

Center for Management Studies

JAIN UNIVERSITY

Declared as deemed-to-be-University u/s 3 of the UGC Act, 1956

Bachelor of Business Administration Programme

(Affiliated to Jain University)

**MANUAL
2015-18**

Academics, Entrepreneurship, Corporate Training, Toastmasters, Dual Programme, CAT Training, Cambridge University Programme, Workshops and Seminars, Analysis, Strategy, Research, Leadership, Industrial Visits, International Visits, International Seminars, Abhinaya, Threshold, Lasya, Precipice, Distribution, Sales, Media

CONTENTS

JGI (Jain Group of Institutions)	02
Responsibility Profile : Administration	03
Guidelines for B.B.A. Students	04
Note to Parents	05
Calendar of Events : 2014 - 2015	06
BBA Course Structure (Six Semesters)	07-08
Syllabus : I Semester	09-14
II Semester	15-21
III Semester	22-28
IV Semester	29-34
V Semester	35-45
VI Semester	46-56
Dual Programme Overview	57
Syllabus : FchFP	58
IOC	59-86
CIM	87-122
HRM	123-126
FMB	126
Entrepreneurship & Business Management from EDI	127
Event Management	128
Association of Chartered Certified Accountants (ACCA)	129

Jain University (Constituent Colleges and Centres)

School of Graduate Studies, J C Road, Bangalore, Karnataka
 School of Engineering & Technology, Kanakapura, Karnataka
 Center for Management Studies, Bangalore, Karnataka
 Center for Post Graduate Studies, Bangalore, Karnataka
 School of Commerce Studies, Bangalore, Karnataka
 CMS Business School, Bangalore, Karnataka
 Centre for Research in Social Science and Education, Bangalore, Karnataka
 Centre for Emerging Technologies, Kanakapura, Karnataka
 Centre for Disaster Mitigation, Bangalore, Karnataka
 Centre for Ancient History & Culture, Bangalore, Karnataka
 Chenraj Roychand Centre for Entrepreneurship, Bangalore, Karnataka
 International Institute for Aerospace Engineering and Management, Bangalore, Karnataka
 Centre for Nano & Material Sciences

Colleges (Pre-University, Under Graduate, Post Graduate)

Sri Bhagawan Mahaveer Jain College (SBMJC), V V Puram, Bangalore, Karnataka
 Sri Bhagawan Mahaveer Jain College, J C Road, Bangalore, Karnataka
 Sri Bhagawan Mahaveer Jain Evening College, V V Puram, Bangalore, Karnataka
 Sri Bhagawan Mahaveer Jain Evening College, J.C Road, Bangalore, Karnataka
 Sri Bhagawan Mahaveer Jain College, K.G.F, Karnataka
 Jain College, Belgaum, Karnataka
 Jain College, Kanakapura, Karnataka
 Jain College, Hubli, Karnataka
 Jain College, Jayanagar, Bangalore, Karnataka
 Jain College, Rajarajeshwari Nagar, Bangalore, Karnataka
 Jain College, Jamshedpur, Jharkhand
 Jain College of Engineering, Belgaum, Karnataka
 Jain College of MCA & MBA, Belgaum, Karnataka
 Jain Institute of Technology, Davanagere, Karnataka
 Jain Polytechnic, Belgaum

Management & Professional Excellence Institutions

MATS Institute of Management & Entrepreneurship, Bangalore, Karnataka
 Human Networking Academy, Bangalore, Karnataka
 School for Leadership & Entrepreneurial Excellence, Bangalore, Karnataka
 Jain Animation School, Bangalore, Karnataka
 SBMJC Centre for Design, Bangalore, Karnataka

Schools (Preschool to 12)

Jain International Residential School, Kanakapura, Karnataka
 Jain Heritage School, Bangalore, Karnataka
 Jain Heritage School, Belgaum, Karnataka
 Jain Heritage School, Tirupathi, Andhra Pradesh
 Jain Heritage School, Madanapalli, Andhra Pradesh
 Jain Heritage a Cambridge School, Kondapur, Andhra Pradesh
 Jain Heritage a Cambridge School, Shamirpet, Andhra Pradesh
 Jain Heritage a Cambridge School, Visakhapatnam, Andhra Pradesh
 Jain Heritage a Cambridge School, Nagpur, Maharashtra
 Jain Public School, Kanakapura, Karnataka
 Jain Public School, Davanagere, Karnataka
 Jain Public School, Rattlam, Madhya Pradesh
 Jain Public School, Badnagar, Madhya Pradesh
 Jain Public School, Jhabua, Madhya Pradesh
 Jain Public School, Secunderabad, Andhra Pradesh
 Jain Public School, Ranebennur, Karnataka

Jain Public School, Korba, Chhattisgarh
 Jain Public School, Tumkur, Karnataka
 Jain Public School, Chintamani
 Jain Public School, Bijapur, Karnataka
 Jain Public School, Shimoga, Karnataka
 Jain Public School, Bellary, Karnataka
 The Jain International School, Bangarpet, Karnataka
 The Jain International School, KGF, Karnataka
 The Jain International School, Hubli, Karnataka
 The Jain International School, Aurangabad, Maharashtra
 The Jain International School, Mulbagal, Karnataka
 Jain English Medium School, Kadri, Andhra Pradesh
 Jain Toddlers, Bangalore, Karnataka
 Jain Toddlers, Jayanagar, Bangalore, Karnataka
 Jain Toddlers, Jubilee Hills, Hyderabad, Andhra Pradesh
 Jain Toddlers, Kondapur, Hyderabad
 Jain Toddlers, Mahindra Hills, Secunderabad, Andhra Pradesh
 Jain Toddlers, BITS Pilani, Secunderabad
 Jain Toddlers, Aurangabad, Maharashtra
 Jain Toddlers, Kanpur, Uttar Pradesh
 Jain Toddlers, Hubli, Karnataka
 Jain Toddlers, Indore, Madhya Pradesh
 Jain Toddlers, Shimoga, Karnataka
 Jain Toddlers, Madanapalli, Andhra Pradesh
 Jain Toddlers, Mysore, Karnataka
 Jain Toddlers, Hindupur, Andhra Pradesh
 Jain Toddlers, Kolar, Karnataka
 Jain Toddlers, J P Nagar, Bangalore, Karnataka
 Early Years Centre, Hebbal
 Early Years Centre, Shanthinagar
 Early Years Centre, Dollars Colony
 Early Years Centre, RR Nagar

Sports Schools

Jain Academy for Sporting Excellence, Kanakapura, Karnataka
 Jain Academy for Sporting Excellence, Hyderabad, Andhra Pradesh

JGI Life (JGI's Social Initiatives)

Jain Vidyanyketan (An Opportunity School), Kanakapura, Karnataka
 Jain Vidyanyketan, Amethi, Uttar Pradesh
 Radio Active - Community Radio (90.4 MHz) , Bangalore, Karnataka

ADMINISTRATION CONTACT DETAILS

1. All Administrative Matters	Prof. Dinesh N, Center Head	9845289916
2. Academics	Prof. Krishna Reddy B N, HOD	9880539139
3. Examination	Prof. Roopa Traisa, HOD	9986635479
4. Administration	Prof. B.K. Sunitha, HOD	9844755218
5. Dual Programme	Dr. Raghu G. Anand, Head	8861103085
6. Counseling	Dr. Uma Warriar, Chief Counselor, JU	9886304345
7. Cambridge Projects	Mrs. Jayashree	9886403331
8. Documentation	Mrs. Chaithra Shetty	9845363969
9. Finance and Fees	Mr. Thyagaraj	9845961539
10. Corporate Internship / Placements	Ms. Anisha	9964308729
	Mr. Satish	9742591010
	Mr. Abhishek Raju	9845255996
11. Infrastructure	Mr. Nishanth	9845285696
12. University Admn/Exam Co-ordinator.	Mr. Suresh Kumar.	9740283525
13. Sports	Mr. Pasha	9741988470
14. Lab in-charge	Mr. Umesh Nayak	9901482983
15. Librarian	Mr. Pampapati	9743988176
16. Attendance	Mr. Anandraj / Mr. Kumar	9008716963 / 8762313331
17. Hostel	Mr. Pintu Agarwal	9880011013
18. Systems Administrator (Computer)	Mr. Govardhan	9632416149

DUAL PROGRAM COORDINATORS

BBA + Practical Finance	Mr. Vinay Sampath
BBA + Practical Marketing	Mr. Vinay Sampath
BBA + ACCA	Mr. Vinay Sampath
BBA + Practical Human Resource	Prof. Roopa Traisa
BBA + Family Managed Business	Prof. Sunitha B. K.
BBA + Entrepreneurship	Mr. Vinay Sampath
BBA + Event Management	Dr. Anita Walia

TEACHING STAFF

Prof. Krishna Reddy B N	Prof. Supriya Rai	Prof. Kiran L Maney	Prof. Ankitha Gowda
Prof. Sunitha B K	Prof. Varalakshmi S	Prof. Anindita Banerji	Prof. Asha.S
Prof. Hemalatha B S	Prof. Srinidhi V R	Prof. Shankar Prasad	Prof. Rohini Rathore
Prof. Radha Prathi	Dr. Sarita Sinha	Prof. Thanga Kumar	Prof. Lavisha Ahuja
Prof. Roopa Traisa	Dr. Raghu G Anand	Prof. Gomathi Shubalekha	Dr. Deva Prasad
Prof. Babitha B S	Prof. Selvarani Paulraj	Prof. Shruti Srinivasan	Prof. Shruthi Bekal
Dr. Umakanth.S	Prof. Lakshman K	Prof. Nikitha Neelappa.S	Prof. Noora K
Dr. Anita Walia	Prof. Mahmood Yunis	Prof. Husan Sadiya	
Prof. Yashoda L	Prof. Sneha Vatsa	Prof. Abhishek Venkateshwar	
Prof. Mahak Balani	Prof. Samuel T Varghese	Prof. Gayathry R	

- Prayer is compulsory for all the students.
- Final examination will be conducted after every semester under Jain University rules and regulations
- Students are assigned only the language studied in their 12th Standard.
- Attendance is compulsory for BBA to the extent of 75 percent in each subject. Those students who do not attend classes will not be allowed to take the University Examination.
- The Optra system of electronically registered attendance is used at JU-CMS. The attendance is marked and conveyed via computer to Parents/ Guardians in real time, ensuring regular feedback and accuracy of attendance. For details visit : cms.optra-india.com and for Login ID and password Contact: 080-43430207 / Email : anand@cms.ac.in
- Students on their way to and from college are expected to report themselves in a responsible manner.
- Medical Certificates should be personally submitted to the HOD, after obtaining Class Teacher's signature within one day of reporting back to the college.
- Students are strictly forbidden to leave the college premises during the regular college hours.
- Irregular attendance, habitual idleness, neglect of assignment, disobedience and disrespect towards members of the college staff or bad moral influence, justify dismissal.
- Birthday celebrations in the college should be avoided.
- Use of cell phone in classes is strictly not allowed. Students caught using cell phone in whatsoever manner will be penalized.
- Students should come to college appropriately dressed.
- The purpose of dress code is to maintain an atmosphere conducive to learning. Students are expected to keep themselves well groomed, neatly dressed and maintain discipline.
- Boys are not permitted to wear Bermudas / shorts, torn jeans & ear- studs on any day, on campus. And they should have a short hair cut.
- Girls should adopt dresses that are not transparent, too short, sleeveless & ¾ pants.
- Body piercing / tattoos are strictly forbidden.
- Chewing gum in class is forbidden.
- Students are requested to avoid smoking in & around college premises.
- Footwear should be acceptable at corporate level as we are a Business School. Flip-flops, chappals and similar casual wear should strictly be avoided.
- Students should carry their College ID Cards always. Loss of ID card should be reported to admin immediately. A new ID Card will be issued only after legal procedures are completed (a legal complaint and FIR).
- A student may be required to take part in co-curricular and extra-curricular activities. When required to do so, participation will be deemed compulsory by the college authorities.
- Guest lectures on topics, which are related to the subject, will be given and during these lectures blazers and attendance is compulsory.
- Regarding fieldwork of competitions and Fests or participation in the competitions and extra curricular activities prior permission of the Principal / HOD and Class Teacher is required.
- Regarding fieldwork given by Corporates, students should follow the concerned rules and regulations and maintain the work diary.
- Students are not suppose to bring their Four Wheelers.
- Writing on the walls, furniture or any college property will not be tolerated by the management. Individual found indulging in such activities would be severely punished.

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- Your first concern as a parent should be to see that your ward attends the college regularly. Parents who permit their ward to be absent from college unnecessarily handicap their ward's opportunity to succeed in studies.
 - The Optra system of electronically registered attendance is used at JU-CMS. The attendance is marked and conveyed via computer to Parents/ Guardians in real time, ensuring regular feedback and accuracy of attendance. For details visit : cms.optraservice.com and for Login ID and password Contact: 080-43430207 / Email : anand@cms.ac.in
 - Attendance is compulsory for BBA to the extent of 75 percent in each subject. Those students who do not attend classes will not be allowed to take the University Examination.
 - You can contribute a great deal to your ward's success in the college by encouraging home study. See that your ward devotes at least one hour every day for his / her studies at home.
 - Parents are expected to co-operate in the work of the college by enforcing regularity and discipline by evincing interest in their child's progress and extending the fullest encouragement to participate in co-curricular and extra-curricular activities.
 - When you are requested to meet the Principal or the class teacher, it should be done immediately because the feed back of the ward's weakness in the class can be directly communicated.
 - A wholesome attitude towards college and confidence in his / her teachers is essential for the ward's maximum success in college. Criticism of your ward's teachers in his / her presence should be avoided since it gives room for the ward to lose respect for teachers and consequently he / she fails to learn from these teachers. If you have a legitimate complaint, meet the Principal at the earliest.
 - Withdrawal of your ward from class for a mere social function is not recommended because it retards his /her progress in college and minimizes his / her respect for regular hard work.
 - Encourage your ward to cultivate the habits of neatness, self help and systematic work.
 - Ensure that your ward does not bring any costly gadgets to college. College will not be responsible for it in whatsoever manner.
 - Failure to pay the fees on time will be viewed seriously.
 - Parents are requested to notify in writing in case of any change of address, E mail ID's, Telephone numbers by E mail to info@cms.ac.in.
 - Please log on to www.cms.ac.in & go to student information system on the homepage to view child's attendance and performance.
 - Mobiles will be seized if kept on when the classes are in progress.
 - Parents will get an official letter if college is taking the students out of station for projects.
 - Parents should not come to college and disturb the child during class hours.
 - Parents are welcome after the sessions conclude for the day.
 - International Visits and Air Tickets
 - As per the rule of Government of India. Child is allowed to travel on concession from college to home town only.
 - Students passports should be ready for International visit and please check the expiry date for the same.
 - Air Baggage should not exceed 15 to 20 kgs.
 - Jewellery & Valuables are strictly forbidden and the college is not responsible for the loss of such items.
 - Leave Policy
 - No leave is permitted during the Academic year for functions / Marriages / Pooja's
 - **Special leave is granted only for marriages of own brothers and sisters. For this the parents have to send an application attached with the wedding card.**
 - Medical leave and certificate is only an information and not a document for attendance.
-

JUNE 2015

- 8th - College reopens for III & V semester
- 11th - College reopens and Orientation for I semester
- 5th – 27th - Orientation program for the I semester
BBA / BA (Journalism & Mass Communication)
- Second week - Commencement of Internship & Allotment of guides for the Minor Project - III semester

JULY 2015

- First week – Commencement of Dual program classes for III & V semester
- Second week - Commencement of Dual program classes for I semester
- 18th – Ramzan
- Workshops, Seminars and Industrial Visit

AUGUST 2015

- 1st - Freshers Day
- 11th - 14th - CFL (College Football League)
- 15th - Independence Day
- 26th & 29th - Toastmasters Installation
- Last week – Submission of Minor Project for III Semester BBA
- 28th - Varamahalakshmi Festival
- Workshops, Seminars and Industrial Visit

SEPTEMBER 2015

- 1st - 7th – CPL (College Premier League) Cricket Tournament
- First week – Commencement of Campus Placements for V semester BBM
- 18th - 22nd – Commencement of Pre finals for I, III & V semester
- 16th - Swarnagowri Vratha
- 17th - Ganesha Chaturthi
- 24th – Bakrid
- 25th - Icon - Junior inter collegiate fest
- Third week - Viva Voce for III semester Minor Project
- Workshops, Seminars and Industrial Visit

OCTOBER 2015

- 1st – 21st – JU Final Exams for I, III & V semester
- 2nd - Gandhi Jayanthi
- 12th – Mahalaya Amavasya

- 22nd & 23rd - Ayudha Pooja & Vijayadashami
- 24th – Muharam
- 27th – Valmiki Jayanthi

NOVEMBER 2015

- 10th – 12th - Diwali
- 16th – College Reopens for II, IV & VI semester
- 28th – Kanakadasa Jayanthi
- Last week - Announcement and allotment of Guides for the Major Project-VI semester

DECEMBER 2015

- 24th - Id-Milad
- 25th – Christmas

JANUARY 2016

- 15th – Makara Sankranthi
- 2nd Week – CMS Cup
- 26th – Republic Day
- Last week – CMS Festival
Abhinaya Theatre Fest
Threshold – Management Fest
Melange – Media Fest
Lasya – Cultural Fest
Fundamentalist – Precipice Quiz
Frisson – Economics Fest

FEBRUARY 2016

- Second week – Precipice – International Management Fest

MARCH 2016

- First week – Graduation / Achievers Day
- 17th – Pre-finals for II, IV, VI semester
- Last week – Major Project / Viva – Voce for VI Semester BBM

APRIL 2016

- 19th - April to 5th May – Commencement of JU final exams for II, IV, VI semesters

MAY 2016

- Entrance Test for 2016-2017

Note : Dates are tentative, subject to change

Paper No.	Title of the Paper	Lecture Hrs per week	Credits	Total Marks		
				UE	CIA	Total
Semester I						
	LANGUAGE (Kan/ Hin / San / Add. Eng)	04	04	80	20	100
1 ENG 2	ENGLISH	04	04	80	20	100
1 BBA 3	BUSINESS MANAGEMENT	04	04	80	20	100
1 BBA 4	BUSINESS TRENDS	04	04	80	20	100
1 BBA 5	QUANTITATIVE TECHNIQUES - I	04	04	80	20	100
1 BBA 6	FINANCIAL ACCOUNTING – I	04	04	80	20	100
1 BBA 7	COMPUTER FUNDAMENTALS	04	04	80	20	100
	Total	28	28	560	140	700
MANDATORY COURSE - COMPUTER FUNDAMENTALS						
Semester II						
	LANGUAGE (Kan/ Hin / San / Add. Eng)	04	04	80	20	100
2 ENG 2	ENGLISH	04	04	80	20	100
2 BBA 3	BUSINESS ECONOMICS	04	04	80	20	100
2 BBA 4	CASE ANALYSIS AND METHODOLOGY	04	04	80	20	100
2 BBA 5	FINANCIAL ACCOUNTING – II	04	04	80	20	100
2 BBA 6	QUANTITATIVE TECHNIQUES – II	04	04	80	20	100
MIM12	MIND MANAGEMENT & HUMAN VALUES	04	04	80	20	100
	Total	28	28	560	140	700
MANDATORY COURSE - MIND MANAGEMENT & HUMAN VALUES						
Semester III						
3 BBA 1	BUSINESS ENVIRONMENT	04	04	80	20	100
3 BBA 2	MARKETING MANAGEMENT	04	04	80	20	100
3 BBA 3	CORPORATE ACCOUNTING	04	04	80	20	100
3 BBA 4	HUMAN RESOURCE MANAGEMENT	04	04	80	20	100
3 BBA 5	MINOR PROJECT (ON-SITE TRAINING)	04	04	80	20	100
3 BBA 6	RESEARCH METHODOLOGY	04	04	80	20	100
ESCI 12	ENVIRONMENTAL SCIENCE	04	04	80	20	100
	Total	28	28	560	140	700
MANDATORY COURSE - ENVIRONMENTAL SCIENCE						
Semester IV						
4 BBA 1	BUSINESS COMMUNICATION	04	04	80	20	100
4 BBA 2	ORGANISATIONAL PSYCHOLOGY	04	04	80	20	100
4 BBA 3	BUSINESS FINANCE	04	04	80	20	100
4 BBA 4	ENTREPRENEURIAL DEVELOPMENT	04	04	80	20	100
4 BBA 5	COSTING FUNDAMENTALS	04	04	80	20	100
4 BBA 6	BUSINESS LAW	04	04	80	20	100
ICON 12	INDIAN CONSTITUTION	04	04	80	20	100
	Total	28	28	560	140	700
Semester V						
5 BBA 1	INTERNATIONAL BUSINESS	04	04	80	20	100
5 BBA 2	PRODUCTION & OPERATIONS MANAGEMENT	04	04	80	20	100
5 BBA 3	MANAGEMENT ACCOUNTING	04	04	80	20	100
5 BBA 4	INCOME TAX - I	04	04	80	20	100
5 BBA 5E1	ELECTIVE – I	04	04	80	20	100
5 BBA 6E2	ELECTIVE – II	04	04	80	20	100
5 BBA 7E3	ELECTIVE – III	04	04	80	20	100
	Total	28	28	560	140	700

