

VIDYASAGAR UNIVERSITY

Midnapore, West Bengal



PROPOSED CURRICULUM&SYLLABUS (DRAFT) OF

BACHELOR OF BUSINESS ADMINISTRATION-BBA (HONOURS)

4-YEAR UNDERGRADUATE PROGRAMME

(w.e.f. Academic Year 2023-2024)

Based on

**Curriculum & Credit Framework for Undergraduate Programmes
(CCFUP), 2023& NEP, 2020**

VIDYASAGAR UNIVERSITY
BACHELOR OF BUSINESS ADMINISTRATION- BBA (HONOURS)
(under CCFUP, 2023)

Level	YR.	SEM	Course Type	Course Code	Course Title	Credit	L-T-P	Marks				
								CA	ESE	TOTAL		
BBA (Hons.)	3 rd	V	SEMESTER-V									
			Major-8	BBAHMJ08	T: Corporate Governance and Corporate Social Responsibility	4	3-1-0	15	60	75		
			Major-9	BBAHMJ09	T: Cost and Management Accounting	4	3-1-0	15	60	75		
			Major-10	BBAHMJ10	T: Retail Management	4	3-1-0	15	60	75		
			Major Elective-01	BBAHDSE1	T: Banking and Financial Institutions OR T: Labor Legislations OR T: Consumer Behavior	4	3-1-0	15	60	75		
			Minor-5	BBAMIN05	To be decided	4	3-1-0	15	60	75		
						Semester-V Total		20				375
		VI	SEMESTER-VI									
			Major-11	BBAHMJ11	T: Small Business Management	4	3-1-0	15	60	75		
			Major-12	BBAHMJ12	T: Supply Chain Management	4	3-1-0	15	60	75		
			Major-13	BBATHMJ13	T: Strategic Management	4	3-1-0	15	60	75		
			Major Elective-02	BBAHDSE2	T: Financial Market and Services OR T: Industrial Relations OR T: Service Marketing	4	3-1-0	15	60	75		
			Minor-6	BBAMIN06	To be decided	4	3-0-1	15	60	75		
						Semester-VI Total		20				375
						YEAR-3		40				750
		Eligible to be awarded Bachelor of Business Administration <i>on Exit</i>						126	Marks (Year: I+II+III)		2325	

MJ = Major, MI = Minor Course, DSE = Discipline Specific Elective Course, CA= Continuous Assessment, ESE= End Semester Examination,
T = Theory, P= Practical, L-T-P = Lecture-Tutorial-Practical

SEMESTER-V

MAJOR (MJ)

MJ-8: Corporate Governance and Corporate Social Responsibility Credits 04 (Full Marks: 75)

MJ-8T: Corporate Governance and Corporate Social Responsibility (Theory) Credits 04

Course Objectives:

- To understand the concept of Corporate Governance and Good Governance, features and its implementation.
- To analyze the different emerging trends and models of corporate governance.
- To analyze the various features of corporate governance in India and its impact.
- To recognize the role of Corporate Social Responsibility in corporate governance and understand business's responsibility towards its different stakeholders.

Course Outcomes:

After successful completion of this course, students will be able to:

- Explain the core concepts and principles of corporate governance and good governance, including equal employment opportunity and ethical business practices.
- Analyze the regulatory framework of corporate governance in India, including SEBI Clause 49 and key governance challenges.
- Evaluate the roles and responsibilities of auditors and internal controls in promoting effective corporate governance, along with mechanisms like whistle-blowing.
- Understand the scope, importance, and implementation models of Corporate Social Responsibility (CSR), and differentiate CSR from philanthropy.
- Examine the interrelation between CSR and corporate governance, including sustainable business practices, triple bottom line, and major CSR initiatives and models in India

Course contents:

Unit I: Corporate Governance: Concept and meaning of Corporate Governance, Salient features of Corporate Governance; Important issues and Need of Corporate Governance; Features of Good Governance, Equal Employment Opportunity; Principles of Corporate Governance.

Unit II: Corporate Governance in India, Regulatory Framework of Corporate Governance in India. SEBI Code of Corporate Governance: SEBI Clause 49; Problems in Corporate Governance in India.

Unit III: Auditors: Types of Auditors, Role of Auditors in enhancing Corporate Governance, duties, and responsibilities of auditors, corporate governance and internal auditors; Protection of Stake Holders, **Whistle Blowing:** Types of Whistle-Blowing, Need and Importance of Whistle Blowing; Failure of Corporate Governance and its Consequences.

