Approaches to Decision-making under Uncertainty
- Management Information System Vs Decision Support System
- The Systems Approach to Decision Making
- Group Decision Making

- List of the advantages of Group Decision Making
- List of the disadvantages of Group Decision Making
- Forms of Group Decision Making
- Decision Making Techniques

### **Module VI: Fundamentals of Organizing**

- Introduction
- Definitions of Organizing
- Modern Organization vs. Traditional Organization
- Closed Systems Vs Open Systems
  - Characteristics of Open Systems
  - Developing an Open System Model
- Formal vs. Informal Organization
- Span of Management
- Factors Determining an Effective Span
- Use of Objective Standards
- Uses of Staff Assistance

### **Module VII: Strategic Organization Structure**

- Introduction
- Strategy or Structure
- Factors Influencing Organization Design
- Major Structural Alternatives
  - Functional Structure
  - Divisional Structure
  - Matrix Structure
  - Hybrid Structure
- Other Bases for Departmentation
  - Departmentation by simple numbers
  - Departmentation by time
  - Departmentation by process or equipment
- Strategic Business Units
- Choosing the Pattern of Departmentation

### **Module VIII: Group Decision Making**

- Introduction
- Developing a Culture for Group Decision Making
- Advantages of Group Decision Making
- Disadvantages of Group Decision Making
- Effective Practices in Group Decision Making
  - Deal with Conflict as it Arises

### **Module IX: Conflict Negotiation and Intergroup Behavior**

- Introduction
- Sources of Conflict
- Classification of Conflict
- The Conflict Process

- Negotiation
  - Distributive Bargaining
  - Integrative Bargaining
- Negotiation Process
- Issues in the Negotiation Process
- Intergroup Relations
  
- **Reference Books:**
- Principles of Management, By Tripathi, Reddy Tata McGraw Hill
- Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi

## **Course Name: PRINCIPLES OF MICRO ECONOMICS**

### **Course Code:**

**Course Objectives:** To familiarize the students with the basic concept of microeconomics.

To make student understand the demand and supply analysis in business applications. To understand the pricing and output decisions under various market structure.

### **Module 1: Introduction Micro Economics**

- Definition of Micro-Economics
- Difference between Micro and Macro-economics
- Introduction to Micro-Economics
- Circular flow

### **Module 2: Consumer Equilibrium & Demands**

- Law of demand
- Difference between demand and quantity demanded
- Demand curve
- Equilibrium

### **Module 3: Producer Behavior & Supply**

- Law of supply
- Difference between supply and quantity supplied
- Supply curve
- Equilibrium

### **Module 4: Form of Marketing**

- What is market
- Market structure
- Types of market
- Perfect competition and its features
- Monopoly and its features
- Monopolistic competition and its features
- Oligopoly and its features

### **Module 5: Price Determination**

- Price determination under perfect competition
- Price determination under monopoly
- Price determination under oligopoly

## **Module 6: Economics of Consumer Analysis**

- Law of diminishing marginal utility
- Law of substitution and consumer analysis
- Price elasticity of demand
- Income elasticity of demand
- Gross elasticity of demand
- Total revenue elasticity of demand

### ➤ ***Reference Books:***

- Microeconomics: For BBAT. R. Jain
- Principles of Microeconomics, 7th Edition (Mankiw's Principles of Economics) by N. Gregory Mankiw
- Microeconomics: Principles, Problems, & Policies (McGraw-Hill Series in Economics) by Campbell McConnell, Stanley Brue, and Sean Flynn

## **Course Name: BUSINESS ACCOUNTING- I**

### **Course Code:**

**Course Objectives:** To impart to the learners the basic accounting knowledge. To train in the accounting process from entering business transactions to Journal, understand ledger posting, cash book and preparation of trial balance.

### **Module 1: Introduction –Accounting:**

- Accounting & Accountancy
- Advantages of Accounting
- Origin of Accounting
- Distinction between Accounting & Accountancy
- Accounting– An Art or Science

### **Module 2: Journal:**

- Introduction, Features,
- Advantages, Performa
- Journalizing & Journal Entry
- Problems on Journalizing

### **Module 3: Ledger:**

- Introduction, Importance of Ledger
- Distinction Between journal & ledger
- Format of ledger
- Ledger posting and steps involved in posting
- Balancing of ledger accounts

### **Module 4: Subsidiary Books:**

- Introduction, Subsidiary Books & IT features
- Advantages of subsidiary books
- Types of subsidiary books

### **Module 5: Trial Balance:**

- Introduction, features of trial Balance
- Preparation of trial Balance

### **Module 6: Bank Reconciliation Statement**

- Bank Reconciliation statement – Meaning & need
- Need of preparing Bank Reconciliation Statement
- Preparation of Bank Reconciliation statement
  
- **Reference Books:**
  - Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
  - Khatri, 'Financial Accounting', Tata McGraw Hill
  - Libby, 'Financial Accounting', Tata McGraw Hill
  - S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.
  - Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing

**Course Name: BUSINESS COMMUNICATION**

**Course Code:**

**Course Objectives:** To make students knowledgeable of communication skills.

### **Module 1: Fundamentals of Communication**

- The importance of communication
- The basic forms of communication
- The process of communication
- Barriers to communication
- Dealing with communication barriers

### **Module 2: Group Communication**

- Definition of Group Communication
- Advantages of Group Communication
- The Do's and Don'ts of participating in a GD
- Essential Traits & Skills for GD
- Characteristics of GD
- language for Group Discussion

### **Module 3: Interpersonal Skills**

- Building Positive Relationships
- Giving praise
- Dealing with criticism
- Managing conflict

### **Module 4: Interviewing**

- Introduction
- Different Types of Interview
- Planning for the Interview
- Conducting an Interview
- Ethics of an Interview

- Interview Skills

### **Module 5: Letter Writing**

- An Introduction to Letter Writing
- objectives of letters writing
- Types of Letter
- Main Elements of a Letter
- Key Points of Better Letter Writing
- Elements of a Letter at a Glance

### **Module 6: Presentation Skills**

- Definition
- Features of Presentation Skill
- Types of Presentation Skill
- Preparing Slides for Presentation
- How to Improve Your Presentation Skills

### **Module 7: Negotiation Skills**

- Definition
- Types of Negotiation
- BATNA in Negotiation
- Negotiation Techniques
- Body Language for Negotiation
- Negotiation Skills

### **Module 8: Nonverbal Communication**

- Nonverbal Communication Skills
- Nonverbal Communication Forms
- Para Language

➤ **Reference Books:**

- Business Communication Paperback – 1 Dec 2009 by R. C. Bhatia
- Business Communication by Pal Rajendra & Korlahalli : Publication - Sultan Chand & Company
- Business Communication by M.J.Mathew : Publication -RBSA Publications
- Business Communication by Pandey H.S, Neelima Pareek, Avantika Srivastava, Rakhi Gulati, Neha Sharma : Publication - RBD Publications

**Course Name: COMPUTER FUNDAMENTAL**

**Course Code:**

**Course Objectives:** Computers are a part of life-personal, social and professional. Use of computers has pervaded all forms of activities and all aspects of human society. It has become inevitable for students of management to learn computers and its application. To introduce the students to the fundamentals of computers and familiarize them with the jargon commonly used by computer literates. To introduce the students with some basic tools and applications which will enable them in e-communicating effectively and analyze data for decision making using data of different kinds? To introduce the student to the internet and its applications and thereby empowering him to utilize e-sources for upgrading his knowledge base.