Semester VI						
6 BBA 1	CORPORATE GOVERNANCE	04	04	80	20	100
6 BBA 2	MANAGEMENT INFORMATION SYSTEM	04	04	80	20	100
6 BBA 3	INCOME TAX - II	04	04	80	20	100
6 BBA 4	BANKING & INSURANCE	04	04	80	20	100
6 BBA 5E4	ELECTIVE – IV	04	04	80	20	100
6 BBA 6E5	ELECTIVE – V	04	04	80	20	100
6 BBA 7E6	ELECTIVE - VI PROJECT: Project Report Viva-voce	04	04	75 25		100
	Total	28	28	580	120	700
ELECTIVE PAPERS						
5 BBA 5 E1 : ELECTIVE – I						
5 BBA 5E 1.1 Financial Markets & Services						
5 BBA 5E 1.2 Consumer Behaviour						
5 BBA 5E 1.3 Entrepreneurship & Business Opportunity						
5 BBA 5E 1.4 Human Resource Development						
5 BBA 6 E2 : ELECTIVE – II						
5 BBA 6E 2.1 International Finance						
5 BBA 6E 2.2 Marketing in Practice						
5 BBA 6E 2.3 Entrepreneurial Start-up						
5 BBA 6E 2.4 International HRM						
5 BBA 7 E3 : ELECTIVE – III						
5 BBA 7E 3.1 Advanced Accounting						
5 BBA 7E 3.2 Retail Marketing						
5 BBA 7E 3.3 Leadership for Entrepreneurs						
5 BBA 7E 3.4 Contemporary HRM						
6 BBA 5 E4 : ELECTIVE – IV						
6 BBA 5E 4.1 Security Analysis & Portfolio Management						
6 BBA 5E 4.2 Advertising & Media Management						
6 BBA 5E 4.3 Finance for Entrepreneurship						
6 BBA 5E 4.4 Labour Laws						
6 BBA 6 E5 : ELECTIVE – V						
6 BBA 6E 5.1 Financial Analysis & Planning						
6 BBA 6E 5.2 Digital Marketing						
6 BBA 6E 5.3 Marketing for Entrepreneurship						
6 BBA 6E 5.4 Compensation Management						
6 BBA 7 E6 : ELECTIVE – VI						
Project Report & Viva (Based on the specialization)						
Note: Semester starts from June - November & December - May						

Jain University - Internal Assessment Format

Total marks awarded = 20

Bifurcation is as follows:

a) Attendance shall carry 10 marks in internal assessment for Jain University. Marks for attendance shall be awarded on the following basis.

59% & Below	= 2
60% -74%	= 4
75% -79%	= 6
80% - 89%	= 8
90% and above	= 10

b) Pre- Final test will carry 5 marks, marks shall be awarded as under (**Total=80 marks**)

49% & below	= 1
50% -59%	= 2
60% - 69%	= 3
70% -79%	= 4
80% and above	= 5

c) Assignments & presentations will carry 5 marks.

Activity may include assignment / Field visit/ Presentations / Case study / Reviews/Articles/ Newspaper Reviews/ Current affairs/ Bulletin Board / Seminars etc.

LANGUAGE**(1 SAN 1B) Sanskrit (Prescribed Text – ‘Saahitya Sanchayaha’)**

- | | |
|--------------------|-------------------------|
| 1. Gangalahari | - Panditaraja Jagannath |
| 2. Kumarasambhavam | - Mahakavi Kalidasa |
| 3. Harshacharitam | - Mahakavi Banabhatta |
| 4. Bhashakaushalam | |

(1 KAN 1B) Kannada (Prescribed Text – ‘Kannada Sampada - I’)**Part -1 : Kavya**

- | | |
|--|-----------------------------|
| 1. Abdiuormo Kalavashadim Maryadeyam Dantade | - Nagachandra |
| 3. Vachanagalu | - Akkamahadevi |
| 2. Jeevagalarigavu gurugalu | - Kumaravyasa |
| 4. Bedara Kannappana Ragale | - Harihara |
| 5. Kerege Hara | - Janapada |
| 7. Kurudu Kanchana | - D. R. Bendre |
| 6. Madalingana Kanive | - Maasthi Venkatesh Iyengar |
| 9. Bengalurina Haadu | - Dr. Siddalingaiah |
| 8. Bagdad : Ondu Prarthane | - H.S. Shivprakash |
| 10. Lavajame | - Lalitha Siddabasavaiah |

Part -2 : Sanna Kathe, Vichaara Saahithya, Lalitha Prabandha

- | | |
|----------------------------------|---------------------------|
| Meenakshiya Manemeshtu | - Kuvempu |
| Vaicharika Praghege Adethadegalu | - Dr. H. Narasimaiah |
| Ondu Tundu Gode | - Boluvaru Mohammed Kunhi |
| Nishavagmigala Nitya Sathyagalu | - Vasudendra |

Prashne Pathrike Swaroopa**(1 HIN 1B) Hindi (Prescribed Text – ‘Saahitya-Sahachar’)****Padya**

- | | |
|-------------------|----------------------------|
| 1. Dhanush Bhang | - Goswami Thulsidas |
| 2. Aarya | - Mythilisharan Gupta |
| 3. Nauka Vihar | - Sumithranandan Panth |
| 4. Hriday Ka Daan | - Ramdhari Singh ‘Dinakar’ |

Gadya

- | | |
|-------------------------------|----------------------|
| 1. Mevad ki Bhoomi Me | - Rahul Sankrityayan |
| 2. Aurangazeb ki Akhiri Raath | - Ramkumar Verma |
| 3. Kya Gandhi Yug Beet gaya ? | - Viveki Roy |
| 4. Mahanagar ki Mythili | - Sudha Aroda |

Shabdarth

- | |
|---------------------------|
| 1. Paribhashik Shabdavali |
| 2. Prashna-patra Prarup |

(1 ADE 1) Additional English (Prescribed Text – ‘Reflections-I’)**Poetry**

1. The Meadow Mouse - *Theodore Roethke*
2. Death, the Leveler - *James Shirley*
3. Once Upon a Time - *Gabriel Okara*
4. Brook - *Tennyson*
5. Resolution and Independence - *William Wordsworth*
6. After Apple Picking - *Robert Frost*

Prose

1. Polonius - *Shakespeare*
2. At The Sign of The Lion - *Hilaire Belloc*
3. The Devoted Friend - *Oscar Wilde*
4. The Cop and the Anthem - *O. Henry*
5. The Century - *Jeffery Archer*
6. The Leopard Man's Story - *Jack London*

(1 ENG 2) ENGLISH (Prescribed Text – ‘Impressions - I’)**Prose**

1. The Gift of the Magi - *O. Henry*
2. The Judgement of Paris - *Leonard Merrick*
3. Education - *Einstein*
4. A Cup of Tea - *Katherine Mansfield*
5. On Running After One's Hat - *G. K. Chesterton*
6. Clochette - *Guy de moupasant*

Poetry

1. The World is Too Much With Us - *William Wordsworth*
2. Darkling Thrush - *Thomas Hardy*
3. La Belle Dame Sans Merci - *John Keats*
4. Richard Cory - *Edwin Arlington Robinson*
5. The Pulley - *George Herbert*
6. Strong Mercy - *Rabindranath Tagore*

Grammar

1. Vocabulary
2. Subject-Verb Agreement

(1BBA 3) BUSINESS MANAGEMENT**Sec A****LEARNING OUTCOME:**

This core course will familiarize the students with the foundations and principles of management and will tie concrete organizational situations (cases) to essential theories and principles of effective management.

Module 1

Introduction : Meaning and definition need for business, nature of business, scope, objectives, Qualities of a successful businessman. Forms of business ownership, Public, Private and Joint sector undertaking, Public Private Partnership, NGO – its characteristics, trusts, clubs and association. **(14 hrs)**

Module 2

Management : Meaning, Emergence of management thought, characteristics of management scientific management, Administrative theory of Management, Principles of management, Social responsibility of management and ethics. **(10 hrs)**

Module 3

Planning : Meaning & definition, Characteristics of good plan, Planning process, Types of plans, MBO & MBE, Decision –making, types of decisions, steps involved in decision making. **(8 hrs)**

Module 4

Organisation & Staffing : Meaning, characteristics, formal & informal, importance of organisation, steps in organisation, organization climate, organisation structure, departmentation – meaning and basis for departmentation, Span of management, Centralization VS Decentralization, Definition, situational factors affecting staffing, selection process-techniques, and instruments. **(17 hrs)**

Module 5

Directing : Meaning and nature, principles of effective direction motivation, types of motivation, morale, leadership theories & styles, communication and its importance. **(6 hrs)**

Module 6

Control : Definitions, characteristics, steps in control process, importance and limitations, Control techniques (in brief). **(5 hrs)**

Reference books :

1. Management, Michael A Hitt, J Stewart Black, Lyman W - Prentice Hall publishing – 2nd Revised edition
2. Essentials of management, Harold Koontz Heinz Weihrich - Tata Mc Graw hill publishing -
3. Business management, R. K Sharma, Shashi K. Gupta – Kalyani publishers - 2009
4. Business management, Appanniah Reddy - Himalaya publishers.2008

(1 BBA 4) BUSINESS TRENDS**Sec A****Module 1****Top Business House and Business which is doing well**

The last decade keep witnessed unprecedented change in corporate structure and performance. Companies worldwide are rethinking strategy and reinventing themselves. Surprisingly companies without multi billion dollar budgets still listed smart performance driven affordable solutions and innovation systems. We will examine the reengineering of three such companies in India and the rest of the world. There has never been a better time to be an entrepreneur. From traditional business models to cutting edge digital spaces, this changing landscape is changing the face of Indian business. The mix spans technology ecommerce, entertainment, logistics, gaming and IT. Flipkart, InMobi, quickheal are some of them. The module will stimulate and create a flow of ideas skills and tactics that adapt to change and innovation.

Module 2**Top 3 CEO's**

The CEO of today is innovation leader, corporate strategist, councilor, motivator and competition analysis all rolled into one. We look at three outstanding corporate leaders who have led their teams in to a future proof arena of success.

Module 3**Current Affairs in Business and Latest inventions**

In a digitally driven knowledge based world, information is the key to a successful corporate future. The mining of information is a key strategy in anticipating trends and involving from the traditional to an anticipatory, adaptive strategist.

How to innovate faster, cheaper and smarter is dependent not only on skills but even more on observation of the world around us. Corporate successes are as much a story of overcoming failure as anticipating them and learning from failure models. We look at corporate failures why and how and learn to focus on leveraging our strengths and overcoming obstacles.

Module 4

Business Process Outsourcing

Meaning , Benefits of BPO , BPO Models and Types of Vendors - Healthcare BPO, Transaction Processing BPO, Human Resource BPO ,Offshore BPO , Evolution , Growth Drivers ,BPO Companies in India. **(7hrs)**

Module 5

Learning from corporate failure

Corporate failure, Example of Common strategic errors that lead to business failure, cause of failure - Brand failure, product failure, failed marketing strategies, international marketing failure. (Case study based content). **(8 hrs)**

Module 6

Bottom of Pyramid

Concept of BOP, the Nature of BOP Market, products and services for the BOP, 12 Principles of Innovation for BOP Markets, innovative models to serve the BOP. **(6 hrs)**

Reference Books:

1. The Fortune At The Bottom Of Pyramid, by C K Prahalad, Pearson, 2013
2. Business Process Outsourcing, by Sarika Kulkarni,Jaico Publishing House,Delhi-2005
3. Billion Dollar Lessons: What You Can Learn from the Most Inexcusable Business Failures of the Last Twenty-five Years, Paul Carroll, Chunka Mui, Portfolio, 2008

(I BBA 5) QUANTITATIVE TECHNIQUES - I

Sec A

Learning Outcome:

To enable management students acquaint with statistical and mathematical tools to apply in business models.

Module - 1 Theory of Equations:

Introduction , Functions, Expressions , Types of equations – Linear Equations(one and two variables), Methods of solving Linear equations – Simultaneous Equations – Elimination method, Substitution Method, Cross Multiplication Method , Quadratic equations – Formula Method, Factorisation Method, Application problems of equations in business. **(12hrs)**

Module 2 - Permutation and Combinations :

Introduction, Fundamental principal, Factorial, Definition – Permutation, Linear permutation - permutation of like things and unlike things, definition – Combination, Application problems on Permutation, Application problems on combination. **(8 hrs)**

Module 3 - Mathematics of Finance:

Concepts of Interest- Simple and Compound Interest, Annuities – Future value of Annuity, Present value of Annuity – Sinking fund, Application problems of Finance in Business. **(8hrs)**

Module 4 - Linear Programming Problem:

Introduction, Formulation of LPP- Decision variables- Constraints- Concept of Optimization- Maximization - Minimisation , Non negative function, Graphical method to solve LPP, Application problems on LPP. **(5 hrs)**

Module 5 - Introduction to Statistics:

Meaning & Definition of Statistics, Objectives and Limitations, Applications, Collection of Data – Sources of information(Data), Methods of data collection, Formation of tables, Classification of data, Frequency Distribution – Inclusive, Exclusive, Open – End. Diagrammatic and graphic representations – Difference between Diagrams and Graphs, Types of Diagrams – One dimensional diagrams – Types of Bar diagrams, Pie Charts, Graphs on Frequency Distribution – Histogram, Frequency Polygon, Frequency Curve, Ogives, Locating Median, Quartiles, Mode graphically. **(8 hrs)**

Module 6

Measures of central Tendency:

Introduction, Definition, Types of Averages, Arithmetic Mean – Methods of solving Arithmetic Mean- Direct Method, Assumed Mean method , Concepts of Positional values - Median and Quartiles –Problems based on different types of series, Concept of Mode, Grouping and analysis Technique, some special cases of Mode, Ill defined Mode, Application problems of Central Tendencies in analysis and interpretation of data. **(19 hrs)**

Reference books:

1. Business mathematics by G K Ranganath, Himalaya Publications, 3rd edition
2. Business mathematics by Digambar Patri, Kalyani Publications, 2nd edition
3. Business mathematics by Dorai Raj, United publishers, 6th edition
4. Business mathematics by C M Chikkodi and B G Satya Prasad, Mumbai Himalayan, Publishing House 2008, 2nd edition
5. Statistical Methods by S.P Gupta, sultan chand and sons, 26th Edition
6. Fundamental of Statistics by S.C Gupta, Himalaya Publications, 10th edition
7. Fundamental of Statistics by Elhance D N, Kitab Mahal, Wholesale Division, 5th edition
8. Business Statistics by D R Agarwal, Vrinda Publications Pvt Ltd
9. Statistics (Theory, Methods and Applications) D C Sancheti, V K Kappor, Sultan Chand & Sons
10. Business Statistics by S L Aggarwal and S L Bhardwaj, Kalyani Publishers, 3rd Edition.

(1 BBA 6) FINANCIAL ACCOUNTING I**Sec A****LEARNING OUTCOME:**

To educate the students about accounting principles and practices. To introduce accounting cycle and steps involved in preparation of financial statements. To introduce the students to accounting practices of sole traders

Module 1

Introduction, Concepts and Conventions : Meaning of accounting, differences between book keeping and accounting, Meaning of accounting concepts and conventions; accounting equation concept, dual aspect concept, business entity concept, matching concept, legal aspect concept, going concern concept, convention of conservatism, convention of complete disclosure, convention of consistency, convention of materiality, terms used in book keeping. **(10 hrs)**

Module 2

Journal: Meaning and uses of journal, journal entry, narration, sums on journal. **(8 hrs)**

Module 3

Ledger and Trial Balance: Meaning and need for ledger, different types of ledger, ledger posting and balancing. Trial balance– purpose of trial balance, methods of preparing trial balance – total method and balance method. **(10 hrs)**

Module 4

Subsidiary Books and Cash Book: Meaning and uses of subsidiary books, purchases book, sales book, purchases return book, sales return book, bill receivable and bill payable book, Format and sums. Meaning of cash book, uses, three column cash book, contra entry. **(18 hrs)**

Module 5**Final AccountsofSoleTraders:**

Meaning, final account sums – traditional format only **(10 hrs)**

Module 6

Introduction to Accounting Standards (Theory only) – AS 6 and AS 10 to be discussed in detail . **(4 hrs)**

Reference books :

1. Fundamentals of accounting by Jain & Narang. Kalyani Publications.6th revised edition 2009 reprinted 2012
2. Fundamentals of accounting by Reddy & Appannaiah. Himalaya Publishing House. 5th Revised Edition
3. Fundamentals of accounting by Arulanandam and Raman. Himalaya Publishing House. 2010 edition
4. Financial Accounting by Dr. SN Maheshwari. Vikas Publications. 2009 edition

(1 BBA 7) COMPUTER FUNDAMENTALS**LEARNING OUTCOME:****Module – 1**

General features of a computer, Generation of computers, Personal computer, workstation, mainframe computer and super computers. Computer applications – data processing, information processing, commercial, office automation, industry and engineering, healthcare, education, graphics and multimedia. . (8 hrs)

Module – 2

Computer organization, central processing unit, computer memory – primary memory and secondary memory. Secondary storage devices – Magnetic and optical media. Input and output units. OMR, OCR, MICR, scanner, mouse, modem. (10 hrs)

Module – 3

Computer hardware and software. Machine language and high level language. Application software, computer program, operating system. Computer virus, antivirus and computer security. Elements of MS DOS and Windows OS. Computer arithmetic, Binary, octal and hexadecimal number systems. Algorithm and flowcharts, illustrations, elements of a database and its applications. (12 hrs)

Module – 4

Word processing and electronic spread sheet. An overview of MSWORD, MSEXCEL and MSPOWERPOINT. Elements of BASIC programming, simple illustrations. (10 hrs)

Module – 5

Network of computers. Types of networks, LAN, Intranet and Internet. Internet applications. World wide web, E-mail, browsing and searching, search engines, multimedia applications. (10 hrs)

Books for Reference:

1. Fundamentals of information Technology, Alexis Leon and Mathews Leon- Leon Techworld Pub. (1999)
2. Information Technology “O” level made simple - Jain, S K - BPB Pub - (1999)
3. “O” Level Personal Computer software, Jain V K - BPB Pub – (2000).
4. Fundamentals of Computers, Rajaraman, V - Prentice Hall India - (1999)



LANGUAGE**(2 SAN 1B) Sanskrit (Prescribed Text – ‘Saahitya Sanchayaha’)**

- | | |
|---|---------------------------------------|
| 1. Neelakanta Vijayaha | - <i>Sriman Neelakanta Deekshita</i> |
| 2. Katharatnakare Mativishaye Vriddhamantri Katha | - <i>Panditha Sri Hemavijaya Gani</i> |
| 3. Veni Samhara | - <i>Bhattanarayana</i> |
| 4. Sadaharadarogatha | |

(2 KAN 1 B) Kannada (Refer revised syllabus edition 2012-13)**(2 HIN 1B) Hindi** (Refer revised syllabus edition 2012-13)**(2 ADE 1) Additional English****Poetry**

- | | |
|--|-----------------------|
| Captain! My Captain | - <i>Walt Whitman</i> |
| Insensibility | - <i>Wifred Owen</i> |
| Of Hidden Taxes | - <i>Marge Piercy</i> |
| Bosom Friend | - <i>Hira Bansode</i> |
| Trees | - <i>Joyce Kilmer</i> |
| Shylock's Defence (Act III, Scene I, Merchant of Venice) | - <i>Shakespeare</i> |

Prose

- | | |
|-------------------------------|-------------------------------|
| Two Ways to Belong in America | - <i>Bharathi Mukherjee</i> |
| The Story Teller | - <i>Saki H H Munro</i> |
| Film Making | - <i>Satyajit Ray</i> |
| Rite of Spring | - <i>Arthur Miller</i> |
| My Early Days | - <i>A. P. J. Abdul Kalam</i> |
| The Night Train at Deoli | - <i>Ruskin Bond</i> |

(2 ENG 2) ENGLISH (Refer revised syllabus edition 2012-13)**(2 BBA 3) BUSINESS ECONOMICS****Sec- A****LEARNING OUTCOME:**

The objective of the paper is to make students understand how the business entities work by applying economic principles. And also helps in decision making and forward planning with the application of micro economic factors.

