

GLS University
Bachelor of Business Administration (BBA)
(Accounting & Finance, Marketing Management and International Business)

Preface

GLS University's Bachelor of Business Administration programme (BBA) is the culmination of around 18 years of academic experience of its two institutes N R Institute of Business Administration and GLS (J P Shah) Institute of Business Administration. This undergraduate management programme has a special emphasis on current, industry-relevant education with a strong skill and value orientation.

BBA programme designed by Faculty of Business Administration (formerly known as GLS (J P Shah) Institute of Business administration) is designed to provide participants with in-depth conceptual clarity in fundamental principles of management, an opportunity to obtain specialized training in one of the three areas of Accounting & Finance, Marketing Management and International Business, a rigorous training in communication spread over the five semesters of the programme and a choice of elective courses that broaden the student's perspective and give a range of exposures across multiple disciplines.

GLS University will capitalize on its extremely strong industry interaction to provide ongoing industry exposure in the form of guest lectures, industrial visits, subject-related projects, summer internship and grand project, which will create a robust connection between theoretical concepts and practical application.

The programme has been designed targeting specific outcomes in terms of concepts, skills and values for the students at each year of the 3-year course. This gradual progression will ensure that students emerge from the programme ready for higher education, placement in the corporate sector or starting their own venture.

Broad Objectives of the Programme

The broad objectives of this BBA programme are as under:

- To equip students with academic knowledge and understanding of the theory, principles and conceptual framework of business administration and subjects allied to it
- To inculcate extensively – along with theoretical knowledge sharing – various skills (viz., Presentations, rapid reading, geo political awareness, time management, team-building, leadership) needed for managerial effectiveness
- To promote knowledge through research – both applied and conceptual relevant to management
- To instill in students the ability to think, evaluate and analyze complex situations critically and thus by, hone problem solving skills
- To enhance the decision – making skills and administrative competence of students
- To develop strong communication skills supporting their role as future managers
- To motivate students to apply management techniques to new and

innovative areas of management

Framework

The BBA programme has evolved in response to the changing environment and industry requirements. The changing academic scenario as well as business environment has led us to upgrade BBA programme with the intention to make it self-sufficient for most of the students. Therefore, the institute has offered three specialization streams to choose from: Accounting & Finance, Marketing Management and International Business. The first year contains core courses which are common to all students. Students are allowed to choose from the afore-said streams as per their academic performance and area of interest from the second year. Such structure gives students the opportunity to choose courses from a domain of their interest coupled with the freedom to explore other areas at work or when they pursued any post graduate program. . An extremely well-designed communication skills training package is spread over six semesters in the form of Foundation Courses and acts as the mainstay of the entire programme. A range of elective courses are offered to complement their proficiency in domain area.

Programme Structure

The BBA programme comprises six semesters over three years. A student needs to obtain 140 credits over six semesters to obtain the BBA degree.

F.Y BBA Course structure

SEMESTER I		
Course Code	Core Courses	Credits
170101101	Fundamentals of Management	3
170101102	Principles of Economics (Micro)	3
170101103	General English	3
170101104	Business Mathematics	3
170101105	Fundamentals of Accounting	3
170101106	Fundamentals of Financial Management	3
	Foundation Course	
170102101	IT Tools in Business Communication	3
	Elective Courses (any 1 out of 4)*	
170103101	Foreign Language I (French)	2
170103102	Management Lessons from Mythology	
170103103	Indian Culture through Performing Arts	
170103104	Indian Constitution	
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SEMESTER II		
Course Code	Core Courses	Credits
170101201	Production Management	3
170101202	Principles of Economics (Macro)	3
170101203	Fundamentals of Marketing	3
170101204	Critical Thinking	3
170101205	Introduction to Financial Markets & Institutions	3
170101206	Business Ethics	3
	Foundation Course	
170102201	Basics of Communication and Personality Development	3
	Elective Courses	
170103201	Environment Management	2
		23

SEMESTER III		
	Core Courses	Credits
170101301	Introduction to Service Marketing	3
170101302	Statistics for Business Decisions	3
170101303	Managing People	3
170101304	Entrepreneurship Process and Behaviour	3
170101305	Managerial Economics	3
170104351	Corporate Accounting	3
170104311	Consumer and Culture Theory	
170104371	International Marketing Management	
Foundation Course		
170102301	Interpersonal Communication I	3
Elective Courses (any 1 out of 4)*		
170103301	Foreign Language II (French)	2
170103302	Still Photography and Movie making	
170103303	Leadership Influence and Power	
170103304	Business Stories of Gujarat	
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SEMESTER IV		
	Core Courses	Credits
170101401	Industrial Economics	3
170101402	Digital Marketing	3
170101403	Psychology for Managers	3
170101404	Intro. to Research Methodology	3
170101405	Practical Studies	3
170104451	Cost & Management Accounting	3
170104411	Integrated Marketing Communications	
170104471	International Financial Management	
Foundation Course		
170102401	Interpersonal Communication II	3
Elective Courses (any 1 out of 4)*		
170103401	Foreign Language III (French)	2
170103402	Vedic Mathematics	
170103403	Creativity and Innovation	
170103404	Gender Equality	
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SEMESTER V		
	Core Courses	Credits
170101501	Legal Aspects Of Business	3
170101502	Business Environment	3
170101503	Managerial Competencies and Career Development	3
170101504	Research Methodologies tools and analysis	3
170104551	Corporate Finance I	3
170104511	Sales and Distribution Management	
170104571	International HRM	
170104552	Security Analysis & Portfolio Management	3
170104512	Product and Brand Management	
170104572	International Supply Chain & Logistics Management	
	Foundation Course	
170102501	Analytical Communication I	3
	Elective Courses (any 1 out of 4)*	
170103501	Banking Theory & Practices	3
170103502	Management Information System	
170103503	Business Opportunity Identification & Feasibility	
170103504	Organizational Development	
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SEMESTER VI		
	Core Courses	Credits
170101601	Indian Tax Structure	3
170101602	Strategic Management	3
170101603	Operations Research	3
170101604	Grand Project	3
170104651	Corporate Finance II	3
170104611	Consumer Relationship Management	
170104671	Export Import Procedures & Documentation	
170104652	Contemporary Issues in Accounting & Finance	3
170104612	Marketing Perspectives	
170104672	International Marketing Research & Country Analysis	
	Foundation Course	
170102601	Analytical Communication II	3
	Elective Courses (any 1 out of 4)*	
170103601	Financial Services	3
170103602	Event Marketing	
170103603	Emotional Intelligence and Managerial Effectiveness	
170103604	Talent Management	
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GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
Fundamentals of Management
Core Course: 170101101

1. Course Objective:

This course is designed to provide the students conceptual study about the key functions of the process of managing organizations. The focus of this course will be on the meaning, importance and functions of business management. Through various assignments, the emphasis will be on helping students to connect the theoretical aspects of the managerial concepts with real-life corporate practices.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent weightage
I	Introduction to Management <ul style="list-style-type: none"> • Meaning of Management & Characteristics • Contribution of Mayo, F W Taylor, Henri Fayol and Elton Mayo • Management Process and Functions; • Levels of management and skills required at these levels; • Role of managers 	9	20 %
II	Planning <ul style="list-style-type: none"> • Meaning; • Planning Process; • Planning premises; • Elements or Types of plans; • Meaning and Process of Forecasting; • Meaning and Process of Decision Making; • Types of decisions 	9	20%
III	Organising <ul style="list-style-type: none"> • Meaning of Organizing; • Principles of Organizing; • Departmentation and its bases; • Meaning of Delegation; • Centralization and Decentralization and difference between them; • Brief idea and merits-demerits of Line Organization, Line and Staff 	9	20%

	<ul style="list-style-type: none"> organization, and Committee organizations 		
IV	<p>Directing-</p> <p>Motivation-</p> <ul style="list-style-type: none"> Definition & Importance of motivation Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory, Adelfer's ERG Theory, McClelland's Need Theory. <p>Leadership-</p> <ul style="list-style-type: none"> Traits & Characteristics of Effective Leaders; Leadership Meaning; Formal and Informal, Leadership style-Leadership Continuum, Blake and Mouton's Managerial Grid. 	9	20%
V	<p>Controlling</p> <ul style="list-style-type: none"> Definition; Nature and importance of control; the control process Essentials/principles of an effective control system Break-Even Analysis 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Karminder Ghuman and K. Aswathapa	Management – Concept, Practice and Cases	Tata McGraw Hill	Latest

2	T. Ramasamy	Principles of Management	Himalaya Publishing House	Latest
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9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	L. M. Prasad	Principles of Management	Sultan Chand and Sons	Latest
2	Gupta, Sharma and Bhalla	Principles of Business Management	Kalyani Publications	Latest
3	Stoner, Freeman, and Gilbert Jr.	Management	Prentice-Hall	Latest
4	Manmohan Prasad	Management – Concepts and Practices	Himalaya Publishing House	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
Principles of Economics (Micro)
Core Course: 170101102

1. Course Objective:

This course aims to acquaint students with basic micro-economic concepts and develop economic reasoning. Through the use of real-life situations and assignments, it will enable students to apply economic analysis to practical instances and gain an understanding of the process of formulation of business policies.

2. Course Duration: Total teaching will be of 45 hours.

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent Weightage
I	Introduction <ul style="list-style-type: none"> • Economic history and origin • Meaning and Importance and Scope of Micro Economics • Growth oriented definition of economics • Cardinal and Ordinal Approach of Utility Analysis: Meaning of Demand, Law of Demand, Factors affecting Demand, Increase-Decrease in Demand, Shift In demand Contraction-Expansion in Demand • Meaning of Supply, Factors affecting Supply, Contraction Expansion and Increase-Decrease in Supply 	9	20%
II	Demand Concepts with consumer preference analysis <ul style="list-style-type: none"> • Elasticity of supply and demand • Law of Diminishing Marginal Utility, and Derivation of Demand Curve on the basis of Utility Analysis (cardinal) • Hicksian demand analysis / revealed preference theory • Price determination • Effects of changing government policy on price 	9	15%
III	Cost Concepts <ul style="list-style-type: none"> • Accounting Cost v/s Economic Cost • Money Cost v/s Real Cost • Private and Social Costs • Fixed Cost v/s Variable Cost • Opportunity Cost • Sunk Cost • Production function. (in detail) (A) Law of variable production function.	9	30%

	(B) Returns to scale. (C) Economies of Scale. External economies and Diseconomies. <ul style="list-style-type: none"> • Cost of Production in Short Run <ul style="list-style-type: none"> a) Average Fixed Cost, Average Variable Cost, and Marginal Cost b) Relationship between Marginal Cost and Average Cost • Cost of Production in Long run Long run Marginal Cost (LMC) and Long run Average cost (LAC) • Revenue Concepts – Average Revenue, Marginal Revenue and Total Revenue • Productivity concepts Total, Average and Managerial Productivity 		
IV	<ul style="list-style-type: none"> • Features of Market structures. Perfect competition, Monopoly, Monopsony, Duopoly, Duopsony, Monopolistic, Oligopoly, Oligopsony 	9	20%
V	<ul style="list-style-type: none"> • Distribution Theory: Concepts of rent: - Differential rent, Scarcity Rent, Quasi Rent Concepts of Wages: - Time Wages, Piece Wages, and Money wages, real Wages, factors determining real Wages Concepts of interest: Gross and Net Interest. Components of Gross Interest Concept of Profit: risk, uncertainty, innovation 	9	15%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations

6. List of Assignments and Presentations topics:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. NO	Author/s	Name of the book	Publisher	Edition
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1	N. Gregory Mankiw	Principles of Micro Economics	-Example Product Manufacturer; 4th (Fourth) Edition edition (2006)	Fourth Edition.
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9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dominick Salvatore	Principles of Economics	Oxford	Fifth Edition
2	Paul A Samuelson and William D Nordhaus	Economics	McGraw Hill Education India Pvt. Ltd	Latest

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Economic Survey
2. RBI Handbook
3. Economic and Political weekly
4. Indian Journal of Economics and Business
5. International Journal of Economics and Research
6. Down to Earth Magazine
7. Banking and finance.
8. Business Standard
9. The Economic Times
10. Financial Express
11. Business Today
12. Business India
13. Business World
14. Budget Bulletin

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
General English
Core Course: 170101103

1. Course Objective:

- To familiarize students with the writings in English so that they can learn the structure of the language as it is used creatively
- To orient students to social and cultural issues
- To sensitise students to values and ethics

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. Of Sessions	Percent Weightage
I	Literary Text: English in Practice I	9	20 %
II	Literary Text: On the Stage: One Act Plays	9	20%
III	Vocabulary: Synonyms, Antonyms, One word substitutes	9	20%
IV	Composition: Essay/ Short story	9	20%
V	Grammar: Usage of Articles & Prepositions, Tenses, Voice & Punctuations	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Word Games

6. Topics for assignments, presentations, and case studies:

1. Understanding Social Media Sites
2. Solving cross word puzzles
3. Learning Communication Skills through one act plays
4. Techniques of managing Stress

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Arvind Nair	English in Practice I	Cambridge	—
2	Ed. By K. Sujatha	On the Stage: One Act Plays	Orient Blackswan	—

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	John Seely	Oxford A-Z of Grammar and Punctuation (App available on Google Play Store)	Oxford	—
2	Jeremy Butterfield	Oxford A-Z of English Usage (App available on Google Play Store)	Oxford	—

10. List of Journals/Periodicals/Magazines/Newspapers:

1. DNA
2. The Times of India
3. Pratiyogita Darpan

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
Business Mathematics
Core Course: 170101104

1. Course Objective:

The student will understand the mathematical concepts and terminology involved in Set Theory Function, Limit, Differentiation, Permutation and Combination, Matrices. The course focuses on how to interpret and solve business-related word problems and to develop simple mathematical models from a business perspective. To create a better understanding of Mathematical concepts in solving business related problems. The course serves as a good foundation for further study in management. Accounting, marketing and finance.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
1	<ul style="list-style-type: none"> ➤ Nature and Importance of Business Mathematics ➤ Relationship of Mathematics to Modern Business ➤ Set theory <ul style="list-style-type: none"> • Introduction to set & Types of Sets • Algebra of sets • Cartesian Product of two Sets ➤ Applications 	9	20
2	<ul style="list-style-type: none"> ➤ Function <ul style="list-style-type: none"> • Definition • Types of functions, Real Function and its different types • Some functions in Commerce and Economics • Applications ➤ Limit <ul style="list-style-type: none"> • Introduction • Definition and working rules of Limit ➤ Some Standard Limits(Problems on Factorization and Rationalization) 	9	20
3	<ul style="list-style-type: none"> ➤ First Order Derivative and its applications <ul style="list-style-type: none"> • Introduction, Definition, Derivative of a 	9	20

	function of one variable <ul style="list-style-type: none"> • Derivative of polynomial function • Examples • Marginal Revenue function, Marginal Cost function, Profit function • Price elasticity of demand and supply ➤ Second Order Derivative and its applications <ul style="list-style-type: none"> • Introduction, Definition and examples of second order derivatives • Maxima and Minima of a function ➤ Applications: Profit, Revenue Maximization and Cost Minimization 		
4	<ul style="list-style-type: none"> ➤ Permutations and Combinations <ul style="list-style-type: none"> • Introduction to Permutation • Problems on Permutations of Different things, Permutations of similar things, Circular permutations • Introduction to Combinations • Problems on Combinations • Problems on Permutations and Combinations together ➤ Applications 	9	20
5	<ul style="list-style-type: none"> ➤ Matrix Algebra <ul style="list-style-type: none"> • Introduction • Types of matrices • Addition and subtraction of Matrices • Multiplication by scalar, Multiplication of two matrices • Inverse of matrix (up to 3x3 matrix using adjoint matrix) • Representation of equations in matrix form and solving simultaneous equations up to 3 variables ➤ Applications to business problems 	9	20

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Sancheti & Kapoor	Business Mathematics	S. Chand	Latest Edition
T2	Kashyap Trivedi & Chirage Trivedi	Business Mathematics	Pearson	Latest Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Qazi Zameeruddin, Vijay Khanna & Others	Business Mathematics	Vikas Publication	Latest Edition
2	J K Singh & Deepti Rani	Business Mathematics	Himalaya Publishing House	Latest Edition
3	M Raghavachari	Mathematics for Management	Mc-Graw Hill	Latest Edition
4	Spooner H. A. & D.A.L. Wilson	The Essence of Mathematics for Business	Prentice-Hall of India Pvt. Ltd.	Latest Edition

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
Fundamentals of Accounting
Core Course: 170101105

1. Course Objective:

It will be useful to commerce students to refresh their knowledge of financial accounting and understand this subject through different perspective as well as the non-commerce students will be able to understand the basics which they have never studied. The clarity of fundamentals will be useful to the students to undertake financial analysis of financial statements in the subsequent years.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No	Topic	No of Sessions	Weightage Marks
I	<p>Introduction to Financial Accounting (a) Meaning, characteristics, objectives & significance of Financial accounting. Terminologies of Accounting. Users of accounting information. Meaning and classification of business transactions. Dual effects of transactions (with illustrations) and types of accounts (with illustration). Types and bases of accounting system. (b) Accounting concepts, conventions and principles. (to be explained with appropriate illustrations) (c) Subsidiary books (types and purpose to be explained including trial balance)</p>	8	20%
II	<p>Final Accounts of Sole Proprietorship Concern.(without manufacturing Account and Commission on Profit but with advanced adjustments) Adjustments related with the fundamental concepts should be covered in the following order. (a) Adjustments of trading account only (b) Adjustments of trading and P&L a/c only (c) Adjustments of trading and balance sheet only. (d) Adjustment of P&L only. (e) Adjustments of trading a/c, P&L a/c and balance sheet (f) Adjustment of P&L a/c and balance sheet. (g) Adjustment of balance sheet only</p>	10	20%

III	Final Accounts of Non-profit making organization Preparation of Receipts and Payments Account, Income & Expenditure Account and Balance Sheet of Non Trading Organizations (simple problems).	9	20%
IV	Departmental Accounts Departmental Accounts - Basis for allocation of expenses - Inter departmental transfer at cost or selling price - Treatment of expenses which cannot be allocated.	9	20%
V	Accounting for Hire Purchase <ul style="list-style-type: none"> • Meaning of Hire Purchase Contract • Accounting Records for Goods of Substantial Sales Value • Accounting Entries 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Analysis

6. List of Assignments and Presentations topics:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dr Kaustubh Arvind Sontake	Financial Accounting	Himalaya Publishing house	Latest Edition
2	P C Tulsian	Financial Accounting	Pearson	Latest Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Jain and Narang	Financial Accounting	Kalyani publication	Latest Edition

2	Mukherjee and Hanif	Financial Accounting	McGraw Hill Education	Latest Edition
3	S N Maheshwari and S K Maheshwari	Financial Accounting	Vikas	Latest Edition
4	Sakshi Vasudev	Accounting for Managers	Galgotia Publishing house	Latest Edition

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
Fundamentals of Financial Management
Core Course: 170101106

1. Course Objective:

The objective of this paper is to provide students with the knowledge and skills expected of a future manager in relation to various decisions of financial management. The course also helps to identify and evaluate various financing decisions with a special focus on current assets management and providing the conceptual clarity in Inventory and receivables management.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module no	Topic	No of sessions	Percent weightage
I	Introduction <ul style="list-style-type: none"> • Meaning of Financial Management Scope of Financial Management Objectives of Financial Management Organisation of Finance function , types of decisions • Relationship of finance with economics, accountancy and other related disciplines. • Meaning of capitalization, over and under capitalization • Meaning of Financial planning, Objectives and process of financial planning 	9	20 %
II	Financing Decisions: <ul style="list-style-type: none"> • Meaning of capital structure, Concepts of Capital structure, Features • Determinants of Capital Structure, • Concept of Leverage, Types of Leverage • Concept of Indifference point. • Problems on leverage and Indifference point. 	9	20%
III	Short term Investment decisions-1 <ul style="list-style-type: none"> • Concept of current assets and current liabilities • Concept of working capital: Meaning, Types, Factors affecting working capital, concept of operating cycle, Sources of working capital, Approaches for financing working capital • Meaning and Objectives of Receivables 	9	20%

	Management, Types of credit policy • Costs and benefits		
IV	Management of Cash • Motives for holding Cash • Objectives of Cash Management • Concept of cash budget • Problems on cash budget	9	20%
V	Inventory Management • Meaning and definition of Inventory management • Objectives of inventory management, components of inventory • Cost of holding inventory • Concept of EOQ and its computation including discount problems.	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	G. Sudarsana Reddy –	Financial Management Principles and Practice	Himalaya Publishing House	Third Edition
2	M. Y. Khan P. K. Jain Tata	Financial Management – Text, Problems and Cases	McGraw Hill Education Private Ltd.	Sixth Edition
3	Dr. R. P. Rustagi	Financial Management Problems & Solutions	Taxmann Publication Pvt. Ltd.	

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Prasanna Chandra	Financial Management	Tata McGraw Hill Education Private Ltd	Seventh Edition
2	Dr. P. C. Tulsian	Financial Management – A Self-Study Textbook	S. Chand	Latest Edition
3	Dr. R. P. Rustagi	Financial Management Theory, Concepts and Problems	Galgotia Publishing Company	Latest Edition
4	Dr. I. M. Pandey	Financial Management		
5	Vyuptakesh Sharan	Fundamentals of Financial Management	Pearson	Third Edition
6.	Dr. V. R. Palanivelu	Financial Management – Theory, Problems and Solution	S. Chand	Latest Edition

10. List of Journals/Periodicals/Magazines/Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Corporate India
2. Capital Market
3. Business Standard
4. The Economic Times
5. Financial Express
6. Chartered Financial Analyst
7. CFA Reader
8. Business Today
9. Business India
10. Business World
11. The Mint

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
IT Tools in Business Communication
Foundation Course: 170102101

1. Course Objective:

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. The main objectives of the course are as follow:

- 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 analyses 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.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Module / Sub Modules	No. Of Sessions	Marks Weightage
I	<p>Microsoft Word:</p> <ul style="list-style-type: none"> • Creating, navigating and editing Word documents • Formatting text of a document • Formatting, viewing and printing a document • Inserting and removing page breaks • Insert Header and footers • Viewing a document • Page set up of a document • Printing a document • Working with tables and graphics • Working with objects • Mail merge and labels • Spelling and grammar tools • Autocorrect • Auto text • Auto format • Inserting endnotes and footnotes 	9	20%

	<ul style="list-style-type: none"> • Working with columns • Inserting comments • Creating index and tables from the content of document • Counting words • Macros • Saving document with passwords 		
II	<p>Microsoft Excel:</p> <ul style="list-style-type: none"> • Concept of workbook, worksheet, workspace • Types of data • Formatting Workbook • Conditional Formatting • Sorting of Data • Data validation • Data filter (Auto & Advance) • Charts • What if analysis: Goal seek, Scenario • Protecting Worksheet • Types of error • Functions and Formulas: • Mathematical, Logical, Statistical, Text, Lookup, Date and Time, Financial Functions • Pivot table 	9	20%
III	<p>Microsoft Power Point:</p> <ul style="list-style-type: none"> • Creating, browsing & saving Presentation • Editing & formatting slides • Linking multiple slides using hyperlinks and advance buttons • Using slide layouts • Adding notes to the slides • Editing and formatting slides • Working with slide masters • Inserting objects on the slide • Animating objects • Slide transitions • Choosing preset animation • Triggering animations • Applying sound effects to animation effects • Playing videos • Rehearsing timings • Slide show • Slide show options (using pen pointer, highlighter) • Pack & go • Custom Show 	9	20%

IV	Internet & Outlook: <ul style="list-style-type: none"> • What is Internet • Most popular internet services • Functions of Internet like email, WWW, FTP, Usenet, IRC, instant messaging, Internet Telephony • How Internet works • Connecting to Internet • Managing emails • Using address book • Working with task list • Scheduling appointments • Reminders • Events • Journals • Notes 	9	20%
V	Tally 9.0: <ul style="list-style-type: none"> • Entries in Tally 9 (Accounts only) to be passed • Evaluation shall be done on the basis of Day Book, Trial Balance, Profit and Loss Account and Balance Sheet • Opening balances of certain Ledger Accounts may also be given in case of continuing firm (Theory and transaction form of questions from this unit are not expected for teaching and evaluation) 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions in Computer Lab through PPTs.
- (2) Assignments

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	R. P. Soni, Harshal Arolkar, Sonal Jain	Working With Personal Computer Software	Wiley India	Latest Edition

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-I
Elective Courses

Elective course offerings may be subject to change at the discretion of the institute. An elective course will be offered only if minimum class strength is reached.