**Module 1: Computer fundamentals**

- Definition of Computers
- Characteristics of Computers
- Evolution of Computers
- Basic Anatomy of the Computers
- Types Of Computers
- Storage Unit (Primary and Secondary)
- Processing Unit
- Input Devices & Output Devices
- Computer Output Microfilm (COM)
- Computer softwares
  - High-level programming language – COBOL, Fortran, BASIC, PASCAL, ADA, LISP
- Disc operating system
- features of WINDOWS-95
- Unix, Linux
- Data Backup
- Relationship between hardware and software
- Software License

**Module 2: Data Communication and Networks**

- Data Communication Definition
- Network Definition
- Types of Network – LAN, MAN, SAN, WAN
- Network Structure - Server based network, client server network, Peer to Peer network, Star Network, Bus Network, Mesh Network
- Network Media
- Network Hardware
- Common Terms In Internet World: WWW

- Types of internet connection : Analog: Dial-up Internet Access, DSL – Digital Subscriber Line, ADSL - Asymmetric Digital Subscriber Line
- Cyber crime, Cyber terrorism, Cyber extortion
- Social Engineering

### **Module 3: Office Packages**

- What is Microsoft Word 2010?
- Starting Microsoft Word
- **Ribbon Menu system in MS WORD** : Home” Ribbon Menu, Insert” Ribbon Menu, Page Layout” Ribbon Menu, References” Ribbon Menu, Mailings” Ribbon Menu, Review” Ribbon Menu, View” Ribbon Menu
- **Primary Tasks in MS WORD**: Creating a New Document, Opening an Existing Document, Saving a Document for the First Time, Saving a Document, Working With Text, Formatting – Margins, Formatting – Headers and Footers, Formatting – Page Numbers, Closing Documents
- Mail merge, Macros
- Templates in MS-Word
- Presentation using PowerPoint
- MS EXCEL - Understanding the Ribbon in MS EXCEL
- Customization Microsoft Excel Environment
- Settings for formulas MS EXCEL
- Important Excel shortcuts

### **Module 4: Advance excel and Multimedia**

- Functions in Excel – Average, MIN;MAX, COUNT IF, Function arguments
- How to enter a function
- Logical operators in EXCEL
- What are Excel Formulas: SUM, IF, Percentage, Subtraction, Multiplication, Division, COUNT, AVERAGE
- Definition of Multimedia
- Components of Multimedia
- Applications of Multimedia
  
- **Reference Books:**
- Fundamental of Computers =V. Rajaraman B.P.B. Publications
- Fundamental of Computers = P. K. Sinha
- Fundamental of Computers = ReemaThareja
- Computer Today = Suresh Basandra
- MS- Office 2000 (For Windows) = Steve Sagman

## **BBA COMMON – 1<sup>st</sup> YEAR - SEM-II – SYLLABUS**

**Course Name: ORGANIZATION BEHAVIOR**

## **Course Code:**

**Course Objectives:** After reading this lesson, you should be able to:

- Understand The Nature Of Management
- Identify And Describe The Functions Of Management
- Understand The Social Responsibilities Of Business
- Appreciate The Interests Of Various Stakeholders In The Business.

## **Module 1: Nature of Management**

- Social Responsibility Ties of Business
- Manager and Environment Levels in Management
- Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan
- Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation
- Decision Making - Techniques and Processes

## **Module 2: Organizing**

- Organization Structure and Design
- Authority and Responsibility Relationships
- Functional Departmentation
- Delegation of Authority and Decentralization
- Interdepartmental Coordination
- Emerging Trends in Corporate Structure, Strategy and Culture
- Impact of Technology on Organizational design
- Mechanistic vs. Adoptive Structures
- Formal and Informal Organization

## **Module 3: Perception and Learning**

- Perception Definition
- Perception affects learning: Need Patterns
- Factors Influencing Perception -- the perceiver, the perceived and the situation
- Learning Theories - Classical Conditioning, Operant Conditioning
- Individual Differences and Impact on Behaviour
- Locus of Control
- Introversion and Extroversion
- Self – Monitoring
- Motivation and Job Performance - Values, Attitudes and Beliefs
- Importance of Values, Sources of Values, Types of Values
- Sources of Attitudes
- Types of Attitudes: job satisfaction, job involvement, and organizational commitment.
- Stress Management : Managing Work-Related Stress
- Employee Assistance Programmes, Receive Social Support
- Communication- Definition- Types-Process - Barriers - Making Communication Effective

## **Module 4: Group Dynamics**

- Group Dynamics – definition
- Types of Groups : Formal, Informal Group, Command and Task Groups, Interest and Friendship Groups
- Leadership - Styles - Approaches - Power and Politics
- Organizational Structure - The Horizontal Dimension of Organisational Structure , Vertical Dimension of Organisational Structure
- Modern Organisational Structures
- Organizational Climate and Culture - Organizational Change and Development

## **Module 5: Comparative Management Styles and approaches**

- Management Styles – Controlling Style, Supporting Style, Leadership style
- Management by walking around
- Unique Features of Japanese Management
- Techniques of Japanese Management
- Creativity and Innovation : The Creativity Process
- Organizational Creativity and Innovation: Climate for Organizational Creativity.
- Factors Hamper Innovation
- Entrepreneurship
- Entrepreneurship vs. Managership
- Characteristics of Entrepreneurial Managers
- Benchmarking : Types of Benchmarking
- Management of Diversity : Meaning , Reasons for Diversity
- Individual Strategies for Dealing with Diversity
  
- **Reference:**
- Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

## **Course Name: MACRO ECONOMICS**

### **Course Code:**

**Course Objectives:** To understand the functioning of economy at the macro level. To understand how the economy is regulated through monetary and fiscal policies. To study the important indicators of the economy and their significance.

On completion of this course, the students will be able to: To explain the concept of macroeconomics. To apply the circular flow of income and expenditure. To analyze the income determination through classical and Keynesian economics. To integrate the role of fiscal and monetary policies in regulating economy.

### **Module 1: Basic Concepts of Macro Economics**

- Definition and Nature of Macro economics
- Issues Addressed by Macroeconomists : Long-Run Economic Growth, Increased Output, Rates of Growth of Output, Business Cycles, Recessions, Unemployment, Inflation , The International Economy, Exports and Imports, Trade Imbalances, Budget Deficits, The Exchange Rate
- Macroeconomic Policy
- Effects of Inflation
- What Macroeconomists Do : Macroeconomic forecasting, Macroeconomic analysis, Macroeconomic research, Data development
- Economic Theory: The Classical Approach, The Keynesian Approach
- Evolution of the Classical Keynesian Debate

### **Module 2: National Income Accounting**

- Scope of Economic Territory
- Related aggregates of national income
- Domestic Aggregates, National Aggregates
- Methods of Estimation of National Income: National Income at Current Price, National Income at Constant Prices, Value of Output, Value added
- Problem of Double Counting in National Income
- Components of Final Expenditure in National Income
- Components of Domestic Income in National Income
- Net Factor Income from Abroad NFIA
- Net National Disposable Income (NNDI)
- Gross National Disposable Income
- Net National Disposable Income
- Concept of Value Added of One Sector or One Firm
- Personal Disposable Income from National Income

### **Module 3: Money & Banking**

- Introduction
- Money: Meaning and Functions : Primary and Secondary Function
- Classification of Money : Full Bodied Money, Credit Money, Fiat Money
- Supply of Money/ Money Supply
- Banking : bank Definition
- Central Bank : Definition, Features, Functions
- Supervision of Central Banks
- Credit Control Measures/Measures of Monetary Policy : Quantitative & Qualitative measures
- Money Creation by the Commercial Bank (Credit Creation)

### **Module 4: Determination of Income and Employment**

- Aggregate Demand: Components of aggregate demand
- Aggregate Supply: Components of Aggregate Supply(AS) or National Income(Y)
- Consumption Function (Propensity to Consume)
- Types of Propensities to consume
- Difference Between APC and MPC
- **Saving Function (Propensity to save):** Average Propensity to Save & Marginal Propensity to consume
- Investment function, Induced Investment & Autonomous investment
- When Aggregate Demand is more than Aggregate Supply, When AD is less than AS
- **Saving and Investment Approach :** When Saving is more than Investment, When Saving is less than Investment
- Full Employment Equilibrium, Underemployment Equilibrium, Over Full Employment Equilibrium
- Multiplier, Working of Multiplier,
- Excess of Demand, Inflationary Gap, Reasons for Excess Demand, Impact of Excess Demand
- Deficient Demand, Deflationary Gap, Reasons for Deficient Demand, Impact of Deficient Demand
- Measures to correct Excess Demand: Quantitative Instrument & Qualitative Instrument
- Measures to correct Deficient Demand: Quantitative Instrument & Qualitative Instrument