Unit IV Introduction to **Corporate Social Responsibility**, Concept, Scope and Importance of CSR; Models for Implementation of CSR; Drivers of CSR, Advantages and Disadvantages of CSR; CSR vs Philanthropy.

Unit V: CSR through triple bottom line and Sustainable Business; Relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; CSR initiatives in India.

Suggested Readings:

1. Banerjee, R. P., Ethics in Business and Management Concepts, Himalaya Publishing House
2. Mathur, U.C., Corporate Governance, and Business Ethics: Text and Cases. New Delhi: Macmillan Publishers India Ltd, 2005. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
3. Fernando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education; New Delhi.
4. Kumar, Shailendra, Rai, Alok Kumar. Business Ethics, Cengage Learning India Pvt. Ltd.
5. Satheesh Kumar, T.N., Corporate Governance, Oxford University Press, New Delhi
6. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

MJ-9: Cost and Management Accounting

Credits 04 (FM: 75)

MJ-9T: Cost and Management Accounting (Theory)

Credits 04

Course Objective

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on the critical issues of cost. In this context training in cost accounting provides a systematic and logical way of analysing business decisions that focuses on the very important part of business. It will acquaint students with various concepts of costing and highlight the decision making and control focus of managerial accounting.

Course Outcomes:

- Understand difference between other branches of accounting and cost accounting along with various costing concept, methods and management techniques.
- Apply Cost and Management accounting methods for both manufacturing and service industry.
- Prepare cost sheet, quotations, and tenders to organization for different works.
- Analyse various cost management techniques such as cost-volume-profit techniques, JIT techniques, ABC techniques, EOQ techniques etc to determine optimal managerial decisions.
- Compare and contrast the financial statements of firms and interpret the results.
- Prepare analysis of various special decisions, using relevant management techniques

Course contents:

Unit I- Introduction to Cost Accounting:

Definition, Nature and scope of cost accounting; Cost Accounting vs. Financial Accounting, Cost Concept, Classification of costs, advantages and limitations of cost accounting.

Unit II: Concept of cost sheet –Meaning of cost sheet, Importance and objectives of cost sheet, Components and elements of total cost, Preparation of Cost Sheet - Uses and benefits of cost sheets, Limitations of Cost Sheets.

Unit III: Accounting for materials: Types of material cost, Importance of material cost, Inventory control technique- EOQ, ABC Analysis, JIT, **Inventory valuation method** - LIFO, FIFO,

Unit IV: Accounting for labour- Concept of Labour costs, idle time and Causes of Idle Time: Different methods of wages payments, Types of incentive payments and computation.

Unit V: Accounting for Overheads: concept and meaning of overhead; overhead Absorption, allocation and apportionment: Determination of overhead rates; under and over absorption and its treatment, primary and secondary distribution of overhead.

Suggested Readings:

1. Cost & management account- Basu & Das, Publisher – Rabindra Library
2. Cost Accounting- Bhabatosh Banerjee, Publisher- Prentice hall India
3. Cost and Management 8th edition–M N Arora, Publisher – Vikas publishing house
4. Cost and Management Accounting – Amitabha Basu Publisher – Tee Dee Publication
5. Taxmann's Cost and management Accounting – Ravi M. Kishore
6. Cost Accounting: a managerial emphasis by Charles T. Horngren...et al.- Publisher Pearson

MJ-10: Retail Management

Credits 04(Full Marks: 75)

MJ-10T: Retail Management (Theory)

Credits 04

Course Objective

The objective of the course is to impart basic concept of retail marketing. The course will give the idea of different retail formats. At the end of the course students will be able to develop merchandising and retail branding strategy. This course would enable the students to critically analyse the evolving retail business.

Course Outcomes

- Develop a comprehensive understanding of retailing concepts, formats, and organizational structures, and critically assess the dynamics of the Indian and global retail landscape.
- Analyse consumer behaviour in the retail context and apply strategic segmentation, targeting, and positioning techniques to enhance customer engagement and loyalty.
- Design effective store environments by selecting appropriate retail locations, layouts, and visual merchandising strategies to maximize customer experience and operational impact.
- Plan and manage merchandise assortments and categories aligned with customer needs and business goals, using analytical and data-driven approaches.
- Formulate integrated retail branding and pricing strategies, with emphasis on private label management and competitive pricing mechanisms.
- Critically evaluate contemporary trends and challenges in retail management, and apply innovative, customer-centric solutions to real-world retail problems.