Pedagogy

The overall structure of the pedagogy involves the following learning process:

1. Classroom learning: Lecture/Discussions
2. Self-reflection and self-learning
3. Small group work
4. Tutorial/remedial
5. Simulations and role plays
6. Learning entrepreneurship through innovative
7. Industry projects and dissertations

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-II
Production Management
Core Course: 170101201

1. Course Objective:

This course aims to provide students with a basic understanding of the concept of production management, various production systems, and the underlying decisions as plant location, layout, materials management, etc. so that there is clarity about the value added during the input-output conversion process.

The concepts taught in this course will be validated through the industrial visit in the same semester. Students will be encouraged to connect the concepts learnt in this course with their experience at the manufacturing unit that they visit.

2. Course Duration: 45 hours

3. Number of Credits: 03

4. Course Content:

Module	Topic	No. of Sessions	Percent Weightage
I	<p>Introduction to production and operations management</p> <ul style="list-style-type: none"> • Meaning of production and operations management • Objectives of production management • Scope of production management • Concept of production system and its classification • Difference between manufacturing operations and service operations • Classification of industries • Concept of automation, types of automation and its advantages 	9	20%
II	<p>Plant Location and Layout</p> <ul style="list-style-type: none"> • Meaning of plant location, need, factors affecting plant location • Meaning of layout, principles, types of layout: Product, Process, Service layout • Concept of quality, Deming's principles of quality, • Six sigma and its process. • Concept of Kaizen, 3 guiding principles, activities falling under the Kaizen umbrella 	9	20%

III	Materials Handling and Management <ul style="list-style-type: none"> • Meaning of Material Handling • Principles of Material Handling • Factors affecting material handling equipment • Types of material handling equipment • Meaning of stores, functions of stores, factors affecting stores layout 	9	20%
IV	Purchasing and Inventory management <ul style="list-style-type: none"> • Meaning of inventory management • Objectives of inventory management • Techniques of Inventory Management: ABC, HML, VED, EOQ, FSND • Concept of JIT and its characteristics(including the concept of Kanban) • Meaning and objectives of purchasing • Principles of purchasing • Types of purchasing • Purchasing cycle 	9	20%
V	Maintenance and Waste Management <ul style="list-style-type: none"> • Meaning and scope of maintenance management • Objectives of maintenance management • Types of maintenance. • Meaning of waste management • Reasons of Accumulation/ Generation of waste • Control and Disposal of waste 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Industrial visits
4. Videos

6. List of topics for assignments and presentations:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1.	K Aswathappa, G S Reddy and M K Reddy	Production and Operations Management	Himalaya Publishers	

9. Reference Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1	K Aswathappa & K Shridhara Bhat	Production and operations management	Himalaya Publishers	
2	S A Kumar and N Suresh	Production and operations management	New Age International Publishers	

10. List of Journals/Periodicals/Magazines/Newspapers:

The list will be given by the instructor in the beginning of the semester.

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester II
Principles of Economics (Macro)
Core Course: 170101202

1. Course Objective:

This course aims to provide students with an understanding of the behaviour and working of the economy as a whole. Additionally, it introduces students to different economic aggregates and helps them appreciate their inter-relationships.

New theories in economics are introduced, and a strong practical orientation using assignments and short cases based on newspaper reports will ensure that students begin to develop and apply economic reasoning to business and public policy situations.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Introduction <ul style="list-style-type: none"> • Different schools of Thought • Meaning, importance of Macro Economics • National Income: Meaning of NI and Circular flow of NI (Up to Four Sector economy) • Concept of value added in national income • Stock and flow concept, NI at Current Price and NI at Constant Price, Various Concept of NI(GDP, GNP, NNP,NDP), Personal income, Disposable Income • Methods for measurement of NI • Difficulties in measurement of NI 	9	20 %
II	Keynesian Theory (Income Determination) <ul style="list-style-type: none"> • Keynes' Consumption Function and concept of Aggregate demand. • Investment Function • Investment Multiplier • Government expenditure and Tax multiplier • Foreign Trade multiplier • Balance Budget Multiplier. • Glance of union budget and all types of deficits • Fiscal policy 	9	20%
III	Money , Banking and Monetary Policy <ul style="list-style-type: none"> • Definition of Money and Money Functions • Stock of Money (M1, M2, M3 	9	20%

	and M4) <ul style="list-style-type: none"> • Commercial Banks: meaning and functions, • Credit creation process by commercial Bank • RBI: Meaning, role and functions. • Liquidity Preference theory. • Monetary policy- Meaning, Objective, Tools and Limitation 		
IV	Balance of payment overview <ul style="list-style-type: none"> • Basic Understanding of exchange rate • Difference between balance of trade and payment. • Structure of Balance of Payment Accounts. • Balance of payment imbalance and corrective measures. • Introduction to international trade and finance 	9	20%
V	Macro-Economic Issues: Inflation <ul style="list-style-type: none"> • Causes of Inflation & Types: demand pull and cost push, creeping, walking, running, hyperinflation • Measures to control Inflation • Concepts of Deflation and stagflation Business cycle <ul style="list-style-type: none"> • Features, causes and phases • Theories of Business Cycle: Climatic theory Psychological theory, Under Consumption, Monetary, over investment and Keynesian theory Unemployment: <ul style="list-style-type: none"> • Meaning, types, causes, Economic effects of unemployment Inequality and Poverty (in India and commons)	9	20%

5. Teaching Methods: The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination	50% (External Assessment)

8. Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Mankiw N.G	Macro Economics	Worth Publication.	5 th Edition.

9. Basic Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M. L. Jhingan	Macro Economics	Vrunda Publishing Pvt Ltd	6th
2	D. M. Mithani	Macro Economics	Himalaya Publication	Latest
3	M. L. Taneja and R. M. Myer	Indian Economy, Economics of Development and Planning	Vishal Publishing Company	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Economic Survey
2. RBI Handbook
3. Economic and Political weekly
4. Indian Journal of Economics and Business
5. International Journal of Economics and Research
6. Down to Earth Magazine
7. Banking and finance.
8. Business Standard
9. The Economic Times
10. Financial Express
11. The Hindu.

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-II
Fundamentals of Marketing
Core Course: 170101203

1. Course Objective:

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent weightage
I	Discovering Marketing Management <ul style="list-style-type: none"> • What is Marketing • What is Marketed • Who Markets • Marketing Process • Marketing as a Managerial Function • Companies' orientation towards the market place • Fundamental marketing concepts trends and taste • Managing the Marketing Effort 	9	20 %
II	Using Information to Drive Marketing Decisions <ul style="list-style-type: none"> • The role of Marketing Research <ul style="list-style-type: none"> ➤ Basic understanding of primary , secondary research ➤ When should marketing research be conducted ➤ Understanding consumer behaviour ➤ The consumer decision making process ➤ Industrial Buyer Behaviour ➤ Difference between Industrial and consumer market ➤ Industrial buying process (in brief) • Marketing strategies <ul style="list-style-type: none"> ➤ Segmentation strategies (geographic, demographic , psychographic and behavioural) 	9	20%

	➤ Target Market Selection		
III	Developing the Value Offering <ul style="list-style-type: none"> • Marketing Mix / The 4 P's <ul style="list-style-type: none"> ➤ Product, Price, Place and Promotion <ul style="list-style-type: none"> ○ Product ➤ Product Levels ➤ Product Classifications ➤ Product Life Cycle ➤ Brand Equity ➤ Branding Decisions ➤ Packaging, labelling, warranties and guarantees 	9	20%
IV	Price and Deliver the Value Offering <p>Pricing</p> <ul style="list-style-type: none"> • Pricing objective • Various pricing approaches (Mark up, target return, perceived value, Value and going rate pricing) • Place (Channels of Distribution) • Channel Function and Flows • Channel Integration (VMS, HMS, MMS) 	9	20%
V	Communicating the Value Offering through the Elements of Integrated Marketing Communications <ul style="list-style-type: none"> • Promotion <ul style="list-style-type: none"> ➤ Promotion mix (Advertising, sales Promotion, Public Relations, Direct Marketing , Interactive Marketing) ➤ Objectives , Strengths and weakness of each promotional element ➤ Principles of Personal Selling 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Philip Kotler, Kevin Lane Keller, Abraham Koshi, Mithileshwar Jha	Marketing Management-A South Asian perspective	Pearson Education	14th Edition
2	Lamb, Hair, Sharma and Mc Daniel	MKTG A south Asian Perspective	Cengage Learning	Latest Edition
3	Rajan Saxena	Marketing Management	Tata McGraw Hill	4 th Edition

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Dr. S H Kazmi	Marketing Management	Excell Books	Latest Edition
2	Neelamegham	Marketing Management	Vikas Publication	First Edition
3	R. B. Rudani	Marketing Management	S Chand & Co	Latest Edition

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Business Standard
2. The Economic Times (Brand Equity Supplement)
3. Financial Express (Brand Wagon Supplement)
4. Business Today
5. Business India
6. Business World
7. Pitch
8. Indian Management –Monthly Journal from AIMA
9. Indian Journal of Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester II
Critical Thinking & Argumentation
Core Course: 170101204

1. Course Objective:

- To develop/enhance the ability/skill to think clearly as well as rationally
- To put one's thoughts and reasons in a structured/argumentative manner
- To develop an ability to build strong arguments and distinguish the strong argument from weak ones
- To identify value assumptions in an argument
- To develop an ability to solve problems (personal/professional) using logic, rationality and scientific inquiry
- To detect/identify bad reasoning and cultivating the ability to safeguard from the same
- To improve analytical skills
- To cultivate the following essentials traits/characteristics of a critical thinker

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent weightage
I	Introduction & Traits of Critical Thinker <ul style="list-style-type: none"> • Examines all the facts • Examines the logic • Stays aware of one's motivation • Checks with others. Considers others' perspectives • Knows one's own limitations. Possesses Intellectual empathy • Becomes comfortable with change. Attains Intellectual Courage • Invests in Reasoning, and not in rationalizing • Is a Skeptic and not Cynic • Is able to communicate clearly and logically 	9	20 %
II	Metacognition <ul style="list-style-type: none"> • The Neuroscience of Belief • Errors of Perception • Pattern Recognition • Steps of Scientific Theorizing Process 	9	20%
III	Purpose of an Argument. Structure & Characteristics	9	20%

	<ul style="list-style-type: none"> • Value Judgements • Fair Play Principles in Argumentation • Difference among Opinion, Explanation, Assertion, Fact & Argument • Finding out Hidden Premises 		
IV	Types of Arguments <ul style="list-style-type: none"> • Deductive Logic • Inductive Logic • Argument from Authority • Argument from Analogy • Argument from Generalization 	9	20%
V	Informal Logical Fallacies <ul style="list-style-type: none"> • Ad Hominem • Appeal to Illegitimate Authority • Post Hoc Ergo Proctor Hoc • Begging the Question/Circular Reasoning • Strawman Fallacy • Appeal to Emotion • Hasty Generalization • Loaded Question/Complex Question Fallacy • Appeal to Tradition & Popularity • Ad Polulum (Appeal to Public Opinion) or Bandwagon • Burden of Proof 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Role plays

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Tracy Bowell, Gary Kemp	Critical Thinking: A Concise Guide	Routledge	2010

2	Walter Sinnott – Armstrong, Robert Fogelin	Understanding Arguments	Cengage Learning	2015
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9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Anthony Weston	A Rulebook for Arguments	Hackett Publishing Company	4 th Edition
2	Katherine Mayberry	Everyday Arguments: A Guide to Writing and Reading Effective Arguments	Wadsworth Publishing	3 rd Edition

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester II
Introduction to Financial Markets and Institutions
Core Course: 170101205

1. Course Objective:

The objective of this course is to introduce students to the structure, working and inter-relations of the Indian financial system and to develop a basic understanding of different financial markets.

Through a highly practical approach using short cases, assignments and presentations, this course will aim to help students appreciate the real-life working of the financial system, its participants and intermediaries and how these have a bearing upon individuals and organizations.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Introduction to Financial systems <ul style="list-style-type: none"> • Meaning of financial system, Role and functions of financial system, Key elements of financial system • Organised and Unorganised markets • Difference between organised and unorganised markets. • Unorganised market: Money lenders, local bankers, traders, landlords, pawn brokers. • Regulatory Frame work: SEBI, RBI, IRDA, MOF 	9	20%
II	Capital markets <ul style="list-style-type: none"> • Primary markets: Meaning and features, Primary issues: IPO, FPO, Private placement, Preferential issues, QIP, Listing and its benefits. • Secondary markets: Meaning and features • Stock exchanges Meaning and functions, BSE, NSE and OTCEI, global stock market indices, major indices in India. • Concepts related to secondary markets: demutalization, stock exchange dealings- spot delivery contracts, ready delivery contract, forward delivery contract, circuit breaker, margin trading, Rolling settlement, short selling, 	9	20%

	broker and sub broker		
III	Money markets and the Debt market <ul style="list-style-type: none"> • Meaning, Functions of Money market, Money market instruments: Treasury bills, commercial paper, certificate of deposits, call money. • Link between Money market and debt market, characteristics of debt market, participants, Instruments. • Difference between capital market and money market 	9	20%
IV	Financial Institutions <ul style="list-style-type: none"> • DFI's- IDBI, SIDBI, NABARD, IFCI and their roles. • Scheduled Commercial banks: Nationalised, private and foreign. • Reasons for nationalization • Emergence of private banks, RRB's, urban cooperatives. 	9	20%
V	Financial Services <ul style="list-style-type: none"> • Venture capital: meaning, steps, role, features, methods/ forms, Disinvestment mechanism • Leasing and Hire purchase: Meaning, essentials, difference between lease and hire purchase, Instalment purchase and hire purchase • Concept of credit rating and advantages • Concept of dematerialization and NSDL 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Cases based on newspaper reports

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
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T1	Dr. Bharti Pathak	The Indian Financial System	Pearson	Latest Edition
T2	Dr. S Gursamy	Financial Institutions and Markets	Tata McGraw Hill Pvt. Ltd	Latest Edition
T3	Vasant Desai	The Indian Financial System	Himalaya Publishing House	Latest Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M. Y. Khan	Indian Financial System	Tata McGraw Hill Pvt. Ltd	Latest Edition
2	Dr. S Gurusamy	Essentials of Financial	Tata McGraw Hill Pvt. Ltd	Second
3	C. Ramagopal	Management of Financial Services	Vikas Publishing House	Latest

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Corporate India
2. Capital Market
3. Business Standard
4. The Economic Times
5. Financial Express
6. Business Today
7. Business India
8. Business World

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester II
Business Ethics
Core Course: 170101206

1. Course Objective:

Business ethics is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment.

It applies to all aspects of **business conduct** and is relevant to the **conduct** of individuals and entire organizations.

It is necessary in the present era to make our students ethically responsible and make them aware of proper business policies and practices regarding potentially controversial issues, such as corporate governance, insider trading, bribery, discrimination, corporate social responsibility and fiduciary responsibilities.

Business ethics provide a basic framework that businesses may choose to follow to gain public acceptance.

2. Course Duration: 45 Hours

3. Number of Credits: 03

4. Course Content:

Module	Topic	No. of Sessions	Percent Weightage
I	Introduction of Business Ethics <ul style="list-style-type: none"> • Meaning of Ethics, Morality, legality, ethicality and Moral standards • What is not business ethics? • Importance & need for Business Ethics • Classification of Ethics • Code of conduct & ethics for managers • Principle of Personal ethics, professional ethics, organizational ethics, and societal ethics • Distinction between values & Ethics 	9	20%
II	Ethics: Individual & the Organization <ul style="list-style-type: none"> • Personal Ethics & Business Ethics • Morality & Law • Morality, etiquette & professional codes • Organization and the Individuals • Rights & Obligation of Individuals • Organization & the responsibility for ethics • Normative theories • Ethical theories in relation to business • Management and ethics 	9	20%

III	Ethical Decision Making <ul style="list-style-type: none"> • Meaning of Decision • Ethical Models that guide Decision Making • Applying Moral philosophy to ethical Decision Making • Kohlberg's model of cognitive moral development • Influences on Ethical Decision Making • Personal values & ethical Decision Making • Corporate Values & Ethical Decision Making • Framework of ethical Decision Making 	9	20%
IV	Corporate Social Responsibility (CSR) <ul style="list-style-type: none"> • Introduction(meaning & Definition)& scope of CSR • Why CSR? • Models for implementation of CSR • CSR as a business strategy for sustainable development • Evaluation of CSR(Basic Principle),hazards/ frauds • CSR Models : Trusteeship model, Social Entity Theory, Pluralistic Model. 	9	20%
V	Business Ethics & Functional Areas <ul style="list-style-type: none"> • Marketing Ethics • Definition of marketing Ethics • Normative Marketing Ethics • Positive role & negative role • Areas in marketing ethics • Ethics in HR • Meaning and Definition of HR • HR related ethical Issues • Role of HRM in creating an ethical Organisation • Ethics in Finance • Types of Bank frauds and measure to combat such fraud • Ethical issues in Financial market, financial services and by financial people 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case lets

6. List of topics for assignments and presentations:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1.	A. C. Fernando	Business Ethics	Pearson	2011

9. Reference Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1.	O.C.Ferrell John Paul Fraedrich Linda Ferrell	Business Ethics Ethical Decision Making and cases	Biztantra	Sixth Edition
2.	Daniel Albuquerque	Business Ethics Principles and Practices	Oxford	2010

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Economic Times
2. Harvard Business Review
3. Journal of Human Values

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester II
Basics of Communication and Personality Development
Foundation Course: 170103201

1. Course Objective:

- To introduce the concept of Communication
- To establish the importance of Communication in the world of Business
- To inculcate Writing, Speaking & Presentation Skills among students
- To introduce students to Business Etiquette

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No. Of Sessions	Percent Weightage
I	Basics I: Concept of Communication, its Importance, Purpose, Principles & Barriers to Communication	9	20 %
II	Basics II: Verbal Communication (Oral & Written), Non-verbal Communication (Body language, gestures, posture, facial expressions, eye contact, Para-language, Proxemics), Listening, barriers to listening	9	20%
III	Writing Strategies: Statement of purpose Format of letter writing and E-mails Letters: - Inquiry (Product, service - getting information from agencies like income tax/bank etc) Requests, Claim, Complaints	9	20%
IV	Speaking & Presentation Skills: Characteristics of good speech, Planning a Presentation, Organising the Content, Traditional method of presentation versus computer-aided Presentation, Designing Presentation Visuals, Delivery	9	20%
V	Business Etiquette: Greetings, Introduction, Types of etiquette (Writing, Business meeting, interview, work, dressing) and taboo topics	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets

4. Role plays

6. Topics for assignments, presentations, and case studies:

Topics will announced at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Sanjaykumar & Pushp Lata	Communication Skills	Oxford	Fourth
2	Lehman, Dufrene & Sinha	BCOM	Cengage	
3	Raghu Palat	Indian Corporate Etiquette	Jaico	

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Hynes, Geraldine	Managerial Communication	Tata McGraw-Hill	Latest
2	Taylor and Chandra	Communication for Business	Pearson	Fourth
3	Payal Mehra	Business Communication for Managers	Pearson	First

10. List of Journals/Periodicals/Magazines/Newspapers:

1. DNA
2. The Times of India
3. Mint
4. The Indian Express
5. The Economic Times

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
FYBBA
Semester-II
Environment Management
Elective Course: 170103201

Pedagogy

The overall structure of the pedagogy involves the following learning process:

1. Classroom learning: Lecture/Discussions
2. Self-reflection and self-learning
3. Small group work
4. Tutorial/remedial
5. Simulations and role plays
6. Learning entrepreneurship through innovative
7. Industry projects and dissertations

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-III
Introduction to Service Marketing
Core Course: 170101301

1. Course Objective:

Services touch the lives of every person in this country every day. Our welfare and the welfare of our economy are now based on services. After reading this paper students would be in a position to describe the role of services in an economy, role of service manager, managerial implications and intricacies of services.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No. of Sessions	Percent weightage
I	Introduction <ul style="list-style-type: none"> • Meaning of services and service management • Role of services in an economy • Characteristics & Classification of services • Difference between products and services • Elements in service management • Open system view of services • Challenges faced by service managers • 7 Ps of services • Key concepts: Value, utility, warranty, service assets, Resources, capabilities 	9	20 %
II	Service development and consumer in a service context <ul style="list-style-type: none"> • Service package • Flower of service • New service development • Service design elements, principles, concept of blueprinting • The service life cycle • Service model • Service blue print • Service market triangle • Service encounter • Service Marketing Triangle 	9	20%

	<ul style="list-style-type: none"> • Servuction system 		
III	Service strategy and Positioning <ul style="list-style-type: none"> • The strategic service concept • Understanding the competitive environment of services • Competitive service strategies: Overall cost leadership, Differentiation, Focus • Winning customers in the market place: Attributes, Qualifiers, Service winners, service losers • Service attributes and levels • Developing an effective positioning Strategy 	9	20%
IV	Service Quality <ul style="list-style-type: none"> • Meaning of service quality, Components & Dimensions • Gaps in service quality • Measuring service quality • Servqual • Scope of Service quality • Cost of quality 	9	20%
V	Managing capacity and demand <ul style="list-style-type: none"> • Strategies for managing demand • Strategies for managing capacity • Yield management 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Christopher Lovelock/ JochenWirtz, Jayanta Chatterjee	Services Marketing	Pearson	Latest
2	Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit	Services Marketing	Tata Mcgraw Hill	5 th Edition
3	K. Rama Rao	Services Marketing	Pearson	2 nd Edition