Module 1**Introduction**

Nature and Scope of Managerial Economics, Concept of Utility - Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility, Indifference Curve and its techniques, Consumer Surplus.

(8 hrs)**Module 2****Demand Analysis**

Introduction to Demand, Law of Demand, Types of demand, Exceptions to the law, Elasticity of Demand – Types of Demand & Measurements of Demand, Demand Distinctions, Demand Forecasting and its Methods. Introduction to Supply, Law of Supply, Elasticity of Supply.

(12 hrs)

Module 3**Theory of Production**

Introduction to Production, Meaning and Determinants, Production Function, Law of Variable Proportions, Iso-Quant and Iso-Cost Curves, Producer Equilibrium. Economies of Scale.

(8 hrs)**Module 4****Cost Analysis Revenue Analysis**

Introduction to Cost, Determinants, Concepts, Cost – Output Relationship, Concepts of Revenue, Revenue – Output Relationship
BEP Analysis

(6 hrs)**Module 5****Market Analysis**

Introduction to Markets, Features of Markets, Types of Market, Price-Output Determination under Perfect Competition, Monopoly, Monopolistic, Oligopolistic & Duopoly market.

(10 hrs)**Module 6****Business Cycle and National Income**

Concepts of National Income, Methods of Measurement, Difficulties in Calculating National Income. Business Cycle – Meaning & Phases

(6 hrs)**Reference books**

1. Managerial Economics – S. Shankaran – Margham Publication – 5th edition
2. Managerial Economics by Varshney and Maheshwari - Sultan Chand & Sons – 22nd Revised Edition 2014
3. Principles of Economics - KPM Sundharam and M.C Vaish - Ratan Prakashan Mandir – 8th Edition
4. Managerial Economics Paul Samuelson – JOHN WILEY & SONS, INC - 7th edition

(2 BBA 4) CASE ANALYSIS AND METHODOLOGY**Sec A****LEARNING OUTCOME:**

- To Learn the meaning, importance, and concepts in Case Analysis
- To evaluate cases based on the tools – PEST, SWOT
- To learn and apply different management concepts in cases analysis.
- To practically experience the decision making process with the help of cases.

Module 1

Introduction to case study : Introduction, case- meaning, caselet, case based learning methodology, functional areas of case study, educational applications of case study method, usefulness of the case study method in management education, **inventory of skills developed by the case method**, types of cases, dimensions of a case. **(10 hrs)**

Module 2

Case Analysis Technique : Case analysis- meaning, objectives of case analysis, steps involved in case analysis- PACER model, preparing an effective case analysis. **(10 hrs)**

Module 3

Tools for case analysis : Tools used in case analysis - PEST analysis, SWOT analysis, BCG Matrix, Porter's 5 force analysis, Ansoff Matrix, financial ratio analysis and brainstorming, case analysis report, format of the written case analysis report, preparing an oral case presentation. **(12 hrs)**

Module 4

Case ethics : The case method and relativistic thinking, Individual ethical decision-making style, ethical concerns, case study writing- meaning, case study writing- traditional versus feature story format. **(8 hrs)**

Module 5

Problems with case analysis: Analysis of problems in management case studies, how to deal with missing information from the cases study, advantages of case study method, problems / limitations of case study method. **(10 hrs)**

Module 6 Decision-making: Concept of decision making, decision making in case analysis, problem analysis versus decision making, decision-making process. **(10 hrs)**

Reference Books:

1. Neeta Baporikar, Case Method: Cases in Management, 2nd edition, 2008, Himalaya Publishing House, Delhi. Website: www.hbs.edu and www.icmrindia.org.

(2 BBA 5) FINANCIAL ACCOUNTING II**Sec- A****LEARNING OUTCOME:**

To acquaint the students with corporate accounting practices and to make them understand different methods of procuring assets for a firm, besides understanding financial statements of a joint stock company in a vertical format.

Module 1

Issue of Shares and Debentures: Meaning of share and share capital, classes of capital, issue of shares at par, premium and discount, details of called up capital, calls in arrears, calls in advance and paid up capital. Sums on issue of debentures at par, premium and discount. Issue of debentures for consideration other than cash. **(10 hrs)**

Module 2

Company Final Accounts: Meaning and need for preparation of final accounts of joint stock companies, preparation of income statement and position statement. (Vertical Format to Be Followed) Preparation of various schedules and preparation of income statement and position statement. **(15 hrs)**

Module 3**Valuation of shares**

Meaning of valuation of shares, need for valuation, different methods of valuation – intrinsic method, yield method, fair value method. **(10 hrs)**

Module 4**Royalty Accounts**

Introduction – Meaning – Technical Terms – Royalty – Landlord – Tenant – Minimum Rent – Short Workings – Recoupment of Short Working under (Fixed Period) restrictive and non-restrictive (Floating Period) Recoupment within the Life of a Lease – Treatment of Strike and Stoppage of work – Accounting Treatment in the books of Lessee and lessor – passing of journal entries and Preparation of necessary Ledger Accounts including minimum rent account. **(10 hrs)**

Module 5**Installment System of Sale:**

Meaning of installment system of sale, differences between hire purchase and installment, methods of solving problems on installment – rate of interest is given, rate of interest is not given, cash price is not given **(10 hrs)**

Module 6

Introduction to IFRS – overview of IFRS, importance of IFRS in India. **(5 hours)**

Reference books:

1. Financial accounting by Rajesh Kumar and Anil Kumar. Himalaya Publishing House. Revised Edition 2014
2. Advanced Financial Accounting by Rajesh Kumar and Anil Kumar. Himalaya Publishing House. 2010 edition
3. Financial Accounting by Jain & Narang. Kalyani Publishing House. Revised edition 2013
4. Financial Accounting by BS Raman. United Publishers. 2005 Edition.

(2 BBA 6) QUANTITATIVE TECHNIQUES - II**Sec A****LEARNING OUTCOME:**

To enable management students acquaint with statistical and mathematical tools to apply in business models.

Module 1 - Matrices and determinants

Definition, Types of matrices – Column Matrix, Row matrix, Square matrix, Rectangular Matrix, Upper and Lower Triangular Matrix, Scalar Matrix, symmetrical Matrix, Equal and Equivalent Matrices, Algebra of matrices- addition, subtraction, multiplication, scalar multiplication, Determinants, Cramer's Rule to solve simultaneous equations – two variables and three variables, Application problems of matrices. **(12 hrs)**

Module 2 - Progressions (Arithmetic Progression and Geometric Progressions)

Introduction to sequence and series of terms, introduction to progressions - Arithmetic Progressions, Geometric Progressions. Arithmetic Progressions - common difference - Nth term- Sum of n terms, Geometric Progressions - common Ratio,- nth term- sum of n terms, identification of Arithmetic Progressions, Geometric Progression , Application problems of progressions. **(10 hrs)**

Module 3 - Measures of dispersion

Introduction, measures of Dispersion – Range – coefficient of Range, Quartile Deviation – coefficient of Quartile deviation, Mean Deviation- coefficient of Mean deviation, Standard Deviation - Methods – direct Method- short cut method- coefficient of variance - consistency - variability, Application problems of Dispersion in research. **(16 hrs)**

Module 4 - Correlation

Introduction, types of correlations, degree of measures of correlation, methods to measure correlation – Karl Pearson correlation, Spearman' Rank correlation, Karl Pearson correlation(two variables), methods- Direct Method - short cut method, Spearman rank correlation(two and three variables) ,Application problems of correlation in research. **(9 hrs)**

Module 5 - Regressions

Introduction, definition, Introduction to Regression Analysis, Estimation of regression Equations(two variables)- estimation of trend values, Regression coefficient, Application problems of regression in research. **(7 hrs)**

Module 6 - Time series

Definition and Concepts of Time series, components of Time series- Secular, Random, Cyclical, Seasonal Variations, Methods to find trend values -Least square Method(odd years and even years), graphical Method, Moving Averages method(3, 4, 5, 6,7 years moving averages), Application problems to find trend values. **(6 hrs)**

Reference books:

1. Business mathematics by G K Ranganath, Himalaya Publications, 3rd edition
2. Business mathematics by Digambar Patri, Kalyani Publications, 2nd edition
3. Business mathematics by Dorai Raj, United publishers, 6th edition
4. Business mathematics by Chikkodi and Satya Prasad, Mumbai Himalayan, Publishing House 2008, 2nd edition
5. Statistical Methods by S.P Gupta, sultan chand and sons, 26th Edition
6. Fundamental of Statistics by S.C Gupta, Himalaya Publications, 10th edition
7. Fundamental of Statistics by Elhance D N, Kitab Mahal, Wholesale Division, 5th edition

(MIM 12) MIND MANAGEMENT & HUMAN VALUES

A course based on the concept of Character-building, Man-making and Life-enhancing education. This personality development course will be conducted under the name 'Vishva Chaitanya' which means universal consciousness emphasizing the entire mankind as one family.

Module – 1: Theory**(30 hrs.)**

Objectives: Interactive sessions to enable the students to learn life-skills and to create awareness about our national history, culture, social responsibilities and human values. Students are encouraged to have clear professional goals as well as transpersonal goals that take them beyond selfish aspirations to nation-building and social service.

Topics:

- SWOT analysis of the Indian Nation
- Concept of Self-Psychometric Test
- Positive Mental Attitude
- Relationships
- Environmental Awareness
- Time Management
- Learning Made Easy
- Creativity
- Innovative Thinking
- Goal Setting
- Communication Skills / Body Language
- Memory Techniques
- Problem Solving

- Motivation
- Biographies of Great Indians
- Universal Message of the Bhagavadgita

Books for References:

- "Colombo to Almora" – Lectures by Swami Vivekananda, Published by Sri Ramakrishna Math
- Six Thinking Hats & How to be Interesting & Teach Yourself to Think – Edward De Bono
- Blink- Malcolm Gladwell
- The mind Map Book – Tony Buzan
- Broken Crayons- Robert Alan Black
- Creativity & Innovation - J. W. Haefele
- The Creative Corporation - *Karl Albrecht*
- Master Thinker's Handbook: A Guide to Innovative Thinking- Edward de Bono
- You can Win, Living with Honor – Shiv Khera
- How to Stop Worrying and Start Living – Dale Carnegie
- Power of Positive Mental Attitude – Norman Vincent Peale
- 7 Habits of Highly Effective People, 8th Habit – Stephen Covey
- Art of Talking so that People will Listen – Swets
- Effective Problem Solving – Dave Francis
- Think Without Ink- Venkatraman
- 101 Activities for Teaching Problem Solving – B Van Gundy
- The Definitive Book of Body Language – Allan Pease
- The Everything Body Language Book – Shelly Hagen
- Success is Just 6 Steps Away – Dinesh K Vohra
- Key to Success and Happiness – Dr Joe Rubino
- Success through a Positive Mental Attitude – Napoleon Hill and W Clement Stone.
- Interpersonal Skills Training – Burnard.

Module – 2: Practical (Film Analysis & Emotional Management)**(6 hrs.)**

A) Analysis of short silent educational films to develop independent critical thinking.

These films are produced by Human Networking Academy, a division of JGI.

Themes of the films: Proactive style of life, dedication to and efficiency in work. Social obligations and sharing. Integrating the best of the Eastern & Western cultures, Mindfulness and importance of meditation.

B) Practical Session on Managing Emotions for (internal assessment)

To discuss the role of emotions in our lives. Learn about the importance of expressing them in a right way. To discuss different techniques of managing these emotions to achieve emotional stability.

Objectives:

- Group activity: to enable students to overcome stage fear.
- To teach them the art of communication / presentation.
- To enhance their ability of creative thinking.
- To help students to learn how to observe, analyze, interpret and face various situations in their everyday life.
- To learn and practice teamwork.
- To sow the seeds of social change in the young minds.
- To teach the students drive, initiative and leadership qualities through group activity.

Books for References:

- Working with Emotional Intelligence – Daniel Goleman
- The Angry Book – Rubin
- Emotions – Can You Trust them? – Dobson.
- Managing Pressure for Peak Performance – Stephen Williams
- How you can have Confidence and Power in Dealing with People – Les Gibson
- How to Remain Ever Happy – M K Gupta
- From Sad to Glad – Nathan S Kline.

Module - 3: Practical (Yogasana, Pranayama & Meditation)**(13 hrs.)**

Practical experiential sessions integrating modern psychological insights with Yoga practices that enable the students to develop strong positive personalities, and to be proud of our ancient yet modern multi-cultural heritage.

A) Yogasanas

- a) Breathing Exercises
- b) Loosening Exercises
- c) Asanas
 - 1) Suryanamaskara, an effective set of asanas that energizes both body and mind.
 - 2) Ardhakati chakraasana
 - 3) Trikonaasana
 - 4) Parivrita Trikonaasana
 - 5) Veerabhadraasana
 - 6) Vakrasana
 - 7) Gomukhasana
 - 8) Padmasana
 - 9) Shashaankaasana
- d) Pranayama
 - 1) Kapalabhati kriya
 - 2) Vibhaagiya Svasana & full yogic breathing
 - 3) Nadi shodhana pranayama

B) Mind Management

(11 hrs)

- a) Effect of music on mind
- b) Discussion on the concepts of personality and character on the basis of modern Humanistic psychology (Growth Psychology) and Yoga psychology
- c) The three dimensions of the personal identity Intelligence Quotient, Emotional Quotient and Spiritual Quotient
- d) Meditation as a life-skill.
Mind Management through right postures,
Prana-anusandhana,
Purification of mind,
Nada-anusandhana
Concentration exercises like Trataka

Books for References:

- Light on Yoga by BKS Iyengar
- Yoga Sutras of Patanjali Maharshi
- Promotion of Positive Health – published by SVYASA University
- Asana, Pranayama, Mudra, Bandha – published by Bihar Yoga Bharathi
- Man's Search for Meaning Victor Frankl - Published by Washington square press
- Meditation and Spiritual Life - Swami Yatishwarananda – RK Math
- Awaken to the super-conscious –J.Donald Walter - published by Motilal Banarasidas.
- Self-actualization – Abraham Maslow
- Theories of Personality – Calvin S Hall and Gardner Lindzey (Wiley Easter Ltd Publication)
- The Upanishads
- Srimad Bhagavadgita
- Saddarshanam - Sri Ramana Maharshi
- Practical Vedanta and Science of values – Sri Swami Ranganathananda
- Eternal values for A changing society - Bharatiya Vidya Bhavan Bombay
- Mysticism – An anthology of the spiritual traditions of the world – F C Hoppold. – Pelican Publication
- The Religions of Man – Huston Smith. – Harper and Roe publications
- Indian Ethos for Management - Sri Jitatmananda - Published by R.K.Math, Rajkot
- Fundamentals of Indian culture – Sri Aurobindo.



(3 BBA 1) BUSINESS ENVIRONMENT**Sec A****LEARNING OUTCOME:**

Dynamic changes of environmental factors globally and locally affect Business agenda. The curriculum is equipped to incorporate Management students to adopt these changes in Business.

Module 1

Introduction: Meaning of Business Environment, Objectives and types- Internal and External Environment, Process of Environment, analysis and its limitations. Corporate Governance, SWOT analysis. **(10 hrs)**

Module 2

Global Environment: Meaning and features of Globalisation. Components of Globalisation, Integration of Indian economy with world economy. FDI – Reasons, Flow of FDI, FII (in brief) WTO: GATT, WTO, WIPO, India and the WTO. Trading Blocks – EU, NAFTA, ASEAN, SAARC and SADC. **(14 hrs)**

Module 3

Technological Environment: Impact of Technology and Technology Policy of India. Technology and Economy. **(10 hrs)**

Module 4

Political Environment: Brief introduction To Indian Constitution, Fundamental Rights and Duties. Judicial Activism, Impact of Political Environment on the Business. **(6 hrs)**

Module 5

Economic Environment I : Introduction to Indian Economy, Agriculture: Indian Agriculture in brief, Industrial Policies – Industrial Policies of 1948 and 1956 and the new economic policy and its amendments, Privatization and Disinvestment, Monetary and Fiscal Policy. **(10 hrs)**

Module 6

Economic Environment II: Foreign trade of India and its policy Exchange rate Policy, Devaluations, Balance of payments. **(10 hrs)**

Reference books:

1. Business Environment - Vijayshree – Published by R Chand & Co – 1st Edition
2. Business Environment - K Aswathappa – Himalaya Pub House – New Delhi – 4th Edition
3. Indian Economy - Mishra & Puri – Himalaya Publishing House (2014)
4. Indian Economy - Rudradutt & Sundaram – S Chand (1 Sep 2004)
5. Indian Economy survey report – Bharat Book Centre (2014)

(3 BBA 2) MARKETING MANAGEMENT**Sec A****LEARNING OUTCOME:**

- To Learn the meaning, importance, and concepts of Marketing Management
- To Learn the nature and importance & Characteristics of Service marketing
- To Learn and understand Consumer Behavior, Branding, importance and concept of Digital Marketing

Module 1: Fundamentals of Modern Marketing

Definitions; scope; functions; STP; 4 P's; Product – levels, PLC, NPD, Product Marketing Strategies (Market dominance, Porter's Generic, Growth); Price – Strategies, Discounts & Allowances; Place – Channels, Logistics, SCM; Promotion – importance, Mix; Service – Characteristics, Service Marketing Mix; Marketing planning process. **(12 hrs)**

Module 2 – Consumer Markets and Buyer Behaviour

Factors influencing buyer behavior; Types of consumers; Decision making process; Decision Making Unit; Consumerism; COPRA; Ethics in Marketing . **(10 hrs)**

Module 3 – Retail Management

Trends in Retailing; Types of retail and retail consumer; Operations; Mall Management; Non – Store Retailing; IT in Retail. **(8 hrs)**

Module 4 – Brand Management

Brand; Brand management; objectives; brand equity; Brand Positioning; Brand Loyalty; Brand Extension; Building a brand; Brand strategies; Types of Branding. **(10 hrs)**

Module 5 – Communication in Marketing

Sales Promotion – Definition; Types of Sales Promotion techniques- consumer, trade, Advertising – Definition; Importance; Types of advertising media; Creation of advertisement Personal Selling – Definition; Importance; Features of salesmanship; Sales Process Direct Marketing – Definition; Advantages Public Relation- Definition; Tools IMC - Definition; AIDA model ; PASS framework. **(10 hrs)**

Module 6 – Digital Marketing and Upcoming Trends

Definition; Importance; Evolution; Developing a digital marketing plan; Dimensions of Digital Marketing, Mobile Marketing; Crowd sourcing; Types of advertising used; Advantages and disadvantages of digital marketing; Upcoming Trends – Rural marketing; Lifestyle marketing; Guerilla marketing; viral marketing; Buzz marketing. **(10 hrs)**

Reference Books

1. Principles of Marketing - Philip Kotler, Gray Armstrong Pearson, 13th Edition
2. Marketing Management – C.B. Matoria, R.K.Duri, Satish M – Kitab Mahal Publications
3. Strategic Brand Management – Kevin Lane Keller, Prentice Hall, 2003
4. Service Marketing – Valarie Zeithami, Mary Jo Bitner and Dwayne, Mc Graw Hill

(3 BBA 3) CORPORATE ACCOUNTING**Sec A****LEARNING OUTCOME:**

This paper aims at understanding the accounting nuances of corporate houses at different phases like mergers, acquisitions, reconstruction, etc.