Course Contents

Unit-I: Retailing: Concept, Functions and Scopes; Trends in Retailing in India, Global retail scenario.
Retail Organizations: Different formats: Department stores, Supermarkets, Hypermarket, Convenience stores, Online retailing.

Unit-II: The Retail Customer: Defined in terms of Profile and Lifestyle; Market Segmentation, Targeting, and Positioning in Retail, CRM for the Retail Customer.

Unit-III: Retail location, layout, and Visual Merchandising: Store Location-Importance, Layout Strategy-Grid and Racetrack, Visual Merchandising-Creating Store ambience and Use of servicescape.

Unit-IV: Merchandise Management: Concept and Functions, Types of Merchandise, Category Management-Meaning and advantages.

Unit-V: Retail Branding and Pricing: Private Label Brands; Positioning, Advantages and Drawbacks, Factors influencing retail Pricing, different types of retail Pricing.

Suggested Readings:

1. Pradhan Swapna, Retailing Management, McGraw-Hill Education
2. Berman Barry, Evans Joel, and Srivastava Ritu, Retail management – A Strategic Approach, Pearson
3. Sinha Piyush Kumar, and Uniyal Dwarika Prasad, Managing Retailing, Oxford University Press
4. Bajaj Chetan, Tuli Rajnish, and Srivastava Nidhi, Retail Management, Oxford University Press
5. Levy Michael, Weitz Barton and Grewal Dhruv, Retailing Management, McGraw-Hill Education
6. Bhalla Swati and Singhal Anurag, Visual Merchandising, McGraw-Hill Education
7. Dunne Patrick M and Lusch Robert F, Retail Management, South Western
8. Underhill Paco, Why We Buy: The Science of Shopping, Simon & Schuster

MAJOR ELECTIVE (DSE)

Major Elective -1: Banking and Financial Institutions

Credits 04(Full Marks: 75)

MJ Elective -1T: Banking and Financial Institutions (Theory)

Credits 04

Objective: To acquaint the students with the basic structure of Indian Banking and financial institutions

Course Outcome:

After successful completion of the course, students will be able to

- Describe principles of banking
- Describe the role of banking in uplifting the economy
- Develop an understanding of Monetary Policy
- Analyze the multiple facets of the banker-customer relationship
- Develop an understanding of the multiple financial institutions operating in India
- Understand the nuances of the securities market

Course contents:

Unit I: Introduction to banking system

Meaning and Types of Banks – types of banks; Functions – Role of banks in the economy; Competition - Bank and its competitors in the financial system; Changing trends in Banking.

Unit II: Banking & the Economy

Monetary Policy – Money Supply; Different Types of Monetary Policy – Contractionary & Expansionary Monetary Policy; Tools of Monetary Policy: Cash Reserve Ratio, Statutory Liquidity Ratio, Repo & Reverse Repo, Open Market Operations.

Unit III: Commercial Banks and Credit Creation

Functions of Commercial Banks, Credit Creation Process, Types of Bank Accounts, Banker-Customer Relationship, NPA (Non-Performing Assets) and its Management

Unit IV: Financial Institutions in India

Role and Functions of: NABARD (National Bank for Agriculture and Rural Development), SIDBI (Small Industries Development Bank of India), EXIM Bank (Export-Import Bank of India) IFCI, IDBI, LIC, UTI, Development Banking vs. Commercial Banking

Unit V: Financial Markets

Overview of Indian Financial Markets, Capital Market and Money Market, Primary Market and Secondary Market, Role of Stock Exchanges (NSE, BSE), SEBI and Investor Protection

Suggested Readings:

1. IIBF, Principles & Practices of Banking, McMillan
2. Joseph F. Sinkey JR: Commercial Bank Financial Management, Prentice Hall

3. Khan M.Y., Indian Financial System, McGraw Hill
4. Bharti P., Indian Financial System, Pearson
5. Saha, Indian Financial System: Financial Markets, Institutions & Services, McGraw Hill
6. Machiraju, Indian Financial System, Vikas Publishing House

OR

Major Elective -1: Labor Legislations

Credits 04(Full Marks: 75)

MJ Elective -1T: Labor Legislations (Theory)

Credits 04

Course Objective:

The course is designed to provide the students fundamental ideas of the Industrial and Labour Legislations. In that respect, the students will be acquainted with the legal norms regulating employment contract, labour relations and the rights and obligations of employees and employers.