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Helen Woodruffe	Services Marketing	MacMillan	Latest
2	Deepak Bhandari	Marketing of Services	Vrinda	2 nd Edition

10. List of Journals/Periodicals/Magazines/Newspapers:

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
Semester-III
Statistics for Business Decisions
Core Course: 170101302

1. Course Objective:

The student will understand the basic statistical concepts and terminology involved in Measures of central tendency and dispersion, Probability, Mathematical expectation, Probability Distributions and Decision Theory. The course focuses on how to interpret and solve business-related word problems and to develop simple Statistical models from a business perspective. To create a better understanding of Statistical concepts in solving business and commerce related problems. The course serves as a good foundation for further study in management, accounting marketing and finance.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Marks Weightage
I	<p>➤ Measures of Central Tendency</p> <ul style="list-style-type: none"> • Introduction to Ungrouped & Grouped Data • Arithmetic Mean • Weighted Mean • Concept of Geometric Mean and Harmonic Mean • Median • Mode • Quartiles • Deciles • Percentiles • Applications • Exercise in Excel 	9	20%
II	<p>➤ Measures of Dispersion</p> <ul style="list-style-type: none"> • Range & its Coefficient • Quartile Deviation & its Coefficient • Mean Deviation & its Coefficient • Variance • Standard Deviation • Coefficient of Variation • Applications • Exercise in Excel 	8	20%
III	<p>➤ Probability</p>	11	20%

	<ul style="list-style-type: none"> • Basic Concepts : Random Experiment, Events, Sample Space, Mutually Exclusive Events, Equally Likely Events, Independent Events, Dependent Events • Definition of probability of an Event, Statistical or Empirical definition of probability • Conditional Probability • Addition and Multiplication Rules of Probability (without proof) • Baye's Rule (without proof) • Applications ➤ Mathematical Expectation <ul style="list-style-type: none"> • Definition of Random Variable • Discrete Random Variables and Continuous Random Variables • Meaning of Probability Distribution • Discrete Probability Distributions • Probability Mass Function • Expected Value of Discrete Random Variable and its properties (without proof) • Variance of Discrete Random Variable and its properties (without proof) • Applications 		
IV	<ul style="list-style-type: none"> ➤ Probability Distributions: Discrete and Continuous <ul style="list-style-type: none"> • Binomial Distribution: Necessary conditions, Binomial Distribution Function and its properties, Applications, Exercise in Excel • Poisson Distribution: Necessary conditions, Poisson ➤ Distribution Function and its properties, Applications, Exercise in Excel <ul style="list-style-type: none"> • Normal Distribution: Continuous Probability Distribution, Probability Density Function, Necessary conditions, Normal Distribution Function and its properties, Applications, Exercise in Excel 	11	20%
V	<ul style="list-style-type: none"> ➤ Decision Theory <ul style="list-style-type: none"> • Concept of Acts, Events and Decision Tree • Payoff/Loss Matrix • Maximin Principle, Minimax principle, Laplace principle, Hurwitz principle • EMV, EVPI & Its applications 	6	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Analysis

6. Topics for assignments, presentations, role plays and Management Games:

Topics will be announced at the beginning of the Semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	S P Gupta	Statistical Methods	Sultan Chand & Sons	Latest
T2	P N Arora, S Arora, Sumeet Arora	Comprehensive Statistical Methods	S. Chand	Latest
T3	D P Apte	Statistical Tools for Managers using Microsoft Excel	Excel Publishing House	Latest
T4	Premkumar Gupta & D S Hira	Operations Research	S. Chand	Latest

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	S C Gupta & V K Kapoor	Fundamentals of Mathematical Statistics	Sultan Chand & Sons	Latest
2	J K Sharma	Business Statistics	Pearson	Latest
3	Levin & Rubin	Statistics for Management	Pearson	Latest
4	Anderson, Sweeney, Williams	Statistics for Business and Economics	Cengage Publications	Latest
5	Levine, Stephen & Others	Statistics for Managers using Microsoft Excel	Pearson	Latest
6	J K Sharma	OR: Theory & Practice	McMillan Publications	Latest
7	N D Vohra	Quantitative Techniques in Management	Tata Mc-Graw Hill Publications	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Vikalpa
2. IUP Journal of Marketing Management
3. Indian Journal of Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-III
Name of the subject- Managing People
Core Course: 170101303

1. Course Objective:

This course is designed to introduce the students to the concept of Human Resource Management (HRM). The focus of this course will be on the key functions of HRM. Through assignments and role plays, the course will enable students to appreciate the universality of these functions and their applications in organizations of various forms and sizes.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No	Topic	No of Sessions	Percent weightage
1.	Introduction to HRM <ul style="list-style-type: none"> • Definition of HRM • Moving from staffing to Personnel Management to HRM • Difference between Personnel Management and HRM • Scope and Objectives of HRM • Qualities of an HR Manager 	8	20 %
2.	Pre-procurement <ul style="list-style-type: none"> • Human Resource Planning – definition, process (including demand forecasting methods – managerial judgement, work study, ratio-trend analysis and Delphi technique) • Supply forecasting (management inventory, skill inventory, inflows and outflows, turnover rate, conditions of work and absenteeism); • Job Analysis – definition and process (including methods of data collection – interview, questionnaire, observation, checklist, diary and technical conference) ending in preparation of job description and job specification 	10	20%
3.	Procurement <ul style="list-style-type: none"> • Recruitment – definition and process (sources of recruitment to be used for assignment purpose) • Selection – definition, process, tests – meaning and types, interviews – meaning and types, 	10	20%

	<p>common interview problems, interview do's and don'ts</p> <ul style="list-style-type: none"> • Orientation – meaning and types of orientation programmes (formal and informal, individual and collective, serial and disjunctive, investiture and divestiture) • Job design – definition and methods (only an understanding of work simplification, job rotation, job enrichment, job enlargement, autonomous or self-directed teams, and high performance work teams) 		
4.	<p>Training and Development</p> <ul style="list-style-type: none"> • Definitions, difference between the two, • Methods of training – job rotation, understudy, apprenticeship, vestibule • Methods of development – seminars, conferences, lectures, role-play, in-basket exercises, case study 	7	20%
5.	<p>Industrial Relations and Trade Union</p> <ul style="list-style-type: none"> • Definition, objectives of IR, parties to IR and their role; • Trade Union – definition, • Reasons for joining Trade Union, • Problems of Trade Unions • Industrial Disputes – Definition, Causes of disputes, Concept of grievance • Workers' Participation in Management – Concept and levels 	10	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

1. Scope of Human Resource Management
2. Preparing Job Description and Job Specification
3. Conducting and facing Interviews
4. Do's and don'ts of interviews
5. Types of orientation programmes
6. Methods of job design
7. Methods of training
8. Methods of development
9. Parties to IR and their role
10. Trade Unions

11. Grievance and grievance procedure
12. Levels of Workers' Participation in Management

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	K. Aswathappa	Human Resource and Personnel Management – Text and Cases	Tata McGraw Hill	Latest
2.	S. S. Khanka	Human Resource Management – Text and Cases	S. Chand	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	Dr. P. Jyothi and Dr. D. N. Venkatesh	Human Resource Management	Oxford University Press	Second Edition
2.	Uday Kumar Haldar and Juthika Sarkar	Human Resource Management	Oxford University Press	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester III
Entrepreneurship Process and Behaviour
Core Course: 170101304

1. Course Objective:

The objective of this course is to introduce students to the meaning and basic concepts of entrepreneurship. It aims to help them understand entrepreneurial traits and characteristics, and initiate cultivation of an appreciation of the challenges faced by entrepreneurs by emphasizing sharing of real-life stories. A preliminary insight will be offered regarding the skills needed to start and manage new ventures and develop basic business plan.

2. Course Duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Introduction to Entrepreneurs and Entrepreneurship <ul style="list-style-type: none"> • Entrepreneurship(Concept, Functions, Need and Importance) • Myths of Entrepreneurship • Pros and Cons of Entrepreneurship • Difference between Business, enterprise , employee and employer mind-set • Process of Entrepreneurship 	9	20
II	Entrepreneurship in India <ul style="list-style-type: none"> • Evolution of Entrepreneurship in India • Types of Entrepreneurs • Competencies and Characteristics of an Entrepreneur • Entrepreneurial Value: Values, Attitude and Motivation • Importance of Intrapreneur in every organization 	9	20
III	Business opportunity Identification and Selection <ul style="list-style-type: none"> • Self-Assessment of Qualities , Skills Resources and Dreams • Business opportunity identification • Feasibility Study • Business Plan Preparation Process • Techniques for improving the creative process 	9	20
IV	Forms of Business Ownership <ul style="list-style-type: none"> • Sole Proprietorship • Partnership • Limited Liability Partnership • Company form 	9	20

	<ul style="list-style-type: none"> • Franchising 		
V	<p>Entrepreneurs as Innovators</p> <ul style="list-style-type: none"> • Entrepreneurs- as problem solvers • Innovations and Entrepreneurial Ventures • Social Entrepreneurship-Concept and Importance • Risk taking-Concept; types of business risks • The role of technology/ social media in creating new forms of firms, organizations, networks and cooperative clusters • Barriers to Entrepreneurship • Support structure for promoting entrepreneurship (various government schemes) 	9	20

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Real life entrepreneurial stories

6. Topics for assignments, presentations and Case Studies:

The list will be given by the instructor at the beginning of the semester

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Kanishka Bedi	Management and Entrepreneurship	Oxford	First
T2	V. Desai	The Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House	6 th
T2	M C Shukla	Business Organization and Management	S. Chand Publications	18 th

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Rajeev Roy	Entrepreneurship	Oxford	Second
2.	Rashmi	Stay Hungry Stay Foolish	CIIE, IIM Ahmedabad	First

	Bansal			
3.	Raj K Shankar	Entrepreneurship: Theory and Practice	Vijay Nicole & Tata McGraw, Delhi	First
4	Raj K Shankar	Essentials of Entrepreneurship	Vijay Nokol	First

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

9. Business Standard
10. The Economic Times
11. Financial Express
12. Business Today
13. Business India
14. Business World

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester III
Managerial Economics
Core Course: 170101305

1. Course Objective:

Managerial Economics can be viewed as an application of that part of micro economics that focuses on topics like demand, production, cost, pricing and market structure. Understanding these principle will help to develop a rational decision making. It sharpens the analytical framework that the executive must bring to bear on managerial decisions. In general this course will help students to understand various types of markets, the importance of inventory and its management in firms.

2. Course Duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	<ul style="list-style-type: none"> • Introduction Definition of Managerial Economics, The Nature and Scope of Managerial Economics • Ordinal Approach of Utility Definition of Indifference Curve, Marginal Rate of Substitution, Law of diminishing marginal rate of Substitution, Characteristics of Indifference curve, Budget Constraint/ Price-line /Income expenditure line, Consumer's equilibrium with ordinal approach, Income Effect, Substitution Effect (Slutsky equation), Price Effect (only for normal goods), Consumer's surplus with ordinal approach 	9	20%
II	<ul style="list-style-type: none"> • Application of concepts of elasticity.(Price, Income, Cross, Advertisement) Gini co-efficient, Engles's Co-efficient, Lorenz Curve • Demand forecasting Definition and Importance of demand forecasting, Methods of Demand Forecasting 	9	20%

III	<ul style="list-style-type: none"> • Perfect competition and Monopoly (IN SHORT) Meaning and Characteristics of Perfect Competition, AR, MR and Elasticity under Perfect Competition, Short run equilibrium of the firm under Perfect Competition, Long run equilibrium of the firm under Perfect Competition, Meaning and Characteristics of Monopoly, AR, MR and Elasticity under Monopoly, Short run equilibrium under Monopoly, Long run equilibrium under Monopoly • Discriminating monopoly When Price Discrimination is Possible, Profitable and socially desirable with diagram, Equilibrium of price discriminating monopolist, Dumping Case under Monopoly 	11	25%
IV	<ul style="list-style-type: none"> • Monopolistic competition AR, MR and Elasticity under Monopolistic Competition, Short run equilibrium of the firm under Monopolistic Competition, Long run equilibrium of the firm under Monopolistic Competition, Excess Capacity p: 305 P L MEHTA + and word documents in folder • Oligopoly Market Collusive Oligopoly: Cartels (Joint Profit Maximization Cartels and Market Sharing Cartels), Price leadership (Low cost price leadership, barometric price leadership and dominant price leadership) 	11	25%
V	<ul style="list-style-type: none"> • Pricing Policies and Break Even Analysis Pricing policies and Methods, Externalities and Public goods, Folder full, Impact of economic policies on Business (Fiscal, Monetary, EXIM), How Political Economy affects Economy 	5	10%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

6. Topics for assignments, presentations, role plays and Management Games:

Topics will be announced at the beginning of the Semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	H L Ahuja	Managerial Economics	S Chand	Latest
T2	D.M.Mithani	Managerial Economics: Theory and Applications	Himalaya Publication	Latest

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Suma Damodarn	Managerial Economics	Oxford	First Edition
R2	Peter Drucker	Shaping the Managerial Mind	Jossey-Bass	Latest

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

- | | |
|--|-------------------------|
| 1. Economic Survey | 7. Banking and finance. |
| 2. RBI Handbook | 8. Business Standard |
| 3. Economic and Political Weekly | 9. The Economic Times |
| 4. Indian Journal of Economics and Business | 10. Financial Express |
| 5. International Journal of Economics and Research | 11. Business Today |
| 6. Down to Earth Magazine | 12. Business India |
| | 13. Business World |
| | 14. Budget Bulletin |

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-III
Corporate Accounting
Subject Elective: 170104351

1. Course Objective:

- To explain the concept of preparation of final accounts of different corporate sectors like banks, Insurance companies and other companies
- To explain financial analysis of these sectors through very conventional and prominent tool of financial analysis i.e. Ratio Analysis
- To explain preparation and analysis of cash flow statement of companies of these sectors

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No of Sessions	Percent weightage
I	Alteration of Share Capital <ul style="list-style-type: none"> • Introduction-Meaning of Alteration of share capital • Consolidation of shares • Sub-division of shares • Conversion of shares into stock • Issue of bonus shares (reasons, sources and SEBI Guidelines for bonus shares) Accounting entries for bonus shares • Buyback of share and Rights Shares - (A brief introduction only) 	9	20 %
II	Redemption of Redeemable Preference shares <ul style="list-style-type: none"> • Meaning of Redemption of preference shares • Sources of redemption of preference shares • Practical problems on Accounting Entries of Redemption of preference shares 	9	20%
III	Ratio Analysis <ul style="list-style-type: none"> • (Liquidity Ratios, Profitability Ratios, Activity Ratios, Solvency Ratios) • Common size Statements • Comparative Statement • Trend Analysis Statement • An Introduction to Fund Flow and Cash Flow Analysis 	9	20%
IV	Final Accounts of company (Vertical format) <ul style="list-style-type: none"> • Introduction and legal framework • Financial Statement – revenue statement and 	9	20%

	position statement <ul style="list-style-type: none"> • Revenue statement – Profit & Loss Account • Revenue statement – Profit & Loss Appropriation Account • Position statement – Balance Sheet • Accounting adjustments relating to Final accounts of a company - Depreciation -Provisions for taxation -Allocations -Dividends Practical Problems (should be asked either to prepare only Revenue statement (Trading & P & L Account or only Position Statement (Balance Sheet) with maximum five to six schedules.) 		
V	Banking companies <ul style="list-style-type: none"> • Preparation of final Account from given Trial Balance • Concept of Non-Performing Assets 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and case lets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	R. L. Gupta & M. Radhaswamy	Company Accounts	Sultan Chand & sons ,New Delhi	Latest
2.	S.P. Jain & K.L. Narang	Company Accounts	Kalyani Publishers, New Delhi	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	S. N. Maheshwari	Corporate Accounting	Vikas Publishing house pvt ltd; New Delhi	Latest
2.	Negis, R.F.	Financial Accounting	Tata McGraw Hill, New Delhi	Latest
3.	Shukla, M. C. & T. S. Grawal	Advanced Accountancy	Sultan Chand & Sons, New Delhi	Latest
4.	R. S. N. Pillai, Bhagawathi, S. Uma	Practical Accounting	S. Chand & co., New Delhi	Latest
5.	Ashok Sehgal, Deepak Sehgal	Advanced Accounting	Taxmann Allied Services, (P) Ltd; New Delhi	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICAI Journals

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-III
Consumer and Culture Theory
Subject Elective: 170104311

1. Course Objective:

- To understand the customer and its behavioural aspects
- To understand the relationship between consumer behaviour and the marketing concept, as well as Segmenting, Targeting and Positioning
- To understand the relationship between motivation, personality, perception, learning and attitude and Consumer Behaviour
- To understand the rationale behind the influence of social and cultural settings over consumers

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent weightage
I	Introduction to understand the mechanisms of the customer <ul style="list-style-type: none"> • Consumer Behaviour and the Marketing Concept • Customer Value, Satisfaction • Trust, Retention • The Impact of New Technology on Marketing • The Consumer Research Process • Market segmentation: Meaning and Bases 	9	20 %
II	The individual dynamics <ul style="list-style-type: none"> • MOTIVATION: Motivation as a Psychological Force, The dynamics of motivation • PERSONALITY: Meaning and Nature of Personality, Theories of Personality- Freudian, Non-Freudian, Trait theory • PERCEPTION: Meaning, Sensation, The absolute threshold, The differential threshold, subliminal perception 	9	20%
III	The individual dynamics <ul style="list-style-type: none"> • ATTITUDE: What are attitudes? Tri-component attitude model, Multi-attribute attitude models • LEARNING: meaning, Classical Conditioning Theory, Instrumental conditioning, Modelling or observational learning • COMMUNICATION: Communication model to 	9	20%

	persuade customers, The receivers as the target audience		
IV	Socio-cultural settings and Consumer Behaviour <ul style="list-style-type: none"> • The changing family • Socialisation and related roles of family members • The family life cycle • Social class and its measurement • What is culture? Culture is learned • Indian core values 	9	20%
V	Consumer decision making and diffusion of innovations <ul style="list-style-type: none"> • Decision making: Meaning and A model of consumer decision making • The diffusion process: The innovation, The channels of communication, The social system, Time • Stages in adoption process • Is marketing ethics a need of an hour 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Leslie Lazar Kanuk, Leon G. Schiffman, S. Ramesh Kumar	Consumer Behaviour	Pearson	Latest
2	Joseph Wisenblit, Leon G. Schiffman, S. Ramesh Kumar	Consumer Behaviour	Pearson	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Sheth and Mittal	Consumer Behaviour- A managerial perspective	Thomson south-western	Latest
2	Loudon and Della Bitta	Consumer Behaviour	Tata McGraw Hill	Latest
3	Rajneesh Krishna	Consumer Behaviour	Oxford	Latest
4	Michel Solomon	Marketing Research Consumer Behavior: Buying, Having, and Being	Pearson Education	Latest
5	Himalaya Publishing House	Consumer Behaviour	Himalaya Publishing House	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Business Standard
2. The Economic Times (Brand Equity Supplement)
3. Financial Express (Brand Wagon Supplement)
4. Business Today
5. Business India
6. Business World
7. Pitch
8. Indian Management –Monthly Journal from AIMA
9. Indian Journal of Marketing
10. adgully.com

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-III
International Marketing Management
Subject Elective: 170104371

1. Course Objective:

Students will get knowledge about need and importance of International market and identify the procedure and criteria to explore international market. Strategies to be developed to tap new market. Learn product branding packaging and labelling requirement before exporting the products.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No	Topic	No. of Session	Percent weightage
I	Introduction <ul style="list-style-type: none"> • Introduction to International Business, Elements of International Business, Globalization • Concept of International Marketing Terms in International Marketing • Reasons for entering International markets, International Marketing framework • Domestic and International Marketing Comparison • Challenges and Opportunities in International Marketing • Quality considerations in International Marketing 	9	20 %
II	Environment Scanning <ul style="list-style-type: none"> • Scanning International Marketing Environment • Economic Environment • International Political and Legal Environment • International Cultural Environment • World trade organization: International Marketing Implications 	9	20%
III	Emerging Opportunities in International Markets <ul style="list-style-type: none"> • Background of International Trade • Trends in World Trade, Composition of International Trade • World Trade Outlook • An Overview of India's Foreign Trade 	9	20%

	<ul style="list-style-type: none"> Identifying Opportunities in International Markets Tools for International Market Evaluation 		
IV	Product Strategies for International Marketing <ul style="list-style-type: none"> Identification, Segmentation, and targeting of International Markets Product Strategies: Basic Decisions and Product Planning Product strategies: Branding and Packaging Distribution Strategies: Physical Distribution and Documentation Pricing and Promotion Strategy: Basic Decisions 	9	20%
V	Modes of entering International Business <ul style="list-style-type: none"> Entry Mode Decisions: Concept of International Market Entry Modes Strategic Approaches for entering global market (Global, Transnational, Multidomestic) Investment Entry Modes Selection of International Market Entry Modes Choosing the Right Entry Mode Mix for International Markets 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

- Lectures and discussions
- Assignments and presentations
- Case studies and caselets
- Role plays & Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Rakesh Mohan Joshi	International Marketing	Oxford University	2011

			Press	
2	Onkvisit, Sak and Shaw, J.J	International Marketing: Analysis and Strategy	PHI	2012
3	K. Aswathappa	International Business	Tata McGraw-Hill	2002

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	P.K Vasudeva	International Marketing Management	Excel Books	Latest
2	U.C.Mathur	International Marketing Management	Sage Publications	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals
4. Journal of Marketing Research
5. The Economist(Magazine)
6. Fortune
7. Business Standards
8. Mint (News Paper)

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester III
Interpersonal Communication at Workplace–I
Foundation Course: 170102301

1. Course Objective:

The course aims to explain the importance of interpersonal communication at workplace. It mainly aims to provide a thorough understanding of communication involved in recruitment and employment process. At the same time, it also focuses on developing the students' skills in internal office correspondence.