MODULE 1:**AMALGAMATION – Theoretical Background**

Meaning of Amalgamation, Need for Amalgamation, Types of Amalgamation, Objectives. **(2 hours)**

MODULE 2:**AMALGAMATION OF COMPANIES - PRACTICAL**

Calculation of Purchase Consideration – Take over basis - Net payment basis adopting Accounting Standards 14 – liquidation expenses met by Purchasing Company – Passing of Journal Entries – of Ledger Accounts in the books of Vendor - Net Asset Method – Passing of Journal Entries and preparation of ledger accounts – In the books of Purchasing Company – passing incorporating entries – finding out Goodwill or Capital Reserve – treatment of inter- company debts - stock and investment – incorporation expenses – preparation of Balance Sheet. **(14 hours)**

MODULE 3:**ABSORPTION**

Calculation of Purchase consideration under Net Payment and Net Asset Methods adopting AS -14 – treatment of dissolution expenses met by Purchasing Company – Assets and liabilities not taken over – intrinsic value of shares – Passing of Journal Entries – Preparation of Ledger Accounts in the books of Vendors – Incorporation entries – treatment of Security Premium - Preparation of Balance Sheet after absorption in the Purchasing Company **(10 hours)**

MODULE 4:**EXTERNAL RECONSTRUCTION**

Calculation of Purchase Consideration under Net Payment and Net Asset methods – Passing Journal Entries – Ledger preparation in the books of Vendor and preparation of Balance Sheet after reconstruction incorporating all the concepts mentioned in absorption. **(10 hours)**

MODULE 5:**INTERNAL RECONSTRUCTION OR CAPITAL REDUCTION**

Meaning – Objective – Need for restructure – Procedure – form of reduction – accounting arrangements – passing of Journal Entries – Preparation of Balance Sheet after Reconstruction **(12 hours)**

**MODULE 6:
LIQUIDATION**

Voluntary Liquidation – Preparation of Liquidator's Statement of affairs – order of payment -calculation of commission on Assets Realized – payment to unsecured creditors – payment to unsecured creditors other than preferential creditors – calculation of pro rata- treatment of uncalled capital – liability of contributors. **(12 hours)**

BOOKS FOR REFERENCE:

1. Corporate Accounting, S.N. Maheshwari - Vikas Publishing House, 5th Edition, Year 2009
2. Advanced Accountancy, RL Gupta, Volume II - S Chand Publishing, 17th Edition, Year 2014
3. Corporate Accounting, Jain and Narang- Kalyani Publishers, Year 2015

(3 BBA 4) HUMAN RESOURCE MANAGEMENT (HRM) - I**Sec A****LEARNING OUTCOME:**

To Orient the students on fundamental HR functional areas.

Module 1:

Introduction to HRM: Meaning and definition, features, functions, importance, role, process of HRM, Role of HR Manager **(10 hrs)**

Module 2

Human Resource Planning: Meaning, objectives, importance, process, job analysis and job description, problems, recent trends in HRP. Recruitment: Meaning, objectives, sources, methods, and current recruitment practices in India. **(10 hrs)**

Module 3

Selection, Placement and Induction: Meaning, selection process, uses of tests in selection, Placement - meaning, problems in placement. Induction-meaning, induction process, importance **(12 hrs)**

Module 4

Training and Development, Performance Appraisals: Meaning, importance, need, methods, recent developments in training, management development- meaning and its contribution to HRD Performance Appraisals - Meaning, objectives, content, methods, limitations of performance appraisal. **(10 hrs)**

Module 5

Promotion, Transfer, Demotions and employee Separations: Meaning and types of promotion, purpose of promotion, basis of promotion, transfer-meaning, reasons, Demotion, meaning and reasons, Lay-off, retrenchment, and Dismissal. **(10 hrs)**

Module 6

Wage and salary administration : Definitions, components of salary, factors affecting wages and salary, technique of wage fixation, Fringe benefits, Meaning and types, Social security measures, Perquisites. **(10 hrs)**

Reference books:

1. HRM – Robert Mathis & John Jackson - Cengage Learning, 2007 - 12, illustrated
2. Human Resource Management- Gary Dessler - Prentice Hall - 13 edition (January 8, 2012)

(3 BBA 5) MINOR PROJECT (ON-SITE TRAINING)

Students will extend learning to real time practice through an internship with the corporate world. Training will be monitored by an assigned faculty member who will act as guide. Students should also submit a dissertation on a topic of research related to the training. The process of training and research will conclude at the end of the semester. Students are encouraged to seek internships independently.

(3 BBA 6) RESEARCH METHODOLOGY**Sec A****LEARNING OUTCOME:**

The objective of this course is to develop research skills of students in investigating research problems and thereby producing the results of their investigation in the form of systematic reports.

MODULE - 1:**Basic concepts**

Research-Meaning, Need, Objectives - Types of Research - Research Approaches - Research methods Vs Research Methodology, Role of Research in important areas, Research Process, Flow chart- Steps in research. **(12 hrs)**

MODULE - 2:**Defining the Research Problem**

Meaning of Research Problem, Selecting the Problem - Techniques involved in defining the problem. **(8 hrs)**

MODULE -3:**Research Design**

Meaning, Elements of Research Design, Important concepts relating to Research Design - Types of Research Design, Basic Principles of Experimental Designs. **(8 hrs)**

MODULE - 4:**Sampling**

Meaning, Need, Advantages of sampling over census, Probability and Non probability Sampling Methods, Criteria of Selecting a sampling procedure. **(12 hrs)**

MODULE - 5:**Data Collection and Processing**

Collection of Primary and secondary data, Tools for data collection, Questionnaires, Schedules, Tabulation of Data, Instruments of Research- Communication, Question structure, Content, Questionnaire construction & Design. **(10 hrs)**

MODULE -6:**Analysis and Interpretation of Data and Research Reporting**

Meaning of Interpretation, Techniques of Interpretation, Types of reports, Steps in writing report, Layout of Research Report, Principles of report preparation. **(10 hrs)**

BOOKS FOR REFERENCE:

1. Research Methodology by OR Krishna Swamy, M. Ranganatham, Himalaya Publishers, 2008
3. Research Methodology in Management by V.P Michael, Himalaya Publishers, 2010
4. Research Methodology by CR. Kothari, New Age International, New Delhi, 2006.
5. Business Research Methods by Pratap Keshari Khato, Kalyani Publishers, 2006

(ESCI 12) ENVIRONMENTAL SCIENCE**Module 1:****(2 hrs)****The Multidisciplinary Nature of Environmental Studies**

Definition, scope and importance.

Need for public awareness.

Module 2:**(8 hrs)****Natural Resources**

Renewable and Non-Renewable Resources

Natural resources and associated problems

- a. Forest resources: Use and over-exploitation, de-forestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
- b. Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- c. Mineral Resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

- d. Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- e. Energy resources: Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.
- f. Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

Role of an individual in conservation of natural resources.

Equitable use of resources for sustainable lifestyles.

Module 3: (6 hrs)

Ecosystems

Concept of an ecosystem

Structure and function of an ecosystem

Producers, consumers and decomposers

Energy flow in the ecosystem

Ecological succession

Food chains, food webs and ecological pyramids

Introduction, types, characteristic features, structure and function of the following ecosystem:

Forest ecosystem

Grassland ecosystem

Desert ecosystem

Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Module 4: (8 hrs)

Biodiversity and its conservation

Introduction – Definition : Genetic, species and ecosystem diversity.

Biogeographical classification of India

Value of biodiversity: Consumptive use, productive use, social, ethical, aesthetic and option values

Biodiversity at global, National and local levels

India as a mega-diversity nation

Hot-spots of biodiversity

Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts.

Endangered and endemic species of India.

Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

Module 5: Environmental Pollution (8 hrs)

Definition

Causes, effects and control measures of:

- Air pollution
- Water pollution
- Soil pollution
- Marine pollution
- Noise pollution
- Thermal pollution
- Nuclear hazards

1. Solid waste management: Causes, effects and control measures of urban and industrial wastes.
2. Role of an individual in prevention of pollution.
3. Pollution case studies.
4. Disaster management: Floods, earthquake, cyclone and landslides.

Module 6: (7 hrs)

Social Issues and the Environment

- From unsustainable to sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management.
- Resettlement and rehabilitation of people: its problems and concerns, case studies
- Environmental ethics: Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, case studies.

- Wasteland reclamation
- Consumerism and waste products
- Environment protection act
- Air (Prevention and Control of Pollution) Act.
- Water (Prevention and Control of Pollution) Act.
- Wild life protection Act
- Forest Conservation Act
- Issues involved in enforcement of environmental legislation
- Public awareness

Module 7:**(6 hrs)****Human Population and the Environment**

- Population growth, variation among nations.
- Population explosion – Family welfare programme
- Environment and Human Health
- Human rights
- Value education
- HIV/AIDS
- Women and child welfare
- Role of information technology in environment and human health
- Case studies

Module 8:**(5 hrs)****Field Work**

- Visit to a local area to document environmental assets-river /forest /grassland /hill / mountain.
- Visit to a local polluted site-urban/ Rural / Industrial / Agricultural
- Study of common plants: insects, birds.
- Study of simple ecosystems pond river hill slopes etc(Field work equal to 5 lecture hours)
- Each student has to submit a field report on any one of above topics which forms the basis for evaluation of field work for 25 marks.

Books for Reference

- Agarwal K C 2001 Environmental Biology, Nidi Publ. Ltd, Bikaner
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt, Ltd, Ahmedabad – 380 013, India, Email : mapin@icenel.net
- Brunner R C 1989, ?Hazardous Waste Incineration, McGraw Bill Inc, 480p
- Clark R S, Marine Pollution, Clarendon Press Oxford (TB)
- Cunnigham, W.P. Cooper, T H Gorbani. E & Hepworth, M T 2001, Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196P
- De. A K Environmental Chemistry, Wiley Eastern Ltd
- Down to Earth, Centre for Science and Environment ®
- Gleick H P 1993, Water in crisis, Pacific Institute for Studies in Dev. Environment and security, Stockholm Env. Institute, Oxford Univ, Press 474P
- Hawkins R E Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay ®
- Heywood, V H & Watson R T 1995, Global Biodiversity Assessment, Cambridge Univ, Press 1140P
- Jadhav, H & Bhosale V M 1995, Environmental Protection and Laws, Himalaya Pub. House, Delhi 284P
- Mekinney, M L & School R M 1996. Environmental Science Systems and Solutions, Web enhanced edition 639p
- Mbaskar A K, Matter Hazardous, Techno-Science publications (TB)
- Miller T G Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Odum, E P 1971, Fundamentals of Ecology, W B Saunders Co. USA, 574p
- Rao M N & Datta, A K 1987, Waste Water Treatment, Oxfom & IBH Publ. Co. PvtLtd, 345p.



(4 BBA 1) BUSINESS COMMUNICATION**Sec A**

Objective: The objective of this course is to help the students to develop effective communication skills as per the requirements of the corporate world.

Module – 1 (10 hrs)**Communication Fundamentals**

Business Communication Foundations – Meaning, Objectives, Elements & Process of Communication, Types & Barriers to communication.

Module – 2 (13 hrs)**Organizational Communication**

Organizational Structures, Communication Networks, Formal and Informal Communication in an Organization, Communication in today's Workplace, Workplace Diversity, Communicating across Cultures, Technical, Ethical and Legal Considerations.

Module – 3 (7 hrs)**Listening**

Meaning, Value of Listening in Oral Communication, Types of Listening, Barriers to Listening.

Module – 4 (8 hrs)**Oral Communication**

The Business Presentation, Types of Presentations, Types of Delivery, Process of delivering Presentations.

Module - 5 (6 hrs)**Employment Communication**

Resumes and Cover Messages, Interviewing and follow-up.

Module – 6 (16 hrs)**Written Communication**

Business Correspondence –Purchase Correspondence, Sales Correspondence, Accounts Correspondence, Personnel Correspondence

Corporate Correspondence –Email Messages and Memos, Positive and Negative Messages, Business Reports-Basics of Reports and Report Writing.

Reference Books:

- Business Communication: Process and Product by Mary Ellen Guffey, Dana Loewy 8th Edition, Cengage Learning, 2013
- Advanced Business Communication : Penrose, Rasberry ,Myers 5th Edition Thomson/South-Western, 2004
- Business Communication by Urmila Rai, S.M Rai, 4th Edition Himalaya Publications, 2008
- Business Communication by Varinder Kumar 2nd Edition, Kalyani Publishers, 2010

(4 BBA 2) ORGANISATIONAL PSYCHOLOGY**Sec A****LEARNING OUTCOME:**

To equip students with knowledge of psychology of employee behavior to garner better conceptual knowledge in HR

Module 1

Introduction to organizational behavior: Meaning, Structure, Theoretical framework of OB, Contributing disciplines to OB field. **(8 hrs)**

Module 2

Perception process- Definition and nature, Factors influencing perception, Social perception- Organisational application, Attribution- Theories, Impression formation & Impression management. **(10 hrs)**

Module 3

Personality: Definition, Meaning, Theories- Type, Trait, Dynamic, Psychoanalytical, Personality assessment, Work related aspects of personality. **(10 hrs)**

Module 4

Learning: Principles of learning- Classical conditioning, Instruments of conditioning, Cognitive learning, Learner & Learning, Memory-STM-LTM, Forgetting, Amnesia, Improving memory. **(10 hrs)**

Module 5

Work related Attitudes: Definition, Forming attitudes-Social learning, direct experience & Genetic factors, Role of Self awareness, Persuasion, Job satisfaction, Organisational commitment, Prejudice, Groupism, Managing diverse work force. Emotional intelligence in work place Motivation: Definition, Concepts & Application, Early & Contemporary theories, Job design, Goal setting, Frustration. **(12 hrs)**

Module 6

Group Behaviour, Power & Politics: Definition & nature of group, Function & formation, Benefits & costs of working with others, Emerging team concept, Groups & teams, Effective teams. Social influence, Individual power, Bases of power, Implication, Dependency & Defensive behavior, Managing power, Organisational politics – Power in action, Ethics of organizational politics, and Productive use of organizational politics. **(10 hrs)**

Reference books:

1. Management and organizational behavior - Mullins – Pearson Education – 7th edition 2008
2. Management and organizational behavior - Robbins- Pearson Education – 15th edition
3. Organization behavior - Fred Luthans – McGraw Hill Higher Education – 12th Edition
4. Organizational behaviour - Ricky. W. Griffin – Dreamtech Press - 2012

(4 BBA 3) BUSINESS FINANCE**Sec A****LEARNING OUTCOME:**

This paper enables students to understand funds requirement, arrangement for the same and its effective utilization with an intention to achieve overall objective.

Module 1

Overview:

Meaning and scope of finance, financial decisions, goals of financial management, Relation of Finance Function with other functions of business. **(5 hrs)**

Module 2

Cost of Capital:

Meaning, computation of cost of equity, preference, debentures, retained earnings, public deposits, weighted average cost of capital, and marginal cost of capital. **(12 hrs)**

Module 3

Capitalisation & Capital Structure:

Introduction to capitalization and capital structure, sources and instruments of funds (long, medium and short term), Innovative sources of Financing

Meaning of Capital Structure, optimum capital structure, factors determining capital structure, leverages, EPS calculations, indifference point and financial break even points. EBIT – EPS Analysis. **(16 hrs)**

Module 4

Management of Profits:

Meaning, importance, forms of dividend, dividend policy & factors influencing dividend policy. **(8 hrs)**

Module 5

Investment Decisions:

Meaning of capital budgeting, significance, process of capital budgeting, project classification and investment criteria, PBP, ARR, IRR, NPV and PI. **(12 hrs)**

Module 6

Management of Working Capital:

Meaning and concepts, factors influencing working capital, components, cash management, receivables management and inventory management. **(7 hrs)**

Reference books:

1. Financial Management by Sathyaprasad, Kulkarni, Himalya Publishing House, 8th Edition, Year 2011.
2. Investment Management by V K Bhalla, S Chand Publishing, 5th Edition, Year 1982
3. Financial Management by V K Bhalla, S Chand Publishing, 5th Edition, Year 2014
4. Financial Management by I M Pandey, Vikas Publishing House, 9th Edition, Year 2005
5. Financial Management by Prasanna Chandra, Tata McGrawhill, 8th Edition, Year 2011

(4 BBA 4) ENTREPRENEURIAL DEVELOPMENT**Sec A****LEARNING OUTCOME:**

- To understand the concept of entrepreneur and the process entrepreneurship
- To know the role of creativity and innovation in business and the sources of business ideas
- To understand the concept of Starting a Business
- To know new avenues for of entrepreneur

Module 1

Introduction to Entrepreneurship: Entrepreneur-Entrepreneurship-Enterprise. Types of Entrepreneurs, **Rural Entrepreneurs in India**, Role and functions of entrepreneurs in relation to the economy. **(12 hrs.)**

Module 2

Opportunity scouting and idea generation: role of creativity & innovation and business research. Sources of business ideas. **Entrepreneurial System and start ups. Small business as the seedbed of entrepreneurship. (10 hrs.)**

Module 3

Business Plan: Essential Features of Business Plan, Types of Business Plan, Presentation of Business Plan, Pitfalls to be avoided in preparation of Business Plan. **(10 hrs.)**

Module 4

Financial /non-financial support agencies: SIDBI, SFCs- KSFC, SDCs- KSIIDC, EDI, AWAKE, SEWA, SISI, SHGs, KVIC
The Concept of Crowd Funding. **(10 hrs.)**

Module 5

Issues in small business marketing. Advertising and publicity, sales and distribution. The idea of consortium marketing, Tender Marketing and Rural Marketing by Entrepreneuers. **(8 hrs.)**

Module 6

E-Business: meaning, features, e-commerce & e – markets, e-marketing techniques, e-advertising, models of e- advertising, e-market research, e-business models – B2B, B2C&C2C, digital commerce, mobile commerce, emergence of e-governance in India, e-business applications (10 hrs.).

Reference books:

1. Dynamics of Entrepreneurial Development and Management by Vasant Desai, 4th Edition 2000, Himalaya Publications
2. Fundamentals of Entrepreneurship and Small Business Management by Vasant Desai 8th Edition 2005, Himalaya Publications
3. Entrepreneurship Need of the Hour- Dr Vidya Hattangadi first Edition 2007 Himalaya Publications
4. Essential of entrepreneurship and small business management- Thomas W Zimmer and Norman .M. Scarborough, Edtion 4.2008, *Pearson*
5. Magazine – Entrepreneur
6. Gordon E. & Natarajan K, Entrepreneurship Development – Second Revised edition, 2007, Himalaya Publication House.
7. Entrepreneurship- Robert D Hisrich, Michael.P.Peters and Dean A Shepherd, 6th Edition, 2008, McGraw-Hill/Irwin
8. Journal of Asia Entrepreneurship and Sustainability, (http://findarticles.com/p/articles/mi_qa5499/)

(4 BBA 5) COSTING FUNDAMENTALS**Sec- A****LEARNING OUTCOME:**

To make the students to understand and implement costing tools and techniques.