### **Module 5: Balance of payments**

- Introduction
- BoP Surplus and Deficit
- THE FOREIGN EXCHANGE MARKET
- Determination of the Exchange Rate
- Flexible Exchange Rates
- Fixed Exchange Rates
- Managed Floating

- Exchange Rate Management: The International Experience
- THE DETERMINATION OF INCOME IN AN OPEN ECONOMY
- TRADE DEFICITS, SAVINGS AND INVESTMENTS

### **Module 6: Government budget and Economics**

- Introduction
- COMPONENTS OF THE GOVERNMENT BUDGET
- Revenue Budget; Capital Budget
- FISCAL POLICY : Changes in Government Expenditure, Changes in Taxes

#### ➤ **Reference Books:**

- Ackley G. – Macro Economics: Theory and Policy, Macmillan Publishing Company, New York. 1978
- Ahuja H.L. – Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi.2006
- Gupta S.B. – Monetary Economics, S. Chand & Co. Ltd. New Delhi.2002
- Shapiro E. – Macro Economic Analysis, Galgotia Publications, New Delhi. 1996 5th Ed.
- Jhingan M. L. – Macro Economic Theory: Vrinda Publications, New Delhi. 2006
- William Branson – Macro Economics: Theory and Policy.1988 2nd Edn.
- Dr. T. G. Gite& others: “SthulArthshastra”, AtharvPrakashan, Pune. 2005.
- J. Harvey and H. Johnson – Introduction to Macro Economics
- D. N. Dwivedi – Macro Economics – Tata McGrew Hill, New Delhi-2006
- Samuelson, Nordhaus – Economics, Tata McGraw Hill, New Delhi-2007

## **Course Name: BASIC ACCOUNTING - II**

### **Course Code:**

**Course Objectives:** The objective of the course is to equip the students with the ability to analyze, interpret and apply the basic concepts and theories of accounting in business management. To understand Data Entry system of Book- Keeping, Petty Cash book. Preparing Final and branch Accounts.

### **Module 1: Depreciation:**

- What is Depreciation?
- How to calculate depreciation in small business?
- Types of depreciation
- Straight-line depreciation method
- Unit of Production method
- Double declining method

### **Module 2: Final Accounts**

- Definition of Final Accounts
- Components of Final Accounts : Trading Account, Profit and Loss Account, Balance Sheet
- Trading Account: Study of Debit side of Trading Account, Format of Trading Account
- Profit and Loss Account
- Balance Sheet : Assets & Liabilities

### **Module 3: ADJUSTMENT TO FINAL ACCOUNTS**

- Adjustment Entries in Final Accounts
- Usual adjustments

### **Module 4: CAPITAL AND REVENUE EXPENDITURE**

- Expenditure:
- Capital & Revenue Expenditure

### **Module 5: INTERNAL AUDITING**

- Internal Audit: Meaning,
- Internal Audit: Objectives
- Internal Audit: Advantages

### **➤ Reference Books:**

- Mukherjee & Hanif, 'Fundamentals of Accounting', Tata McGraw Hill.
- Khatri, 'Financial Accounting', Tata McGraw Hill
- Libby, 'Financial Accounting', Tata McGraw Hill
- S.N. Maheshwari, 'An Introduction to Accountancy', Vikas Publication.

- Guruprasad Murthy, 'Financial Accounting', Himalaya Publishing
- Accounting Made Simple – Accounting Explained in 100 Pages or Less by Mike Piper
- Financial Accounting -P. C. Tulsian
- Advance Accounting -Dr. Shukla&DrGrewal
- Modern Accountancy Volume - AMukherjee&M.Hanif

## **SEM- III**

**Course Name:** HUMAN RESOURCE MANAGEMENT

**Course Code:**

**Course Objectives:** After completing this course, the student should be able to –

- To have an understanding of the basic concepts, functions and processes of human resource management.
- To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, etc.

### **Module I: Introduction and Scope**

- Concept of HRM
- Characteristics of HRM
- Scope of HRM
- Objectives of HRM
- Importance of HRM
- Functions of HRM
- Roles of HRM
- Origin, Evolution and Development of HRM

### **Module II: Human Resource Planning (HRP)**

- Concept of HRP
- Factors affecting HRP
- Process of HRP

## **Module III: Job Design and its Techniques**

- Concept of Job Design
- Approaches to Job Design
- Factors affecting Job Design
- Techniques of Job Design

## **Module IV: Job Analysis and Description**

- Job Analysis
- Significance of Job Analysis
- Process of Job Analysis
- Methods of information collection for Job Analysis
- Job Description
- Components of Job Description
- Job Specification

## **Module V: Human Resource Procurement**

- Concept of Recruitment
- Importance of Recruitment
- Recruitment Process
- Sources of Recruitment
- Meaning of Employee Selection
- Selection Procedure

- Meaning of Employee Placement
- Meaning of Induction
- Induction in Indian companies
- Conducting Effective Induction Programme
  
- **Reference Book:**
- Human Resource Management by Dr. T. K. Jain, Dr. Preeti Chugh
- Organization Effectiveness and Change Management by V.G. Kondalkar
- O.D. Interventions and Strategies edited by S Ramanarain, T.V. Rao and Kuldeep Singh
- Human Resource Management by Gary Dessler

**Course Name: MARKETING MANAGEMENT**

**Course Code:**

**Course Objectives:** Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices

### **Module I: Introduction to marketing**

- Introduction to marketing
- Marketing concepts
- Marketing process
- Marketing environment
- Buyer Behavior
- Market segmentation, targeting and positioning
- Introduction to marketing mix

### **Module II: Product Marketing**

- Product Decisions
- Concept Of A Product
- Product Mix Decisions
- Brand Decision
- New Product Development Strategies
- Product Life Cycle Strategies

### **Module III: Pricing**

- Pricing Decisions
- Pricing Objectives and Approaches
- Pricing Policies and Constraints
- Pricing Methods

### **Module IV: Place (Marketing Channels)**

- Nature of marketing channels
- Structure and design of marketing channels
- Retailers and Wholesalers

### **Module V: Advertising and Promotion**

- Promotion Decision
- Promotion Mix
- Advertising Decision
- Objective And Campaign
- Ad Effectiveness
- Sales Promotion And Publicity
- Sales Force Decision

### **Reference Book:**

- Sales and Marketing Management (Mathur Prakash)
- The Practical Guide to Sales & Marketing Management Gene Garofalo

**Course Name:** LEGAL ASPECTS OF BUSINESS

**Course Code:**

**Course Objectives:** The objectives of the course are: To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

## **Module 1: Indian**

## **Contract Act - 1872**

- Introduction – Definition of contract – agreement – offer – acceptance – consideration
- Contractual capacity – contingent contract – Quasi contract – performance – Discharge –
- Remedies to breach of contract.

## **Module 2: Partnership & Sale of Goods Act**

- Essentials of partnership,
- Rights and duties of partner
- Types of partners.
- Dissolution of partnership.
- Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees,
- Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller

## **Module 3: Contract of Agency**

- Essentials of Contract of Agency – Creation of Agency
- Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor
- Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent
- Duties and Rights of the Principal – Delegation of authority by an Agent –
- Sub Agent Position of Principal and Agent in relation to third Parties
- Termination of Agency.

## **Module 4: Company – Formation**

- Memorandum – Articles – Prospective Shares – debentures
- Directors – appointment – Powers and duties.
- Meetings – Proceedings – Management
- Accounts – audit – oppression & mismanagement – winding up.

## **Module 5:**

# The Consumer Protection Act, 1986

- Object – Rights of Consumers – Important Terms
  - Consumer Complaint - Consumer Protection Councils
  - Redressal Machinery – District Forum – State Commission - National Commission.
  - Cyber Law -Need for Cyber laws
  - Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime –
  - Types of Cyber Crimes – Preventing of Computer Crime
- 
- **Reference Book:**
  - Law of Business contracts in India by Sairam Bhat, Sage, [www.sagepublications.com](http://www.sagepublications.com)
  - Company law, Ashok K Bagri Vikas publishing House.
  - Business Law, chandra Bose, PHI learning India PVT Ltd.