2. Course Duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topics	No. of Sessions	Percent Weightage
I	Understanding Inter-personal Skills <ul style="list-style-type: none"> • Definition and Importance of Interpersonal Skills • Behavioral Traits required for cultivating Interpersonal Skills • Principles & Barriers to Interpersonal Communication • Dimensions of Cultural Differences • Interpersonal Communication across Cultures 	9	20 %
II	Preparing for the Job search & Correspondence related to recruitment <ul style="list-style-type: none"> • Identifying Potential career opportunities - Job description & Job Specification • Comprehension of a job-related advertisement 	9	20%
III	Correspondence related to recruitment <ul style="list-style-type: none"> • The cover letter and resume • Invitation to interview • Follow up messages • Thank you messages • Job acceptance message • Job refusal message 	9	20%
IV	Business Correspondence <ul style="list-style-type: none"> • Composing and Conveying Bad and Good news messages • Composing and Conveying Persuasive message • Strategies and approaches to frame such messages 	9	20%
V	Group Discussion and Personal Interview	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations

6. Topics for assignments, presentations:

The list will be announced at the beginning of the Semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc. (Unit-1, 2, 3 &4)	30% (Internal Assessment)
2.	Internal Examination: Practical exam -Group Discussion and Personal Interview (only unit 5) will be evaluated in the internal exam	20% (Internal Assessment)
3.	External Examination (University Exam) : Written exam to evaluate (Unit-1,2,3 &4)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Lehman, Duference, Sinha	BCOM	Cengage	Original
2.	Payal Mehra	Business Communication for Managers	Pearson	First Edition
3	Barun Mitra	Personality Development and Soft Skills	Oxford University Press	

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Hynes, Geraldine	Managerial Communication	Tata McGraw-Hill	
2.	Taylor and Chandra	Communication for Business	Pearson	Fourth Edition

10. List of Journals/Periodicals/Magazines/Newspapers:

1. DNA
2. The Times of India
3. Mint
4. The Indian Express
5. Business Line

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-III
Leadership Influence and Power
Elective Course: 170103303

1. Course Objective:

This course is designed to teach various models and concept of leadership and includes all contemporary aspects like Transformational leadership, Moral Leadership, 360 degree leadership and servant leader, various types of skills and styles of leaders. Different challenges are being covered and then relating leadership to power and influence. Major focus of the course is on leadership. Live cases will also be taken for understanding and clarity purpose.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No	Topic	No of Sessions	Percent weightage
I	Introduction to leadership <ul style="list-style-type: none"> • Leadership :Concept and Importance • Leadership Traits • How MBTI type relates to leadership? • Leadership Style • Leadership Theories • Transformational Leadership • Components of transformational leadership 	9	20 %
II	Transformational and Situational Leadership <ul style="list-style-type: none"> • Steps for Transformational Leadership • Competencies of Transformational Leader • How it Works? Effects of Transformational Leadership • Implications for Transformational leaders • Situational Leadership • Levels of Development & Implications 	9	20%
III	Authentic Leadership <ul style="list-style-type: none"> • Authentic Leadership conceptual Framework • Authentic Leadership Action Wheels • Authentic Leadership Characteristics, Components and Applications • 360 Degree Leader Concept • Different Myths • The Principles 360 degree leaders practice 	9	20%

	<ul style="list-style-type: none"> • Leadership Dimension Capacity 		
IV	Women Leadership and styles of renowned leaders <ul style="list-style-type: none"> • Woman and leadership • Style of Leadership: Case-I Abraham Lincoln • Case-2 Adolf Hitler, Case 3 Nelson Mandela • Charisma- Case-Alexander the Great • Case Lawrence of Arabia • Moral Leadership: Concept with Case • Levels and Continuum 	9	20%
V	Leadership and Power <ul style="list-style-type: none"> • Servant Leadership and Courage • Courage in Application to Moral Leadership • Leadership and Power • Individual Attributes as a source of Power • The Politics of Information and Analysis • Changing the Structure to Consolidate Power • Framing: How we look at things affects how they look, Interpersonal Influence 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation: The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books and Reference Books

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	David S. Weiss	Leadership Solutions	Jossey Bass	Latest
2.	Johan C. Maxwel	360 Degree Leader	Pearson	Latest
3.	Graham Lee	Leadership Coaching(From Personal Insight to Organizational Performance)	Jaico Books	Latest
4.	Bill Geoge	Authentic Leadership(Rediscovering the	Jossey Bass	Latest

		secrets to creating lasting value		
5.	K.Ashwathappa	Organizational Behaviour	Himalaya Publications	Latest

9. References, Web links

- <http://myweb.astate.edu>
- <http://www.managers.org.uk/>
- <https://www2.warwick.ac.uk>

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester: - IV
Industrial Economics
Core Course: 170101401

1. Course Objective:

- To explain basic industrial organizational structure and its motives
- To empower learner about taking decisions regarding location of industries
- To make learner understand and apply analysis of efficiency, profitability
- To understand process of getting financial resources
- To analyse financial ratios and various methods of expansion

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No	Topic	No. of Sessions	Percent Weightage
I	<p>Introduction</p> <ul style="list-style-type: none"> • History of Industrial Economics • Basic terminology of Industrial Economics • Types of organizational forms (Public enterprises) • Joint stock company (with examples) • Private sector (With examples) • Motives of establishing and running business (Profit, Sales, Growth. Cont...) • Motives Cont.: Value maximization and managerial motives 	11	25 %
II	<p>Location Analysis</p> <ul style="list-style-type: none"> • Introduction of location analysis • Factors affecting location of firms and industries • Theories of location analysis: Rawstron's Principles • Weber's theory of location • Market area theory, Central place theory • Location trends in India • Size of firm and efficiency (Introductory) & various factors affecting size and efficiency 	11	25%

III	Concept of profitability and its measurement <ul style="list-style-type: none"> • Industrial finance • Need and sources of finance • The analysis of financial ratios • Classification of ratios: Structural ratios, Profitability ratios, Liquidity ratios, Activity ratios 	9	20%
IV	Investment Decisions <ul style="list-style-type: none"> • Types of investment decisions • Methods of project evaluation • The payback method • The average rate of return methods • Risk and uncertainty in project appraisal 	7	15%
V	Diversification <ul style="list-style-type: none"> • Concept & Examples Methods for diversification • Vertical integration and its meaning with examples • Methods for vertical integration • Mergers: meaning with examples • Methods for merger 	7	15%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and case lets with numerical examples.
4. Management Games

7. Topics for assignments, presentations, and case studies:

The list will be given by the instructor in the beginning of the semester.

8. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	R.R.Barthwal	Industrial Economics	New Age International Publishers.	Third Revised Edition.

9. Basic Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Paul R Ferguson and Glenys J Ferguson.	Industrial Economics.	New York University Press. Washington Square, New York.	Second Edition.
2	Henry w de Jong and William G Shepherd.	Pioneers of Industrial Organisation. (How the Economics of competition and Monopoly took shape)	Edward Elgar Publishing Limited.	-----

10. List of Journals/Periodicals/Magazines/Newspapers:

The students will have to refer to back issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Economic Survey
2. RBI Handbook
3. Economic and Political weekly
4. Indian Journal of Economics and Business
5. International Journal of Economics and Research
6. Down to Earth Magazine
7. Banking and finance.
8. Business Standard
9. The Economic Times
10. Financial Express
11. The Hindu.

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-IV
Digital Marketing
Core Course: 170101402

1. Course Objective:

This course is design to teach various aspects of marketing on a Digital Platform. The course discusses various tools and types of Digital media marketing. The course starts with the introduction to Marketing in a Digital platform, its present and its future. It also discusses how social media and e-commerce are changing the perception of consumers. The technicalities of SEO, SEM and other similar concepts are touched up in brief.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent weightage
I	Marketing in the Digital Era <ul style="list-style-type: none"> • E-marketing, The changing marketing landscape • The implications of Digital Change • Web and the New Corporation • E-marketing: Strengths and Applications • The online marketing mix 	9	20 %
II	Types of Digital Marketing <ul style="list-style-type: none"> • Meaning and Types of Digital Marketing • Meaning and Types of Email Marketing • Meaning and Types of Internet marketing • Meaning and Types of Mobile marketing • Meaning and Types of Social Media marketing 	9	20%
III	Social Media <ul style="list-style-type: none"> • Web 2.0 and Social Media • The social media model by McKinsey and Marketing with networks • Social Media Tools: consumer and corporate generated content - Blogs, Microblogs, Social Networks, Media sharing sites, social news sites, Review sites, Virtual worlds and online gaming • The world of Facebook- basic understanding Traffic Building <ul style="list-style-type: none"> • Introduction: Dynamics of an online search - Internet Traffic Plan • Search Engine Optimisation and Search Engine 	9	20%

	Marketing		
IV	E-commerce <ul style="list-style-type: none"> • E-commerce: Online Distribution and Procurement • Traditional Distribution management issues • Fundamental advantages offered by the internet • The spiral of prosperity model • Measuring e-commerce success 	9	20%
V	Emerging Digital Revolution <ul style="list-style-type: none"> • Online Campaign management • Campaign management using facebook, Twitter and Blogs The Future of Marketing - Gamifications& Apps <ul style="list-style-type: none"> • Changes in the marketing landscape - the rise in technology • Gamification and game-based marketing • Use of games as marketing tools • The world of Apps • Apps and the Indian Diaspora 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	Vandana Ahuja	Digital Marketing	Oxford	Latest
2.	Lamb, Hair, Sharma	MKTG: Principles of Marketing – A	Cengage	Latest

	and McDaniel	South-Asian perspective	Learning	
3.	Damian Ryan, Calvin Jones	Understanding Digital Marketing	Kogan Page Ltd.	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	Dave Chaffey	E-business and E-commerce management	Pearson	Latest
2.	Ian Dodson	The art of Digital Marketing	Wiley	Latest
3.	Will Rowan	Digital Marketing Manual	Customer Two Ltd	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Newspaper articles from Times of India, Economic Times, Business Standard
2. ICFAI Journals
3. Harvard business review
4. Indian journal of marketing
5. Journal of Digital & Social Media Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-IV
Psychology for Managers
Core Course: 170101403

1. Course Objective:

This course aims at making the students aware about those key concepts of human psychology which are of particularly important to them as future managers. The objective is to aid them in gaining some insight into human behaviour through this understanding of human psychology. Managers have to work closely with people and being responsible for making these interactions successful, a basic grounding in human psychology would be immensely helpful.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent weightage
I	<p>Foundation of Employee Behaviour</p> <ul style="list-style-type: none"> • Individual Level – Biographical characteristics – Age, Gender, Tenure and Abilities; Learning and Shaping – Meaning and Shaping tools • Attitudes – Meaning, Job Satisfaction, Job Involvement and Organizational Commitment as work related attitudes; • Personality – Meaning, Personality attributes (Locus of Control, Machiavellianism, SelfEsteem, Self-Monitoring, Risk Taking, Types A and B, and ProActive Personality); MBTI & Big 5 Model of personality • Perception – Factors influencing Perception, Stereotyping and Self-Fulfilling Prophecy; Emotions; Values 	9	20 %
II	<p>Foundation of Employee Behaviour</p> <ul style="list-style-type: none"> • Group Level –Group – Meaning, Types (Formal and Informal groups), Stages of group development, Importance of informal groups, Problems associated with informal groups, Techniques of group decision making – Brain-storming and Nominal group technique • Role – Meaning, Role Identity, Role Perception, Role Expectation, Role Conflict and Role Ambiguity; 	9	20%

	<p>Status – Meaning, Sources and Significance of Status</p> <ul style="list-style-type: none"> Teams – Meaning, Types – Problem Solving, Self-Managed, Cross Functional and Virtual, Skills used in effective team building – Consultation Skills, Research and Presentation Skills and Inter-personal Skills I 		
III	<p>Understanding Motivation</p> <ul style="list-style-type: none"> Meaning; Importance and Theories – Maslow’s Need Hierarchy Theory, Herzberg’s TwoFactor Theory, Adelfer’s ERG Theory, Mc Clelland’s Need Theory, Adam’s Equity Theory, Victor Vroom’s Expectancy Theory, Pay-Reward Pyramid Managerial Implications of theoretical aspects 	9	20%
IV	<p>Understanding Leadership</p> <ul style="list-style-type: none"> Meaning; Formal and Informal leadership; Styles – Leadership Continuum, Blake and Mouton’s Managerial Grid, Contingency Approach – Fiedler’s Contingency Model and Hersey and Blanchard’s Situational Leadership Model; Contemporary issues in Leadership – Self-leadership, Transformational Leadership, Women Leaders 	9	20%
V	<p>Individual and Organizational Dynamics-</p> <ul style="list-style-type: none"> Conflict – Meaning, Functional and Dysfunctional Conflicts, Sources of conflicts, conflict resolving strategies; Stress – Meaning, stress and job performance relationship, effect of stress, approaches to stress management; Counseling – Meaning, Functions, Types; Transactional Analysis – Meaning, Ego States, Life Positions, and Stroking; Quality of Work Life Meaning and Technique Organizational Change- Process and Implementation Power and Politics – Meaning of the terms, bases of power, power tactics, organizational politics – merits and demerits Ethical practices – reducing gender, disability, caste and religion-based discrimination at the work place 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays

5. Management Games

6. Topics for assignments, presentations, and case studies:

1. Impact of Age, Gender, Tenure and Abilities on OB
2. Practical application of the following concepts in specific HR functions: i. Work related Attitudes ii. Personality types iii. Perceptions
3. Is change really required? – Analysis of change for organizational effectiveness
4. Implementing change.
5. Practical application of the following concepts in specific HR functions: i. Applied motivation practices (including pay/rewards) ii. Leadership styles and employee engagement iii. Leadership and Performance Effectiveness
6. Ethical practices – reducing gender, disability, caste and religion-based discrimination at the work place
7. Challenges to women leaders
8. Conflicts and their resolution
9. Ego States

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Kosslyn and Rosenberg	Introduction to Psychology	Pearson Education	4 th Edition
2	Newstrom	Organizational Behaviour	Tata McGraw Hill	Latest
3.	Robbins, Judge and Sanghi	Organizational Behaviour	Pearson Education	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	Margie Parikh and Rajen Gupta	Organizational Behaviour	Tata McGraw Hill	First Reprint 2010
2.	K. Aswathappa	Organizational Behaviour – Text, Cases and Games	Himalaya Publishing House	Ninth Revised Edition

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals
4. Harvard Business Review
5. Journal of Human Values
6. International Journal of Research in Organizational Behaviour and Human Resource Management

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-IV
Introduction to Research Methodology
Core Course: 170101404

1. Course Objective:

This subject is introducing to create ability among the students to evaluate current research and prepare alternate directions for further work. It creates ability to develop hypothesis and methodology for research. It creates ability to comprehend and to deal with complex research issues in order to communicate their scientific results clearly for peer review. Also it is useful to gain insights into how scientific research is conducted, to learn and understand the basic statistics involved in data presentation, to identify the influencing factor or determinants of research parameters, to test significance, validity and reliability of the research results and to help in documentation of research results.

2. Course Duration: 45 hours

3. No. of Credit: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Marks Weightage
I	Introduction to Research <ul style="list-style-type: none"> • Definition & Characteristics of Research • Objectives, Nature and Importance of Research • Relevance, Restrictions, Classification of Research • Research Process • Stages in Research Process • Research Process flow Chart • Research Problem • Identification of Research Problem • Steps in selecting Research Problem 	10	20%
II	Research Design <ul style="list-style-type: none"> • Definition of Research Design • Classification of Research Design • Features of Research Design • Factors for Appropriate Research Design • Types of Research Design • Steps of Research Design • Features of Good Research Design • Criteria of Good Research Design • Use of Research Design 	8	20%
III	Sample Design and Data Collection <ul style="list-style-type: none"> • Introduction to Sampling & Design 	10	20%

	<ul style="list-style-type: none"> • Stages in Sample Design • Sample Design Criteria • Types of Sample Design • Selection of Random Sample • Types of Data • Sources of Data • Different methods of Data Collection 		
IV	Measurements, Scaling & Processing of Data <ul style="list-style-type: none"> • Measurement Levels • Error in Measurement • Scaling Techniques • Editing • Coding • Classification • Presenting of Data • Tabulation Components of Table 	9	20%
V	Report Writing & Presentation <ul style="list-style-type: none"> • Report Drafting • Types of Report • Methods of Research Report Writing • References to Footnotes • Tables & Charts • Bibliography and Index • Diagrammatic Presentation • Types of Diagram • Pictograms 	8	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Analysis

6. Topics for assignments, presentations and case studies:

Topics will be announced at the beginning of the Semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1. Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2. Internal Examination	20% (Internal Assessment)
3. External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr.	Author/s	Name of the book	Publisher	Edition
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No.				
T1	C R Kothari	Research Methodology: Methods & Techniques	New Age International Publishers	Latest
T2	SunitaPawar	Research Methods in Business	Sheth Publishers Pvt. Ltd.	Latest

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Richard Levin & David Rubin	Statistics for Management	Pearson Publication	Latest
2	Donald Cooper, Pamela Schindler	Business Research Methods	Tata McGraw- Hill Co. Ltd.	Latest
3	Dr. Prashant Sarangi	Introduction to Research Methodology	Taxman Publications Pvt. Ltd.	Latest Edition
4	Deepak Chawla & MeenaSondhi	Research Methodology Concepts & Cases	Vikas Publishing	Latest Edition
5	Dr. Vijay Upagade&Dr. ArvindShende	Research Methodology	S. Chand	Latest Edition

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Vikalpa
2. IUP Journal of Marketing Management
3. Indian Journal of Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-IV
Practical Studies
Core Course: 170101405

1. Course Objectives:

This course aims at bridging the gap between theory and practice by enabling students to acquire basic understanding of the functioning of a business organization. It attempts to introduce a student to the various functional areas of management through industrial exposure followed by report writing and viva-voce. By linking the industrial visit to the concepts of management and production, it enhances the understanding of real life application of the same.

2. Number of Credits: 3

3. General Instructions:

The Industrial Visit and Project paper will include a visit to a manufacturing unit, preparation of a report based on the guidelines set out, and a viva voce to test the understanding of the student.

Each batch for Industrial Visit and Project should not have more than 40 students.

Evaluation	Internal		External	
Project work	50 Marks		50 Marks	
Details	Viva voce 25 Marks	Project work 25 Marks	Viva voce 25 Marks	Project work 25 Marks
Total Marks	50 Marks		50 Marks	
Minimum passing Marks	20 (out of 50)		20 (out of 50)	

The marks for Industrial Visit and Project shall be considered for deciding class and percentage of the student. Minimum Passing marks shall be at par with other subjects i.e. 40%.

4. Guidelines For Project Work:

The visit should be to a manufacturing unit, of a size and scope which will enable students to observe the various facets of management targeted by the course.

A batch of 35 to 40 students should be taken for the visit.

Students will be required to prepare an individual report based on information gathered during the visit and/or sessions with industry representatives in consultation with the concerned faculty.

The report can be of 30 to 40 pages, with a focus on describing the application of management concepts at the unit visited. Use of graphics and pictures should be minimized. Also, mere reproduction of secondary data should be avoided. It should cover the following areas:

- **Company Profile:**
Name, Registered address, brief History, Mission, Vision, Products, Form of Organization, Organization Structure, Locational Issues, Awards and Achievements.
- **Production:**
Production classification, Production process, Production capacity, Plant layout, Raw material and its procurement, Material Handling and Storage, Maintenance Management, Waste Management, Quality Control, Environmental Protection and Pollution Control.
- **Marketing:**
Basic data about product, price, distribution and promotion (4 P's of marketing), Understanding of market and competition, Marketing/Promotion expenses or budget.
- **Human Resources:**
Number of employees at each level, Shifts, Recruitment, Selection, Training initiatives, Compensation, Policies regarding promotion and transfer, Health and Safety, Employee Welfare Measures, Basic interpretation of employee related expenses.
- **Finance:**
Investment in the organization, Sources of funds, Last 3 years sales turnover, Basic interpretation of Profit and Loss account, Cash Flow Statement and Balance sheet (if available)
- **Social Responsibility, Sustainability Reporting and Future Plans of the Organization.**

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SY BBA
Semester-IV
Cost & Management Accounting
Subject Elective: 170104451

1. Course Objective:

- To make students acquainted with other important branches of Accounting - Cost Accounting and Management Accounting and their important tools and techniques for managerial decision purposes
- To make students familiar with causes for different results under financial and cost accounting system
- To make students informed with planning and control techniques of accounting like budgetary control and variance analysis

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No of Sessions	Percent weightage
I	Introduction: Cost Accounting <ul style="list-style-type: none"> • Meaning, scope, objectives and limitations of Cost Accounting • Items excluded from cost accounts Costing as an aid to management • Numerical: Preparation of cost sheet 	9	20 %
II	Reconciliation of Cost and Financial Accounts <ul style="list-style-type: none"> • Need of Reconciliation • Reasons for Disagreement in Profit as per Cost and Financial Accounts • Methods of Reconciliation • Procedure of Reconciliation • Numerical: Preparation of Reconciliation Statement 	9	20%
III	Management Accounting and Budgetary Control <ul style="list-style-type: none"> • Meaning and importance of management accounting and its limitation • Distinguish between management accounting, cost accounting & financial accounting • Meaning of Budgetary Control and Introduction to different types of Functional budgets – Sales Budget, Production Budget, Purchase Budget 	9	20%
IV	Cost Volume Profit Analysis <ul style="list-style-type: none"> • Meaning of Cost Volume Profit Analysis 	9	20%

	<ul style="list-style-type: none"> Profit Volume Ratio- Meaning and importance Breakeven point- Meaning and its uses Numerical problems on Cost- Volume- Profit analysis 		
V	Variance Analysis <ul style="list-style-type: none"> Meaning of standard costing Merits and demerits of standard costing Numerical: Calculation of material variances- Cost, price, usage, mix and yield variances Numerical: Calculation of labour variances- cost, rate, efficiency, mix and idle time variance 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and case lets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
T1	M. N. Arora	Accounting for Management	Himalaya	Latest
T2	M. A. Sahaf	Management Accounting – Principles and Practice	Vikas Publishing House Pvt. Ltd.	Latest
T3	Prof. Jawaharlal	Managerial Accounting	Himalaya	Latest
T4	CA Dr. P.C. Tulsian CA Bharat Tulsian	Advanced Management Accounting (For CA Final) A Self- Study Textbook	S. Chand & Company Pvt. Ltd.	Revised Edition 2014

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Prof. JawaharLal	Advanced Management Accounting	S. Chand	Latest Edition
2	J. Madegowda	Advanced Management Accounting	Himalaya Publishing House Pvt. Ltd.	Latest Edition
3	Ravi Kishore	Cost and Management Accounting	Taxmann Publication Pvt. Ltd.	Latest Edition

10. List of Journals/Periodicals/Magazines/Newspapers:

1. The Chartered Accountant
2. The Management Accountant
3. Business Standard
4. The Economic Times
5. Financial Express
6. The Mint
7. Chartered Financial Analyst
8. CFA Reader
9. Business Today
10. Business India
11. Business World

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-IV
Integrated Marketing Communications
Subject Elective: 170104411

1. Course Objective:

The objective of the course is to help the students analyse the relationship of various elements of the promotional mix, and understand the planning, implementation, and evaluation process of marketing communications.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent weightage
I	Introduction to Integrated Marketing Communication <ul style="list-style-type: none"> • Understanding Marketing Communication & IMC Mix • Integrated Marketing communications Mix (IMC-Mix) • IMC Model: <ul style="list-style-type: none"> ○ IMC planning Process ○ IMC Plan • Traditional consumer response hierarchy models • Players in the communication world 	9	20 %
II	Advertising <ul style="list-style-type: none"> • Fundamentals of an Advertising campaign • Spelling out the strategy • Choice of strategic approaches • Tips on creating creative Ads • Selecting Message Appeals • Celebrity Endorsement or Advertising: advantages, disadvantages and tips 	9	20%
III	Other promotional tools <ul style="list-style-type: none"> • Sales promotion: strengths, limitations, push and pull strategies, consumer promotion tools, trade promotion tools • Direct marketing: strengths, weaknesses, Direct marketing media • Public relations & publicity: Importance, strengths, weaknesses, Tools of Public Relations in brief 	9	20%