Course Outcomes:

Upon successful completion of the course, students will be able to

- Be aware of the Indian legislations regarding working conditions, wages and social security
- Understand various issues relevant to labor in the Factories Act
- Manage industrial relations and settle disputes in accordance to the laws
- Design compensation packages and in accordance to the Wage Related and Social Security Acts

Course contents:

Unit-I: Labor Legislation:

Concept and evolution, Objectives, principles, classification, Role of ILO and Indian Constitution on Labour Legislation.

Unit-II: Factories Act, 1948:

Definitions; Authorities under the factories Act. Salient features.

Unit-III:

Meaning and Concept of labour welfare, Statutory provisions of labour welfare (Factories Act, 1948, The Mines Act, 1952, The Plantation Act, 1951, The Contract Labour Regulation and Abolition Act, 1970).

Unit-IV: Industrial Dispute Act 1947:

Salient features and applications for industrial peace.

Unit-V: Wage Related Acts:

Objectives and Salient features of Minimum Wages act, 1948, Objectives and Salient features of Payment of Wages Act, 1936, Bonus Act, 1965, Equal remuneration act, 1976.

Unit-VI: Social Security Related Acts:

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Objectives and Salient features of ESI Act, 1948, PF and Miscellaneous Act, 1952, and Gratuity Act, 1972.

Suggested Readings:

1. Padhi P. K. Labour and Industrial Laws, PHI, India
2. Malik, K.L. Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
3. Kumar, H.L. Digest of Labour Cases, Universal Law Publishing Co P Ltd, New Delhi
4. Srivastava, S.C. Industrial Relations & Labour Laws, Vikas Publishing House (P) Ltd.
5. Sharma, J.P. Simplified Approach to Labour Laws, Bharat Law House (P) Ltd., New Delhi
6. Sharma, J.P. Industrial Laws, Ane Books Pvt. Ltd, New Delhi

OR

Major Elective -1: Consumer Behavior

Credits 04(Full Marks: 75)

MJ Elective -1T: Labor Legislations (Theory)

Credits 04

Course objective:

- To impart overview to the students on different aspect of consumer Behaviour
- To explicate consumer decision making process and motivational factors
- To elucidate role of different psychological factors on consumer behaviour

Course Outcomes:

Upon successful completion of this course, students will be able to:

- Explain the fundamental concepts, scope, and significance of consumer behaviour and distinguish between different types of consumers.
- Analyze the consumer decision-making process across individual and organizational contexts, including digital environments.
- Evaluate various motivational theories and identify how different types of consumer motives and conflicts influence buying behaviour.
- Examine the role of attitudes, perception, and learning theories in shaping consumer preferences and purchase intentions.
- Assess the impact of social groups, family dynamics, and cultural factors on consumer behaviour in local and global markets.

Course contents:

Unit-I: Introduction to Consumer Behaviour

Definition of Consumer Behavior – Its Scope and Applications in Marketing – Characteristics of Consumer Behaviour. Consumer Vs Customers. Different factors affecting Consumer Behaviour – The SOR Model. Different types of consumer , Changing patterns of Indian consumer behaviour.

Unit-II: Consumer Decision Making Process

The consumer Buying Decision Process - Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post-Purchase behavior. Individual Vs organizational decision-making process, decision making in digital era.

Unit-III: Consumer Motivation, Attitude and Learning

Understanding Consumer Motivation Process; Theories of Motivation – Edward Thorndike's Law of Effect, Maslow's Hierarchy of Needs, Aldelfer's ERG Theory, Types of Motives – Rational, Emotional, Manifest, Latent, Motivational Conflicts – Approach-Approach, Approach-Avoidance, Avoidance-Avoidance.

Unit-IV: Consumer Attitude, Perception & Learning

Role of Attitude in consumer decision making, Attitude Models – Tri- component Attitude Model, Strategies to influence Attitude and Intention. Perception - Definition & Elements of Perception. Perceptual organization – Figure and Ground, Law of Proximity, Law of Similarity, Closure, Learning Process. Learning Theories – Behavioral and Cognitive – Classical Conditioning, Instrumental Conditioning, Observational Learning, Rote Learning, Reasoning.