**Course Name: COST AND MANAGEMENT ACCOUNTING**

**Course Code:**

## **Course Objectives**

1. To impart basic knowledge of both financial and cost accounting.
2. To understand financial statements and reports to make decisions.

## **Module I: Overview of Cost Management Accounting and Introduction to cost Terms**

- Definition, Scope and functions of Management Accounting
- Difference between Management Accounting and Financial Accounting
- The Management Accountant: Strategic Decisions, Decision making, Planning and control, Cost-Benefit Approach
- The Chief Financial Officer and The Controller
- Costs and Cost Terminology: Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and

## Unit

Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost

- Relationship Of Types Of Costs

### **Module II: Cost concepts**

- Introduction
- Determination of costs
- Elements of Cost
- Cost classification

### **Module III: Overheads**

- Introduction
- Allocation, Apportionment, Absorption
- Control over Factory
- Administration
- Selling and distribution overheads

### **Module IV: Marginal costing**

- Introduction
- Characteristics/Features of Marginal Costing
- Need for Marginal Costing
- Advantages & Disadvantages of Marginal Costing
- Distinction between absorption costing and marginal costing
- Cost volume profit (CVP) Analysis
- Break Even Analysis
- Margin of safety

### **Module V: Budget and budgetary control**

- Introduction
- Objectives

- Advantages and limitations
- Production budget
- Sales budget
- Cash budget
- Flexible budget
  
- **Reference Book:**
  - Management Accounting – My Khan & P K Jain. Tata Mcgraw hill.
  - Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill.
  - Management Accounting – Paresh shaw – Oxford University Press.
  - Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.
  - Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage [www.sagepublications.com](http://www.sagepublications.com)
  - Managerial Accounting – Indian Edition Ronald W. Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

**Course Name:** CONFLICT MANAGEMENT & NEGOTIATION SKILLS

**Course Code:**

**Course Objectives:** To enhance and improve the techniques and skills in conflict management; To manage interpersonal disputes among parties; To understand and acquire different negotiation skills.

## **Module 1: Introduction to Conflict Management**

- Meaning and Source of Conflict
- Types of Conflict
- Levels of Conflict

- Traditional and Modern Approaches to Conflict
- Functional and Dysfunctional Conflicts
- Conflict Process
- Management of conflict Resolution & Stimulation Techniques
- Dual Concern Model of Conflict

## **Module 2: Conflict Handling Styles**

- Four Myths about Conflict
- Team Conflict
- Understanding individual styles for handling Inter Personal Conflict
- Cross Cultural differences in Approaches to Conflict
- Importance of Emotional Intelligence

## **Module 3: Overview of Negotiation**

- Elements of Negotiation
- Multiparty Negotiations
- Stages of Negotiation Process
- Issues for Negotiation
- Preparation for Negotiations
- Types of Negotiation
- Strategies and Tactics in Negotiation
- Bargaining & Negotiation- Differences and similarities
- BATNA
- Context of Mediation
- Conciliation
- Arbitration
- Principles of Persuasion
- Persuasion Strategy and its Effectiveness

## **Module 4: Effective Negotiations Skills**

- Need for Developing Negotiation Skills
- Breakdown of Negotiation- Causes and Consequences
- Third Party Intervention
- Impasse and Alternative Dispute Resolution (ADR)
- Intractable Negotiations, Characteristics that make a Negotiation more intractable
- Effective Negotiation- Mutual Trust and Understanding
- Challenges for Effective Negotiators

## **Module 5: Cultural Dimensions in Negotiation**

- Understanding Cultural Differences in Negotiation
  - Hofstede's Cultural Dimensions
  - Seven Pillars to Negotiation Wisdom
  - International Negotiations
  - Best Practices in Negotiations
- **Reference Book:**
- Booth, A., Crouter, A. C., & Clements, M. (Eds). Couples in Conflict. Mahwah, NJ: Lawrence Erlbaum.
  - Casing a Promised Land by Goodall: Carbondale: Southern Illinois University Press.
  - Conflict Management & Organization Development by Willem F.G. Mastenbroe: John Wiley & Sons.
  - Coser, L. The Functions of Social Conflict. New York: Free Press.
  - Cupach, W.R. & Canary, D.J (1997). Competence in Interpersonal Conflict. Prospect Heights, IL: Waveland.
  - International Journal of Conflict Management by Jones, T.S., Reiland, NonVerbal Communication and Conflict Escalation: An attribution Based Model.
  - Leading Through Conflict, How Successful Leaders Transform Differences into Opportunities by Mark Gerzon: Harvard Business School Press.
  - Nagy, M. Philosophical Issues in the Psychology of C.G. Jung. Albany: SUNY Press.  
"Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts" by Malhotra

## **SEM- IV**

**Course Name:** ENTREPRENEURSHIP DEVELOPMENT

**Course Code:**

**Course Objectives:** The students develop and can systematically apply

an **entrepreneurial** way of thinking that will allow them to identify and create business opportunities that may be commercialized successfully. process; protection of intellectual property involving patents, trademarks, and copyrights.

## **Module I: Introduction**

- Meaning, Definition And Concept Of Entrepreneur
- Entrepreneurship And Entrepreneurship Development
- Factors Affecting Entrepreneurship
- Characteristics And Skills Of An Entrepreneur
- Entrepreneur V/S Manager
- Concepts Of Intrapreneurship
- Types Of Entrepreneurs, Functions Of Entrepreneur
- Advantages Of Becoming An Entrepreneur
- Entrepreneurial Decision-Process, Challenges Faced By Entrepreneurs
- Common Mistakes In Entrepreneurship, And Changing Role Of Entrepreneur
- Women Enterprises
- Social Entrepreneurship
- Rural Entrepreneurship

## **Module II: Entrepreneurial Finance & Development Agencies**

- Estimating Financial Funds Requirement
- Sources of finance - Banks VIEW
- Various Financial institutions (including IFCI, ICICI, IDBI and SIDBI)
- Financing of small scale industries in Developing Countries
- Role of Central Government and State Government in Promoting Entrepreneurship with Various incentives, Subsidies, Grants
- Export Oriented units - Fiscal & Tax Concessions
- Role of Agencies Assisting Entrepreneurship:
- DICs, SSIs
- NSICs, EDII
- NIESBUD, NEDB
- Entrepreneurship Development Institute (EDI)
- New initiatives taken by Government to Promote Entrepreneurship in India at Larger Scale

## **Module III: Developing Entrepreneurial Mind-set**

- Idea Generation-Sources and Methods
- Identification and Classification of ideas
- Individual Creativity: Roles and Process
- idea to Business opportunity
- Entrepreneurial Motivation, Meaning of Entrepreneurial Competencies
- Major Entrepreneurial Competencies
- Developing Entrepreneurial Competencies
- Opportunity Assessment
- Business opportunities in Various Sectors
- Challenges of New Venture Start-Up
- Reasons for failure of New Venture
- How to begin with Low investment

## **Module IV: Developing a Business Plan**

- Environmental Scanning and SWOT analysis
- The Business Plan as an Entrepreneurial Tool
- Business Planning Process:
  - Elements of Business Planning
  - Preparation of Project Plan
- Components of an ideal Business Plan:
  - Market Plan, Financial Plan
  - Operational Plan
  - Feasibility Analysis Aspects
  - Economic Analysis
  - Financial Analysis
  - Market and Technological feasibility

## **Module V: Launching a New Venture**

- Steps involved in launching a business (Process Charts)
- Various Forms of business ownership
- Registration of business units
- Start-up to going IPO
- Revival, exit and end to a Venture

➤ **Reference Book:**

1. “Entrepreneurial Development” by Khanka S S
2. “Entrepreneurial Development and Small Business Management” by Dr P T Vijayashree & M Alagammai
3. “Entrepreneurial Development” by Desai