	<ul style="list-style-type: none"> Online media: Tools of online communication - Websites, SEM, Banner & Pop-ups, Text Links, Internet Direct Mail (conceptual clarity) 		
IV	<p>Media Planning & Strategy</p> <ul style="list-style-type: none"> Print and support media <ul style="list-style-type: none"> The mass media The print media <p>Newspapers: classification, strengths, limitations Magazines: classification, strengths, limitations</p> <ul style="list-style-type: none"> The outdoor media: types, advantages, disadvantages Broadcast media(television, radio, film) <ul style="list-style-type: none"> Television - strengths & weaknesses Radio - strengths & weaknesses Film - cinema advertising with forms Preparing the media plan 	9	20%
V	<p>Budgets, Objectives and Evaluation</p> <ul style="list-style-type: none"> Setting communication objectives Sales versus communication orientated objectives The DAGMAR approach Budgeting for Marketing Communication Measuring the communication effectiveness 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

- Lectures and discussions
- Assignments and presentations
- Case studies and caselets
- Role plays
- Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
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1	Kruti Shah	Advertising and Integrated Marketing Communications	Mc Graw Hill	Third Edition
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9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Terence A Shimp	Advertising & Promotion	Cengage Learning	Fourth
2	Dr. Niraj Kumar	Integrated Marketing Communications	Himalaya Publication	2011
3	Geroge Belch, Michael Belch, and Keyoor Purani	Advertising & Promotion – an Integrated Marketing Communications Perspective	Tata Mcgraw Hill	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Journal of Advertising
2. Journal of marketing
3. Indian Journal of Marketing
4. Indian Management
5. Journal of Consumer Behaviour

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester-IV
International Financial Management
Subject Elective: 170104471

1. Course Objective:

- To provide an insight into the Foreign Exchange markets.
- To provide an understanding of the various international financial instruments
- To sensitize the student with complexities of managing finance of multinational firm
- To understand the various financial institutions

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent weightage
I	International Financial Management <ul style="list-style-type: none"> • Overview: Meaning of IF , Role of the International financial manager, Nature of International financial functions and the scope of IFM, International financial system: unique elements, Factors leading to growth of International financial function, IFM and domestic financial management 	9	20 %
II	FOREX <ul style="list-style-type: none"> • Foreign Exchange market, Exchange rate quotations: Direct and indirect quotes, bid and Ask Rate, Cross Rates, Nominal and Real Exchange Rates, Effective exchange rates (Only concepts) • Simple problems on Direct and indirect quote, Bid and Ask rate • Distinctive features of foreign exchange market • Major Participants in the foreign Exchange market • Concept of spot market and forward market 	9	20%
III	International Financial Market Instruments <ul style="list-style-type: none"> • Depository Receipts, ADRs, GDRs, Types of International Bonds: Foreign Bonds and Euro Bonds, global bonds, straight bonds, floating rate notes, convertible bonds, cocktail bonds, Euro notes, Euro commercial papers, Medium term Euro notes 	9	20%
IV	International Multilateral Financial Agencies <ul style="list-style-type: none"> • International Monetary Fund, Functions of IMF, World Bank International Financial Corporation, its 	9	20%

	functions, Asian Development Bank, UNCTAD, UNIDO, and International Trade Centre		
V	Types of payment terms in international business <ul style="list-style-type: none"> • Payment methods for international trade: cash terms, Letter of credit, drafts, consignments, credit terms • Trade Financing Methods: letter of credit, Classification, Advantages and Disadvantages. • Banker's Acceptances • Bill of Lading • Factoring and Forfaiting • Countertrade • Export Finance in India 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination	50% (External Assessment)

8. Text Books

Sr. No	Author	Name of the Book	Publisher	Edition
1	Apte, P.G	International Financial Management	Tata McGraw Hill	Seventh
2	Bhalla, V.K	International Financial Management	S. Chand & Company	2008

9. Reference Books

Sr. No	Author	Name of the Book	Edition
1	Jeevanandan	Foreign Exchange Management	Latest
2	V Sharan	International Financial Management, PHI Learning Pvt Ltd	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Business Line
2. Mint
3. Journal of Finance
4. International Journal of Business Management
5. The Economic Times

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
SYBBA
Semester IV
Interpersonal Communication at Workplace – II
Foundation Course: 170102401

1. Course Objective:

The course aims to provide Interpersonal skills in an organization. The paper focuses mainly to make students work harmoniously in groups, understand the meaning and importance of meetings and draft the documents that are used in the meeting process.

2. Course Duration: 45hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Meetings <ul style="list-style-type: none"> • Importance/purpose • Types • Advantages and disadvantages • Dos and don'ts • Etiquette *Remark: Role play to be used as a methodology to discuss relevant, appropriate and current issues that affect business with proceedings of each meeting recorded that may help evaluate students.	9	20%
II	Composition <ul style="list-style-type: none"> • Notice • Agenda • Minutes • Inter departmental memos : Informatory, Reminders, Requests 	9	20%
III	Proposal writing <ul style="list-style-type: none"> • Types of proposals • Format • Planning • Setting and following deadlines • Writing the proposal 	9	20%
IV	Ethics in and Legal aspects of Business Communication	9	20%
V	Presenting the proposal & Role play on meeting	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures, Role Plays, Discussions
- (2) Assignments & Presentations

6. Topics for assignments and presentations:

Topics will be announced at the beginning of the Semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc. (Unit-1, 2, 3 & 4)	30% (Internal Assessment)
2.	Internal Examination: Practical exam –Presentation of proposal & Role play of meeting (only unit 5) will be evaluated in the internal exam	20% (Internal Assessment)
3.	External Examination (University Exam) : Written exam to evaluate (Unit-1,2,3 & 4)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Taylor and Chandra	Communication for Business	Pearson	Fourth Edition
2.	Lehman, Duference, Sinha	BCOM	Cengage	Original

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Payal Mehra	Business Communication for Managers	Pearson	First Edition
2.	Hynes, Geraldine	Managerial Communication	Tata McGraw-Hill	Latest
3	Meenakshi Raman & Prakash Singh	Business Communication	Oxford	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Mint
2. Business Line
3. DNA

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Legal Aspects of Business
Core Course: 170101501

1. Course Objective:

The main objective of this course is to acquaint the students with basic aspects of business laws. Making students acquaint with the legal implications of the various legal provisions. On the basis of understanding of the legal aspects one can develop business policies accordingly.

2. Course Duration: 45 hours

3. No. of Credits: 3

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	The Indian contract Act, 1872(Part I) <ul style="list-style-type: none"> • Nature of Contracts- Offer-Acceptance-Consideration- Capacity to contract-Free Consent- Lawful object and Consideration-Agreements expressly declared void 	13	30%
II	The Indian contract Act, 1872(Part II) <ul style="list-style-type: none"> • Performance of Contract • Breach of Contract • Contingent and Quasi Contracts 	13	30%
III	The Sale of Goods Act ,1930 (Part I) <ul style="list-style-type: none"> • Formation of the contract of sale • Conditions & Warranties 	5	10%
IV	The Sale of Goods Act ,1930 (Part II) <ul style="list-style-type: none"> • Transfer of Ownership & Delivery of Goods • Unpaid Seller 	5	10%
V	Companies Act 2013 <ul style="list-style-type: none"> • Definitions and Characteristics • Types of Company • Lifting of Corporate veil • Promoters-Meaning and Position -Certificate of Incorporation -Certificate of Commencement of Business 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

(4) Legal Implications of Latest changes in the respective laws

6. Topics for assignments, presentations and case studies:

Topics will be announced at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis as under:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Rohini Agrawal	Mercantile and Commercial Laws	Taxmann's Publisher	1 st Edition
2	G.K. Kapoor and Sanjay Dhamija	Company Law	Taxmann's Publisher	1 st Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	N. D Kapoor	Mercantile Law	Sultan Chand	Latest Edition
2	C L Bansal	Business and Corporate Laws	Excel Books	1 st Edition
3	Tejpal Seth	Business Laws	Pearson	2 nd Edition

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

1. Business Standard
2. The Economic Times (Brand Equity Supplement)
3. Financial Express (Brand Wagon Supplement)
4. Business Today
5. Business India
6. Business Line
7. Business World
8. Pitch
9. Mint

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Business Environment & Policy
Core Course: 170101502

1. Course Objective:

The objective of this course is to sensitize students towards the overall business environment within which an organization has to function and to provide them with insights for decision making in business organizations.

2. Course Duration: 45 hours

3. No. of Credits: 3

4. Course Content:

Module No.	Topic	No. of Session	Percentage Weightage
I	Introduction to Business Environment <ul style="list-style-type: none"> • Meaning & Importance of Business Environment • Economic Environment: Economic Systems: Socialistic Economy, Capitalistic Economy, Mixed Economy • Non-Economic Environment: Political-Legal, Social-Cultural, Demographic, Technological, Natural Environment 	9	20%
II	Various Sectors <ul style="list-style-type: none"> • Public Sector: Role, Performance, Problem, Reforms • Private Sector: Role, Performance, Problem, Reforms • Privatization: Meaning & Ways of Privatization, Disinvestment Process in India 	9	20%
III	Union Budget and its constituents <ul style="list-style-type: none"> • Major Sources of Government Revenue in India: Direct Tax: Types, Merits • Indirect Tax: Types, Merits • India's Fiscal Situation and Role of Fiscal Policy for mobilization of resources for Economic Growth • Fiscal Deficit: Revenue Deficit, Fiscal Deficit, Primary Deficit, Monetization of Fiscal Deficit, Measures to Reduce Fiscal Deficit 	9	20%

IV	Exchange Rate and types Determination <ul style="list-style-type: none"> Basics FERA and FEMA Balance Of Payment: Meaning, Structure & Equilibrium of BOP, Concept of BOT Autonomous Items and Accommodating Items, Causes of Disequilibrium in BOP, How Disequilibrium is Corrected: Expenditure – Reducing & Expenditure – Switching Policies India’s BOP Crisis 1991 	9	20%
V	Contemporary perspective <ul style="list-style-type: none"> Global business environment, public policy, consumerism, inclusive growth, trade growth and poverty, sustainable development Environmental scanning: meaning and scope, types of research, research process, data scanning and quantitative analysis, SWOT analysis, PEST analysis Free Trade vs Protection: Arguments for and against WTO: Structure and Features, WTO Agreements, Arguments’ for and against WTO in Indian Context 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Analysis

6. Topics for assignments, presentations and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis as under:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	H L Ahuja	Economic Environment	S Chand	6 th revised
T2	Mishra & Puri	Economic Environment of Business	Himalaya Publishing House	5 th revised

T3	Faisal Ahmed & M Absar Alamm	Business Environment Indian and Global Perspectives	PHI publication	2014 Edition and 2017 Edition
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9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Justin Paul	Business Environment	Mc Graw Hill	2 nd Edition
2	M L Jhigan	International Economics	Vrinda	6 th Ediiton
3	D M Mithani	Public finance Theory and Practice	Himalaya Publishing House	1 st Edition

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. CFA Reader
6. Business Today
7. Business India
8. Business World
9. Budget Bulletin

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-V
Managerial Competencies and career development
Core Course: 170101503

1. Course Objective:

- To focus on the importance of competency building and it will appreciate the importance of competency building.
- To make the student understand about competency mapping and to develop an awareness about career Planning and development also focus on understanding in designing appropriate system of competency building and career development

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Introduction <ul style="list-style-type: none"> • Concept and definition of Role and competency • Characteristics of competency • Competency versus competence • Performance versus competency; skills versus competency • Behavior indicators • Types of competencies – generic/specific threshold/performance, and differentiating and technical, managerial and human 	9	20%
II	Context and Components <ul style="list-style-type: none"> • Reasons to promote competency culture, • Context and Relevance of competencies in modern organizations. • Applications of competency • Components of Competency : Skill Knowledge and Motive, Leadership and Managerial Competency 	9	20%
III	Competency management framework/competency model <ul style="list-style-type: none"> • Macro View of Competency management framework 	9	20%

	<ul style="list-style-type: none"> • Strategic framework – linking HR processes to organizational strategy • Development of personal competency framework • Lancaster Model of managerial competencies, competency modelling framework • competency modelling framework, Designing and Implementing • Competency Assessment and Competency Mapping and Integration of HR Function 		
4.	<p>Introduction to Core competencies</p> <ul style="list-style-type: none"> • (Organization wide Role competencies (Role wise) Business competencies (SBU specific) • Team Competencies (project driven) • Competency identification - Consolidation of checklist, Rank Order • Mentoring For Employee Development, Function Types, Problems and Solution 	9	20%
5.	<p>Career Development</p> <ul style="list-style-type: none"> • Methods of Career Development • Process of career development • Self-Assessment or Knowing Self, Methods of Career Development • Process of career development Career Path and Career Transition • Different Methods used by employers to enhance career of Employees • Special Issues in Career Development 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis as under:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
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2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No	Author	Name of the Book	Publisher	Edition
1	Seema Sanghi	The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations	SAGE Publications	Latest
2	Winterton & Winterton	Developing Managerial Competence	Routledge	Latest

9. Reference Books:

Sr. No	Author	Name of the Book	Publication	Edition
1	R.K.Sadhu	Competency Mapping	Excel	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Research Methodology: Tools & Analysis
Core Course: 170101504

1. Course Objective:

The student will understand the basic statistical concepts and terminology involved in sampling methods, statistical inference. The course focuses on how to interpret and solve business-related word problems and to develop simple Statistical models from a business perspective. To create a better understanding of Statistical concepts in solving business and commerce related problems. The course serves as a good foundation for further study in management, accounting, marketing and finance.

2. Course Duration: 45 hours

3. No. Of Credit: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Marks Weightage
I	Testing of Hypothesis: Large Sample Tests <ul style="list-style-type: none"> • Basic concepts: Hypothesis, Null Hypothesis, Alternative Hypothesis, Statistic, Parameter, Sampling Distribution, Standard Error, Acceptance Region, Critical Region • Type I and Type II errors, p- Value, Level of Significance • Testing of Hypothesis, Testing Procedure, Large Sample Tests • Test for Variables: Test of mean, Test of difference between two means, Test of difference between two standard deviations • Test for Attributes: Test of proportion, Test of difference between two proportions • Estimation of Confidence Interval • Exercise in Excel 	9	20%
II	Testing of Hypothesis: Small Sample Tests <ul style="list-style-type: none"> • Degree of Freedom • t Test: Test of Mean, Test of difference between two means, Paired t test, Exercise in Excel • F Test: Test of difference between two variances, Application of F test, Exercise in Excel 	9	20%

III	Chi-Square Test <ul style="list-style-type: none"> • Test of Independence • Test of Goodness of fit • Test for population variance • Applications • Exercise in Excel 	9	20%
IV	Correlation & Regression <ul style="list-style-type: none"> • Definition, Meaning and interpretation, Properties, Importance of correlation • Correlation Coefficient • Types of Correlation • Scatter Diagram Method and its limitations • Karl Pearson's Product Moment Method: Assumptions, Merits and Demerits • Spearman's Rank Correlation and its uses • Coefficient of Determination and its interpretation • Probable Error • Significance of correlation coefficient using Excel • Applications • Exercise in Excel • Meaning and importance of Regression • Regression Lines and Regression Coefficients, properties and their uses • Equations of Regression Lines • Difference between Regression & Correlation • Applications • Exercise in Excel 	9	20%
V	ANOVA <ul style="list-style-type: none"> • Introduction to Design of Experiment • One way ANOVA • Two way ANOVA • Significance of Regression Coefficients, Regression Line using Excel 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Analysis

6. Topics for assignments, presentations and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1. Assignments / Presentations/ Quizzes / Class	30% (Internal Assessment)
2. Internal Examination	20% (Internal Assessment)
3. External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	S P Gupta	Statistical Methods	Sultan Chand & Sons	Latest
T2	P N Arora, S Arora, Sumeet Arora	Comprehensive Statistical Methods	S. Chand	Latest
T3	D P Apte	Statistical Tools for Managers using Microsoft Excel	Excel Publishing House	Latest
T4	C R Kothari	Research Methodology: Methods & Techniques	New Age International Publishers	Latest

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	S C Gupta & V K Kapoor	Fundamentals of Mathematical Statistics	Sultan Chand & Sons	Latest Edition
2	J K Sharma	Business Statistics	Pearson	Latest Edition
3	Levine, Stephen & Others	Statistics for Managers using Microsoft Excel	Pearson	Latest Edition
4	D P Apte	Statistical Tools for Managers using Microsoft	Excel Publishing House	Latest Edition
5	Deepak Chawla & Meena Sondhi	Research Methodology Concepts &	Vikas Publishing	Latest Edition
6	Donald Cooper, Pamela Schindler	Business Re search Methods	Tata McGraw- Hill Co. Ltd.	Latest Edition

7	Dr. Prashant Sarangi	Introduction to Research Methodology	Taxman Publications Pvt. Ltd.	Latest Edition
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10. List of Journals/Periodicals/Magazines/Newspapers:

1. Vikalpa
2. IUP Journal of Marketing Management
3. Indian Journal of Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Corporate Finance I
Subject Elective: 170104551

1. Course Objective:

- To acquaint the students with the concept of time value of money and the use of the present value concepts to the valuation of shares and bonds.
- Learn about the methods of calculating component cost of capital and the weighted average cost of capital
- Understanding the theoretical controversy about capital structure and the value of the firm
- Understanding the issues of dividend policy and management of derivatives

2. Course Duration: 45 hours

3. Number of Credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Time value of money and valuation of securities <ul style="list-style-type: none"> • Time preference for money • Compound value • Present value • Value of an Annuity Due • Multi period compounding • Net Present Value • Present value and rate of return • Valuation of bonds, preference shares, Valuation of Equity Shares – no growth, constant growth • Yield to Maturity (YTM) Short-cut Method (as per Khan & Jain) 	9	20%
II	Cost of Capital <ul style="list-style-type: none"> • Meaning, Significance, Determining component cost of capital: Debt, preference capital, Equity capital, Retained Earnings. 	9	20%

	<ul style="list-style-type: none"> • Weighted Average cost of capital, book value and market value weights, Marginal weights and its computation • CAPM- Simple short sums on determining cost of Equity 		
III	Capital Structure Theories <ul style="list-style-type: none"> • Net Income Approach • Net Operating Income Approach • Traditional Approach • MM Approach • Simple problems based on the theories. • Concept of Arbitrage but no problems on Arbitrage 	9	20%
IV	Risk Management through Derivatives <ul style="list-style-type: none"> • Meaning of Derivatives and Functions of Derivatives Markets, Participants of Derivatives Markets. • Classification of Derivatives – Forwards, Futures, Options & Swaps • Meaning and Features of Forward Contracts, Meaning and features of Futures Contract and difference between Forwards and Futures • Types of Futures (Only Meaning) – Commodity Futures and Financial Futures – Currency Futures, Stock futures, Interest rate futures and Index futures. • Meaning and types of Options 	9	20%
V	Dividend Policy and theories <ul style="list-style-type: none"> • Walter Model • Gordon Model • Modigliani and Miller Hypothesis • Factors, Stability of dividends, Forms of Dividends, Share splits 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (4) Lectures & Discussions
- (5) Assignments & Presentations
- (6) Case lets

6. List of topics for assignments and presentations:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2	Internal Examination	20% (Internal Assessment)
3	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1	M Y Khan & P K Jain	Financial Management	Mc Graw Hill Education	7 th Edition
2	I M Pandey	Financial Management	Vikas publishing House	11 th edition
3	Dr. R.P Rustagi	Financial Management. Theory, Concepts & Problems	Galgotia Publishing Company	4 th Revised Edition

9. Reference Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1.	Ravi M Kishore	Strategic Financial Management	Taxmann's	2 nd edition
2.	Rajiv Shrivastava & Anil Mishra	Financial Management	Oxford University Press	2 nd edition
3.	Prasanna Chandra	Financial Management		Latest
4.	P.V. Kulkarni	Financial Management-		Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Economic Times
2. Harvard Business Review
3. Journal of Human Values

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Sales and Distribution Management
Subject Elective: 170104511

1. Course Objective:

This course is planned and designed to provide a basic understanding about the sales and distribution of goods. It focuses on the topics like management of marketing channels, sales force management and the designing sales territory and quotas in business organizations. Rapid changes in technology, a higher level of customer orientation, the globalization of business, and increasing competition have made sales and distribution management critical for the success of any business enterprise.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent weightage
I	Sales Management <ul style="list-style-type: none"> • Meaning, nature, role, and importance of sales management • Types of personal selling • Types of selling • Difference between selling and marketing; • The sales management process • Emerging trends in sales management 	9	20 %
II	Sales Force Management <ul style="list-style-type: none"> • Sales force automation: meaning, objectives of customer relationship management • Types of sales force automation • Functionality of sales force automation • Sales force motivation: meaning, factors influencing the motivation of salesperson w.r.t. career stages • Sales force control: sales force performance evaluation and control process 	9	20%

III	Sales Territory and Sales Quota: <ul style="list-style-type: none"> • Meaning, advantages and disadvantages of sales territory • Designing a sales territory • Managing territorial coverage: Routing, Scheduling and Time management • Meaning and importance of sales quota • Principles of Quota setting • Procedure of setting quota • Types of sales quota • Problems in setting sales quota 	9	20%
IV	Distribution Management: <ul style="list-style-type: none"> • Meaning of distribution channel management • Functions of distribution channel; • Distribution channel strategy • Issues in rural distribution channel Channel Member and Behaviour: <ul style="list-style-type: none"> • Channel relationships • Channel control • Channel power • Channel positioning • Channel influence strategies • Channel conflict 	9	20%
V	Managing Wholesalers and Franchisees: <ul style="list-style-type: none"> • Types of wholesalers • Types of Franchise arrangements International Channels of Distribution: <ul style="list-style-type: none"> • Differences in customer expectations across countries • International orientation of companies • The mode of entry decisions • International logistic management • International shipment procedures 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Tapan K Panda and SunilSahadev	Sales and Distribution Management	Oxford	Second Edition
2	Krishna K. Havaladar, Vasant M. Cavale	Sales and Distribution Management	Tata McGraw Hill	Second Edition

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Nag	Sales and Distribution	McGraw Hill	Latest
2	Futrell	Fundamentals of Selling	McGraw Hill	Latest
3	David Jobber, Geoffrey Lancaster	Sales & Distribution Management	Pearson	Latest
4	RajanSaxena	Marketing Management	McGraw Hill	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Journal of Personal Selling and Sales Management
2. Journal of Marketing
3. International Journal of Retail and Distribution management
4. Business Standard Newspaper
5. Infrastructure Gujarat