Unit-V: Influence of Social Group, Family, and Culture on Consumer Behaviour

Types of Reference Groups and their influence, Family Life-cycles and how Families make purchase decisions, Relevance of Culture in consumer behavior, Differences in global cultural values.

Suggested Readings:

1. Leon G. Schiffman & Leslie L. Kanuk: Consumer Behavior, Prentice Hall Publication, latest Edition
2. Henry Assael: Consumer Behaviour & Marketing Action, Cengage Learning.
3. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson PrenticeHall.
4. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
5. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
6. Jain, Sheth and Shultz, Consumer Behavior: A Digital Native, Pearson.

MINOR (MI)

Any one from bellow except that has already been taken as BBA-MAJOR-ELECTIVE-01

- 1. Banking and Financial Institutions**
- 2. Labor Legislations**
- 3. Consumer Behavior**

SEMESTER-VI

MAJOR (MJ)

MJ-11: SMALL BUSINESS MANAGEMENT

Credits 04 (Full Marks: 75)

MJ-11T: Small Business Management (Theory)

Credits 04

Course Objectives

The main objectives of the Small Business Management course are:

1. To provide an understanding of the role and importance of small businesses in the economy.
2. To develop the knowledge and skills required to start and manage a small business.
3. To explore the challenges faced by small business owners and ways to overcome them.
4. To understand the process of business planning, financing, and marketing for small enterprises.
5. To encourage entrepreneurial thinking and innovation among students.

Course Outcomes (COs)

After successful completion of this course, students will be able to:

1. Understand the fundamental concepts and importance of small business in economic development.
2. Identify and evaluate business opportunities for starting a small enterprise.
3. Prepare a business plan including financial, marketing, and operational components.
4. Analyze various sources of finance available to small businesses.
5. Apply entrepreneurial skills to manage and grow a small business sustainably.
6. Understand legal and regulatory frameworks affecting small businesses.

Course contents:

Unit I: Introduction to Small Business and MSMEs:

Definition and Classification: Micro, Small & Medium Enterprises (as per MSME Act 2006)-Importance and contribution of MSMEs to GDP, employment, exports-Characteristics and types of small business units

Unit II: Entrepreneurship and Business Opportunity Identification:

Entrepreneurial traits and motivation-Opportunity scanning and idea generation-Feasibility study (technical, economic, legal)

Unit III: MSME Policies and Support Institutions:

Ministry of MSME – Overview and functions-Udyam Registration-MSME Development Institutes (MSME-DI), NSIC, SIDBI, KVIC-Cluster Development Programme, Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE)

Unit IV: Business Planning for MSMEs:

Components of a business plan-Market analysis and competitive strategy-SWOT and risk analysis for small enterprises

Unit V: Financing Small Businesses:

Institutional finance: SIDBI, NABARD, commercial Banks-Government schemes: PMEGP, MUDRA loans, Stand-Up India-Angel investors, venture capital for early-stage ventures

Unit VI: Marketing and Digitalization for MSMEs:

Marketing mix for MSMEs-Role of e-commerce and digital tools-Branding and customer engagement for small units

Suggested Readings

1. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.
2. Bedapatai Mohanty, Economics of Small-Scale Industries, Ashish, New Delhi
3. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.
4. Cormon J and Lussier R.N., Small Business Management: A Planning Approach, IRWIN, London, 1996
5. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006. 6. Desai S.S.M., Industrial Economy of India, Himalaya Publishers, New Delhi.

MJ-12: SUPPLY CHAIN MANAGEMENT

Credits 04 (Full Marks: 75)

MJ-12T: Supply Chain Management (Theory)

Credits 03

Course Objectives

The primary objectives of the **Supply Chain Management** course are:

1. To provide a comprehensive understanding of supply chain concepts, principles, and processes.
2. To analyze the strategic role of supply chain management in improving business performance.
3. To explore the integration of supply chain components such as procurement, production, inventory, warehousing, logistics, and distribution.
4. To understand the role of technology and information systems in modern supply chains.
5. To equip students with analytical tools to manage and optimize supply chains effectively.