Module 1**Introduction**

Introduction and limitations of cost accounting, comparative analysis of cost and financial accounting, elements of cost, methods and techniques of costing, preparation of cost sheet. **(10hrs)**

Module 2**Material Cost**

Concepts, pricing of material in inflation, recession etc., EOQ, Stock levels and concept of inventory control, material issues – FIFO, LIFO & Weighted Average Method. **(12hrs)**

Module 3**Labour Cost**

Concepts, cost of labour, labour rate – time rate system, piece rate system, labour incentive schemes – Halsey Plan & Rowan Plan. **(8 hrs)**

Module 4**Overheads**

Introduction, meaning of direct and indirect expenses, classification of overheads on the basis of elements, behaviour and function, allocation of service department overheads to production departments, methods of absorption like production units method, percentage of wage or prime. **(10 hrs)**

Module 5**Contract Costing**

Introduction, meaning of contract costing, difference between contracts and jobs, ascertainment of contract costs, sums. **(8 hrs)**

Module 6**Process Costing**

Introduction and meaning, differences between job and process costing, process costing procedure, process costing when there is no loss or gain, abnormal loss and gain. **(10hrs)**

Module 7**Operating Costing**

Introduction, cost ascertainment, cost unit for transport undertaking, sums **(10 hrs)**

Reference Books:

1. Cost Accounting, Mahabaleshwara Bhatt- Himalaya Publications (2010)
2. Cost Accounting, S P Jain & K B Navarang - Kalyani Publications, 23rd Edition 2014
3. Cost Accounting, M N Arora – Vikas Publications (2012)

(4 BBA 6) BUSINESS LAW**Sec A****LEARNING OUTCOME:**

Enables the student to be equipped with knowledge of business law, the legalities in handling the business, its management and its issues in just and equality and not hindering the rights and freedom of any person.

Module 1**Introduction and Indian Contract Act 1872:**

Meaning and Nature of Business law- scope of Business law-Definition of contract-Classification of contracts-essential elements of a valid contract-Dissolution of a contract
Consequences of dissolution of a contract. **(8 hrs)**

Module 2**Intellectual property law; patent, trademark, copyright, and geographical indications.**

Meaning of Patent, trademark, copyrights and geographical indications-Basic principles and Scope- Patents Act- Amendments as per WTO agreements, Invention- Procedure to grant patent- rights of patent holder- Infringement of Patent rights and remedies thereon. **(10 hrs)**

Module 3**Consumer protection Act 1986:**

Background-Definitions-Concept and need for consumer protection- Rights and responsibilities of a consumer- ways and means of consumer protection- Procedure to lodge a complaint- consumer redressal agencies at various levels and consumer organizations. (10 hrs)

Module 4 :

FEMA 1999: Background of the act- Definitions of important concepts –Objectives- Scope of the act- Features-Offences under the act. (8hrs)

Module 5**Company Law:**

Definitions- Features-Different types of companies-differences between public and private companies-Stages in company formation –Documents of companies – Memorandum and articles -Source of funds-Shares and debentures- types of debentures- Company Meetings-general meetings. Extraordinary general meeting, Class meetings. (As per Companies Act, 2013). (14 hrs)

Module 6:

Competition Law and Cyber Law: Meaning and scope- Objectives of the act, definitions-prohibition of certain agreements-abuse of dominant positions – duties of director general - penalties

Definition of cyber law-digital signatures- Nature –disciplines jurisdiction offences and penalties. (10 hrs)

Reference books:

1. Business Laws by K.C.Garg, V.K.Sareen, Mukesh Sharma, fourth edition 2012, Kalyani Publishers
2. Business Laws by Saravanel, Appannaiah Reddy, first edition 2006, Himalaya Publishers.
3. Merchantile Law Avtar Singh, eighth edition 2006, Eastern Book company.
4. Business and Corporate Law. V.S.Datey-fourth edition ,Taxmann
5. Indian Evidence Act 1872.Ammended by Information Technology Act of 2000, Taxmann.

(ICON 12) INDIAN CONSTITUTION**Chapter 1:****Indian Constitution: Its philosophy and Framing**

The Constituent Assembly

Preamble, Fundamental Rights and Fundamental Duties

Directives Principles of State Policy

Amendment and Review of the Constitution

Chapter 2:**The Union & State Legislative**

Union Parliament

State Legislature

Law-Making Process

Committee System

Chapter 3:**The Union & State Executive**

The President of India

The Prime Minister and Council of Ministers

The State Governor, Chief Minister and Council of Ministers

Chapter 4:**The Judiciary**

The Supreme Court of India

Judicial Review

Writs

Judicial Activism and Public Interest Litigation

Chapter 5:**Issues**

Indian Federalism
Human Rights and Environmental Protection
Reservation and Social Justice
Secularism

Books for References:

- D. D. Basu: Introduction to the Constitution of India
- Granville Austin: India's Constitution – Cornerstone of a Nation
- Granville Austin: Working of a Democratic Constitution – The Indian Experience
- J C Johari: Indian Government and Politics, Vol 1 & 2
- J R Siwach : Dynamics of Indian Government and Politics
- D C Gupta : Indian Government & Politics
- M V Pylee: India's Constitution
- K K Ghai: The Indian Constitution
- H M Rajshekar: Bharata Sarkara Mattu Rajkiya
- M P Bhuvaneshwara Prasad :Bharata Samvidhanada Parichaya
- S K Kabburi: Bharata Samvidhana
- K J Suresh: Bharata Samvidhana
- D T Deva Gowda: Bharata Sarkara Mattu Rajkiya
- Lohitashwa : Bharata Samvidhana



(5 BBA 1) INTERNATIONAL BUSINESS**LEARNING OUTCOME:**

To understand basic functions of inter-national business including international Marketing , Entry options for companies, Globalization and international trade management.

To understand the interdependencies among culture, politics, and language as they affect international business and the global economy.

Module 1

International Business: Nature and Competitive Advantages, Evolution of International business Reasons and Stages of internationalization, Approaches and theories of International Business.

Risks in International Business. Measuring and Managing risks in International business. (10hrs)

Module 2

Modes of Entering International Business, International Business Analysis, Modes of Entry, Exporting, Licensing, Franchising, Foreign direct investment, Mergers and Acquisitions and Joint ventures, Contract manufacturing – Manufacturing contract-NearShoring, Turnkey projects. **Entry Strategies for BRICS Economies (20 hrs)**

Module 3

Globalization/ MNCs and International Business : Meaning Definitions and Features, Advantages and Disadvantages Essential Conditions of Globalization, Globalisation, with reference to Production, Investment and Technology, Globalization and India. **(10hrs)**

Module 4

International Marketing Intelligence, Information required, Sources of Information International Marketing Information System. **(4 hrs)**

Module 5

Foreign Trade, Process, Documents, Regulations regarding imports and exports, and Financing techniques, Imports and exports, Banks, Other financial institutions focusing on exports (ECGC, EXIM Bank – functions and roles). **(8 hrs)**

Module 6

Exchange rate : Exchange rate determination, capital account convertibility. Balance of trade and payments. Causes for Disequilibrium's and measures for rectification. **(8 hrs)**

Reference books:

1. International Business by Justin Paul, PHI Learning Pvt. Ltd., 01-Dec-2008, Fourth Edition
 2. International Business Environment the Text and cases by Sundaram & Black, PHI Learning Pvt. Ltd., 01-Dec-2008, Second Edition
International Business with Global Resource CD, PowerWeb and World Map, Charles W. L. Hill, McGraw-Hill/Irwin; 4th edition, April 15, 2002
 4. International Business Text & Cases by Cherumilam FRANCIS, PHI, FIFTH EDITION, 2010
 5. International Business by Alan M Rugman, Richard M Hodgelts, Prentice Hall , fifth Edition, 2010
 6. International Business by John D Daniels, Lee H Nageb, tenth edition, 2003
 7. International Business by Subbu Rao, Himalaya Publications, 4th Edition, 2012
- Latest Research Report by Goldmansachs on BRICS Economy

(5 BBA 2) PRODUCTION & OPERATIONS MANAGEMENT**Sec - A****LEARNING OUTCOME:**

It is an area of Management concerned with Overseeing, designing and Controlling the process of Production. Students would learn how to apply business Organisation and Management concepts in creation of Goods and Services

Module 1

Introduction to production & operations management, definition of 'production' & 'operations' management, meaning, scope & history of evolution. **(2 hrs)**

Module 2

Plant Location, Layout & Facilities planning : Factors affecting location, models of location, types of location along with advantages & disadvantages types of layout, principles, modern/recent trends in a layout along with advantages & disadvantages of types of layout, factory building, types, along their advantages & disadvantages, types of utilities Lighting, Ventilation, Noise,

Sanitation & Noise - need, sources, advantages & disadvantages only & types & implication on organisation, importance of safety. **(10 hrs)**

Module 3

Materials Management, Purchasing & Storing Inventory Management: Meaning of materials, objectives, importance, purchasing: Importance, objectives, functions & factors influencing, purchases policies. Materials Handling: Factors, principles of materials handling, types of material handling equipment. Storing: Need, importance of stores, stores layout, stock verification, classification & codification. Inventory Management: Meaning, definition, objectives, factors affecting inventory management & control, inventory control techniques, materials requirement planning, measurement of the effectiveness of inventory management, meaning of ergonomics, job design & work station. **(12 hrs)**

Module 4

Production/operations planning & control : meaning & definition, objectives & production planning, factors determining production planning control, procedures, importance of production planning & control department, scope of production planning & control, levels of production planning, functions of production planning & control, benefits & limitation of production planning & control, different production system make or buy analysis: make or buy decision. **(8 hrs)**

Module 5

Quality : Definition & meaning of quality, introduction to: ISO, 6 sigma, kaizen, importance of quality control, quality control techniques, TQM (Deming principles) Brief of types of errors & charts, benefits of quality programme. Work Study Method Study : Introduction to method study, data collection recording, examining & improving work, material flow & material handling study, worker flow study, worker area study. Work Measurement : Introduction to work measurement, work sampling study, time study & setting standards, Procedure of Work Study. **(8 hrs)**

Module 6

Plant Maintenance & Waste Management : Meaning & definition of maintenance, importance, impact of poor maintenance, objectives, area of maintenance & types of maintenance, Waste management: Meaning types & sources of waste & waste management. Automation : Meaning, definition, forms, automation Vs mechanization, automation issues, advantages & disadvantages of automation. **(8 hrs)**

Reference books:

1. Production & Operations Management by Shridhar Bhatt & Ashwathappa – Himalaya Pub House(2010)
2. Production & Operations Management by Ashwathappa & Reddy – Himalaya Pub House
3. Production & Operations Management by S. Buffa – Modern Publications

(5 BBA 3) MANAGEMENT ACCOUNTING**Sec A****LEARNING OUTCOME:**

This paper aims at analyzing financial data which would help the top level management to make right decisions.

Module 1

Introduction to Management Accounting : Meaning, Role & Scope of management accounting, difference between financial accounting, cost accounting and management accounting, Role of management accountant and management accounting in career. **(5 hrs)**

Module 2

Ratio analysis : Meaning, importance, types of ratios, calculations of all types of ratios, including preparation of P&L a/c & B/S with helps of ratios. **(14 hrs)**

Module 3**Introduction to Fund Flow Analysis & Cash Flow Statements:**

Meaning of Fund, Meaning of Flow of Funds, Transactions affecting the flow of funds, Introduction to Cash Flow Statements, Calculation of Income from Operating Activities, from income statements and cash accounts. Limitations of Cash Flow Statements. **(12 hours)**

Module-4

Cost volume profit analysis : Cost volume profit relationship, marginal costing, value of marginal costing to management, break even point, uses of break even analysis, application of CVP analysis, limitations. **(12 hrs)**

Module 5

Budget & Budgetary control : Uses and organization of budget, steps in budget preparation, different types of budget, budgeting as a tool of management planning and control Problems on Flexible budget and Cash budget only. **(12 hrs)**

Module 6

Management Reporting: Internal communication within the finance department and from finance department to top management including report writing. **(5 hrs)**

Reference books:

1. Management Accounting by B. S Raman, United Publishers, 2010.
2. Management Accounting by I M Pandey, Vikas Publishers, 3rd Edition, 1994.
3. Essentials of Management Accounting by Reddy Appanaiah, Himalaya Publishing House.
4. Management Accounting by Sharma / Shastri Gupta, Kalyani Publishers, 12th Edition.
5. Management Accounting by M. N. Arora, Himalaya Publishing House, Revised Edition, 2009.

(5 BBA 4) INCOME TAX - I**Sec A****LEARNING OUTCOME:**

To make students to understand the concepts of direct tax

Module 1

Brief history of Income Tax: Legal frame work, Cannons of Taxation, Finance Bill, Scheme of Income tax. Meaning of the terms: Assessee, Person, Assessment year, previous year, Income, Gross total Income, Total Income, Agricultural income. **(8 hrs)**

Module 2

Revenue and Capital a) Receipts b) Expenditure c) Loss **(2 hrs)**

Module 3

Residential Status and Incidence of tax **(5 hrs)**

Module 4

Exempted Income u/s 10 (Restricted to Individual Assesseees) : Fully Exempted and Partly Exempted Income including Problems on House Rent Allowance Leave encashment, Commutation of Pension, Death cum Retirement benefits, Gratuity, Compensation Receipt on Termination of Service **(15 hrs)**

Module 5

Income from Salary: Features of salary income, Basics salary, Allowance, Perquisites, Compute taxable income, Tax Rebate **(15 hrs)**

Module 6

Income from House Property: Introduction, Annual Value under different situation, deduction, problems **(15 hrs)**

Reference books:

1. Income tax law & practice by Gaur & Narang, Kalyani publication edition 2015 2016
2. Income tax by Dr.H.C.Mehrothra, Sahitya Bhawan publication edition 2015
3. Income tax by Dr Vinod, K Singhania & Monica Singhania, Taxman publication edition 2015



5 BBA 5E1 : ELECTIVE – I**5 BBA 5E 1.1 : FINANCIAL MARKETS & SERVICES****Sec A****Module 1 (4 hrs)**

Financial System – An Overview: Financial System, structure of financial system, Financial Assets, Financial Securities Regulatory frame work of financial services-growth of financial services in India in Financial Markets

Module 2 (12 hrs)

Financial Services: Asset/ Fund based financial services : Lease Finance, types and functions, Hire Purchase Finance, Consumer Finance-Mechanics, Sources, Modes, Pricing, Consumer credit scoring, Factoring, Mechanism, Types, Players, Functions, Advantages and Disadvantages, Operational Profile of Indian Factoring, Forfaiting, Venture Capital, features, methods, Stages, styles, Buyouts and Nurturing methods, Merchant Bankers.

Module 3 (8 hrs)

Money Markets : Money Markets, Features, constituents, Call Money – features, nature of dealings, Participants, Treasury bills, Gilt edged securities, Commercial Paper, Certificate of Deposit, Debt Market - risks on debt, instruments profile, price determination, secondary debt market- repos and normal buy and sell

Module 4 (16 hrs)

Capital Markets: Capital Market- Features, Constituents, Instruments, Stock Exchange in India SEBI – Genesis, functions, management Regulations regarding stock market trading, Issue of shares, Debentures, Rights issue, Bonus shares, Buyback, Book Building, Listing, Delisting, Insider Trading, Speculations, Investor Protection. Credit rating- features, process, Global and Indian credit agencies. De-Mat-Services-Need and Operations Role of NSDL and CSDL Commodity Market – Genesis

Module 5 (6hrs)

Mutual Funds : Mutual Funds - Meaning, Mechanics, Types, AMC- Functions, Process of Mutual funds, Mutual funds holders account, Operational efficiency of mutual funds, Regulatory requirement of Mutual funds.

Module 6 (4 hrs)

Securitization: Securitization – Meaning, Need, Features - Pass Through Certificates, Special Purpose Vehicle, Asset Securitization

Sec B – Practical

1. Take any one mutual fund and examine the various open ended and closed ended schemes offered
2. Find out the rating procedure of any rating agency
3. Visit a bank and collect the details of various housing loans offered by them
4. Visit Bangalore Stock exchange and record the proceedings of trading

Sec C – Articles**Reference books:**

- FMS by Gordan & Natarajan
- Financial services by Tony Martin
- Financial services and Market- Guruswamy
- Financial services and Market- I.M.Bhole
- Indian financial System- Khan
- Market Financial services by Christine
- Marketing of Financial Services by Advani
- Financial services by Sharma

5 BBA 5E 1.2 : CONSUMER BEHAVIOUR**Sec A****Module 1 (8 hrs)**

Introduction : Meaning and Definition - Why study Consumer Behaviour, Scope of Consumer Behaviour, Nature and Characteristics of consumers, Factors Influencing Consumer Behaviour, Theories of Consumer Behaviour Psychology of Consumer, Online Consumer Behaviour, Organizational Buying Behaviour.

Module 2 (6 hrs)

Consumer Perception and Learning : Perception, Dynamics of Perception, Product Image, Self Image and Consumer Behaviour, Learning, Principles of Learning, Learning Theories, Marketing Strategies.

Module 3 (6 hrs)

Consumer Motivation and Values : Motivation as a psychological force, The Dynamics of Motivation, Motivational Directions, Motivational Conflicts, Types of Needs, Classification of Consumer Needs, Values, Applications of values to Consumer Behaviour.

Module 4 (10 hrs)

Consumer Attitudes, Personality and Lifestyle : Nature of Consumer Attitudes- Functions of Attitudes, Changing Attitudes through Communication, Brand Switching Behaviour, Nature of Personality, Personality and Understanding Consumer Diversity, Brand Personality, Lifestyles, Lifestyle Concepts, Personal Values i.e. Self and Self Image.

Module 5 (12 hrs)

Influence of Group Dynamics, Social Class & Culture: Meaning and Nature of Group Dynamics, Types of Groups, Consumer Relevant Groups, Reference Groups, Factors affecting Reference Group Influence, Opinion Leaders, Family, Role and Functions of Family, Family Decision Making, Children as Decision Makers, Meaning and Definition of Social Class, Components of Social Class, Social Class and Purchase Decisions, Consumer Spending and Economic Behaviour, Culture, Sub Culture, Cross-cultural Marketing Analysis, Indian and International Core Values, Transferring product meaning to other Cultures.

Module 6 (8 hrs)

Consumerism: Consumerism, Rights of Consumers, Consumer Protection, E-Consumers and Consumer Behaviour, Responsibilities of Consumers in India.

Sec B – Practical

1. Visit three retail outlets, and assess the behavior of consumers and analyse them.
2. Identify a B 2 B business and study the buying decision.
3. Select a region make a report on culture and the influence of culture on consumer behavior.

Sec C – Articles**Reference books:**

- Consumer Behaviour by Blackwell, 1st Edition – Cengage Learnin
- Consumer Behaviour and Marketing Action by Assael- Cenage Learning
- Consumer Behaviour in Indian Prospective by Suja R Nair- Himalaya Publications

5 BBA 5E 1.3 : ENTREPRENEURSHIP & BUSINESS OPPORTUNITY**Sec A****Module 1
Business Opportunity****Module 1 (12 hrs.)**

Entrepreneur opportunities in contemporary business environment [opportunities in net-work marketing, franchising, business process outsourcing] in the early 21 century. Idea generation, opportunity recognition, resource acquisition, and entrepreneurial management.

Module 2 (8 hrs.)

Entrepreneurial opportunities - Assessment - Entrepreneurial process(1) identification and evaluation of the opportunity, (2) development of the business plan, (3) determination of the required resources, and (4) management of the resulting enterprise.

Module 3 (8 hrs.)