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-V

International Human Resource Management & Cross Culture Management
Subject Elective: 170104571

1. Course Objective:

Students will learn about IHRM practice and requirement in MNC. They will learn to identify need and requirement of Host Country Nations, Parent Country Nations & Third Country Nationals in organisation. Students will learn country wise HR practice and culture effect. Cross Culture Management will help students to learn the best practices of different cultures of countries and will help them to appreciate the differences and diversity.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent weightage
I	Introduction the enduring context of IHRM : <ul style="list-style-type: none"> • Defining International IHRM, • Differences between domestic and International HRM, • Variables that moderate differences between domestic and international HRM, • Applying Strategic view of IHRM • The changing context of IHRM 	9	20 %
II	Recruiting and selecting staff for international assignments : <ul style="list-style-type: none"> • Introduction, • Approaches to staffing, • Issues in staff selection, • Transferring staff for International Business Activities • The Roles of Expatriate, Non Expatriate and Inpatriates • Recruitment and selection of International Managers • Selection criteria, Expatriate selection Process in practice 	9	20%

	<ul style="list-style-type: none"> • Dual-career couples 		
III	International Training and Development : <ul style="list-style-type: none"> • Introduction • Components of effective pre-departure training programs • Developing staff through international assignments • Re-Entry and career issues • The Repatriation Process • Individual reactions to Re-entry • Designing a repatriation program 	9	20%
IV	International Performance Management <ul style="list-style-type: none"> • Introduction • Multinational Performance Management, • Performance Management of International Employees, • Performance appraisal of International Employees. International Compensation <ul style="list-style-type: none"> • Introduction • Key components • Approaches to International Compensation • Challenges 	9	20%
V	Understanding Culture: <ul style="list-style-type: none"> • Concept and its importance, • Impact of culture on individual, • Society, organization and country, • Understanding and adjusting to new culture via communication • High- context vs. Low-context culture 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis as under:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Peter J Dowling & Denice. E. Welch	IHRM – Managing People in MNC Context –	Cengage Learning	6 th Edition

9. Reference Links:

Sr. No	Topic	Format	Source
1	Learning, adapting and adjusting with animal culture: Kevin Richardson- the lion whisperer	Short film	http://www.youtube.com/watch?v=exajg1e73xw
2	Culture adaptation and mixing: ice skating competition -AT &T 2010	Video	http://www.youtube.com/watch?v=oRh2dm4PtlS
3	Adaptation of Indian culture internationally: Kate & Joshua so you think you can dance competition	Video	http://www.youtube.com/watch?v=9NdPGzIkqTM
4	Introducing culture to world: Aishwarya Rai interview with Oprah Winfrey	Video	http://www.youtube.com/watch?v=j5ppl9ZvSWY
5	Defending one's culture in a positive way: Aishwarya Rai interview with Letterman	Video	http://www.youtube.com/watch?v=s0TVFKupPig
6	Lessons from Gorilla and their	Video	http://www.youtube.com/watch?v=ihUGT7MdDB4 http://www.youtube.com/watch?v=u46IH8-cjFw

	culture		
7	Culture shock	Video	http://www.youtube.com/watch?v=SFbPCj_cajY

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals
4. Human Capital Magazine
5. Society of HRM

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Security Analysis & Portfolio management
Subject Elective: 170104552

1. Course Objective:

- To make students aware about the concept of risk and return and its relationship.
- To examine the logic of portfolio theory and the use of CAPM
- To explain the features of APT in the valuation of securities
- To give an insight into the various theories of portfolio management

2. Course Duration: 45 hours

3. Number of Credits: 3

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Introduction to security and portfolio management <ul style="list-style-type: none"> • Meaning of security, portfolio, investment • Meaning of security analysis and portfolio management • Investment and speculation • Investment alternatives • Criteria/Factors for evaluation and selection of investment • Portfolio management process • Approaches to investment decisions making • Qualities for successful investing 	9	20%
II	Risk & Return <ul style="list-style-type: none"> • Meaning of Risk, Types of Risk ,Causes of Risk, Measurement of Risk (Variance and standard deviation only) • Meaning of Return, Measurement of historical return ,Return relative method • Risk and return relationship • Return and Risk of portfolio Single asset, Two risky assets 	9	20%
III	Portfolio Management <ul style="list-style-type: none"> • Meaning –fundamental analysis- Technical Analysis 	9	20%

	<ul style="list-style-type: none"> • Difference between Fundamental and Technical Analysis • Portfolio construction – Objectives –Markowitz (only conceptual understanding) , CAPM – Systematic and Unsystematic Risk , Difference between CML and SML –Assumptions, significance, Limitations of each theory 		
IV	Efficient Market theory <ul style="list-style-type: none"> • Meaning of efficient market • Foundations of market efficiency • Random walk hypothesis • Different forms of efficient market • Concept of efficient frontier & efficient Portfolio 	9	20%
V	Performance evaluation of portfolio <ul style="list-style-type: none"> • Different measures, namely sharpe’s Ratio, Treynor’s Measure, Jensen’’s differential returns (concepts, simple problems) • Determinants of portfolio performance (No practical sums) • Concept of benchmark portfolio 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Studies

6. Topics for assignments, presentations and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	V.A.Avadhani	Security analysis and	Himalaya	8 th Revised

		portfolio management	Publishing house	edition
T2	SudhindraBhat	Security analysis and portfolio management	Excel Books	1st edition
T3	Prasanna Chandra	Investment Analysis and Portfolio Management	Mc Graw hill Education	5 th edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dr. R. P. Rustagi	Financial Management-Theory, Concepts and Problems	Galgotia Publishing Company	Latest Edition
2	Dr. I. M. Pandey	Financial Management	Vikas Publishing House	Fifth Edition
3	VyuptakeshSharan	Fundamentals of Financial Management	Pearson	Latest Edition

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

1. Chartered Accountant
2. Corporate India
3. Business Standard
4. The Economic Times
5. Financial Express
6. The Mint
7. Chartered Financial Analyst
8. CFA Reader
9. Business Today
10. Business India
11. Business World
12. Budget Bulletin

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-V
Product and Brand Management
Subject Elective: 170104512

1. Course Objective:

This course is designed to provide the students the conceptual understanding of managing Products and Brands. The students will gain an understanding of Product Life Cycle and process of developing the new products. Also, students will gain an overview of the concepts of Brands such as brand equity, brand identity, brand architecture, brand extensions and so on. Through various assignments, the emphasis will be on helping students to connect the theoretical aspects of the managerial concepts with real-life corporate practices.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No of Sessions	Percent weightage
I	Introduction to the theoretical concepts of Product Management <ul style="list-style-type: none"> • What is a Product and what is a service? • Five strategies of Competing through Products (product proliferation, value, design, innovation, service) • Product levels and product classifications • Classifying new products • Stretched Product Life Cycle (PLC of 7-stages) • Criticisms and Managerial implications of PLC concept • The concept of Product Portfolio 	9	20 %
II	New Product Development: (NPD) <ul style="list-style-type: none"> • New product Development Process (overview of all stages) • Usefulness and criticisms of the NPD process model • Idea generation: what is a new product idea? Sources of information for new product ideas • New product concept: the Process of concept testing 	9	20%

	<p>and the types of concept presentation</p> <ul style="list-style-type: none"> • Product Testing: Purpose and major decisions in constructing a product test 		
III	<p>(NPD continued) Commercialisation</p> <ul style="list-style-type: none"> • Test marketing: objectives, limitations and guidelines for effective test marketing • Launching the new product <p>Brands and Brand Management</p> <ul style="list-style-type: none"> • Meaning of a Brand • Why do brands matter? • Branding challenges and opportunities • Strategic Brand Management Process 	9	20%
IV	<p>Building Brand Equity</p> <ul style="list-style-type: none"> • Brand equity and customer-based brand equity • Sources of Brand equity: Brand awareness and brand image • Building a strong brand: Customer-based brand equity pyramid • Brand elements: meaning and criteria for choosing brand elements • Concept of Leveraging secondary brand associations to build brand equity – Companies, Country of Origin, Channels of Distribution, Co-branding and ingredient branding, Characters, Spokespersons, Events 	9	20%
V	<p>Designing and Implementing Branding Strategies</p> <ul style="list-style-type: none"> • Brand Identity Prism: Physique, Relationship, Reflection, Personality, Culture, Self-Image • Meaning of Brand Architecture • Brand Hierarchy • Brand Extensions: Meaning, advantages, disadvantages • Closing Observations: Guidelines for small businesses and online brands 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Kevin Lane Keller	Strategic Brand Management	Pearson	Latest
2.	Michael Baker and Susan Hart	Product Strategy and Management	Pearson	Latest
3.	Kirti Dutta	Brand Management- Principles and Practices	Oxford University Press	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	Merle Crawford and Anthony Di Benedetto	New Products Management	Tata McGraw Hill	Latest
2.	Lehman and Winer	Product Management	Tata McGraw Hill	Latest
3.	Jean-Noël Kapferer	The New Strategic Brand Management - Creating and sustaining brand equity long term	Kogan Page	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. The economic times (brand equity)
2. Brand Reporter
3. Harvard business review
4. Indian journal of marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-V
International Supply Chain and Logistics Management
Subject Elective: 170104572

1. Course Objective:

This module aims to teach how to manage supply chain and logistics beyond national boundaries, by coordinating rules and regulations of different countries, documents and procedures involved

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No of Sessions	Percent weightage
1.	Understanding Supply Chain <ul style="list-style-type: none"> • Meaning of Supply Chain • Objective of a Supply Chain • Importance of Supply Chain • Decision Phases in a Supply Chain • Process View of a Supply Chain • Definitions and elements of International supply chain and logistics • Using International logistics for competitive advantage 	9	20 %
2.	Warehouse Organization <ul style="list-style-type: none"> • Introduction • Types / classification of Warehouses • Role / Functionality of warehouses • Difference between warehouse and distribution centre, Position of Warehouse / store division in the organization, Activities in a warehouse/store Organization Structure of Store Division • Organizational Matters for Efficient Working of Stores Division 	9	20%
3.	Transportation part – 1 <ul style="list-style-type: none"> • Road Transport, • Rail Transport 	9	20%

	<ul style="list-style-type: none"> • Inter model Transportation • Freight Forwarders • Project Cargo • Air Transportation • Types of service and types of aircraft • International Regulation for Air Transportation 		
4.	Transportation part – 2 <ul style="list-style-type: none"> • Ocean transportation management • Types of containers • Types of vessel • Role of custom house agent in handling cargo • Flag, Conferences, Liability conventions • No vessel operating common carriers & Security requirements 	9	20%
5.	Packaging for Exports <ul style="list-style-type: none"> • Packaging functions, Objectives • Ocean cargo, Air, road and rail transport • Hazardous cargo and refrigerated goods • Packaging Issues Custom Clearance <ul style="list-style-type: none"> • Duty • Process & Barriers • Foreign Trade Zones 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr.No.	Name of Books	Author	Publication	Edition
1.	International Supply chain Management	David & Stewart	Cengage Learning	Latest
2.	Supply chain management	Sunil Chopra	Pearson	Latest

9. Reference Books:

Sr.No.	Name of Books	Author	Publication	Edition
1.	Global Operations and Logistics	Dornier, Ernst, Fender & Kouvelis	Wiley and Sons	Latest
2.	Logistics and Supply Chain Management	G.Raghuram & N. Rangrajan	Macmillan Books	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals
4. Journal of Supply Chain Management

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Analytical Communication-I
Foundation Course: 170102501

1. Course Objective:

The main objective of this course is to introduce students with communication skills of reading, perception and language usage. The course stresses the development of analytical thinking, writing and speaking skills. On the completion of this course, the students will be able to engage in critical analysis of managerial theories, online communication media and group communication.

2. Course Duration: 45 hours

3. Number of Credits: 3

4. Course Content:

Module No.	Topic	No. of sessions	Marks weightage
I	Introduction to Case Analysis <ul style="list-style-type: none"> • Reading the case • Note taking • Identification of problem • Classifying the data • Basic format of the case • Analysis of small cases related to HR, MM, entrepreneurship and communication 	9	20%
II	Report writing <ul style="list-style-type: none"> • Types of reports& their formats • Press reports, Feasibility reports, performance reports & investigative reports • Idioms and phrases commonly found in business newspapers (List annexed) 	9	20%
III	Analyzing Advertisement <ul style="list-style-type: none"> • What is advertising? • Objectives of advertising • Types of advertising appeals • Types of advertising Media • Elements of Print Media • Analyzing a print advertisement 	9	20%

	<i>Remark: Elements of other media may be explained but will not be considered for examination</i>		
IV	Social Media Communication <ul style="list-style-type: none"> • Social Media • Nature and scope of social media • Characteristics • Classification • Choosing the most suitable social media • Pitfalls of Social Media Communication 	9	20%
V	Introduction to Industry Analysis Report <ul style="list-style-type: none"> • Collection of data • Coherence in data presentation • Industry Report Format ((To be taken from Bovee, Thill and Schatzman) • Presentation of the Industry Analysis Report using graphical and pictorial tools of PPT <p><i>Remark: This unit will be taught in the form of workshop, using collaborative teaching method, where faculty members from communication as well as management will conduct the workshop.</i></p>	9	20%

5. Teaching Methods:

1. Workshop
2. Lecture demonstration
3. Presentation
4. Online teaching

6. Topics for Assignment, Presentation and Project Work:

Topics will be announced at the beginning of the Semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc. (Unit-1, 2, 3 & 4)	30% (Internal Assessment)
2.	Internal Examination: Practical exam – Presentation of proposal & Role play of meeting (only unit 5) will be evaluated in the internal exam	20% (Internal Assessment)
3.	External Examination (University Exam) : Written exam to evaluate (Unit-1,2,3 & 4)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Courtland Bovee, John Thill and Barbara Schatzman	Business Communication Today	Pearson Prentice Hall	13 th
2	P D Chaturvedi, Manish Chaturvedi	Business Communication: Concepts, Skills, Cases and Applications	Pearson	3 rd

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Payal Mehra	Business Communication For Managers	Pearson	2nd
2	Shirley Taylor, V.Chandra	Communication for Business: A Practical Approach	Pearson	1st

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to back issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Forbes India
2. Business World
3. India Business Journal
4. Economic and Political Weekly (EPW)
5. Business Today
6. Vikalpa – IIMA
7. Harvard Business Review

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Annexure
List of Idioms and phrases commonly found in business newspapers

1. 24/7 = 24 hours a day, seven days a week
2. a tough break = Happening of something unfortunate
3. ahead of the curve = to be more advanced than the competition
4. yes man = someone who always agrees with his or her superiors
5. win-win situation = a situation where everyone involved gains something
6. upper hand = When one has an advantage over someone else
7. under the table = Something done secretly (and usually illegally)
8. think outside the box = to think of creative, unconventional solutions instead of common ones
9. think big = to have ambitious goals and big plans for the future
10. the elephant in the room = an obvious problem or controversial issue that no one wants to talk about
11. take the bull by the horns = to directly confront a difficult situation
12. state of the art = modern and technologically advanced
13. stand one's ground = not to change one's opinion or position
14. smooth sailing = to describe a situation where success is achieved without difficulties
15. small talk = a conversation about unimportant topics that do not offend people (the weather, for example)
16. same boat = When people are in the same situation
17. round-the-clock = 24 hours a day
18. rock the boat = to cause problems or disrupt a peaceful situation
19. red tape = excessive rules, procedures, and regulations that make it difficult to accomplish something
20. read between the lines = to understand something that isn't communicated directly
21. raise the bar = to set the standards or expectations higher, usually by achieving or creating something better than what had previously existed
22. put all one's eggs in one basket = to rely on only one thing to bring success
23. pink slip = To be fired by the employer
24. out of the loop = not to know something that a select group of people knows
25. lose ground = to lose some type of an advantage (market share, for example) to a competitor
26. loophole = lack of legal clarity
27. learn the ropes = to learn the basics of something
28. in the red = that which is not profitable and is operating at a loss
29. in the black = that which is making profit
30. gray area = that which is undefined and not easily categorized
31. go through the roof = to increase rapidly
32. go the extra mile = to do more than what people expect
33. go broke = to lose all the money a person or business had
34. get the ball rolling = to start something (a project, for example)
35. game plan = a strategy or plan

36. cut-throat = something that is very intense, aggressive, and merciless
37. cut one's losses = to stop doing something that is unproductive and won't ever generate results
38. cut corners = to take shortcuts and find an easier or cheaper way to do something
39. corner a market = to dominate a particular market
40. come up short = to try to achieve something but fail
41. by the book = to follow the rules absolutely
42. big picture = everything that is involved with a particular situation
43. behind the scenes = When something happens in secret or not in front of the general public
44. backroom deal = an agreement or decision that is made without the public knowing about it
45. at stake = at risk
46. ASAP = an acronym for "as soon as possible."
47. back to the drawing board = to start something over and go back to the planning stage
48. catch someone off guard = to surprise someone by doing something that he or she was not expecting
49. get down to business = to start talking about serious topics related to business
50. multi-task = to do many things at once

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-V
Banking Theory and Practices
Elective course: 170103501

1. Course Objective:

Today, banks have become a part and parcel of our life. Banks offer different types of services and offer access to common man catering to the needs of various groups which naturally arouses our interest in knowing more about the bank and the various activities associated with it.

2. Course Duration: 45 hours

3. Number of credits: 3

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Banking – An Overview <ul style="list-style-type: none"> • Definition & meaning of banks • Functions of banks • Types of banks • Structure of Indian banking • Types of bank accounts • Process of opening a bank account 	9	20%
II	Facilities <ul style="list-style-type: none"> • Credit card, debit cum ATM card: : Features, advantages and disadvantages • Net banking, mobile banking : Features, advantages and disadvantages • Clearing House and its functions • Concept of cheques, features, crossing of cheques 	9	20%
III	Loans and Advances <ul style="list-style-type: none"> • Secured and unsecured loans • Modes of charging Security: Lien, Pledge, Mortgage, Hypothecation- Features 	9	20%
IV	Miscellaneous services <ul style="list-style-type: none"> • Safe custody of valuables • Letter of credit • Traveller's cheques • Remittance of Funds 	9	20%

V	Foreign Exchange <ul style="list-style-type: none"> • Meaning of Foreign Exchange, Foreign Exchange market functions, Rate of exchange, • Kinds of Exchange Rates • Banking services in Foreign Exchange Business: Deferred Payments, Import packing facility, Export Finance, Forward Contracts (only concepts) • NOSTRO, VOSTRO and LORO Accounts 	9	20%
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5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

1. Lectures & Discussions
2. Assignments & Presentations
3. Case Studies

6. Topics for assignments, presentations and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	E. Gordon & K. Natarajan	Banking Theory, Law and Practce	Himalaya Publishing House	Latest Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dr. P.K. Srivastava	Banking Theory and Practice	Himalaya Publishing House	
2	E. Gordon and K. Natarajan	Banking Theory, Law and Practice	Himalaya Publishing House	
3	Mukund Sharma	Banking & Financial Services	Himalaya Publishing House	Latest Edition

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

1. Chartered Accountant
2. Corporate India
3. Business Standard
4. The Economic Times
5. Financial Express
6. The Mint
7. Chartered Financial Analyst
8. CFA Reader
9. Business Today
10. Business India
11. Business World
12. Budget Bulletin

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-V
Management Information System
Elective Course: 170103502

1. Course Objective:

The objective of Management Information System (MIS) is to make students aware about how information systems work in different functional areas and provide information according to the needs of different management levels. This course covers basic concepts and its understanding would help students to learn most recent variants of the information systems. After going through this course, student will be able to differentiate between MIS requirement based on functional area and fundamentals of its designing. They will learn about security issues and ethics related to the information systems.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent weightage
I	<p>Organizations, Management and the Networked Enterprise</p> <ul style="list-style-type: none"> • How are information systems transforming business • What is new in Management Information Systems • Globalization challenges and Oppurtunities: A Flattened World • The Emerging Digital Firm • Strategic Business Objectives of Information Systems • Dimensions of Information System 	9	20 %
II	<p>IT Infrastructure ,Information Systems, Organizations and Strategy</p> <ul style="list-style-type: none"> • IT Infrastructure <ul style="list-style-type: none"> ○ Definition, Evolution and Technology Drivers • Components of IT Infrastructure <ul style="list-style-type: none"> ○ Computer Hardware Platforms ○ Operating System Platforms ○ Enterprise Software Application ○ Networking / Telecommunications Platform 	9	20%

	<ul style="list-style-type: none"> ○ Internet Platforms ● Impact of Information System on organizations <ul style="list-style-type: none"> ○ Economic Impact ○ Organizational and Behavioural Impact ● Implications for the design and understanding of information system ● Key Applications of strategic Information System ● The internet's impact on Competitive Advantage 		
III	Foundations of Business Intelligence: Databases and Information Management <ul style="list-style-type: none"> ● File organization terms and concepts ● Problems with the traditional file environment ● Capabilities of Database Management System ● Database Management System <ul style="list-style-type: none"> ○ Relational DBMS ○ Operations of a Relational DBMS ○ Capabilities of Databases Management System ○ Designing Databases 	9	20%
IV	Achieving Operational Excellence and Customer Intimacy <ul style="list-style-type: none"> ● What are Enterprise Systems ● Characteristics of an enterprise system ● Coordination of the supply chain management <ul style="list-style-type: none"> ○ The Supply Chain ○ Information System and Supply Chain Management ○ Business value of Supply Chain Management ● Achieving customer intimacy <ul style="list-style-type: none"> ○ CRM Software ○ Sales Force automation ○ Customer Service 	9	20%
V	Ethical and Social Issues in Information System <ul style="list-style-type: none"> ● Ethical, social and political issues raised by information systems ● Model for thinking about ethical, social and political issues ● Five dimensions of the information ● Key technology trends that raise ethical issues ● Basic concepts: responsibility, accountability and liability ● Professional codes of conduct 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis as under:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books and Reference Books

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Kenneth C Laudon Jane P Laudon	Management Information Systems	Pearson	14e
2.	Stephen Haag, Maeve Cummings and Amy Phillips	Management Information Systems	Mc Graw Hill	6 th Edition
3.	Davis	Management Information Systems	Mc Graw Hill	Latest
4.	Hitesh Gupta	Management Information Systems: An Insight	International Book House	Latest

9. References, Web links

- <http://myweb.astate.edu>
- <http://www.managers.org.uk/>
- <https://www2.warwick.ac.uk>

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester V
Elective Course – 170103503
Business Opportunity Identification and Feasibility