Course Outcomes

After successfully completing the course, students will be able to:

1. Explain the key concepts, objectives, and importance of supply chain management in business operations.
2. Identify and describe the components of a supply chain including suppliers, manufacturers, warehouses, distribution centers, and retailers.
3. Analyze the role of logistics, procurement, inventory, and transportation in supply chain performance.
4. Apply basic analytical tools and techniques to optimize supply chain efficiency and reduce operational costs.
5. Evaluate the impact of globalization, digitalization, and sustainability in modern supply chains.

Course contents:

UNIT I: Supply Chain:

Definition – Objectives –Key benefits of SCM– SCM process- SCM process flows– Material flow, information and money flow– Major components of flow of supply chain- Transport, warehouse, sourcing and procurement, returns, post sales service – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain.

UNIT II: Strategic Sourcing:

Meaning – Steps in strategic sourcing – Supply chain collaboration Meaning, Types and benefit of Supply chain collaboration – Role of inventory in SCM- Inventory management techniques in supply chain: Stock review, just in time and ABC analysis.

UNIT III: Transportation Selection:

Transportation Selection – Trade-off – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology

UNIT IV: Logistics Management:

The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization. Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation 20Hours

UNIT V: International Logistics and Supply Chain Management:

Meaning and objectives – importance in global economy– Characteristics of global supply chains– Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

Suggested Reading:

1. Sahay B.S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi.
3. Bowersox, Logistical Management, Mc-Graw Hill
4. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan publishers India 2007

MJ-13: STRATEGIC MANAGEMENT

Credits 04 (Full Marks: 75)

MJ-13T: Strategic Management (Theory)

Credits 03

Course Objectives

The main objectives of the Strategic Management course are:

1. To familiarize students with the fundamental concepts and tools of strategic management.
2. To understand the process of strategic planning, formulation, implementation, and evaluation.
3. To analyze the internal and external environment of an organization for strategic decision-making.
4. To evaluate strategic options and choose suitable competitive strategies.

Course Outcomes

After successful completion of the course, students will be able to:

1. Explain key concepts and levels of strategy in business and corporate contexts.
2. Analyze internal and external environments using tools like SWOT, PESTEL, and Porter's Five Forces. Analyze
3. Evaluate strategic options using models such as BCG Matrix, GE Matrix, and Ansoff Matrix.
4. Formulate appropriate business-level and corporate-level strategies for various organizations.
5. Assess strategy implementation challenges and recommend control and evaluation measures.

Course contents:

Unit I: Introduction:

Meaning of strategy and strategic management; Strategic Management Model; Characteristics of strategic management; Formality in strategic management.

Unit II: Company Direction:

Mission and mission statement; Vision; Strategic intent; Strategic objective vs. Financial objective; Policies; Long term and short term objectives.

Unit III: Environment Analysis:

External environment- PESTLE analysis - Internal environment analysis--Determinants of culture- State of technological stage-Industry and competitive analysis - Porter's five force model; Strategic group mapping; Monitoring competition-Value chain analysis

Unit IV: Strategic Options and Choice Techniques:

Porter's generic strategies, Grand Strategies (concentration, market development, product development, innovation, vertical and horizontal integration, concentric and conglomerate diversification, retrenchment/turnaround, divestiture, liquidation, bankruptcy, joint venture, and strategic alliance); Corporate level analytical tools - BCG and GE nine cell matrices; Business level analytical tools - grand strategy selection matrix and grand strategy cluster.

Unit V: Strategic Evaluation and Control:

Difference between strategic and operational control; Strategic control tools - premise control, strategic surveillance, implementation control, and special alert.

Suggested Readings

1. Strategic Management: Concepts and Cases Fred R. David, Forest R. David, Pearson Education, 2021 (16th Edition)
2. Strategic Management and Business Policy, Azhar Kazmi, McGraw Hill Education, 2015 (4th Edition)
3. Strategic Management: Concepts and Applications, Upendra Kachru, Excel Books , 2009
4. Strategic Management: Formulation, Implementation and Control John A. Pearce II & Richard B. Robinson, McGraw Hill Education, 2013
5. Strategic Management, Frank T. Rothaermel, McGraw Hill 2021 (5th Edition)
6. Strategic Management, R. Srinivasan, PHI Learning Pvt. Ltd., 2014
7. Business Policy and Strategic Management, subba Rao, Himalaya Publishing House, 2010

MAJOR ELECTIVE (DSE)

Major Elective -2: FINANCIAL MARKET AND SERVICES

Credits 04(Full Marks: 75)

MJ DSE-2T: Financial Market and Services (Theory)

Credits 04

Course Objectives

By the end of this course, students will be able to:

1. Understand the structure and functions of financial markets in India.
2. Analyze the role of different financial institutions and services.
3. Evaluate financial instruments and their relevance in market operations.
4. Interpret the impact of regulatory bodies on financial markets.
5. Understand the operations and services provided by banks, NBFCs, insurance companies, and mutual funds.