Work force shortages in developed economies, India's competitive advantage vis-à-vis other countries. The four Entrepreneurial Pitfalls (Peter Drucker).

Module 4 (8 hrs.)
Business opportunity in Asia The Growth Imperative. Agriculture, service, Rural sector. Case study related teaching

Module 5 (8 hrs.)
Business opportunity in emerging economies. Types of Opportunity Assessment Tools. Selecting an Opportunity Assessment Method. Subjective three-step process: 1. Review high-level needs. 2. Determine preferred tool characteristics. 3. Generate tool options lists for decision

Module 6 (6 hrs.)
Differences between developed markets and those in developing countries Case studies. Potential Scenarios for overall opportunity.

References:

- S Anil Kumar New Age International, 01-Jan-2008
- Srivastava S.B: A Practical Guide to Industrial Entrepreneurs; Sultan Chand and Sons, New Delhi. 2005 edition
- Tandon B. C: Environment and Entrepreneur; Chugh Publications, Allahabad. 2006 edition
- Discovering New Business Opportunities
Allen & Unwin Australia Author: John W English, Babette Moate 2009
- Entrepreneurship And Business, Publisher: Springer Author: Galindo 2009

5 BBA 5E 1.4 : HUMAN RESOURCE DEVELOPMENT (HRD)

Sec A

Module 1 (6 Hrs)
Introduction to HRD : Definition, Significance & objectives, HRM & HRD, Process and techniques of HRD.

Module 2 (10 Hrs)
HRD as a facilitator of change : Change management – Personal change, Self Awareness, Self Analysis, Self efficacy, Self esteem, Organisational roles, Making organizational roles effective. Inevitable change Vs Planned change, Phases of organizational change, Process factors of HRD

Module 3 (8 Hrs)
HRD : Innovative HRD practices in training, Development, Performance appraisal & OD, Career Management, Career development programs, Career Planning & Succession Planning, Performance improvement plan.
Knowledge Management : Definition, Types of knowledge, Goals and objectives of Knowledge Management, Essentials of knowledge management.

Module 4 (10 hrs)
Total Quality Management : Quality circle programs, TQM programs, Kaizen, Deming's quality principles, Total quality training & development, BPRE, Total quality HR strategies.

Module 5 (7 hrs)
Quality of Work Life : Meaning, Objectives, Techniques used in improving QWL, Ergonomics, Empowerment, and Characteristics of empowered organizations, Flexible work patterns.

Module 6 (9 hrs)
Contribution of OB to HRD: Conflict management, Approaches to handling conflict, Employee burnout, Job stress, Stress management practices, Employee guidance and counseling, Coaching and mentoring.
OCTAPACE model of climate survey, Behavioral modeling, Organizational transformation.

Sec B – Practical

1. Discuss the role and contributions of HR sub functions for HRD?
2. Retaining excellent performers especially at middle and the top level is one of the important challenges of today's growing organisation. How can HRD efforts contribute to retention?
3. Many companies spend considerable time and money on training on inter personal skills. Do you think such training really works explain your answer with a case study.
4. As a HR manager of a company develop the key QWL activities to retain the best talents of your company

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5. "The pressures of modern life, coupled with the demands of the job, can lead to emotional imbalances that are collectively labeled stress." Analyze the statement with an example

Sec C – Articles

Reference books:

- Managing Human Resources : Bohlander & Snell
- Excellence through HRD –M.R.R. Nair & T.V. Rao
- Training Instruments in HRD & OD- Udai Pareek
- Human resource management JOHN P WILSON second edition kogan page
- Personnel management P. SUBHA RAO himalaya publishers
- Human resource management practice MICHAEL ARMSTRONG 10TH EDITION kogan page
- Human resource management VSP RAO second edition

5 BBA 6E2 : ELECTIVE – II**5 BBA 6E2.1 : INTERNATIONAL FINANCE****Learning Outcome:**

This course is designed to familiarize students with the intricacies faced by businesses while dealing with international financial transactions and while operations of foreign exchange markets. The subject focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management by the use of derivatives and non derivative techniques. It also highlights the issues to be considered while making international investments. In general, the course enables students to understand the crux of the financial aspects of international operations of a business.

Module 1:**Introduction :**

Meaning Issues involved in International Business and Finance, Balance of payments. Structure and Investments, International Monetary Fund (IMF, EMU), International Parity Conditions, Different Purchasing Power Parity- Absolute and Relative. **(10 hrs)**

Module 2: International Risk management :

Types of Risk, Political, Commercial, Exchange control restrictions on remittances. Exchange rate, Inflation rate and Interest rate fluctuations, Transaction Exposure, Translation Exposure and operating, Exposure, Managing Risk. **(14 hrs)**

Module 3: Foreign Exchange Rates:

Structure of Foreign Exchange market, Types of transactions spot, forward, Exchange rate quotation and Arbitrage, Exchange rate regimes and the foreign Exchange market in India, swaps, different positions, forwards, options on futures, hedging and speculation, Option pricing models. Currency options in India. Forward spread agreements, Exchange rate agreements and forward exchange agreements. **(16 hrs)**

Module 4: Investments:

Foreign direct investments, Different modes, Short term borrowing & investment, Foreign Equity investment, foreign currency convertible bonds, American depository receipts, External commercial borrowing, multiple currency bonds, Yankee bonds, Euro currency market, Euro bond market, foreign equity investment, Foreign trade financing. Transfer pricing. NRE, NRI investments. **(8 hrs)**

Module 5: Management of Funds:

International capital Asset pricing model, Risk and Return, International capital budgeting. International portfolio management, Management of cash and other assets including working capital **(12 hrs)**

Reference books:

1. International Finance – Prakash.G. Apte, Tata McGraw – Hill, Second edition
2. Multinational Financial Management – R.M Srivatsava, Excel Books India ,First edition
3. International Financial Management – Jeff Madura, Cengage Learning, ninth edition

5 BBA 6E2.2 : MARKETING IN PRACTICE**Learning Outcome:**

This subject exclusively designed to mould the students to know the actual practice of marketing in corporate world.

Module 1

Marketing System: Systems view of marketing, Introduction to development of marketing plan, Segmentation, targeting & positioning. **(12 hrs)**

Module 2

Context of Marketing: Consumerism, Green Marketing, Marketing ethics, Business to Business Marketing, Relationship Marketing, Internal Marketing, Social Marketing, Information & Communications Technology (ICT). **(10 hrs)**

Module 3

Integrated Marketing: Service extension, Building & Development relationships. **(10 hrs)**

Module 4

Marketing Information Systems: Information system, Types of Data, Information for management decision. **(10 hrs)**

Module 5

Skills for Marketing: Managing marketing projects, Marketing presentation, Negotiations, Marketing Budgets & schedules. **(10 hrs)**

Module 6

Marketing Plan (8 hrs)

Reference books:

1. Internet Marketing by Roberts, Cengage Learning 1ST edition.
2. Mass Media Research: Processes, Approaches and Applications by Wimmer, 1st Edition.
3. Advertising and Promotion: An IMC Approach by Shimp, 7th Edition, Cengage Learning.

5 BBA 6E2.3 : ENTREPRENEURIAL START-UP**Learning Outcome:**

Understanding how to launch a business
What are the resources required for a start-up.
Understand and learn the policies of SSIs
Know the necessary quality controls including pollution
And be aware of the priority sector advances

Module 1

Start ups: The process of setting up a small business: Preliminary Check List and feasibility aspects of a business **(12 hrs.)**

Module 2

Small Scale Industries : Regulation and policies – SSI- define- Exclusively reserved items in India- National awards for SSI, SSI regulations : SSI Registration- Objectives and benefits, Provisional Registration, Permanent Registration, Procedure, De-registration (brief). **(8 hrs.)**

Module 3

Reverse Innovation and its significance in a Global World, The rise of emerging market innovation hub, the changing profile of emerging market R&D hubs, look beyond China and India, Brazil, Indonesia, Saudi Arabia. Emerging market R&D hubs are strategic local success factor. Emerging economies lead the way for sustainable innovation. **(8 hrs.)**

Module 4

FDI approval, NRI Investment Approval, Foreign Exchange Regulation, Environmental Regulation, Income Policies -Licensing Policy –Trade Policy - Imports & Exports, Price & Purchase Preference Policy - Rehabilitation of Sick Units, Schemes -Single Window Scheme. **(8 hrs.)**

Module 5

Priority Sector Policies: Policy for Tiny Sector, Cottage & Village Industries, Handicrafts, Khadi & Handlooms –Development of Backward Areas Schemes -Prime Minister's Rozgar Yozna -Self Employment Scheme for Educated Unemployed – Assistance to SC/ST Entrepreneurs. **(8 hrs.)**

Module 6

Modernization & Training Policies: Quality Certification Schemes (ISO-9000). Application for the Reimbursement of Certification Charges for acquiring ISO-9000 Certification (or its equivalent) Energy & Environment: Policies Pollution & Control Measures -Environmental Control Schemes Pollution Control Schemes -Energy Conservation Schemes Alternative Energy Use. **(6 hrs.)**

References:

1. Small Business Entrepreneurship by Anil Sood- second edition
2. Entrepreneurship and Small Business Management by Dr C B Gupta and Dr S.S Khanka first edition
3. Starting a business from Home by Colin Barrow – second edition
4. Starting a Successful Business by Michael Morris by seventh edition

5 BBA 6E2.4 : INTERNATIONAL HRM**Learning Outcome:**

To make students Industry ready in the Global Industrial context.

Module 1

Globalisation of Business & HR : Global population change, Demographics, Global economic interdependence, Regional alliances, Types of Global organizations, Concept of Expatriate, Definition of global HRM, Domestic versus International HRM. **(10 hrs)**

Module 2

Staffing Global Assignment : Factors affecting Global HR management, Global HRP, Issues in supply of International human resource, Recruitment practices, Executive nationality staffing policy, Issues in selection, Skills for expatriate manager, Predeparture orientation and training, developing international staff and multi national team, Expatriate support & Development,Repatriation **(10 hrs)**

Module 3

Performance Management: Areas to be appraised, who should appraise, Systems of performance appraisal, Criteria for appraising international employees, Adjusting performance criteria, Problems of performance appraisal, making performance appraisal effective. **(10 hrs)**

Module 4

International Compensation: Factors affecting international compensation, Components of international compensation, Balancesheet Approach, Global market approach, Government regulations regarding compensation, Tax concerns, and expatriate managers. **(9 hrs)**

Module 5

Global Employee Relations : The role of union, Key issues in international labour relations, Labour unions & international labour relations, Regional integration-EU, NAFTA.Diversity management for Competitive AdvantageDiscrimination and reverse discrimination, Reasons for diversity management, Methods of managing diversity, Consequencesof diversity, Challenges for diversity management. **(12 hrs)**

Module 6

Issues, Challenges & Latest Trends in IHRM : Managing people in an international context, India, HR issues in MNCs,Corporate social responsibility.HRM practices in different countries-Japan, USA, UK, Turkey, Middle East, India & China, outsourcing. **(9 hrs)**

Reference books :

1. IHRM - Peter. J. Dowling, Denice . E. Welch, Randall - Cengage Learning EMEA, 2008 - 5, illustrated, reprint
2. Managing Human Resources - Bohlander, Snell - South-Western Cengage Learning – 15th edition
3. International HRM - P. Subba Rao – Himalaya Publishing – 1st Edition
4. HRM By Robert Mathis, John Jackson - South-Western Cengage Learning – 13th Edition

5 BBA 7E3 : ELECTIVE – III**5 BBA 7E3.1 : ADVANCED ACCOUNTING****Learning Outcome:**

This paper enriches students about accounting dynamics in various business forms.

MODULE 1:

FINAL ACCOUNTS OF HOLDING COMPANIES :Definition – Accounts – Consolidation – Preparation of Consolidated Balance Sheet – Minority Interest – Preacquisition or Capital Profits – Cost of Control or Goodwill – Inter – Company Balances – Unrealized Inter – Company Profits – Revaluation of Assets and Liabilities – Bonus Shares – Treatment of Dividend – More than one subsidiary – Inter – company Holdings – Consolidation of Profit and Loss account. **(14 hours)**

MODULE 2:**FINAL ACCOUNTS OF BANKING COMPANIES**

Regulation on Banking Companies – Management – Capital and Reserves – Accounts and Books – Final Accounts – Items requiring Special Attention in Preparation of Final Accounts such as Rebate on Bills Discounted – Income from Non – Performing Assets – Basis for treating a Credit Facility as NPA – Asset Classification and Provisioning – Classification of Investments. **(12 hours)**

MODULE 3:**DOUBLE ACCOUNT SYSTEM (INCLUDING ACCOUNTS OF ELECTRICITY CONCERNS)**

Nature – Features of Double Account System – Receipts and Expenditure on Capital Accounts – General Balance Sheet – Revenue Account – Net Revenue Account – Difference between Single Account System and Double Account System – Replacement of an Asset – Accounts of Electricity Companies. **(14 hours)**

MODULE 4:**INFLATION ACCOUNTING**

Meaning – Limitations of Historic Accounting – Methods of Accounting for Price Level Changes – General Price Level Accounting or Current Purchasing Power Accounting – Current Cost Accounting Method – An Appraisal of CPP Method and CCA Method. **(6 hours)**

MODULE 5:**SOCIAL RESPONSIBILITY ACCOUNTING**

Meaning – Need – Form of Accounting. **(4 hours)**

MODULE 6:**TALLY**

Software System – Practical Application of Accounting System. **(10 hours)**

Reference Books:

1. Advanced Accountancy – Dr. M A Arulanandam, Dr. K S Raman, Himalaya Publishing House, 6th Edition, 2014.
2. Advanced Financial Accounting – S P Jain and K L Narang, Kalyani Publishers, 3rd Edition, 2011.
3. Advanced Accountancy – S N Maheshwari & Suneel K Maheshwari, Vikas Publishing, Volume 2, 2009.

5 BBA 7E3.2 : RETAIL MARKETING

Objective: The objective of this course is to develop research skills of students in investigating research problems. It also aims to create an understanding of the proper methodology followed for producing the results of the investigation in the form of systematic reports.

CHAPTER - 1: Basic concepts**(12 hrs)**

Research-Meaning, Need, Objectives - Types of Research - Research Approaches - Research methods Vs Research Methodology, Role of Research in important areas, Research Process, Flow chart- Steps in research.

CHAPTER - 2: Defining the Research Problem**(7 hrs)**

Meaning of Research Problem, Selecting the Problem - Techniques involved in defining the problem.

CHAPTER-3: Research Design**(9 hrs)**

Meaning, Elements of Research Design, Important concepts relating to Research Design - Types of Research Design, Basic Principles of Experimental Designs.

CHAPTER - 4: Sampling**(10 hrs)**

Meaning, Need, Advantages of sampling over census, Probability and Non probability Sampling Methods, Criteria of Selecting a sampling procedure.

CHAPTER - 5: Data Collection and Processing**(12 hrs)**

Collection of Primary and secondary data, Tools for data collection, Questionnaires, Schedules, Tabulation of Data, Instruments of Research- Communication, Question structure, Content, Questionnaire construction & Design.

CHAPTER-6: Analysis and Interpretation of Data and Research Reporting**(10 hrs)**

Meaning of Interpretation, Techniques of Interpretation, Types of reports, Steps in writing report, Layout of Research Report, Principles of report preparation.

BOOKS FOR REFERENCE:

1. Research Methodology by OR Krishna Swamy, M. Ranganatham, Himalaya Publishers, 2008
3. Research Methodology in Management by V.P Michael, Himalaya Publishers, 2010
4. Research Methodology by CR. Kothari, New Age International, New Delhi, 2006.
5. Business Research Methods by Pratap Keshari Khato, Kalyani Publishers, 2006

5 BBA 7E3.3 : LEADERSHIP FOR ENTREPRENEURS**Learning Outcome:**

This is the subject to facilitate the students to understand the leadership skills and qualities in the area of entrepreneurship.

Module 1

Leadership, meaning definition, difference between Leaders and Managers. Traits/ qualities that make a leader, scholars views on whether leadership can be taught or not. **(12 hrs.)**

Module 2

Types and styles of Leaders: Primal Leadership, Resonant Leadership, Narcissist Leaders, Situational Leadership. Leadership Traits – Case Study. **(10 hrs.)**

Module 3

Emotional Intelligence vs. Intelligence Quotient. **(10 hrs.)**

Module 4

Decision Making – Intuition and Imagination, craftsmanship, Ethics, Negotiation – Cases, Effective Leadership Cases **(10 hrs.)**

Module 5

Leadership in a Changing World – Managing Change and Risk. **(10 hrs.)**

Module 6

Learning from failures and Successorship. **(8 hrs.)**

Reference books:

1. Effective Leadership - John Adair - Pan Macmillan - Revised Edition
2. Leadership and Practice by Peter G Northouse - SAGE Publications, Inc – 6th Edition
3. Leadership in the Era of Economic Uncertainty by Ram Charan - McGraw-Hill Professional (1st January 2009)

5 BBA 7E3.4 : CONTEMPORARY HUMAN RESOURCE MANAGEMENT**Learning Outcome:**

This elective paper is aimed at providing impetus to learning the advanced HR practices of corporate world.

MODULE 1:**INTRODUCTION –**

Strategic HRM : Meaning, SHRM, Meaning traditional VS Modern, HRP, Sourcing strategies, Performance management strategies, HRD, strategies, reward strategies (monetary and non-monetary), Retention strategies. **(10 hrs)**

MODULE 2:

MEASURING EFFECTIVENESS OF HRMS: Introduction, Objectives, Meaning of HR systems, Tools to measure effectiveness of HR Systems- HR Records, HR Audit, HR Accounting, HR Research, Benchmarking and performance, HRIS. **(10 hrs)**

MODULE 3:

EMPLOYEE RELATIONS AND INDUSTRIAL RELATIONS: Employee health, safety and welfare (Occupational hazards and risks), Employees rights and privacy. **(15 hrs)**

Industrial relations: Definition, meaning, Why employees unionise, Challenges to Indian trade union, 4pillars of industrial relations- Collective bargaining- (Outcomes- Tools in the hands of employees & management, Deadlock, (Industrial dispute), Mechanisms of handling industrial dispute(Conciliation, Mediation, arbitration, Adjudication), Pre requisites for disciplinary procedure, Disciplinary procedure, grievance handling and employee participation.

MODULE 4:

TALENT MANAGEMENT : Introduction, importance, employee engagement, employee empowerment, talent mapping, EQ- Use of EQ in business context, succession planning **(10 hrs)**

MODULE 5:

IMPACT OF MERGERS AND ACQUISITION ON HR: Need, role of HR in mergers and acquisition, cultural, social, economical, technical and political impact on hr. **(8 hrs)**

MODULE 6:

ETHICS IN HR: Meaning, importance of ethics in HRM, Theories of ethics, Conflict & ethical dilemmas, Challenges to ethics & its solutions. **(7 hrs)**

Reference books:

1. Strategic Human Resource Management - Alan Nankering Robert Compton, Marian Biard - Cengage Learning Australia - 7th Revised Edition - 27th July 2010.
2. A Handbook of Human Resource Management Practice - Michael Armstrong - Kogan Page - 13th Edition - 3rd April 2014.
3. HRM - Ashwathappa - Tata McGraw-Hill Education, 2010 - 6th Edition.
4. Personal management - P Subbarao, Himalaya publications.
5. HRM - VSP Rao second edition -2008.
6. Managing HRM - Bohlander & Snell – Ingram International Inc. - 16th Edition – 2012.
7. HRM - Gary Dessler -Pearson/Prentice Hall, 2005 - 10th Edition

(6 BBA 1) CORPORATE GOVERNANCE**Sec A****LEARNING OUTCOME:**

This paper is intended to make a management student to understand the corporate sector decision making process and its governance.