**Course Name:** LEADER SKILLS AND MANAGERIAL EFFECTIVENESS

**Course Code:**

**Course Objectives:** After completing this course, participants should be able to:

1. Understand the fundamental aspects of managing and leading organizations
2. How to practice effective leadership and management
3. How to create Team giving best output.
4. How to Manage Change, Communication and Action Plan

## **Module 1: Introduction to Leadership & Management**

- Differentiating between Management and Leadership
- Factors of Leadership
- Leadership challenges at work
- Management challenges at work

## **Module 2: Practicing Effective Leadership**

- Recognising Leadership Styles:
- Effective delegation and situational leadership
- The Managerial Grid: Blake and Mouton
- Four development levels of followers
- The four situational leadership styles
- Adapting your leadership style
- Influencing and motivating your team
- The Art of Persuasion and Negotiation
- The Speed of Trust - The Heart of Leadership

## **Module 3: Practicing Effective Management**

- The Essentials of Management: Planning, Organising, Controlling
- The Top Ten Qualities of an Excellent Manager
- Interviewing and Selection Skills
- Running Effective Meetings
- Making Effective and Impactful Presentations
- Managing Performance
- Decision Making and Delegation Skills

## **Module 4: Creating High Performanc e Teams**

- Teamwork in Action
- Team Learning and Performance
- Team Evolution Stages
- Managing Remote Teams
- Coaching and Mentoring Skills for Managers
- Managing of Challenging Behaviors
- Managing Pressure: Urgency vs Important
- Strategies for Different Quadrants on the Matrix

## **Module 5: Managing Change, Communication and Action Plans**

- Understanding Change and How Teams Respond
  - The content and process dimensions of change
  - Why do Organisations Resist Change?
  - Overcoming Resistance
  - Managing Change Effectively
  - Effective Communication Skills
  - Improving internal communications
  - Getting Things Done: Practical Action Planning
- 
- **Reference Book:**
  - Bass, B.M. (1990). Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications. 3rd Ed. New York: Free Press.
  - Bing, John W. (2004, February). Hofstede's Consequences: The impact of his work and on consulting and business practices. The Academy of Management Executive. Briarcliff Manor: February 2004. Vol.18, No. 1: pp. 80-87.
  - Black, J. Stewart & Porter, Lyman W. (1991) Managerial Behaviours and Job Performance: A Successful Manager in Los Angeles May Not Succeed in Hong Kong. Journal of International Business Studies, 1991, 22(1): 99-114., Journal of International Business Studies, 22(1), 99-114
  - Bolman, Lee G., and Deal, Terrence E. (2003). Reframing Organisations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass Publishers.

**Course Name: PROJECT MANAGEMENT**

**Course Code:**

**Course Objectives:** 1. To develop critical thinking and knowledge in project Management's theory and

practice.

- To help students develop the competence of analyzing the feasibility of the project.
- To provide the student with analytical skills for solving problems relating to project management..

## **Module 1: Introduction to Projects**

- Definition of Project Management
- Project Management
- Project Manager and his Responsibilities
- PM as a Profession
- Selection of a Project Manager
- Fitting Projects into Parent Organization
- Project Management Team
- Phases of Project Management
- Project Environment
- The 7S of Project Management

## **Module 2: The Project Life Cycle**

- Concept of Project Management
- Project Life Cycle
- Project Classification Extended and Project Life Cycle

## **Module 3: Strategic Management and Project Selection**

- Selection Process of Project
- Project Selection and Criteria
- Nature of Project Selection Models
- Types of Project Selection Models
- Analysis under Certainty

## **Module 4: Project Analysis and Selection**

- Project Initiation and Resource Allocation
- Why is Resource Allocation needed?
- Market Analysis and Demand Analysis
- Criteria for a Good Forecasting Method
- Technical Analysis
- Material Inputs and Utilities
- Basis of Government Regulatory Framework
- Project Proposal and Project Portfolio Process

## **Module 5: Functions of a Project Manager**

- Functions of a Project Manager
  - Roles and Responsibilities of a Project Manager
  - Delegation of Authority
  - Building Project Team
  - Project Organisation
  - Matrix Organisation
  - Project Team and Human Factors
- **Reference Books:**
- Clements/Gido, Effective Project Management, Thomson
  - Clifford F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill
  - Dennis Lock, Project Management, Ninth Edition, Gower
  - K. Nagarajan, Project Management, Third Edition, New Age International
  - P.C.K. Rao, Project Management and Control, Sultan Chand & Sons
  - Prasanna Chandra, Projects - Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill
  - Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House

**Course Name: SMALL BUSINESS MANAGEMENT**

**Course Code:**

**Course Objectives:** To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

## **Module 1: Basics of Small Business Enterprise**

- Small Business - Definition - Features
- Role of Small Business in Economic Development
- Reasons for Establishing Small Business
- Quality of Small Businessmen
- Advantages and Disadvantages of Small Business
- Reasons for Failures of Small Business
- Characteristics of Successful Small Businessmen
- Different Stages of Small business

- Steps in Setting up a Small Business
- Crisis Management in Business
- Relationships between Small and Large Units
- Small Sector in India
- A note on Family Business.

## **Module 2: Dynamics of Small Business**

- Concepts and Definitions of Small Scale Industries (SSIs)
- Role of SSIs -
- Government Policy and Development of SSIs
- Growth and Performance -SSI
- Reservation of items for SSI
- Problems of SSI
- Sickness of SSI: Causes, Symptoms and Cures

## **Module 3: Institutions Supporting Small Business**

- Central, State and Other Institutional Support for SSI
- Technological Upgradation and Institutional facility for SSI
- Incentives and Subsidies for SSI.

## **Module 4: Management of Small Business**

- Production Management in Small Business Enterprises
- Financial Management in Small Business Enterprises
- Marketing Management in Small Business Enterprises
- Strategic Management in Small Business Enterprises
- Personal Management in Small Business Enterprises
- Office Management in Small Business Enterprises

## **Module 5: International Small Business**

- Preparing to go International
- International Business Plan
- Establishing Business in Another Country
- Exporting & Importing
- Financial Mechanisms for Going International
- The International Challenge
  
- **Reference Books:**
- Small Business Management Hardcover - 26 September 2013 by Leslie Palich (Author), Frank Hoy (Author), Justin G. Longenecker (Author), J. Petty (Author).

**Course Name:** DIGITAL MARKETING & E-COMMERCE

**Course Code:**

**Course Objectives:** The Course aims to provide an insight into the dynamic and exciting industry that is digital marketing and e-commerce.

### **Module 1: Introduction to E-commerce**

- E-Commerce - Meaning, Features of E-Commerce, Categories of E-Commerce, Advantages and Limitations of E-Commerce, Traditional Commerce and E-Commerce
- E-Commerce Environmental Factors: Economic, Technological, Legal, Cultural and Social
- Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce.
- Impact of E-Commerce on Business, E-Commerce in India
- Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education
- Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce

### **Module 2: 2 E-Business and Applications**

- E-Business: Meaning, Launching an E-Business, Different Phases of Launching an E-Business
- Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning.
- Bricks and Clicks Business Models in E-Business: Brick and Mortar, Pure Online,

Bricks and Clicks, Advantages of Bricks and Clicks Business Model, Superiority of Bricks and Clicks, E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.

- Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.
- Website: Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website

### **Module 3: Payment, Security, Privacy and Legal Issues in E-Commerce**

- Issues Relating to Privacy and Security in E-Business.
- Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-Cash, E-Cheque, E-Wallet, Electronic Fund Transfer.
- Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.
- Types of Transaction Security.
- E-Commerce Laws: Need for E-Commerce laws, E-Commerce Laws in India, Legal Issues in E-Commerce in India, IT Act 2000

### **Module 4: Digital Marketing**

- Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.
- Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing and Content Influencer Marketing, Campaign Marketing, E-mail Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts and Vodcasts.
- Digital Marketing on Various Social Media Platforms.
- Online Advertisement, Online Marketing Research, Online PR.
- Web Analytics.
- Promoting Web Traffic.
- Latest Developments and Strategies in Digital Marketing.