Course Outcomes

1. Explain the structure and functioning of the Indian financial system.
2. Distinguish between various financial markets and instruments.
3. Analyze the workings of the capital market and its participants.
4. Understand and evaluate financial services like mutual funds, leasing, and credit ratings.
5. Assess the regulatory framework administered by SEBI and RBI.

Course contents:

Unit I: Overview of Indian Financial System:

Components of the financial system: Financial markets, financial institutions, financial instruments, financial services, Functions of the financial system, Structure of Indian financial system, Recent developments and reforms in the Indian financial sector, Role of financial system in economic development

Unit II: Financial Markets & Capital Market:

Part A – Financial Markets, Classification: Money Market and Capital Market, Features and structure of Indian financial markets, Primary vs. Secondary Markets, Instruments in financial markets: Treasury bills, commercial paper, certificates of deposit, bonds, etc.

Part B – Capital Market: Structure and functions of capital markets in India, Primary Market: IPOs, book building, role of underwriters, Secondary Market: Stock exchanges, trading mechanisms, settlement, Role of SEBI and stock market intermediaries, Recent trends in capital markets

Unit III: (Optional/Intermediate Unit – Money Market):

Call money, notice money, repo, reverse repo, Role of RBI in money market regulation, Inter-bank markets and liquidity adjustment

Unit IV: Financial Services:

Meaning, scope, and importance, Merchant banking, underwriting, Mutual funds: Types, NAV, regulation, Leasing and hire purchase, Credit rating agencies and services (e.g., CRISIL, ICRA, CARE), Venture capital and private equity, Factoring and forfaiting, Securitization of debt

Unit V: Financial Regulations – SEBI & RBI, Role of SEBI:

Regulatory powers, investor protection, market development, Key SEBI regulations: Insider trading, takeover code, listing obligations (LODR), Role of RBI in regulating monetary policy and financial markets, Functions of RBI: CRR, SLR, repo rates, open market operations, RBI guidelines for NBFCs, payment banks, and digital finance

Suggested Readings:

1. Indian Financial System, Bharati V. Pathak, Pearson 2021
2. Financial Markets and Institutions, L.M. Bhole & Jitendra Mahakud, McGraw Hill, 2019
3. Financial Services, M.Y. Khan, McGraw Hill, 2019
4. Indian Financial System, E. Gordon & K. Natarajan, Himalaya Publishing, 2020
5. Financial Markets & Services, Gordan & Natarajan, Himalaya Publishing, 2021

OR

Major Elective -2: INDUSTRIAL RELATIONS

Credits 04(Full Marks: 75)

MJ DSE-2T: Industrial Relations (Theory)

Credits 04

Course Objectives:

By the end of this course, students will be able to:

1. Understand the Foundations of Industrial Relations.
2. Explore Key Stakeholders and Their Roles.
3. Examine Conflict and Resolution Mechanisms.
4. Assess the Impact of Labor Legislation.
5. Develop Practical Skills for IR Management.

Course Outcomes (COs)

After completing this course, students will be able to:

1. Demonstrate Knowledge of IR Concepts.
2. Critically Analyze Stakeholder Dynamics.
3. Apply Legal Frameworks to Real-World Cases.
4. Evaluate Dispute Resolution Strategies.
5. Design IR Policies and Communication Plans.

Course contents:

UNIT-I:

Definition, Concepts, Nature of industrial relations, Importance of industrial relations, Approaches to industrial relations, Nature of Trade Unions, Trade Union movement in India, Reasons for employees to join trade Unions, Problems of Trade Unions & Remedies. Quality circles, history of QC, Organization structure of QC, Benefits of QC, Problems of QC.