1. Course Objective:

Everyone has “great” ideas for a new business. But turning that idea into a functioning business is very hard to do. This course is for students who want to learn how to identify and evaluate entrepreneurial opportunities so that they will only pursue those ideas that have the greatest chance of success. It will help students understand all of the things that they must do during the opportunity identification phase to accurately reflect the real tasks and costs of starting a new enterprise.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No. of Sessions	Percent weightage
I	Understanding of Business Opportunity <ul style="list-style-type: none"> • What is an idea • What is an Opportunity (definition) • Opportunity recognition • Opportunity process • Sources of opportunity • Types of business opportunity • Enhancement , extensions and specializations to create opportunity 	9	20 %
II	Analysis of Business Opportunity <ul style="list-style-type: none"> • Indian economy – opportunities • Tapping the right opportunity <ul style="list-style-type: none"> ○ Seizing the opportunity ○ Evaluating the opportunity ○ Understanding the timeframe ○ Computing the worth of an opportunity • Industry Analysis • Competitor Analysis • SWOT 	9	20%
III	Assessing business potential of an idea / opportunity <ul style="list-style-type: none"> • Idea Stage • Concept stage of an idea • Product development stage 	9	20%

	<ul style="list-style-type: none"> • Test marketing stage 		
IV	The Challenges in Business <ul style="list-style-type: none"> • The challenges of new venture start ups • Pitfalls in selecting new ventures • Why new ventures fail • Feasibility Plans Outline 	9	20%
V	Methods to initiate ventures <ul style="list-style-type: none"> • Creating new ventures <ul style="list-style-type: none"> ○ New new approach ○ New old approach ○ Examination of the financial picture • Acquiring an established entrepreneurial venture • Franchising 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Role plays
4. Management Games

6. Topics for assignments, presentations and caselets:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Arya Kumar	Entrepreneurship	Pearson Education	First,2012
2	D.F. Kuratko T.V. Rao	Entrepreneurship: A South Asian Perspective	Cengage Learning	2012

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Rajeev Roy	Entrepreneurship	Oxford University	Second Edition
2	Jerome Katz Richard Green	Entrepreneurial Small Business	Tata McGraw Hill	2e
3	Monica Loss F.L Bascuman	Entrepreneurial Development	Global Academic Publisher	First
4	Rashmi Bansal	Connect the dots	West Land DC Books	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester- V
Organizational Development
Elective Course: 170103504

1. Course Objective:

OD with its theoretical underpinning in social & behavioral science equips organizations with the capability to foster individual & organizational effectiveness. To make Students aware about Organizational development it helps them to develop a conceptual framework & practice.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No of Sessions	Percent weightage
1.	Introduction to organizational development <ul style="list-style-type: none"> • Overview of OD • Evolution of organizational development • Phases of organizational development • Typology of OD intervention • Future challenges 	9	20 %
2.	Organizational development as planned change & unplanned consequences <ul style="list-style-type: none"> • Developing the need for change • Involving key actors & establishing helping relationship • Diagnosing, articulating problem & support • Implementing actions, evaluation & stabilizing change • Rethinking resistance to change 	9	20%
3.	Person focused OD intervention <ul style="list-style-type: none"> • Typology of person focused intervention • Role playing • Instrumentation • Self-study & reflection • 360 degree feed back Team focused OD intervention <ul style="list-style-type: none"> • Teams and Work Group: Strategic units of Organization • Broad Team-Building Intervention - The Formal Group Diagnostic Meeting 	9	20%
4.	Organizational Development & Quality Movement	9	20%

	<ul style="list-style-type: none"> • Basics of restructuring Process • Organizational Development & Quality Movement(What is quality movement,PDCA Cycle,Integration of OD) • Role of power & politics in OD • Leadership role for OD • Interacting with HR Professional Role of HR in Organizational Development change • Organizational Transformation • Culture & Diversity, Multicultural Process 		
5.	Action Research Approach to OD <ul style="list-style-type: none"> • Preliminary data collection • Analysis of the data collection data • Generating alternative to solve the problem • Deciding suitable course action • Assessing result • What is action research? • Cyclic model of action research 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

S.No.	Author	Name of Books	Publications	Edition
1	L. Bolman and T. Deal	Reframing Organizations: Artistry, Choice, and Leadership	Jossey-Bass Publishers	Latest
2	T. G. Cummings and C. G. Worley	Organization Development and Change	SouthWestern College Publishing.	Latest
3	SK Bhatia	Management of Change and	Deep and Deep	Latest

		Organisation Development	publishers	
4	Wendell .L French and others	Organization Development and Transformation,	Tata Mcgraw Hill. Co.	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	Amitab Mehta	Organisation Development Principles, Process and Performance	Global India Business Publications, New Delhi	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
Indian Tax Structure
Core Course: 170101601

1. Course Objective:

The objective of the course is to acquaint the students with the concept of personal finance and tax planning from the viewpoint of individuals; - to equip the students with various principles and provisions of Income Tax Act, 1961 and applying it computation of income for individuals under various heads of income and also to give an insight into indirect taxes in the form of Goods and Services Tax in India.

2. Course Duration: 45 hours

3. No. of credits: 3

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Introduction to Personal Finance and Investment and taxation <ul style="list-style-type: none"> • Investor's Need and Nature: Avenues for Investments, Investment in equity and other securities including Government Securities, Investment in Gold, Silver, Diamonds and Antiques • Investment in Land and Building and other fixed assets: Investment in Bank Deposits, Investment in Life Insurance Policies, Investment in Provident Funds and Gratuity • Investment in Mutual Fund • Basic concepts of Taxation on Income: Assessment Year, Previous Year, Person, Assessee, Assessment, Income, Gross Total Income, Total Income, Tax Planning, Tax Avoidance, Tax Evasion, Tax Management, Residential Status of an Individual and Tax Incidence 	9	20%
II	Income from Salary <ul style="list-style-type: none"> • Different forms of Salary • Allowances and Perquisites • Retirement Benefits • Provisions regarding Employees Provident Fund • Deductions under the head of Income from salary 	9	20%
III	Income from various Sources	9	20%

	<ul style="list-style-type: none"> Income from House Property(Simple Sums) Income from Capital Gain: -Capital Asset, -Long term Capital Assets, Short term Capital Assets, Long term Capital Gain/Loss, Short term Capital Gain/Loss, Total or Partial exemption of Capital gains u/s 54, 54B, 54EA & 54EC of the Income Tax Act, 1961.(Simple sums) Income from other sources (Only Theory) 		
IV	Income from Business and Profession (from Individual's Viewpoint) <ul style="list-style-type: none"> Income covered under this head Allowable expenses, expressly disallowed expenses Sec 32 of the Income Tax Act, 1961 (only concept, No sums) 	9	20%
V	Deductions & Indirect Taxes: <ul style="list-style-type: none"> Deductions under various Sections of 80C,80D,80DD,80DDB,80E of the Income Tax Act,1961 History of Indirect Taxes in India Goods & Service Tax- Concept, Salient Features and Benefits 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Studies

6. Topics for assignments, presentations and case studies:

Topics will be announced at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	R.G.Saha&Ushadevi N	Income Tax (Direct Tax)	Himalaya Publishing House	Latest Edition

T2	Dr. M. Govindarajan	GST-A Practical Guide	Centax Publications Pvt. Ltd	Latest Edition
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9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Dr. V.K Singhanian & Dr. Monica Singhanian	Student's Guide to Income Tax	Taxmann Publication	Latest Edition
2	T.N. Manoharan	Direct Tax Law	Snowwhite Publications(P) Ltd.	Latest Edition

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to the following journals in order to get relevant knowledge pertaining to the subject: The Chartered Accountant

10. The Management Accountant
11. Business Standard
12. The Economic Times
13. Financial Express
14. The Mint
15. Chartered Financial Analyst
16. CFA Reader
17. Business Today
18. Business India
19. Business World

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester VI
Strategic Management
Core Course: 170101602

1. Course Objective:

The main objective of this course is to acquaint students with basic aspects of Strategic Management and to emphasize the need for aligning all business activities with organizational vision and mission. It will also enable students to understand various strategic options available to the organization at its various life stages.

2. Course Duration: 45 hours

3. Number of Credits: 3

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	<p>Overview of Strategic Management</p> <ul style="list-style-type: none"> • Concept of Strategy <ul style="list-style-type: none"> ▪ Strategic Management Definition of Strategic Management ▪ Process/ Basic Model of Strategic Management ▪ Importance of Strategic Management ▪ Elements • Strategic, Tactical and Operational Planning (Levels of Strategy) • Benefits of Strategic Planning • Strategy Makers and Strategic Decisions • Reasons for failure of Strategies 	9	20%
II	<p>Strategic Intent: Vision Mission and Objectives</p> <ul style="list-style-type: none"> • Strategic Fit, Leverage and Stretch • Understanding Strategic Intent • Vision <ul style="list-style-type: none"> ▪ Building Vision ▪ Creating Shared Vision ▪ Benefits of Vision • Mission <ul style="list-style-type: none"> ▪ Characteristics of Mission Statement ▪ Components of Mission Statement ▪ Advantages of Mission statement • Objectives and Goals • Characteristics of Objectives • Role of Objectives 	9	20%

III	External Analysis and Industry Analysis <ul style="list-style-type: none"> ● Environment of Business ● Components of External Environment ● Environment Scanning ● Organisation’s reaction to change in the environment ● Concept of Industry Analysis ● Michel Porter’s Industry Analysis ● Four corner’s Analysis- Michael Porter ● Strategic Group Industry Analysis ● Competitor Analysis 	9	20%
IV	Internal Analysis <ul style="list-style-type: none"> ● Concept of Internal Analysis ● Resource Based View of Internal Analysis <ul style="list-style-type: none"> ▪ Resources ▪ Capabilities and competencies ● Approaches of Internal Analysis <ul style="list-style-type: none"> ▪ SWOT Analysis <ul style="list-style-type: none"> ➤ Usefulness of SWOT Analysis ➤ Limitations of SWOT Analysis ▪ Value Chain Analysis <ul style="list-style-type: none"> ➤ Utility of Value Chain Analysis ● Concept of Synergy ● Building Synergy ● Ansoff Model ● BCG Matrix ● GE Nine cell Matrix 	9	20%
V	Strategy Formulation and Implementation <ul style="list-style-type: none"> ● Cost Leadership strategy ● Differentiation Strategy ● Focus Strategy ● Strategy and Structure ● Strategy implementation (Barriers in Strategy implementation and Institutionalisation of strategy) ● Concept of Strategy Evaluation and Control ● McKinsey’s 7S framework ● Balance score card ● Barriers to Evaluation of Strategy 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Studies

6. Topics for assignments, presentations and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	V S P Rao	Strategic Management –Text and Cases	ExcellBooks	2 nd Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	AzharKazmi	Strategic Management & Business Policy	Mc Graw Hill Publication Pvt Ltd.	3 rd Edition
2	P. SubbaRao, GTU Edition Himalaya Publication.	Business Policy & Strategic Management	Himalaya Publication.	GTU Edition
3	Francis Charunilam	Strategic Management	Himalaya Publishing House	2nd
4	Michael Porter	Competitive strategy: Techniques for analyzing industry and competitors	The Free Press Harvard Business School	1980

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

- | | |
|---|---|
| 1. Business Standard | 5. Business Today |
| 2. The Economic Times (Brand Equity Supplement) | 6. Financial Express |
| 3. Business India | 7. Indian Journal of Marketing |
| 4. Business World | 8. Indian Management –Monthly Journal from AIMA |

GLS University's
Bachelor of Business Administration (BBA) Programme
Proposed Syllabus
TYBBA
Semester VI
Operations Research
Core Course: 170101603

1. Course Objectives:

The student will understand the basic operations research concepts and terminology involved in Linear Programming Problem, Transportation & Assignment Problems, PERT & CPM, Game Theory. The course focuses on how to interpret and solve business-related word problems and to develop simple O.R. Models from a business perspective. To create a better understanding of Operations Research concepts in solving business and commerce related problems. The course serves as a good foundation for further study in management, accounting, marketing and finance.

2. Course Duration: 45 hours

3. No. Of Credit: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Marks Weightage
I	Linear Programming Problem (LPP) <ul style="list-style-type: none"> • Introduction and General Mathematical Formulation of LPP • Assumptions of LPP • Formulation of LPP – application of LPP • Graphical Method • Duality • Applications • Exercise in Excel 	9	20%
II	Transportation Problems (TP) <ul style="list-style-type: none"> • General Mathematical Formulation of TP • IBFS using North West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation Method (VAM) • Optimum solution using Modified Distribution (MODI) method • Solutions of TP under special cases of degeneracy, multiple, unbalanced and maximization • Applications 	9	20%

	<ul style="list-style-type: none"> • Exercise in Excel 		
III	<p>Assignment Problems(AP)</p> <ul style="list-style-type: none"> • General Mathematical Formulation of AP • Hungarian Method of solving AP • Solutions of AP under special cases of unbalanced , maximization, multiple solutions • Applications • Exercise in Excel <p>Sequencing</p> <ul style="list-style-type: none"> • N Jobs & 2 Machines • N Jobs & 3 Machines • Applications 	9	20%
IV	<p>Network Models and Methods</p> <ul style="list-style-type: none"> • Introduction to network, network diagram, concepts of event and Activity, critical path • PERT • CPM • Forward pass, Backward pass • Calculating EST, EFT, LST, LFT, Float of an activity and event • Applications 	9	20%
V	<p>Game Theory</p> <p>Introduction of Game Theory and some basic terms</p> <p>Pure and Mixed strategy games</p> <p>Two-Persons Zero-Sum Games</p> <p>The Maximin- Minimax Principle</p> <p>Games without saddle point (Mixed strategies)</p> <p>Reduce game by Dominance</p> <p>Applications</p> <p>Replacement Problem</p>	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

6. Topics for assignments, presentations and case studies:

The list will be given at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Premkumar Gupta & D S Hira	Operations Research	S. Chand	Latest Edition
T2	C R Kothari	Quantitative Techniques	Vikas Publishing	Latest Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Anderson, Sweeny & Williams	An Introduction to Management Science: Quantitative Approach to Decision Making	Cengage Publications	Latest Edition
2	J K Sharma	OR: Theory & Practice	McMillan Publications	Latest Edition
3	Winston & Albright	Practical Management Science	Cengage Publications	Latest Edition
4	Hiller & Lieberman	Introduction to Operations Research	Tata Mc-Graw Hill Publication	Latest Edition
5	H A Taha	Introduction to Operations Research	PHI Publications	Latest Edition
6	V K Kapoor	OR Techniques for Management	Sultan Chand & Sons	Latest Edition
7	Render, Stair, Hanna, Badri	Quantitative Analysis for Management	Pearson	Latest Edition
8	N D Vohra	Quantitative Techniques in Management	Tata Mc-Graw Hill Publications	Latest Edition

9	M P Khanna & R B Gupta	Quantitative Techniques for Decision Making	PHI	Latest Edition
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10. List of Journals/Periodicals/Magazines/Newspapers:

1. Vikalpa
2. IUP Journal of Marketing Management.
3. Indian Journal of Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
Grand Project
Core Course: 170101604

1. Course Objectives:

This course aims at introducing the students to Research Work. The students will be taken through the stages of Research, starting with identifying the research objectives, to deciding the Research Methodology, conducting Literature Review and/or Industry Analysis as applicable, designing and administering the data gathering tool, and ending with data analysis and interpretation. This will be followed by report writing, presentation and viva-voce. This course will help them design and conduct such studies in real life.

2. Number of Credits: 3

3. General Instructions:

This would be a Group Project. Each group for this Grand Project should have 10 students. One group may have lesser or more than 10, depending upon the total number of students.

Evaluation	Internal		External	
Project work	50 marks		50 Marks	
Details	Viva voce 25	Project work 25	Viva voce 25	Project work 25
Total Marks	50		50	
Minimum passing Marks	20(out of 50)		20 (out of 50)	

The marks for Grand Project shall be considered for deciding class and percentage of the student. Minimum Passing marks shall be at par with other subjects i.e. 40%.

4. Guidelines for Project Work:

The Research could be in any discipline studied over the previous two and-a-half years. This project will be conducted under the guidance of a Faculty Guide.

Students will be required to prepare and submit one group report with individual copies per member.

The report will be based on secondary and primary data gathered by the group members. Mere reproduction of secondary data should be avoided. The report should cover the following areas:

- **RELEVANCE/CONTRIBUTION OF THE PRODUCT/SERVICE/CONCEPT**
- **LITERATURE REVIEW**
- **CONCEPTUAL BACKGROUND/INDUSTRY ANALYSIS**
- **RESEARCH METHODOLOGY:**

Research Objectives, Research Design, Sampling Design (sample size, sampling plan, sampling technique), Data Collection (Data Sources, Data collection techniques, Data collection tools)

- **USEFULNESS OF THIS STUDY**
- **DATA ANALYSIS AND INTERPRETATION**
- **FINDINGS**
- **LIMITATIONS OF THE STUDY**
- **CONCLUSION**

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
Corporate Finance II
Subject Elective: 170104651

1. Course Objective:

- To make the students acquaint with the nature and importance of investment decisions with special reference to capital budgeting
- To provide an insight into the Foreign Exchange markets
- To provide an understanding of the various international financial instruments
- **Course Duration:** 45 hours

3. Number of Credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Investment Decisions <ul style="list-style-type: none"> • Nature of investment decisions • Importance of Investment decisions • Types of Investment Decisions • Discounted and Non discounted techniques • Merits and Demerits • Simple problems based on the techniques using SLM 	9	20%
II	Determining Cash flows for investment Analysis <ul style="list-style-type: none"> • Cash flows versus Accounting profit • Incremental Cash flows • Components of cash flows • Risk analysis in capital budgeting decisions 	9	20%
III	Capital Budgeting decisions Problems based on NPV <ul style="list-style-type: none"> • For the Independent, Replacement and Mutually Exclusive Decisions. (including Block of Assets concept WDV method) • Concept of Capital Rationing – including sums 	9	20%
IV	International financial management <ul style="list-style-type: none"> • World Monetary Systems • Agencies that facilitate International Flows • Foreign Exchange Markets 	9	20%

	<ul style="list-style-type: none"> Foreign Exchange Transactions – Spot, Forward and Swap Transactions Foreign Exchange Rates – Bid vs Ask Rate, Direct vs Indirect Rate, Cross Rates, Spot vs Forward Rate – Meaning and short sums 		
V	Business Valuation Approaches <ul style="list-style-type: none"> Income, asset and market approaches 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case lets

6. List of topics for assignments and presentations:

The list will be given by the instructor in the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination (University Exam)	50% (External Assessment)

8. Basic Text Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1	M Y Khan & P K Jain	Financial Management	Mc Graw Hill Education	7 th Edition
2	I M Pandey	Financial Management	Vikas publishing House	11 th edition
3	Dr. R.P Rustagi	Financial Management. Theory, Concepts & Problems	Galgotia Publishing Company	4 th Revised Edition

9. Reference Books:

Sr.no.	Authors	Name of the book	Publisher	Edition
1.	Ravi M Kishore	Strategic Financial Management	Taxmann's	2 nd edition

2.	Rajiv Shrivastava& Anil Mishra	Financial Management	Oxford University Press	2 nd edition
3.	Prasanna Chandra	Financial Management		Latest
4.	P.V. Kulkarni	Financial Management-		Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Economic Times
2. Harvard Business Review
3. Journal of Human Values

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
Customer Relationship Management
Subject Elective: 170104611

1. Course Objective:

- To acquire, maintain, enhance and retain the customers through CRM strategies and tactics
- CRM can provide marketing and sales managers with a new array of marketing strategies not possible before
- To understand the management of customer portfolio and abundant customer data
- To understand the CRM trends, challenges and opportunities

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent weightage
I	Introduction to CRM & Understanding Relationships <ul style="list-style-type: none"> • Meaning and stages of relationship • why companies and customers want relationship • why companies and customers do not want relationship • Understanding of the Six-markets model • Introduction, Definition and Significance of CRM • Major perspectives on CRM: strategic, operational, analytical and collaborative • Several common misunderstandings about CRM 	9	20 %
II	Developing Customer-related databases <ul style="list-style-type: none"> • Introduction to Building a customer related database • Define database functions • Understanding information requirements & customer information fields • Identify the information sources • Select the database technology 	9	20%

	<ul style="list-style-type: none"> • Populate and maintain the database • Desirable data attributes • Short Concepts on Data Mining and Data warehousing 		
III	<p>Models of CRM</p> <ul style="list-style-type: none"> • IDIC model, Qci model, CRM Value Chain, Payne's five-process model and The Gartner competency model <p>Customer Portfolio Management</p> <ul style="list-style-type: none"> • Meaning of Portfolio and a customer • Data mining and Clustering as a discipline for Customer Portfolio Management • Strategically significant customers and its management strategies 	9	20%
IV	<p>Managing the Customer Lifecycle</p> <ul style="list-style-type: none"> • Customer Lifecycle • Customer acquisition tools • Economics of customer retention • Strategies for customer retention • Strategies for customer development • Strategies for terminating customer relationships 	9	20%
V	<p>CRM Trends, Challenges and Opportunities</p> <ul style="list-style-type: none"> • Organisation Environment & CRM • Social Networking and CRM • Trends in current technology • Emerging Technologies • Dynamic CRM: Transitioning for the future 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Francis Buttle	Customer Relationship Management, Concepts and Technologies	Elsevier	Latest
2	Alok Kumar Rai	Customer Relationship Management, Concepts and Cases	PHI Learning	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Roger J. Baran & Robert J. Galka	CRM: The foundation of Contemporary Marketing Strategy	Routledge	Latest
2	John W. Gosney and Thomas P. Boehm	Customer Relationship Management Essentials	PHI Learning	Latest
3	Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh	Customer Relationship Management: Emerging concepts, tools and applications		Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Economic Times
2. ICFAI Journals
3. Articles from financial newspapers Business Line, Business Standard, Mint
4. HBR articles

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
Export Import Procedures & Documentation
Subject Elective: 170104671

1. Course Objective:

Students will understand the procedure of executing one export order after receipt of the purchase order from foreign buyer. They will Learn Need and requirement of documents for specific country and will identify difference government policies to boost India's export under foreign trade policies.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No of Sessions	Percent weightage
1.	<p>Preliminaries for Exports and Imports</p> <ul style="list-style-type: none"> • Meaning of Exports, • classification of goods for export, • Methods of Exporting, • Direct Exporting: Meaning ,Advantages, Disadvantages • Indirect Exporting: Meaning ,Advantages, Disadvantages • Export Marketing Organisation in India & Functions <p>Imports</p> <ul style="list-style-type: none"> • Meaning of Imports, • Liberalisation of Imports, • Negative List for Imports, Categories of importers • Special Scheme for Importers 	9	20 %
2.	<p>Basic of export procedure and documentation part 1</p> <ul style="list-style-type: none"> • Steps in Export Procedure: Pre-shipment and Post –shipment Procedure, Shipment Procedure • Documentation: Export Documentation in India, commercial Invoice, shipping Bill, Certificate of Origin, Consular Invoice, Mate's receipt, Bill of Lading, Guaranteed Remittance form, Types of 	9	20%

	Marine Insurance policies		
3.	Basic of import procedure and documentation part 2 <ul style="list-style-type: none"> Steps in Import Procedure: Pre Import Procedure, legal dimension of import procedure, Retirements of Import documents, custom clearance for imported goods, warehousing of imported goods, Exchange control provisions for imports. Documentation: Transport documents, Bill of Entry, Airway Bill, Certification of Inspection, and Certificate of Measurement. Freight Declaration 	9	20%
4.	Inco terms <ul style="list-style-type: none"> Understanding Inco terms Variations of INCOTERMS(Describe in International supply chain management, David & Stewart) 	9	20%
5.	Export promotion Measures in India <ul style="list-style-type: none"> Introduction, Duty Drawback, Procedure for claiming Duty Drawback, Deemed Exports, ASIDE, MDA, MAI, Town of Export Excellence, EPCG Scheme 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and case lets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr.No.	Name of Books	Author	Publication	Edition
1.	Export Import Policy & Documentation	Khushpat Jain	Himalaya Publication	Latest
2.	International Supply Chain Management	David and Stewart	Cengage	Latest

9. Reference Links:

1. FTP - <http://www.youtube.com/watch?v=V4AjcG3-z38>
2. Export procedure and documentation - <http://www.youtube.com/watch?v=BTQX1SKfKgw>
3. FTA - http://www.youtube.com/watch?v=65UcSx_LrZI&list=PLQgtmBaAZrq-UArxK-sBrum_P44yv5H41
4. FTA - <http://www.youtube.com/watch?v=nvgZcc43wfg>

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
SEM – VI
Contemporary Issues in Accounting and Finance
Subject Elective: 170104652

1. Course Objective:

It aids the students to be acquainted with a variety of contemporary Finance and Accounting techniques, issues regarding various strategic options and develop good understanding of the application of these novel initiatives.