### **Module 5: Managing your career**

- What do Digital Marketers do?
- Where to work in Digital Marketing : Client-side, Vendor, Agency
- Digital Disciplines
- Preparing for Job in Digital Marketing & E-commerce

### **➤ Reference Books:**

- Risk Management for meeting and events by Julia Rutherford silvers
- Event Risk Management and Safety (The Wiley Event Management Series) by Peter. E. Tarlow

# **Bachelors for Business Administration in Human Resources**

## **CURRICULUM & COURSE CONTENT FOR HUMAN**

### **RESOURCES – THIRD YEAR**

#### **SEM-V**

**Course Name:** HR ANALYTICS

**Course Code:**

**Course Objectives** After completing the certificate in HR analytics the participants will understand the business cases in HR and realise the benefits of using HR Analytics. The HR data analytics course can be used:

- Display a thorough understanding of modern Talent/HR analytics
- Leverage HR data to make insightful business decisions
- Apply basic forecasting tools
- Transform HR into a strategic function
- Apply 'predictive management' using the modern tools of talent/HR analytics
- Apply the processes of modern Human Capital management
- Optimise and synchronise the delivery of HR services
- Get acquainted with best practice examples of organisations using talent/HR analytics

#### Module 1: Introduction to HR Analytics

- Definition and objectives of human resources information system
- History and Evolution
- Users of Human Resources Information system
- Benefits and use of Human Resources Information system

#### Module 2: HR Metrics

- Introduction HR Metrics and importance Categories of HR Metrics
- Human Capital and HR Metrics
- Human Resources Management in India

#### Module 3: HR Analytics

- Introduction and Definition
- Business Analytics
- Activities in HR Analytics
- Benefits and scope in HR Analytics
- The scope for HR Analytics capability
- HR Analytics process
- HR leader to implement HR Analytics
- Predictive HR Analytics Trends 2020

#### Module 4: Application of HR Analytics

- Application of HR Analytics
- Some Practices by Global firm using HR Analytics
- Importance assigned to various HR Analytics & Research Instrument
- Challenges to Effective use of HR Analytics

- Maturity model for Bi, HR Predictive Analytics
- Current status of HR Analytics
- Enablers and Inhibitors for HR
- Future of HR Technology

#### Module 5: Examples of Organisations Using Talent/HR Analytics

- Introduction
- Employee Absenteeism
- Retention
- Incentives
- Leadership

#### **Reference Book:**

- Fundamental of sports and exercise by Alan Kornspan- Human Kinetics Publishers (May 2009)
- Sports & Society, 2nd edition by Grant Jarvie - Routledge (2012)
- Examples on contemporary issues - book and blogs on sports media society
- A study conducted by Planning Commission, New Delhi, India- Document

### **Course Name: RECRUITMENT & SELECTION**

#### **Course Code:**

**Course Objectives:** Recruitment & Selection is a subject introduced in SYBMS to familiarize the BMS students with concepts and principles, procedure of recruitment and selection in an organization. The subject gives an in-depth insight into various aspects of Human Resource Management and makes them acquainted with practical aspects of the subject.

#### **Module 1: Concepts of Recruitment**

- Meaning, Objectives
- Scope & Definition
- Importance and relevance of Recruitment
- Job Analysis-
  - Concept
  - Specifications
  - Description
  - Process and Methods
  - Uses of Job Analysis
- Job Design -
  - Introduction
  - Definition
  - Modern Techniques
  - Factors affecting Job Design
  - Contemporary Issues in Job Designing
- Source or Type of Recruitment -
  - a) Direct/Indirect
  - b) Internal/ External

- ✓ Internal - Notification, Promotion - Types, Transfer - Types, Reference
- ✓ External - Campus Recruitment, Advertisement, Job Boards - Website/Portals, Internship, Placement Consultancies- Traditional (In-House, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters).

## Module 2: Selection Procedure

- Concept of Selection
- Criteria for Selection, Process
- Advertisement and Application (Blank Format).
- Screening -
  - Pre and Post Criteria for Selection,
  - Steps of Selection
- Interviewing -
  - Types and Guidelines for Interviewer & Interviewee
  - Types of Selection Tests
  - Effective Interviewing Techniques.
- Selection Hurdles and Ways to Overcome Them

## Module 3: Induction & Socialization

- Induction -
- Concept
  - Types-Formal /Informal
  - Advantages of Induction
  - How to make Induction Effective
- Orientation & On boarding-
  - Programme and Types
  - Process.
- Socialization -
  - Types - Anticipatory, Encounter, Setting in
  - Socialization Tactics
- Current trends in Recruitment and Selection Strategies
  - with respect to Service, Finance, I.T., Law And Media Industry

## Module 4: Testing, Reference checking & Appointment orders

- **Testing:** Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test Interviewing: Planning the interview, Interview process - Interview in public sector undertaking. Statutory requirements
- **Reference checking:** meaning, definition and purpose. Verification of character, criminal antecedents, previous work behaviour and education qualifications. Verification of community certificates in public sector companies.
- **Appointment orders:** Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy),

## Module 5: Biodata and Skills

- Preparing Bio-data and C.V.
- Social and Soft Skills - Group Discussion & Personal Interview, Video and Tele Conferencing Skills
- Presentation and Negotiation Skills, Aesthetic Skills
- Etiquettes - Different Types and Quitting Techniques.

- Exit Interview- Meaning, importance.

### **Reference Book:**

- The Best Team Wins: Build Your Business Through Predictive Hiring - Adam Robinson
- Hiring for Attitude - Mark Murphy
- Who - Geoff Smart, Randy Street
- Hire With Your Head: Using Performance-Based Hiring to Build Great Teams - Lou Adler
- High Velocity Hiring: How to Hire Top Talent in an Instant - Scott Wintrip
- Topgrading - Bradford D. Smart
- High-Impact Interview Questions - Victoria A. Hoevermeyer
- Hiring Geeks That Fit - Johanna Rothman
- How to Hire A-Players- Eric Herrenkohl

### **Course Name: ORGANIZATIONAL PERFORMANCE MANAGEMENT**

#### **Course Code:**

**Course Objectives:** The course provides a strong foundation towards improving performance in different scenarios, by presenting relevant tools, processes and techniques meant at closing the performance gap.

This training course presents 6 pillars that need to be applied in order to ensure performance management, starting from data analysis and reporting, continuing with decision making and initiative management and ending with learning and building a performance culture.

These six pillars are then applied in 12 scenarios, starting from different levels across the company (organizational, divisional, departmental and employee performance management), to diverse capabilities (project, process, quality and customer service performance management), and different stakeholders (suppliers, Joint Ventures, Board and personal performance management).

#### **Module 1: Performance Management Framework**

- The Performance Management System Architecture;
- The importance of implementing a Performance Management System;
- The Performance Management System governance;
- The Performance Management levels;
- The Performance Management tools.

#### **Module 2: Performance Management Scenarios**

- Levels: organizational performance management, divisional performance management, departmental performance management, employee performance management;
- Capabilities: project performance management, process performance management, quality performance management, customer service performance management;
- Stakeholders: supplier performance management, Joint Ventures performance management, Board performance management, personal performance management.