UNIT-II:

Concept of collective bargaining, Prerequisites for collective bargaining, the collective bargaining process, Principles of Collective Bargaining, Essential conditions for the success of collective bargaining, Meaning & Concept of grievance – causes of grievance – effects of grievance - Grievance redressal procedure.

UNIT-III:

Meaning & causes of Industrial Conflicts, Types of Industrial Conflicts. Strikes & Lockouts, Machinery for resolving Industrial Disputes under Law. Meaning of workers participation in management, concepts and objectives of workers participation in management, growth and development of workers participation in management, types of workers participation in management.

UNIT-IV:

Overview and aspects covered by Factories Act , Industrial Disputes Act, Payment of wages Act, Payment of Bonus Act, ESI Act, Payment of Gratuity Act, Minimum Wage Act, PF Act.

Suggested Readings:

1. Industrial Relations and Labour Laws – S. C. Srivastava; Vikas Publishing House Pvt. Ltd., New Delhi.
2. Human Resource Management – A. K. Ghosh; Manas Publications, New Delhi.
3. Industrial Relations: Concepts and Issues- T. N. Chhabra & R. K. Suri; Dhanpat Rai & Co. (P) Ltd., New Delhi

OR

Major Elective -2: SERVICE MARKETING

Credits 04(Full Marks: 75)

MJ DSE-2T: Service Marketing (Theory)

Credits 04

Course Objectives:

By the end of this course, students will be able to:

1. Understand the unique characteristics and challenges of marketing services as compared to physical goods.
2. Explore service marketing mix (7Ps) and its role in developing service strategies.
3. Analyze consumer behavior in service settings and manage customer expectations.
4. Learn strategies for service delivery, quality control, and service recovery.
5. Understand the role of people, process, and physical evidence in enhancing customer experience.
6. Apply service marketing principles to real-world sectors like banking, hospitality, healthcare, and retail.

Course Outcomes (COs)

After completing this course, students will be able to:

1. Course Outcome Description Bloom's Level
2. Define and explain key concepts in services marketing, including intangibility, perishability, and inseparability.
3. Differentiate between product and service marketing strategies.
4. Analyze, apply the 7Ps of the service marketing mix in designing service offerings.
5. Apply, analyze customer expectations and satisfaction in service delivery.
6. Analyze, evaluate service quality using tools like SERVQUAL and GAP analysis.
7. Develop strategies for customer retention, service recovery, and relationship marketing.

Course contents:

Unit I: Introduction to Services Marketing:

Nature and characteristics of services, Classification of services, Services vs. goods marketing, Growth and importance of the service sector

Unit II: Consumer Behavior in Services:

Customer expectations and perceptions, Decision-making process in services, Customer satisfaction and loyalty, The Service Encounter and Moment of Truth

Unit III: Service Marketing Mix (7Ps):

Product, Price, Place, Promotion, People, Process, Physical Evidence, Designing the service experience

Unit IV: Service Quality and Delivery:

Dimensions of service quality, SERVQUAL model, GAP model, Service blueprints and service process design, Technology in service delivery

Unit V: Relationship Marketing & Service Recovery:

Customer relationship management in services, Handling service failure and recovery, Strategies for customer retention, Role of internal marketing

Unit VI: Service Design and Development:

Challenges of service design, stages in new service development, Service blue printing - Service standards: Factors determine service standard, customer defined standards.

Suggested Readings:

1. Services Marketing: Integrating Customer Focus Across the Firm, Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, McGraw-Hill Education, 2018 (7th Edition)
2. Services Marketing, Christopher Lovelock, Jochen Wirtz, Pearson Education, 2017 (8th Global Edition)
3. Service Marketing: Text and Cases, Harsh V. Verma, Pearson Education India, 2012
4. Services Marketing, K. Rama Mohana Rao, Pearson / Dorling Kindersley, 2011
5. Services Marketing: Concepts, Planning and Implementation, Bhattacharya, H., Jaico Publishing House, 2009
6. Services Marketing, Rajendra Nargundkar, McGraw-Hill Education, 2014 (3rd Edition)
7. Essentials of Services Marketing, Jochen Wirtz, Pearson Education, 2018
8. Marketing of Services, Govind Apte, PHI Learning, 2007

MINOR (MI)

Any one from bellow except that has already been taken as BBA-MAJOR-ELECTIVE-02

- 1. Financial Market and Services**
- 2. Industrial Relations**
- 3. Service Marketing**