Contents:

Module 1

Conceptual Framework Of Corporate Governance: Meaning; theories and models of Corporate Governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; Key managerial Personnel (KMP); **(10 Hrs)**

Module 2

Corporate Governance framework in India: Corporate boards and Powers, responsibilities disqualifications; regulatory framework of Corporate governance in India; Corporate governance in PSUs and banks. **(8 Hrs)**

Module 3

International Perspective on Corporate Governance: Legislative framework of corporate governance in United Kingdom, USA, Australia, china, South Africa; OECD Principles of Corporate Governance 1999; **(10 Hrs)**

Module 4

Major Corporate Governance failures: Bank of credit and commerce International (UK), World.com (USA); Satyam computer services ltd; Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures. **(14 Hrs)**

Module 5

Whistle –blowing and corporate Governance: The concept of whistle-blowing; types of whistle-blowers; whistle –blower policy; developments in India. **(8 Hrs)**

Module 6

Corporate Social responsibility (CSR): Meaning; CSR – an overlapping concept; corporate sustainability reporting; relation between CSR and Corporate governance; Initiatives in India. **(10 Hrs)**

Reference Books:

1. Corporate Governance, Business Ethics & CSR - J. P. Sharma, Ane Books Pvt. Ltd., New Delhi.
2. Politics Ethics and Social Responsibilities of Business - Bhanu Murthy, K. V. and Usha Krishna, , Pearson Education, New Delhi.
3. Corporate Governance-Theory and Practice - D Geeta Rani & R K Mishra, Excel Books, New Delhi
4. Corporate Governance (Indian Edition) - Christine A Mallin,Oxford University Press, New Delhi.
5. Corporate Governance-Principles, Policies, and Practice (Indian Edition) - Bob Tricker, Oxford University Press, New Delhi.

(6 BBA 2) MANAGEMENT INFORMATION SYSTEM**Sec A****LEARNING OUTCOME:**

This paper aims at managing business using technology and other information.

Module 1**Overview of Information system**

Data vs information ,importance of information , Types of information system, , Transaction processing system, decision support system, group decision support system, executive information system ,effect of IT on strategy and competition: competitive force model, value chain, Introduction to : concept of MIS. **(10 hrs)**

Module 2**Management and information system**

Information system requirements at different management levels, decision making and information system : types of decision , decision making process, decision making model, problem solving and system approach to problem solving. **(8 hrs)**

Module 3**Integrated Information system**

Introduction To ERP, Business Intelligence , Introduction to Data Mining , technology used in data mining and Introduction to online analytical processing (OLAP)

Practical : Business data Analysis using Excel : Entering data, filtering data, data validation, pivot table, Vlookup, concatenate. **(12 hrs)**

Module 4

Functional information system

Production information system, marketing information system, financial information system, human resource information systems. **(8 hrs)**

Module 5

Artificial intelligence and expert system

Concept of artificial intelligence, business applications of artificial intelligence, artificial intelligence techniques : neural network, fuzzy logic etc ,expert system, knowledge management system. **(10 hrs)**

Module 6

Managing information system resources

Information system resources, Ethical and social issues in managing information system resources, Cyber crime ,information security and cyber laws, audit of information systems. **(12 hrs)**

Reference Books:

1. Management Information system by O'Brien Marakas, Tata Mc Grew hill (9th Edition, 2010)
2. Management Information system by L M Prasad, Sultan Chand Publishing House(2nd edition ,2011)
3. Information system concepts for Management by Lucas,H.C, Tata Mc Grew hill (1st edition, 1986)
4. Managing Information system in the digital Firm by Loudon K.C, Prentice Hall of India(2006)
5. Business Data Analysis using excel by David whigham , Oxford University press, 2007

(6 BBA 3) INCOME TAX - II

LEARNING OUTCOME:

To make students to understand the concepts of direct tax

Module 1

Profits and gains from Business or Profession : Problems on business relating to sole trader only and problems on profession relating to Chartered accountant, Advocate and Doctor. **(15 hrs)**

Module 2

Capital Gains: Theory and problems including exemptions u/s 54 **(10 hrs)**

Module 3

Income from other sources including problems. **(10 hrs)**

Module 4

Deductions from Gross Total Income (Provision relating to individuals) & Computation of the total Income and tax liability including tax rebate **(15 hrs)**

Module 5

Set off and Carry forward of losses **(5 hrs)**

Module 6

Indirect Tax – Service Tax and VAT

Meaning and definition of indirect tax, VAT, Service Tax, GST, Registration for service tax, VAT and CST, Rate of service tax, Obtaining of TIN number, Administration of service tax, Person who is liable to pay service tax. **(5 hrs)**

Reference books:

1. Income tax law & practice by Gaur & Narang, Kalyani publication edition 2015, 2016
2. Income tax by Dr.H.C.Mehrothra, Sahitya Bhawan publication edition 2015
3. Income tax by Dr Vinod, K Singhania & Monica Singhania, Taxman publication edition 2015

(6 BBA 4) BANKING & INSURANCE

Sec A

LEARNING OUTCOME:

To acquaint the students with corporate financial and Banking Industry practices and make them understand the different methods of Banking and Insurance operations, which influence to build a good career opportunities in financial sector.

Module 1**Introduction to Banking:** Types of Banks, Functions of banks, Types of banking. (12 hrs)**Module 2****Indian Banking :** RBI, NPA, Credit Control methods, Banks in India, Nationalization of Banks, Banking industry after 1991(10 hrs)**Module 3****Paying Banker-** payment of Cheques & protection to the paying banker, dishonour of Cheques – grounds – payments of Cheques and other instruments. (10 hrs)**Module 4****Collecting Banker** - collection of Cheques and other instruments, protection to the banker under negotiable instruments act, Endorsement on Cheques, different types of Endorsement, Types of customers in brief. (10 hrs)**Module 5****Introduction to Insurance,** Meaning and nature of Insurance business, Concepts of Insurance and Insurance Documents, IRDA, Classification of Insurance and Reinsurance, Insurance Marketing and Insurance Intermediaries, Privatization of Insurance Business in India, Insurance Companies in India. (10 hrs)**Module 6****Understanding Risk,** Risk Management and Control. (8 hrs)**Reference books:**

1. Banking Theory Law and Practice - Gordon & Natarajan – HPH
2. Banking Theory & Practice - S. P Srivastava - Anmol Publications
3. Banking Law and Practice - Maheshwari. S.N - Vikas Publication
4. Banking Law and Practice in India - Tannan M.L- Indian Law House



6 BBA 5E4 : ELECTIVE – IV**6 BBA 5E4.1 : SECURITY ANALYSIS & PORTFOLIO MANAGEMENT****Learning Outcome:**

This course is designed to provide a broad overview of evaluating investment decisions in individual financial and non financial securities in a portfolio. It provides an extensive idea on evaluating the risk and return associated with securities, the portfolio as a whole and thereby constructing the optimal portfolio of securities.

Module 1

Introduction: Forms of investments-Financial and Non financial forms of investments, Factors influencing selection of investments-Investment process

Financial markets - primary and secondary markets - major players involved and instruments in secondary market - Functions of stock exchanges, trading and settlement procedures at NSE & BSE. **(10 hours)**

Module 2

Time Value of money: Bond Valuation- Yield to Maturity (YTM) - meaning, problems, Duration- meaning, problems, Interest Cover ratio- meaning, problems, Equity Valuation- meaning, problems, Preference Valuation- meaning, problems. **(11 hours)**

Module 3

Fundamental Analysis: Meaning, Macroeconomic and industry analysis, Company Analysis. Technical analysis- meaning, difference between fundamental and technical analysis, methods of Technical Analysis- charting technique, Market indicators, relative strength analysis. **(8 hours)**

Module 4

Modern Portfolio theory : Markowitz diversification model- history , assumption, Problems, Capital Asset pricing model- Capital Market Line (CML) and security market Line (SML) - history , assumption, Problems, Arbitrary pricing model- history , assumption, Sharpe single index model- history , assumption, Problems, Asset allocation decision, Dominant & efficient portfolio, Simple diversification. **(16 Hours)**

Module 5

Portfolio performance evaluation: Sharp & Treynor & Jensen's measure, Portfolio revision, Active and passive strategies & formula plans in portfolio revision. Asset Management companies -Functions of asset management companies, Performance measurement and return attribution for portfolios.

(10 hours)**Module 6**

Spectrum of Investment- meaning , types, innovative forms of investment – derivatives, Indexed funds, Inflated bonds, Hedged funds, FCCBs, Combines equity. **(6 hours)**

Reference Books:

1. Security analysis and portfolio management- Avadhani
2. Investment Management- C.K Bhalla, S. Chand Ltd 13th edition
3. Investment analysis and portfolio management- Prasanna Chandra, tat Mc Graw- Hill, 3rd edition.
4. Investment analysis and portfolio management- Dr. R P Rustagi, Sultan Chand and sons, 4th edition.

6 BBA 5E4.2 : ADVERTISING & MEDIA MANAGEMENT**Learning Outcome:**

This subject is focused to develop the skills among students to know the actual trends to be used in the area of advertising and media to support their career opportunity.

Module 1

Introduction to Advertising: Introduction; Changing concept of advertising: Nature and scope of Advertising, Evolutions of advertising; Role of advertising in modern society; Socio and economic impact of advertising, Advertising in India and abroad, Law, ethics, morality in relation to advertising.; Planning advertising Campaigns. **(12 hrs)**

Module 2

Types of Advertising: Types of advertising, Product, services, Institutional, Public Services, Financial and Industrial. **(8 hrs)**

Module 3

Advertising Planning & Decision Making: Planning Framework; Marketing strategy and Situational analysis; Marketing Plan; Communication Process; DAGMAR approach; The advertising Plan; facilitating agencies; personal selling , sales promotion, publicity, identifying prospects, Ad Appeals, Stimulating & expanding demand , Other functions of advertising. **(10 hrs)**

Module 4

Advertising Agency: Advertising Agency; Origin development of the agency, organization, structure, functions, and departments: Client agency relationship; the advertising budget, evaluating advertising –research. Some typical and Agency problems. **(10 hrs)**

Module 5

Advertising Budget & Regulation: Plans, Process, different methods, sales objectives and task all you can afford comparative parity and incremental concept; budgeting decision roles, Ethical and social dimension of advertising, Role of computer in advertising. Advertising Regulations, Deceptive advertising, Determining Deceptive Advertising research, Remedies, Competitors, Lawsuits, self regulations, Advertising and society, Effects on values and lifestyles, Economic effects of advertising, Advertising and competition. **(11 hours)**

Module 6

Media Strategy: Role of Media, setting media Budget, Types of Media, Media Research and advertising Decisions, Media vehicle decision, Media Option Decisions, Scheduling and Timing Decisions, Media Buying and Organisation. **(9 hrs)**

Reference Books:

1. 'Advertising: An Introductory Text', S.A. Chunawalla, Edition 2004, Himalaya Publishing House, India.
2. 'Advertising & Integrated Brand Promotion', O'Guinn, Edition 2004, Cengage Learning.
3. 'Advertising Management', Batra, Myers & Aaker, 5th Edition, PHI Learning Private Limited.
'Advertising: Planning and Implementation', Sharma and Singh, PHI Learning Pvt. Ltd.

6 BBA 5E4.3 : FINANCE FOR ENTREPRENEURSHIP**Learning Outcome:**

- To understand Concept of Entrepreneurial Finance
- To know components of Indian Financial Markets and Services
- To know the process of Venture Capital
- To understand the - Foreign Exchange Markets and Depositaries

Module 1

Introduction to the field of entrepreneurial finance. The concepts of entrepreneurial finance and its difference to traditional corporate finance. Determine the financing needs of an entrepreneurial firm, Concepts of Financial Markets. **(12 hrs)**

Module 2

Financial Intermediaries: Merchant Banks, Hire Purchase Finance, Lease Finance and NBFCs, Mutual Funds – Meaning types and operations. **Exchange Trade funds (14hrs)**

Module 3

Venture Capital Funding: Meaning of Venture Capital, Types and Funding stages. Venture Capital as source of Finance. Venture Capital in India. **(6 hrs)**

Module 4

Sources of Finance: Initial Public Offerings, Depository Receipts, Bank Financing, Government sources Business expansion Scheme funds, Factoring. **(8 hrs)**

Module 5

International Financial Markets: Foreign Exchange Markets – Meaning, Types of Foreign Exchange Rates. Futures, Forward, Swaps, Options, Hedging, Arbitrage, Derivates. **(8 hrs)**

Module 6

Financial Analysis: Concept of project and classification of project, identification project formulation - project report - project design - project appraisal - profitability appraisal - project planning - social cost benefit analysis - financial analysis and project financing. Financial analysis- Investment process; Break even analysis - Profitability analysis social cost - Benefit analysis - Budget and planning process, **(12 hrs)**

Reference books :

1. Financial Market & Services by Gordan , Natarajan K, Published by Himalaya Publishing House, Current Edition
2. The Indian Financial System: Markets, Institutions And Services, 2/E, Pearson Education India, Current Edition
3. Financial market & Services by I B Bhole, Tata McGraw-Hill Education, Fifth Edition, 2012

4. Indian Financial System, Khan, Tata McGraw-Hill Education, Sixth Edition, 2006
5. Financial Services & Market by Guruswamy, Tata McGraw-Hill Education, Current Edition
6. Financial Services by Tony Martin, Financial Services by Tony Martin, First Edition, 1991
7. Economic Survey Report of the Current Financial Year

6 BBA 5E4.4 : LABOUR LAWS

Learning Outcome:

To Provide HR students cutting edge knowledge on Labour Law to facilitate smooth functioning on organization.

Module 1

Factories Act 1948, Short title & extent, Definitions Health-cleanliness, disposal of waste, ventilation, dust and fume, Artificial humidification, overcrowding, lighting, drinking water, toilets, spittoons. Safety: Fencing of machinery, work on or near machinery in motion, Employment of young persons on Dangerous machines, safety officer, Working hours for adults, Annual leave with wages, recent amendments. **(10 hrs)**

Module 2

Minimum Wages Act-1948 : Short title & extent, definitions, Fixing of minimum rate of wages, Procedure for fixing and revising minimum wages, wages in kind, payment for minimum rate of wages, Fixing hours a normal working, overtime. Payment of Wages act-1936 : Short title & extent, definitions, responsibility for payment of wages: fixation of wage period: Time of payment of wages: mode of payment: deduction from wages for absence from duty, damage or loss, For service rendered, recovery of advances and loans: maintains of registers and records, Penalty for offences: payment of un-disbursed wages in case of death **(10 hrs)**

Module 3

Employee's provident fund and miscellaneous provisions Act 1952, Short title & extent, definitions, employment Provident fund scheme, Employee pension scheme, employee deposit linked insurance scheme Payment of Gratuity act 1972 : Short title & extent, definitions, continuous service, payment of gratuity, compulsory insurance, determination of amount of gratuity. **(10 hrs)**

Module 4

ESI Act- 1948 : Short title & extent, definitions, contributions:-who is to be insured, principal employer to pay contributions in the first instance, general provision as to payment of contributions, method of payment, benefits- sickness benefit, maternity benefit, disablement benefit, dependents benefits, medical benefits, presumptions as to accidents arising in course of employment, penalties: punishment for false statement, punishment for failure to pay contributions and prosecutions. Maternity Benefit act 1961 : Short title & definitions and applications, employment for work by, women prohibited during certain period, Right to payment for maternity benefit, continuance of payment of maternity benefits in some cases, Leave for miscarriage, leave for illness arising out of pregnancy /delivery/premature birth of child etc, and nursing breaks. **(10 hrs)**

Module 5

Payment of bonus Act 1965 : Short title & extent, definition, Eligibility for bonus, payment of minimum and maximum bonus, Disqualification for bonus, set on and set off allocable surplus, time limit for payment of bonus. **(8 hrs)**

Module 6

Industrial Dispute Act 1947 : Short title & extent, definition, Dismissal, Etc., of an Individual workmen to be deemed to be an Industrial Dispute, Works committee, Conciliation officers, Board of conciliation, Court of inquiry, Labour Courts, Industrial tribunal, National tribunals, setting up of grievance settlement authorities and reference of certain individual disputes to such authorities, Adjudication. **(8 hrs)**

Reference books:

1. Essentials of HRM and Industrial relations - P.Subba Rao – Himalaya publishers – 9th edition
2. Industrial Relations & Personnel management - Dr M.V. Pylee & A. Simon George – vikas publishing - 2009
3. Industrial Relations in India - Myers , A Charles & Kannappan - Asia Pub. House
4. Human resource Management by Gary Dessler

6 BBA 6E5 : ELECTIVE – V**(6BBA6E5.1) FINANCIAL ANALYSIS & PLANNING****Learning Outcome:****This paper aims at:**

- **Analysing the financial statements**
- **Cost Analysis**
- **Decision Making in the areas of cost and finance**

Module 1 (6 hrs)
Introduction to financial statements, importance of financial statements. Techniques of financial statement analysis, GAAP.

Module 2 (10 hrs)
Financial statement analysis: Tools of analysis, horizontal and vertical analysis, problems on different techniques of financial statement analysis.

Module 3 (10 hrs)
Reading financial statements with the help of ratios, emphasizing more on analysis.

Module 4 (14 hrs)
Standard Costing : Meaning, objectives, types, classification of variances-material, labour and overhead (problems on material and labour only).

Module 5 (14 hrs)
Strategic Cost Management : Meaning, objectives, importance of marginal costing, decision making-make or buy. Accept or reject foreign order, profitable product mix, addition or deletion of products-with or without key factors (problems on above).

Module 6 (6 hrs)
Business forecasting: Meaning, objective, theories of forecasting, methods of financial forecasting, projected income statement and balance sheet-formula method of forecasting, interim financial statements.

Reference Books:

1. Cost and Financial Analysis by Jain and Narang, Kalyani Publishers, Second Revised Edition, Year 2008
2. Cost and Financial Analysis by Jawaharlal, Himalaya Publishing House, 4th Edition
3. Cost and Financial Analysis by Shashi K Gupta, Neeti Gupta, Anu Putney, Kalyani Publishers, Year 2007

(6BBA 6E5.2) DIGITAL MARKETING**Learning Outcome:**

1. To learn and understand the concepts of Digital marketing
2. To learn market offerings on digital channel.
3. To create and build brands online.

Module 1
Concept of Digital Marketing – Meaning, Definitions and Concept, Importance and role of Digital Marketing, IMC, its relevance to the Consumer. Segmentation, Positioning and Branding in Digital World. Digital marketing platforms. **(12 hrs)**

Module 2
Online marketing strategies for customer acquisition, conversion and retention, On-page and Off-page Optimization, Google Analytics, Website Monetization **(8 hrs)**

Module 3

Dimensions of Digital Communication Environment – Technology, Applications, Marketing and Audiences. Keyword Research and Analysis, Disintermediation and digitization Emerging digital channels (SEO, SEM and SMM) **Key analytics and consumer browsing behavior** (10 hrs)

Module 4

Digital Promotion and Social Media – Formulation of Digital Marketing plan, Digital Promotional tools – Online advertising and SEM, online Video and TV Advertising ,email marketing, mobile marketing, lead generation,crowdsourcing,Website as a form of advertisement and their types. **(12 hrs)**

Module 5

Social Media and Networking, Social Media Consumer, Social Media marketing, Blogging and Video Marketing**(8 hrs)**

Module 6

Ethical Issues in Digital Marketing

The digital Divide, social Exclusion, Intrusion and Marketing to Children. **(10 hrs)**

Reference Books:

1. Principles and Practice of Marketing, David Jobber and Fiona Ellis-Chadwick McGraw, 7th Edition
2. Bird, D. (2007) Commonsense, direct and digital marketing. 5th edition. London, Kogan Page.
3. Dann, S. & Dann, S. (2011) E-Marketing: Theory and Application. Palgrave, Macmillan

(6 BBA6E5.3) MARKETING FOR ENTREPRENEURSHIP**Learning Outcome:**

To teach the students to become more risk taking, creative & innovative in their approaches to start business of their own which will be eventually reflected in the nation's economy.