#### **Module 3: Performance Management Pillars**

- Data Analysis

- Data quality dimensions
- Levels of KPI analysis;
- Business analysis techniques.
- Data Reporting
  - Report compilation;
  - Data visualization rules for well-structured reports;
  - Performance report communication channels.
- Decision Making
  - Performance review meetings;
  - Corrective actions for KPIs;
  - Effective follow up of performance review meetings;
- Initiative Management
  - Portfolio of Initiatives development;
  - Initiatives documentation form functions;
  - Initiatives documentation process;
  - Monitoring the initiatives implemented
- Learning and Improvement
  - Performance Management Lifecycle - Evolution;
  - Strategy review;
  - Performance Management System recalibration;
  - Organizational Capability Maturity Models;
  - Performance Management Maturity Model;
- Building a Performance Culture
  - Change management;
  - Employee performance management;
  - Employee engagement;
  - Bonus systems examples;

#### **Module 4: Reward system and legal issues**

- Reward Systems overview
  - Traditional and Contingent Pay (CP) Plans
    - ✓ Reasons for Introducing CP Plans
    - ✓ Possible Problems Associated with CP
    - ✓ Selecting a CP Plan
  - Putting Pay in Context
  - Pay Structures
- Culture of organization
  - Types of organisation
    - ✓ Traditional
    - ✓ Involvement
- Rewards can include: • Pay • Recognition - Public - Private - Status • Time • Trust & Respect • Challenge • Responsibility • Freedom • Relationships
- How to Make Rewards Work
- Pay Structures
- Performance Management and the Law

#### **Module 5: Performance Management Practices**

- Select case studies of Indian Organizations
- Future of performance management systems

#### **Reference Books**

- Herman Aguinis (2104). Performance Management. 3rd Edition. Pearson India.

- Rao, T.V (2004). Performance Management and Appraisal System. Sage india.
- Steve Walker (2011). Practical and effective Performance management. Universe of Learning Ltd, Lancashire, UK.
- Smither J.W. and M London (2009). Performance Management: Putting research into action. JOSSEY- BASS.

**Course Name: PERFORMANCE APPRAISALS**

**Course Code:**

**Course Objectives:** Acquire the critical knowledge, skills and confidence to undertake effective performance appraisal discussions with their direct reports.

Improve the performance of their direct reports through the effective use of the performance management process.

**Module 1: Introduction to Performance Appraisal**

- Overview of performance appraisal
- Necessity of Performance Appraisal
- Pitfalls of Performance Appraisal System
- Practice of Self-evaluation

**Module 2: Methods & Process of Performance Appraisal**

- Traditional Methods of Performance Appraisal
- Modern Methods of Performance Appraisal
- Factors affecting performance appraisal
- Responsibility of the Appraiser
- Process of Performance Appraisal
- Understanding organizations expectations
- Process of monitoring appraisal system

**Module 3: Performance Planning and Execution**

- Introduction
- Setting goal and objectives
- Tracking employee's performance
- Performance motivation

**Module 4: Job Structure, Performance Assessment and Review**

- Job Structure: Job Specification, Job Description, Job Analysis, Job Evaluation, Job Design, Job Specialization, Job Rotation and Loading, Job Security, Job Enrichment and Enlargement, Job Sharing and Satisfaction
- Process of performance assessment
- Factors affecting performance assessment
- Evaluating performance information
- Rating scales and rating errors
- Preparing appraisal report
- Conducting review
- Handling difficult situations
- Establishing successful close

**Module 5: Performance Appraisal Form, Interview Skills**

- Setting core competencies

- Designing appraisal form
- Assignments of weights
- Rating system
- Competency based interview
- Performance review skills
- Annual review interview techniques
- Behavioural interview
- Role profiling methods
- Feedback techniques

## **Module 6: Performance based Compensation and Counselling**

- Theory of compensation
- Methods of compensation
- Pay Package System
- Concept of wage
- Wage Policy in India
- Compensation structure
- Need for counselling and counselling pattern
- Effective counselling skills
- Understanding desired and actual performance
- Factors affecting individual's development
- Preparing development plans
- Understanding responsibilities
- Appraising performance
- Appraisal discussion
- Appreciation and Criticism

### **Reference Book:**

- Performance Appraisal: Assessing Human Behaviour at Work Book by H. Bernardin and Richard W Beatty
- An Uneasy Look at Performance Appraisal Book by Douglas McGregor

## **Course Name: INDUSTRIAL RELATION & LABOUR LEGISLATION**

### **Course Code:**

**Course Objectives:** This course will allow the student to have a working knowledge about the following:

- Theory of Industrial Relations
- Role of Key Players
- The Industrial Court
- The Collective Bargaining Process
- Good Industrial Relations Practices
- Resolving Disputes
- Disciplinary Action

### **Module 1: Introduction**

- History and introduction to theories and concepts of Industrial Relations
- Elements and models of Industrial Relations Systems

### **Module 2: Industrial Relations Stakeholders**

- Trade Unions

- Trade Union Associations
- Employer Associations
- Government
- Regional and International Labour Institutions
- Industrial Court
- The Legislative context of Industrial Relations in Trinidad and Tobago

#### Module 3: Introduction to Labour Laws

- Philosophy of Labour Laws
- Labour Laws, Industrial Relations and Human Resource Management
- Labour Laws: Concept, Origin, Objectives and Classification

#### Module 4: Labour Law acts

- Factories Act, 1948
- Industrial Disputes Act
- Payment of Wages Act, 1936
- Definitions under Workmen's Compensation Act, 1923
- Rules Regarding the Workmen's Compensation Act
- Payment of Bonus Act, 1965
- Trade Unions Act, 1926
- Employees Provident Fund Act, 1952
- The Maternity Benefit Act. 1961
- The Employees' State Insurance Act, 1948
- The Payment of Gratuity Act, 1972

#### **Module 5: Procedural Principles and Practices of Good Industrial Relations**

- Discipline and grievance procedures
- Progressive disciplinary steps
- Just Cause
- Natural Justice
- Documentation
- Investigations
- Suspension
- Hearings
- Guidelines in hearings
- Dismissal.

#### **Module 6: Collective Bargaining**

- Collective bargaining procedures and practices
- Collective bargaining agreement
- Industrial action / bargaining impasse / work stoppages (strikes and lockouts, sick outs)
- Third party intervention - Conciliation, Mediation, and Arbitration

#### ➤ **Reference Books**

- T. N. Chabra, R.K. Suri, "Industrial Relations- Concepts and Issues", 2000, Dhanpat Rai

- & Co. Private Ltd.,
- CB Mamoria, Satish Mamoria and S V Gankar, “ Dynamics of Industrial Relations”, Himalaya Publishing House, 2008
  - S C Srivatsava, “Industrial Relations and Labour Laws”, 2008, Vikas Publishing House
  - C S Venkatratnam, “ Industrial Relations”, 2009, OUP

# **Bachelors for Business Administration in Human Resources**

## **CURRICULUM & COURSE CONTENT FOR HUMAN**

### **RESOURCES – THIRD YEAR**

#### **SEM-VI**

**Course Name:** CORPORATE SOCIAL RESPONSIBILITY

**Course Code:**

**Course Objectives:** The course is aimed at providing a wide overview of the current trends in corporate social responsibility policies and of the advantages, the tools and the practices associated with the world of social responsibility: design and analysis, stakeholder management, sustainability reporting, sustainable human resources management, environmental policy and sustainable marketing initiatives, strategic philanthropy, communication and valorization of social responsibility initiatives.

#### **Module I: Introduction**

- Introduction
- The responsible company- definitions and scenarios :
- Objectives and Advantages
- Dimensions of CSR
- Sustainability as a lever to enhance innovation, competitiveness and reputation

#### **Module II: Approaches and directions for the future**

- Corporate Social Responsibility and shared value creation
- Emergent issues
- From Corporate Social Responsibility to Corporate Social Innovation
- Social responsibility 3.0
- Best practices

#### **Module III: Main social responsibility areas of intervention**

- Social responsibility and chain of value: an analysis and design approach
- Corporate governance and ethics
- Environmental impact and sustainability policies
- Sustainable human resources management and corporate welfare
- Sustainable marketing and CRM
- Responsible supply chain management
- Strategic philanthropy and the company-community partnership

#### **Module IV: Stakeholders: Information, Relations, Engagement**

- The company's relation to its environment
- Internal and external stakeholders
- Mapping, understanding and interacting with stakeholders
- Setting up a relational strategy
- Best practices

## **Module V: The tools**

- Principles of economic, social and environmental accounting
- SA 8000
- ISO 26000

## **Module VI: The sustainability balance sheet**

- Accounting for sustainability
- The sustainability balance sheet: contents, objectives, perimeter
- The GRI standard
- Structure of GRI standard
- The evolution and new frontiers of accounting: the Integrated Report
- Best Practices