2. Course Duration: 45 hours

3. Number of Credits: 3

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Emerging Practices in Finance <ul style="list-style-type: none"> • Crowd funding: Meaning, Benefits, Risk and Types • Loan Syndication: Meaning, Types, Underwritten Deal, Best efforts, Club Deal • Green Finance: Meaning, Importance • Crypto currency: Meaning, Benefits & Drawbacks • Securitization: Meaning, Types, Merits & Demerits to issuers and investors 	9	20%
II	Emerging Global Markets & Finance Function <ul style="list-style-type: none"> • Foreign exchange market: Distinctive features • Foreign Exchange Rates- Bid & Ask, Direct & Indirect, Cross rates (simple sums) • Financing International operations: Euro currency loans, Euro bonds & Foreign Bonds, Depository Receipts, ADRs, GDRs 	9	20%
III	Target Costing <ul style="list-style-type: none"> • Definition and Meaning • Steps in Target Costing • Methodology • Target costing approach to Product Pricing • Methods of Establishment of Target costs Benchmarking <ul style="list-style-type: none"> • Definition and Meaning 	9	20%

	<ul style="list-style-type: none"> • Evolution of Benchmarking Concept • Code of Conduct • Pre-requisites for successful benchmarking • Methodology in Implementation • Types of Benchmarking • Merits & Demerits of Benchmarking <p>Backflush Accounting</p> <ul style="list-style-type: none"> • Definition and Meaning, Problems, Advantages • Variants of Backflush Accounting 		
IV	<p>Throughput Accounting</p> <ul style="list-style-type: none"> • Meaning and Definition • Basic Concepts • Traditional Product Costing & Throughput Accounting: Distinction, Bottlenecks and Overhead Attribution <p>Resource Consumption Accounting</p> <ul style="list-style-type: none"> • Definition and Meaning • Methodology in Implementation • Advantages and Limitations <p>Lean System</p> <ul style="list-style-type: none"> • Meaning, Steps • Lean Production System • Lean Management Accounting: Meaning & Advantages <p>Pareto Analysis</p> <ul style="list-style-type: none"> • Meaning • Practical Applications • Usefulness 	9	20%
V	<p>Strategic Management Accounting</p> <ul style="list-style-type: none"> • Definition and Meaning • Major Competitive Forces influencing Business Strategy • Competitive Business Environment • Information provided by Strategic Management Accounting <p>International Accounting & Global Convergence</p> <ul style="list-style-type: none"> • Introduction, Definition, Importance, Scope • Status of International Accounting Education: World Scenario • Global Convergence of Accounting: Introduction, Need 	9	20%

	<ul style="list-style-type: none"> • Early Development • Benefits and Challenges in convergence 		
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5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Studies

6. Topics for assignments, presentations and case studies:

The list will be given at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes /Class	30%(Internal Assessment)
2.	Internal Examination	20%(Internal Assessment)
3.	External Examination	50%(External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Ravi M Kishore	Cost & Management Accounting	Taxmann	5 th Edition
T2	ShirinRathore	International Accounting	Prentice Hall of India	2 nd Edition
T3	Khan and Jain	Financial Management		

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1				

10. List of Journals/ Periodicals/Magazines/Newspapers:

1. Mint
2. Business Line
3. The Economic Times
4. The Hindu

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester VI
Marketing Perspectives
Subject Elective: 170104612

1. Course Objective:

This course tries to give a brief introduction to the varied contemporary topics which every student of marketing should have some understanding about. Through a series of lectures and guided readings, students should develop a broader appreciation of the field and its foundations, plus insights into recent developments within the field and the process of knowledge development within marketing.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No. of Sessions	Percent weightage
I	Rural marketing <ul style="list-style-type: none"> • Definition and characteristics of Rural Markets • Understanding Rural Consumers • Researching Rural Markets • Communication and Diffusion Process • Distribution in Rural Markets • Non-Conventional methods of Reaching Rural Markets 	9	20 %
II	Retail Marketing <ul style="list-style-type: none"> • Introduction to Retailing, Significance of retail industry, new role of retailer's • Indian retail scenario and its future prospects. • Classification of retail stores • The factors influencing retail shopper • The importance of store locations • The concept of merchandising • The concept of customer service • Retail Communication 	9	20%

III	Non-Profit Organization <ul style="list-style-type: none"> • Non-Profit Organisation Concept, types, problems& Characteristics • Market Segmentation for Non-profit organisation • Promotion of Non-Profit Organization • Donor Marketing, Attracting Funds, Fund raising-goals and strategy 	9	20%
IV	Public Relations <ul style="list-style-type: none"> • Definition of Public Relations, Basic Function • Techniques of PR and Corporate Communication (Organizing Press Conference, one on one interviews, select press briefing, floating of press releases, writing in depth analysis on subjects concerning the organization • The principles of effective communication (using intranet, house journals, newsletters, wall posters) • Journalism as a basic tool of PR • Writing Press Releases 	9	20%
V	Sports Marketing <ul style="list-style-type: none"> • Corporate Sponsorship • Licensing • Media’s Role • Advertising • Promotions • Endorsement of Products by Athletes • Career Opportunities 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case study method
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be announced at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Philip Kotler, Kevin Lane Keller, Abraham Koshi, Mithileshwar Jha	Marketing Management- A South Asian perspective	Pearson Education	14th Edition
2	Dr. S H Kazmi	Marketing Management	Excell Books	Latest Edition
3	Rajan Saxena	Marketing Management	Tata McGraw Hill	4 th

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Iqbal Sachdeva	Public Relations – Principles and Practices	Oxford	Latest
2	ShyamBalasubramaniam	The Business of Cricket: the story of Sports Marketing		

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Business Standard
2. The Economic Times (Brand Equity Supplement)
3. Financial Express (Brand Wagon Supplement)
4. Business Today
5. Business India
6. Business World
7. Pitch
8. Indian Management –Monthly Journal from AIMA
9. Indian Journal of Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
International Marketing Research and Industry Analysis (Project Report)
Subject Elective: 170104672

1. Course Objective:

This subject focuses on Industry as well as product analysis from the international perspective through international market research tools and techniques. This subject will be in the form of project report. Students will be able to understand the future and existing scope of products for foreign trade. This will make them capable to understand the market space which available at globally for the product. This subject equally focuses on the research part to prepare students for their globally competitive future.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topic	No of Sessions	Percent weightage
1	Introduction to Marketing Research <ul style="list-style-type: none"> • Defining the marketing research Problem & developing an approach • Research Design • Exploratory • Descriptive • Causal • Sampling • Data collection • Preparation • Analysis 	9	20 %
2	Industry Study Report <ul style="list-style-type: none"> • Select the prospective industry • Industry's: introduction • Geography • People and society • Government • Economy • Energy 	9	20%

	<ul style="list-style-type: none"> • Know the Industry in Nutshell 		
3.	Study the Industry in - depth <ul style="list-style-type: none"> • STEEPLED Analysis • Study Indian state and its major Industry to carry out SWOT analysis of selected sector/Industry of the state • Value chain analysis of the specific industry • Selection of product from the industry understanding of international trade 	9	20%
4.	Global Aspect <ul style="list-style-type: none"> • Global Scenario of the product • Indian Scenario of the product • Growth of the product in overseas • PLC of the product • Value chain analysis of the product • International Supply chain & Logistic for the product. • Inventory and material handling across the country. • Documentation for export • Market availability for the product(Exports) • Scope and challenges 	9	20%
5.	Report Preparation <ul style="list-style-type: none"> • Report Format: • Title Page • letter of transmittal • letter of authorisation • table of contents • executive summary • problem definition • approach to the problem • research design, data analysis • Oral presentation 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Khushpat Jain	Export Import Policy & Documentation	Himalaya Publication	Latest
2	V. Kumar	International Market research	Prentice Hall	Latest
2	David and Stewart	International Supply Chain Management	Cengage learning	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1.	C. Samul Craig	International Market Research	Wiley	Latest

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Times of India
2. Economic Times
3. ICFAI Journals

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester VI
Analytical Communication-II
Foundation Course: 170102601

1. Course Objective:

The main objective of this course is to make students understand professional writing by studying management communication contexts and genres, researching contemporary business topics, analyzing quantifiable data discovered by researching, and constructing finished professional workplace documents.

2. Course Duration: 45 hours

3. Number of Credits: 3

4. Course Content:

Unit No.	Topics	No. of Sessions	Marks Weightage
I	Communication in Management <ul style="list-style-type: none"> • Conflict management • Negotiation skills • Assertiveness 	9	20%
II	Film texts <ul style="list-style-type: none"> • Manthan • Mirch Masala • Guru • Sarkar/The God Father • Iqbal • Aankhen • A Hijacking • Shrek (1,2 &3) • A Civil Action • The Exam • Man from Earth <p>Remark: These films will be used as cases to explain the points mentioned in Unit 1. Students will be assessed based on the films that are NOT discussed in class.</p>	9	20%
III	Questionnaire designing <ul style="list-style-type: none"> • Concept & importance of questionnaire • Planning the questionnaire 	9	20%

	<ul style="list-style-type: none"> Types of questions Writing the questionnaire 		
IV	Research Paper writing <ul style="list-style-type: none"> What is research? Format of a research paper Introduction to the concept of Plagiarism Introduction to various style sheets APA referencing Composition of Research Paper 	9	20%
V	Presentation of Research Paper	9	20%

5. Teaching Methods:

The following pedagogical tools will be used:

- Lectures
- Workshop
- Movie Screenings
- Case Analysis

6. Topics for Assignments, Presentations and Project Work:

The list will be announced at the beginning of the Semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc. (Unit-1, 2, 3 & 4)	30% (Internal Assessment)
2.	Internal Examination: Practical exam – Presentation of a research paper (only unit 5) will be evaluated in the internal exam	20% (Internal Assessment)
3.	External Examination (University Exam) : Written exam to evaluate (Unit-1,2,3 & 4)	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1.	Courtland Bovee, John Thill and Barbara Schatzman	Business Communication Today	Pearson Prentice Hall	13 th
2	P D Chaturvedi, Manish Chaturvedi	Business Communication: Concepts, Skills, Cases and Applications	Pearson	3 rd

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	Payal Mehra	Business Communication For Managers	Pearson	2nd
2	Shirley Taylor, V.Chandra	Communication for Business: A Practical Approach	Pearson	1st

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject:

1. Forbes India
2. Business World
3. India Business Journal
4. Economic and Political Weekly (EPW)
5. Business Today
6. Vikalpa – IIMA
7. Harvard Business Review

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester VI
Financial Services
Elective Course: 170103601

1. Course Objective:

Financial services play an important role in the development of the Indian economy. The objective of the course is to impart a detailed understanding about the various financial services and its role in the Indian financial system.

2. Course Duration: 45 hours

3. Number of credits: 3

4. Course Content:

Module No.	Topic	No. of Sessions	Percent Weightage
I	Financial Services – An Overview <ul style="list-style-type: none"> • Concept and Objectives/Functions of Financial Services • Characteristics of Financial Services • Concept of Financial Services Market and its constituents • Growth of Financial Services in India • Problems of Financial Services Sector 	9	20%
II	Merchant Banking and Depository & Custodial Services <ul style="list-style-type: none"> • Merchant Banking • Meaning • Functions of Merchant Banking: Corporate Counseling, Project Counseling, Pre investment Studies, Capital Restructuring Services, Credit Syndication, Issue Management and Underwriting, Portfolio Management, Working Capital Finance, Acceptance Credit and Bill Discounting, Merger and Acquisition, Venture Financing, Lease Financing, Foreign Currency Financing, Brokering Fixed Deposits, Mutual Funds, Relief to Sick Industries, Project Appraisal 	9	20%

	<ul style="list-style-type: none"> • Merchant Banker's Code of Conduct 		
III	Leasing & Hire Purchase <ul style="list-style-type: none"> • Meaning and Mechanics of Leasing • Types of Leases - Difference between Financial and Operating lease • Participants and Process of Leasing • Financial Evaluation of Leasing form Lessor's and Lessee's Viewpoint • Difference between Hire Purchase Financing and Lease Financing 	9	20%
IV	Mutual Funds <ul style="list-style-type: none"> • Meaning and Benefits • Classification of Mutual Funds • Mechanics of Mutual Fund Operations • Managing Mutual Funds in India (Players) • Operational Efficiency of Mutual Funds 	9	20%
V	Insurance <ul style="list-style-type: none"> • Definition • Basic Principles of Insurance • Life Insurance – Meaning & types of Policy • General Insurance – Meaning and types • Health Insurance • Motor Insurance • Rural Insurance 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Studies

6. Topics for assignments, presentations and case studies:

The list will be given at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Dr. G Gursamy	Essentials of Financial Services	Tata McGraw Hill Pvt. Ltd	Second Edition
T2	Thummuluri Sidaiah	Financial Services	Pearson	First Edition

9. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
1	M. Y. Khan	Financial Services	Tata McGraw Hill Pvt. Ltd	Fifth Edition
2	K Sasidharan Alex k Mathews	Financial Services and System	Tata McGraw Hill Pvt. Ltd	Second Reprint
3	G. Sudarsana Reddy	Financial Management- Principles and Practice	Himalaya Publishing House	Third Edition
4	Mukund Sharma	Banking & Financial Services	Himalaya Publishing House	Latest Edition

10. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Chartered Accountant
2. Corporate India
3. Business Standard
4. The Economic Times
5. Financial Express
6. The Mint
7. Chartered Financial Analyst
8. CFA Reader
9. Business Today
10. Business India
11. Business World
12. Budget Bulletin

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester VI
Event Marketing
Elective Course: 170103602

1. Course Objective:

- To apply a systematic approach to the research, design, planning, implementation, and set effective event marketing objectives
- To define the event experience from a services product point of view
- To assess the perceived value of an event and establish appropriate pricing options
- To develop an integrated communications strategy to sell event

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No. of Sessions	Percent weightage
I	Contemporary Issues in Event Marketing <ul style="list-style-type: none"> • Event Marketing Trends • Shifting Demographics and Consumer Behavior • Marketing in the Experience Economy 	9	20 %
II	Developing a Marketing plan <ul style="list-style-type: none"> • The Marketing Plan Process • Marketing Analysis 	9	20%
III	Roles and Responsibilities of the Event Management Team <ul style="list-style-type: none"> • Product Levels, Physical Evidence and Product Planning • Developing your Product Packaging 	9	20%
IV	Marketing Communications: Advertising, Public Relations and Word of Mouth <ul style="list-style-type: none"> • Integrated Marketing Communications • Public Relations and Word of Mouth 	9	20%
V	Marketing Communications: Social Media and the Internet <ul style="list-style-type: none"> • E-Marketing • Social Media as a Marketing Tool 	9	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case study method
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	C.A.Preston	Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions	Willey	2nd Edition
2	Leonard H Hoyle	Event Marketing	Wiley	latest
3	Ivna Reic	Events Marketing Management : A Consumer Perspective	Routledge	Latest

9. Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	C A Preston	Event Marketing	Wiley	Second

10. List of Journals/Periodicals/Magazines/Newspapers:

1. Business Standard
2. The Economic Times (Brand Equity Supplement)
3. Financial Express (Brand Wagon Supplement)

4. Business Today
5. Business India
6. Business World
7. Pitch
8. Indian Management –Monthly Journal from AIMA
9. Indian Journal of Marketing

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
Emotional Intelligence and Managerial Effectiveness
Elective Course: 170103603

1. Course Objective:

- To explain the concept of emotional Intelligence
- To explain about components of EI
- To teach importance of self-assessment & self-motivation
- To make learner understand and applying EI on organizations
- To understand process of improving and managing emotions

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module number	Topic	No. of Sessions	Percent weightage
I	<p>An introduction to Emotional Intelligence</p> <ul style="list-style-type: none"> • Emotions and Attitude, Emotional Competence, • Emotions and Childhood, • 5 Dimensions of EQ • Role of Emotions, Some Myths about EQ • Difference between IQ and EQ , • Emotional Intelligence and Personality • 'Winners' and 'Losers', Where Do Emotions Come from? Do we operate from two Minds? 	9	20 %
II	<p>Managing Emotions and EQ Development I</p> <ul style="list-style-type: none"> • Can Emotions be positive or Negative? Can EQ be developed? • Developing High Self-Awareness-Why High Self Awareness Is the Basic Building Block of Emotional Intelligence • How to Increase your self -Awareness, Seeing the Other Side • Putting All the Self-Awareness Factors Together • Managing Emotions: Self- Regulation, Understanding Emotions, • Learning with Empathise with Others 	9	20%

	<ul style="list-style-type: none"> • Learning to Attain Self- defined Goals • How Emotional Literacy Helps, Developing Higher Self-Esteem 		
III	<p>Motivations and EI</p> <ul style="list-style-type: none"> • Emotional Quality Management, Dealing with Emotional Upsets • Positive Emotions to be managed and be a problem solver • Motivating yourself: Optimism and Pessimism, Motivation is the key to starting a task and staying with it. • Sources of Motivation • How to Deal with Setbacks and Create Comebacks • Empathy • Barriers to empathy • Developing your empathy 	9	20%
IV	<p>Managing Emotions and EQ Development II</p> <ul style="list-style-type: none"> • Social skills • Making an impact • Creating a powerful first impression • Assessing a situation • Being zealous without being offensive • Traits of a person with high social skills • Developing Effective Communication Skills- Using Sensitivity, Self- Disclosure, Assertiveness, Dynamic Listening, Criticism, Team Communication • Developing Interpersonal Expertise • Helping Others Help Themselves 	9	20%
V	<p>Executive EQ</p> <ul style="list-style-type: none"> • Applying Emotional Intelligence in Organizations: What is Professional Success? • Handling Work Frustrations, EQ and Stress Management • Levels of EQ Required for various jobs, EQ and Credibility of Managers • EQ and Conflict Resolution • Executive EQ • Developing EQ in Organizations: Different Phases of Developing EQ 	9	20%

	<ul style="list-style-type: none"> • Coping with anger in organizations • Rational Emotive Therapy • Measuring EQ 		
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5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and caselets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination (Mid Semester Exam)	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Text and Reference Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Daniel Goleman	Work with Emotional Intelligence	Bantam Books	Latest
2.	Hendrie Weisinger	Emotional Intelligence at Work	Weisinger	Latest
3.	Dalip Singh	Emotional Intelligence at work-A Professional Guide	Response Books	Latest

9. List of Journals/Periodicals/Magazines/Newspapers:

- <http://www.healthyworkplaces.info/wp-content/uploads/2012/10/emotional-intelligence.pdf>
- <http://www.free-management-ebooks.com/dldebk-pdf/fme-understanding-emotional-intelligence.pdf>
- http://www.ccl.org/wp-content/uploads/2015/04/ccl_managerialeffectiveness.pdf

GLS University's
Bachelor of Business Administration Programme
Proposed Syllabus
TYBBA
Semester-VI
Talent Management
Elective Course: 170103604

1. Course Objective:

This course is designed to introduce the students to Talent Management - an emerging and very important sub-function of Human Resource Management. In today's knowledge-driven world, the need for Talent Management is felt all the more strongly. Talent Acquisition, Development and Retention are covered along with Human Resource Development and these topics are studied with a global perspective.

2. Course duration: 45 hours

3. Number of credits: 03

4. Course Content:

Module No.	Topics/Chapters	Number of sessions	Percent weightage
I	Introduction to Talent Management <ul style="list-style-type: none"> • Meaning of Talent and Talent Management, Definition of Talent Management (TM) • Need of TM; Sub-systems of TM • Competency Assessment – types of competencies 	09	20 %
II	Talent Acquisition <ul style="list-style-type: none"> • Best practices in Succession Planning and career Planning Programs (An Integration Model); • Steps in designing a succession Planning program • CEO Succession Planning 	09	20%
III	Talent Development <ul style="list-style-type: none"> • Training and Development Professional's Responsibilities • Coaching and Development • Common Performance measurement mistakes and best practices • Improving Performance through the Employee Value Exchange (The Rewards of Work Model) 	09	20%

IV	Talent Retention <ul style="list-style-type: none"> • Talent Retention through total rewards elements • Relationship between employee involvement and employee engagement • The 9 key Talent Management Practices 	09	20%
V	Human Resource Development <ul style="list-style-type: none"> • Understanding Development and Resource effectiveness (6 Resources of the World) • Understanding and Developing human relationships; • Developing Emotional Intelligence; Systems, Habits and Disciplines 	09	20%

5. Teaching Methods:

The following pedagogical tools will be used in this course:

1. Lectures and discussions
2. Assignments and presentations
3. Case studies and case lets
4. Role plays
5. Management Games

6. Topics for assignments, presentations, and case studies:

The list will be given by the instructor at the beginning of the semester.

7. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments/Presentations/ Quizzes/Class Participation etc.	30% (Internal Assessment)
2.	Internal Examination	20% (Internal Assessment)
3.	External Examination	50% (External Assessment)

8. Basic Text Books:

Sr. No.	Author(s)	Name of the book	Publisher	Edition
1	Lance A. Berger and Dorothy R. Berger	Talent Management Handbook	McGraw Hill	2 nd Edition

9. List of Journals/Periodicals/Magazines/Newspapers:

1. Indian Journal of Training and Development
2. National HRD Network Newsletter

3. Ascent by Times of India
4. People Matters Magazine
5. Human Capital Newsletter