## **Module VII: Communication social responsibility**

- The balance sheet as a relational and communication tool
- Providing value to your own performance and creating reputation
- Finding the right mix
- Conclusion: The Right Mix for Your Total Rewards Strategy
- The golden rules
- Best practices for creating a CSR Strategy

## **Reference Books:**

- The A to Z of Corporate Social Responsibility By Wayne Visser, Dirk Matten, Manfred Pohl, Nick Tolhurst
- Dictionary of Corporate Social Responsibility: CSR, Sustainability, Ethics and Governance edited by Samuel O. Idowu, Nicholas Capaldi, Matthias S. Fifka, Liangrong Zu, René Schmidpeter

## **Course Name: HUMAN RESOURCE DEVELOPMENT**

### **Course Code:**

**Course Objectives:** The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

## **Module 1: HRD-Macro Perspective**

- HRD Concept
- **Origin and Need of HRD**
- HRD as a Total System
- Approaches to HRD
- Human Development and HRD
- HRD at Macro and Micro Climate

## **Module 2: HRD–Micro Perspective**

- Areas of HRD
- HRD Interventions Performance Appraisal, Potential Appraisal

- Feedback and Performance Coaching, Training, Career Planning,
- OD or Systems Development, Rewards,
- Employee Welfare and Quality of Work Life and Human Resource Information
- Staffing for HRD: Roles of HR Developer;
- Physical and Financial Resources for HRD
- HR Accounting; HRD Audit, Strategic HRD

### **Module 3: Instructional Technology for HRD**

- Learning and HRD; Models and Curriculum;
- Principles of Learning
- Individual Learning
- Transactional Analysis
- Assessment Centre
- Behaviour Modelling and Self-Directed Learning
- Evaluating the HRD

### **Module 4: Human Resource Training and Development**

- Concept and Importance
- Assessing Training Needs
- Designing and Evaluating T&D Programmes
- Role, Responsibilities and challenges to Training Managers

### **Module 5: Training Methods**

- Training within Industry (TWI): On the Job & Off the Job Training
- Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation
- Vestibule Training; Management Games
- Case Study
- Programmed Instruction; Team Development; Sensitivity Training;
- Globalization challenges and Strategies of Training Program
- Review on T&D Programmes in India

### **Reference Book**

- Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
- Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
- Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
- Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
- Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
- Rao, T.V: HRD Audit, Sage Publications, New Delhi .
- ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill , New York .
- Rao, T.V: Human Resource Development, Sage Publications, New Delhi .
- Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi .

## **Course Name: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

### **Course Code:**

### **Course Objectives:**

- Be able to explain the terminology related to international HRM.
- Define global HRM strategies.
- Explain the impact of culture on HRM practices

### **Module 1: Introduction to IHRM**

- Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions
- Difference between Domestic HRM and IRHM
- Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations
- Approaches to the study of employment policy across countries

### **Module 2: International Recruitment and Selection**

- Approaches to international Recruitment
- Selection process-factors effecting in expatriate selection process
- Technical ability, cross-cultural suitability, individual adjustments, family adjustments
- IHRM practices – USA, UK

### **Module 3: Managing HRM In Virtual Organization, Globalization & HRM**

- Meaning, Features and Types of Virtual Organizations
- Advantages and disadvantages, Managing HR in Virtual Organizations;
- Impact of Globalization on Employment, HRD, Wage& Benefits
- Collective Bargaining, Participative Management
- Ethical Issues in HR

### **Module 4: IHRM Model of India**

- Culture and Indian Managers
- Indian Managers-Responses to HR practices across the world
- Implication for multinationals – MNCs skill based approach and staff training and Development priority
- Global Managers and future organisations
- India's Response to Universalization of HR Principles, Policies and Practices
- Cross- Convergence.

### **Module 5: Special Issues in IHRM**

- Challenges of Globalization and implications of managing people and leveraging human resources for competitive advantage
- Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization
- Quality of Work life and productivity
- Women expatriates and their problems
- Exit policy and practices
- Impact on participative Management and Quality circles

### ➤ **Reference Book**

- N. Sengupta & Mousumi, S. Bhattacharya, International HRM, Excel Books
- P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books New Delhi
- Edwards - International HRM, Pearson Education.
- K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata
- McGraw Hill Publishing Company Ltd
- P. Subba Rao, International Human Resource Management Himalaya Publishing House  
Dr. Nilanjam  
Sengupta- International Human Resource Management Excel Books, New Delhi

**Course Name:** TRAINING & DEVELOPMENT, CONTEMPORARY HUMAN RESOURCE PRACTICES

### **Course Code:**

**Course Objectives:** This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

### **Module 1: Training and Development – Introduction**

- Meaning, its Need and Importance
- Training and Development - A Key HR Function.
- Systems View of Training - Stages in a Training Program
- Training Needs Analysis
- Techniques for Collecting Data for Training Needs Assessment

### **Module 2: Training Program**

- Development of a Training Program
- Designing and Developing Effective Training Programs
- Employee Training Manuals
- Efficient Transfer of Learning during Training
- Preventing Relapse for a Training Program
- Cost Benefit Analysis for Training

### **Module 3: Training Evaluation**

- Training Evaluation - Meaning and its Benefits
- Kirkpatrick's Model of Training Evaluation
- Special Training Programs
- Illustrative Cases Of Medical Negligence In India

### **Module 4: Training Methods**

- Informational Training Methods
- Preventive Steps for doctors / hospital To Avoid Litigation
- Experiential Training Methods
- Types of Management Training Programs
- Ways to Improve Employee Training Modules
- Need for Training the Trainers

- Systematic Approach to Training

## **Module 5: Contemporary HR practices**

- Flexi timings: Work from home (Telecommuting)
  - Performance Management System
  - Family Medical Leave Allowances
  - 540 Degree Performance Appraisal
  - Contemporary HR Practice - Challenges and Measures
- **Reference Book:**
- 1. Training and Development: Enhancing Communication and Leadership Skills, by Steven A. Beebe, Timothy P. Mottet and K. David Roach, 2012
  - <https://www.bamboohr.com/blog/guide-hr-best-practices/>

**Course Name:** PROJECT MANAGEMENT

**Course Code:**

**Course Objectives:** Use this online course to show your company's HR professionals the foundations of project management. Complete with professionally instructed video lessons and self-assessment quizzes, this can be an invaluable project management tool for a human resources department.

### **Module 1: Basics of Project Management**

- What is Project Management? - Definition
- The Ten Knowledge Areas of Project Management
- Project Management: Why Projects Fail?
- The 6 Project Constraints
- Ethics in Project Management

### **Module 2: Applying HR Principle to Project Management**

- Human Resource Planning: Definition & Process
- Six Principles of Global Talent Management
- Strategic Change Management- Definition and Models & Examples
- Kotter's 8-step Change Model

### **Module 3: Project Planning & Scheduling**

- Project Feasibility Study: Definition & Steps
- Key Steps in Initiating a Project
- Human Resource Project Plans: Components, Tools & Outputs
- What is a Project Charter? - Elements & Example
- Key Steps in Planning a Project
- Project Resource Management Plan: Definition & Importance
- Project Management Scheduling: Tools & Techniques
- Project Management Tools for Systems Development
- How to Manage Alterations to the Scope of a Project
- Project Change Management: Plan & Components

#### **Module 4: Managing Costs & Risks**

- Project Cost Management: Process & Importance
- Earned Value: Definition & Example
- Risk Planning for Project Management
- What Is a Risk Assessment? - Process, Methods & Examples

#### **Module 5: Working with Project Teams & Stakeholders**

- The Project Team and Work Breakdown Structure
  - Becoming a Cohesive Group: Using Team Building to Increase Group Cohesion
  - Project Management Communication Plan: Definition & Example
  - Preparing, Conducting, and Contributing to Productive Meetings
  - Project Stakeholders: Definition, Role & Identification
- 
- **Reference Book:**
  - <https://www.pmi.org/learning/library/human-resources-management-project-organization-8322>