Module 1

Entrepreneurship Marketing: Overview of marketing, Definition of Entrepreneurial Marketing, Marketing in the entrepreneurial era; Importance of Marketing in Entrepreneurship, Components of Marketing Concepts for Entrepreneurs, Entrepreneurial marketing behaviour, Entrepreneurial marketing Strategies, Marketing Problems of SMEs. **(6 hrs)**

Module 2

Market Segmentation, Targeting and Positioning Strategies: Segmentation, Bases for Segmenting Consumer and Industrial Markets, Targeting, Target Marketing Strategies, Positioning, Positioning strategies for existing and new products, Re-positioning, perceptual mapping. **(10 hrs)**

Module 3

Consumer Behaviour in entrepreneurship marketing: Introduction to Consumer Behaviour, Kinds of Consuming Entities, Consumer Purchase Decision Process, Levels of Consumer Decision Making (CDM), Factors affecting Consumer Behaviour, Consumer loyalty, Consumerism, Consumer Rights. **(10 hrs)**

Module 4

Principle and Practice of Ps: Introduction, Product, Product Classification and opportunity recognition in SMEs, Consumer Products - B2C Marketing offering in SMEs, Organisational Products- B2B Marketing offering in SMEs, Implication for SME Marketing— Levels of Products- New Product Development-Product Life Cycle(PLC)- Managing Diffusion- Product Management, Pricing and Pricing related issues in SMEs, Pricing Objectives, Pricing Strategies, Distribution, Channel Choice, Distribution Channel, Franchising, Benefits of franchising, Issues affecting the success or failure of a Franchise, Steps in establishing a franchise, Marketing Communication for SME, Advertisement, Sales Promotion, Personal Selling and Publicity/PR, Internet Marketing. **(14 hrs)**

Module 5

Relationship Marketing and Networks in Entrepreneurship: Introduction, Six-Markets Model of RM, Core Concept of RM, Current trends of RM, Networks for Entrepreneurial RM. Marketing Planning in Small Business: Implication of Marketing Planning, Understanding the Environment-External Environmental Influences, Contents of a Marketing Plan. **(12 hrs)**

Module 6

Internal Marketing and Service Excellence in SMEs: Introduction, SMEs and Service marketing, Service Quality, Internal Marketing, Elements of Internal Marketing, Implementing Service Excellence. **(8 hrs)**

Reference books:

1. Entrepreneurship Marketing-Principles and Practice of SME Marketing, Sonny Nwankwo and Ayantunji Gbadamosi, Routledge, London and New York – Routledge(26th Nov 2010)

2. Marketing for Entrepreneurs- Concepts and Application for New ventures, Frederick G Crane, Sage Publications (October 2009)
3. 'Marketing Management'- Kotler P, Pearson Education, New York – P H I (2000)

(6 BBA 6E5.4) COMPENSATION MANAGEMENT

Learning Outcome:

To give exposure to students in one of the most important functional areas of HRM which has repercussion in employee retention.

Module 1

Introduction to Compensation : Concept, Definition, Objectives, Significance, components of compensation, Factors influencing compensation. **(8 hrs)**

Module 2

Strategic Compensation Planning : Importance of aligning compensation strategy with business strategy, Strategy based compensation program - Compensation as retention strategy, Compensation as cost cutting strategy, Benchmarking the compensation program. **(12 hrs)**

Module 3

Determining the salary structure - The wage mix : Designing compensation system, Internal and external equity in compensation, Legal aspects of Compensation. **(12 hrs)**

Module 4

Job Evaluation System : Introduction, Definition, Objectives, Job evaluation & Performance Appraisal, Process of Job evaluation, Techniques, Essentials of success of Job Evaluation Program, limitations of Job Evaluation Program. **(8 hrs)**

Module 5

Wage & Salary Administration : Concept of wages, Wage determination process, Methods of wage fixation, Wage differentials. **(10 hrs)**

Module 6

P4P- Incentive pay Plans : Basic concepts of incentives, Types of wage incentive plan, Fringe benefits, Individual and group incentive system, Limitation of incentive plans. Recent Trends in compensation management : Compensation & reward system, Recent trends in Compensation. **(10 hrs)**

Reference Books:

1. Compensation Management and Labour Legislation - M Sharma- Himalaya Publishing – 1st edition
2. Compensation Management - Dr Kanchan Bhatia- Himalaya publishing – 1st edition
3. Managing Human Resource - Bohlander Snell - South-Western Cengage Learning – 15th edition

6 BBA 7E6 : ELECTIVE – VI PROJECT

Project Report and Viva-Voce (Based on the specialization)



DUAL PROGRAMME

EVENT MANAGEMENT

First Semester

- Basic understanding of event management sector
- Basic skills-emceeing and script writing
- Introduction to various creative–newspaper ads/posters/hoardings
- Understanding various issues like cost/location/vendors
- Goal setting and time management

Second Semester

- Attend & understanding mega events
- Designing an event-corporate to wedding planning
- Introduction to sponsorship and issues related
- Creative part-2-radio design/TV ads/backdrops/multimedia presentations
- Production and budgeting

Third Semester

- Recruitment in an event management company
- Operations & logistics
- Celebrity management
- Money management /target accounts
- Brand development of an event
- Leadership & team management

Fourth Semester

- Module on stress management
- The candidate have to organize an event and execute it.
- At the end of the event an evaluation is done with respect to functional areas & cost and revenue.

Note: Internship in an event management company is a must from the first semester onwards till the end of two years.

DUAL PROGRAMME
ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (ACCA)

DUAL PROGRAMME

The Dual Programme is a qualification offered by a professional body along with degree which will not only enable students to achieve a professional qualification but will also assist the management graduates in relating their skills to the needs of business.

Embedded in the body of the dual BBA programme are opportunities to practice and expand business skills through work-integrated learning courses. Under the Dual Program you can choose from the following areas of specialization:

DUAL PROGRAMME (AN OVERVIEW)

PRACTICAL FINANCE

- BBA + Fellow Chartered Financial Practitioner (FChFP)
Certifying Body
 - Bachelor of Business Administration from Jain University
 - FchFP from APFinSA (Asia Pacific Financial Services Association) - Singapore
- BBA + Investment Operations Certificate (IOC)
Certifying Body
 - Bachelor of Business Administration from Jain University
 - Investment Operations Certificate (IOC) from Chartered Institute for Securities & Investment, UK

PRACTICAL MARKETING

- BBA + Professional Certificate In Marketing
Certifying Body
 - Bachelor of Business Administration from Jain University
 - Professional Certificate in Marketing from the Chartered Institute of Marketing, UK

HUMAN RESOURCE MANAGEMENT (HRM)

- BBA + Human Resource Management (HRM)
Certifying Body:
 - Bachelor of Business Administration from Jain University
 - Human Resource Management from Cambridge University, UK.

FAMILY MANAGED BUSINESS

- BBA + Family Managed Business (FMB)
Certifying Body
 - Bachelor of Business Administration from Jain University
 - Family Managed Business from JU - CMS

ENTREPRENEURSHIP

- BBA + Diploma in Entrepreneurship & Business Management
Certifying Body
 - Bachelor of Business Administration from Jain University
 - Diploma programme in Business Entrepreneurship from Entrepreneurship Development Institute of India (EDI), (Govt. of India)

EVENT MANAGEMENT

- BBA + Event Management
Certifying Body
 - Bachelor of Business Administration from Jain University
 - Event Management from JU - CMS

ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (ACCA)

- BBA + Association of Chartered Certified Accountants (ACCA)
Certifying Body
 - Bachelor of Business Administration from Jain University
 - Association of Chartered Certified Accountants (ACCA), UK

DUAL PROGRAMME

FELLOW CHARTERED FINANCIAL PRACTITIONER (FCHFP)

COURSE MODULE

Module Code	Module Title
FChFP 01	Fundamentals of Investments and Financial Planning
FChFP 04	Risk Management & Legal Aspects
FChFP 02	Retirement Planning & Tax Concept
FChFP 03	Investment Planning
FChFP 05	Tax & Estate Planning for Individuals & Business Owners
FChFP 06	Financial Planning Applications

FChFP 01 - Fundamentals of Investments and Financial Planning

This module provides comprehensive coverage of personal financial planning in the areas of money management, taxes, consumer credit, housing and other consumer decisions, legal protection, insurance, investments, retirement planning, and estate planning. The goal of this module is to teach students the fundamentals of financial planning so they can make informed advice related to spending, saving, borrowing, and investing that lead to long-term financial security. This module also uses many financial planning tools with a step-by-step approach to help students identify and evaluate choices as well as understand the consequences of decisions in terms of opportunity cost.

FChP 04 - Risk Management & Legal Aspects

This module offers the essential aspects of insurance contracts and the insurance industry while providing a substantially more conceptual analysis and attention to business risk management and public policy issues that exists in current texts. It also covers the issues in Liability Risk and Management.

FChP 02 - Retirement Planning & Tax Concept

This module teaches students to recognize the role taxes play in business and investment decisions. In addition, the module

presents the general role of taxation and its implications across all taxpaying entities before discussing the details relevant to specific entities. This approach allows students to really grasp the fundamental concepts that are the foundation for specific tax rules. The benefit is that the students will understand the framework of the tax system, even though specific tax rules and regulations change from year to year, country to country.

FChP 03 - Investment Planning

This module concentrates on investment analysis, presenting the practical applications of investment theory to convey insights of practical value. This module concentrates on the intuition and insights that will be useful to practitioners throughout their careers as new ideas and challenges emerge from the financial marketplace. It also maintains the theme of asset allocation (authors discuss asset pricing and trading then apply these theories to portfolio planning in real-world securities markets that are governed by risk/return relationships).

FChP 05 - Tax & Estate Planning for Individuals & Business Owners

The first part of this module concentrates on Estate Planning issues, providing an overview of the implication of income tax laws to the individuals and in planning for the minimisation and taxation deferral. It provides the structure for students when planning for their clients personal financial planning including Business Owners. The second part of the module explains how to achieve optimum benefits from the limited resources available to small firms, as well as how to plan for growth and succession in a business.

FChP 06 - Financial Planning Applications

This module focuses on the development process of analysing and recommending a comprehensive financial plan that is appropriate to the client. Practical case studies being used and students are better equipped to analyse and solve financial problems arising from the many real-life factors integrated into the case studies.



DUAL PROGRAMME
INVESTMENT OPERATIONS CERTIFICATE (IOC)



Syllabus Unit/ Element		Chapter/ Section
ELEMENT 1	INTRODUCTION	Chapter 1
1.1	The Financial Services Industry	
	On completion, the candidate should:	
1.1.1	Know the role of the following within the financial services industry: <ul style="list-style-type: none"> • retail banks • savings institutions • investment banks • private banks • retirement schemes • insurance companies • fund managers • stockbrokers • custodians • financial advisers • third party administrators (TPAs) • industry trade bodies • sovereign wealth funds 	Section 5
1.1.2	Know the function of and differences between retail and professional business and who the main customers are in each case	Section 3
ELEMENT 2	ECONOMIC ENVIRONMENT	Chapter 2
2.1	Economic Environment	
	On completion, the candidate should:	
2.1.1	Know the factors which determine the level of economic activity: <ul style="list-style-type: none"> • state-controlled economies • market economies • mixed economies • open economies 	Section 2
2.1.2	Know the role of central banks	Section 3.1
2.1.3	Know the common features of the following: <ul style="list-style-type: none"> • the Federal Reserve (US) • the Reserve Bank of Australia • the Central Bank of Bahrain • the People's Bank of China • the Central Bank of Egypt • the Bank of England • the European Central Bank • the Reserve Bank of India • the Bank of Japan • the Bank of Korea • the Money Authority of Singapore • the Central Bank of the United Arab Emirates 	Section 3.2
2.1.4	Know how goods and services are paid for and how credit is created	Section 4.1
2.1.5	Understand the meaning of inflation: <ul style="list-style-type: none"> • measurement • impact • control 	Sections 4.2, 4.3

Syllabus Unit/ Element		Chapter/ Section
2.1.6	Understand the impact of the following economic data: <ul style="list-style-type: none"> • Gross Domestic Product (GDP) • balance of payments • level of unemployment 	Section 4.3.2

ELEMENT 3	FINANCIAL ASSETS AND MARKETS	Chapter 3
3.1	Cash Deposits On completion, the candidate should:	
3.1.1	Know the characteristics of fixed term and instant access deposit accounts	Section 2.1.1
3.1.2	Understand the distinction between gross and net interest payments	Section 2.1.1
3.1.3	Be able to calculate the net interest due given the gross interest rate, the deposited sum, the period and tax rate	Section 2.1.1
3.1.4	Know the advantages and disadvantages of investing in cash	Section 2.1.1
3.2	Money Market Instruments On completion, the candidate should:	
3.2.1	Know the difference between a capital market instrument and a money market instrument	Section 2.1.2
3.2.2	Know the definition and features of the following: <ul style="list-style-type: none"> • Treasury bill • commercial paper • certificate of deposit 	Section 2.1.2
3.2.3	Know the advantages and disadvantages of investing in money market instruments	Section 2.1.2
3.3	Property On completion, the candidate should:	
3.3.1	Know the characteristics of property investment <ul style="list-style-type: none"> • commercial/residential property • direct/indirect investment 	Section 2.4
3.3.2	Know the advantages and disadvantages of investing in property	Section 2.4
3.4	Foreign Exchange Market On completion, the candidate should:	
3.4.1	Know the basic structure of the foreign exchange market including: <ul style="list-style-type: none"> • currency quotes • settlement 	Section 3

ELEMENT 4	EQUITIES	Chapter 4
4.1	Equities On completion, the candidate should:	
4.1.1	Know the features and benefits of ordinary and preference shares: <ul style="list-style-type: none"> • dividend • capital gain • pre-emptive rights • right to vote 	Section 1

Syllabus Unit/ Element		Chapter/ Section
4.1.2	Understand the risks associated with owning shares: <ul style="list-style-type: none"> • price risk • liquidity risk • issuer risk • foreign exchange risk 	Section 2
4.1.3	Know the definition of a corporate action and the difference between mandatory, voluntary and mandatory with options	Section 3
4.1.4	Know the different methods of quoting securities ratios	Section 3.1
4.1.5	Understand the following terms: <ul style="list-style-type: none"> • bonus/scrip/capitalisation issues • rights issues/open offers • stock splits/reverse stock splits • dividend payments • takeover/merger 	Section 3.1
4.1.6	Know the purpose and format of annual company meetings	Section 3.2
4.1.7	Know the differences between the primary market and secondary market	Section 4
4.1.8	Understand the characteristics of Depositary Receipts: <ul style="list-style-type: none"> • American Depositary Receipt • Global Depositary Receipt • dividend payments • how created/pre-release facility • rights 	Section 5
4.1.9	Know the role of stock markets	Section 6
4.1.10	Know the types and uses of a stock exchange index	Section 7
4.1.11	Know to which markets the following indices relate: <ul style="list-style-type: none"> • Dow Jones Industrial Average • S&P 500 • NASDAQ Composite • FTSE 100 • FTSE All Share • Nikkei 225 • XETRA Dax • BSE Sensex • SSE Composite • Strait Times Index • EGX 30 • FTSE NASDAQ Dubai • S&P ASX200 • KOSPI • Tadawul All Share 	Section 7

Syllabus Unit/ Element		Chapter/ Section
4.1.12	Know the main features of the settlement systems in the following markets: <ul style="list-style-type: none"> • Australia • Bahrain • China • Egypt • Euronext • Germany • Greece • India • Japan • Korea • Singapore • Spain • United Arab Emirates • UK • US 	Section 8

ELEMENT 5	BONDS	Chapter 5
5.1	Government Bonds On completion, the candidate should:	
5.1.1	Know the definition and features of government bonds: <ul style="list-style-type: none"> • US • UK • France • Germany • Japan 	Sections 2.1, 3
5.1.2	Know the advantages and disadvantages of investing in government bonds	Section 2.2
5.2	Corporate Bonds On completion, the candidate should:	
5.2.1	Know the definitions and features of the following types of bond: <ul style="list-style-type: none"> • domestic • foreign • eurobond 	Section 6
	<ul style="list-style-type: none"> • asset-backed securities 	Section 5
	<ul style="list-style-type: none"> • zero coupon • convertible 	Section 4
5.2.2	Be able to calculate the flat yield of a bond	Section 7
5.2.3	Know the advantages and disadvantages of investing in corporate bonds	Section 2.2
5.2.4	Understand the role of credit rating agencies and the difference between investment and non-investment grades	Section 2.3

Syllabus Unit/ Element		Chapter/ Section
ELEMENT 6	DERIVATIVES	Chapter 6
6.1	Derivatives Uses On completion, the candidate should:	
6.1.1	Know the uses and application of derivatives	Section 1.1
6.2	Futures On completion, the candidate should:	
6.2.1	Know the definition and function of a future	Section 2
6.3	Options On completion, the candidate should:	
6.3.1	Know the definition and function of an option	Section 3
6.3.2	Understand the following terms: <ul style="list-style-type: none"> • calls • puts 	Section 3
6.4	Terminology On completion, a candidate should:	
	Understand the following terms: <ul style="list-style-type: none"> • long • short • open • close 	Section 2
6.4.1	<ul style="list-style-type: none"> • holder • writing • premium • covered • naked 	Section 3
	<ul style="list-style-type: none"> • OTC • Exchange-Traded 	Section 1.1
6.5	Derivatives/Commodity Exchanges On completion, the candidate should:	
6.5.1	Know the role of the following exchanges: <ul style="list-style-type: none"> • CME Group • NYSE Liffe • Eurex • Intercontinental Exchange, ICE Futures • Korea (KRX) • London Metal Exchange (LME) • National Commodities and Derivatives Exchange India (NCDEX) • Dubai Mercantile Exchange • Dubai Gold and Commodities Exchange • BM&FBOVESPA 	Section 5.2
6.5.2	Know the advantages and disadvantages of investing in the derivatives and commodity markets	Section 5.3
6.6	Swaps On completion a candidate should:	
6.6.1	Know the definition and function of an interest rate swap	Section 4
6.6.2	Know the definition and function of a credit default swap	Section 4.3

Syllabus Unit/ Element		Chapter/ Section
ELEMENT 7	INVESTMENT FUNDS	Chapter 7
7.1	Introduction On completion, the candidate should:	
7.1.1	Understand the benefits of collective investment	Section 1.1
7.1.2	Understand the range of investment strategies – active versus passive	Section 1.2
7.1.3	Know the differences between authorised and unauthorised funds	Section 1.3
7.2	Open-Ended Funds On completion, the candidate should:	
7.2.1	Know the characteristics and different types of open-ended fund: <ul style="list-style-type: none"> • US • Europe 	Section 2
7.2.2	Know the purpose and principal features of the Undertakings for Collective Investment in Transferable Securities directive (UCITS) in European markets	Section 2.3
7.3	Closed-Ended Investment Companies On completion, the candidate should:	
7.3.1	Know the characteristics of closed-ended investment companies: <ul style="list-style-type: none"> • share classes 	Section 3
7.3.2	Understand the factors that affect the price of closed-ended investment companies	Section 3
7.3.3	Know the meaning of the discounts and premiums in relation to closed-ended investment companies	Section 3
7.3.4	Know how closed-ended investment companies' shares are traded	Section 3
7.4	Real Estate Investment Trusts (REITs) On completion, the candidate should:	
7.4.1	Know the basic characteristics of REITs: <ul style="list-style-type: none"> • tax implications • property diversification • liquidity • risk 	Section 3.4
7.5	Exchange-Traded Funds On completion, the candidate should:	
7.5.1	Know the main characteristics of exchange-traded funds	Section 4
7.5.2	Know how exchange-traded funds are traded	Section 4
7.6	Hedge Funds On completion, the candidate should:	
7.6.1	Know the basic characteristics of hedge funds: <ul style="list-style-type: none"> • risk and risk types • cost and liquidity • investment strategies 	Section 5
7.7	Private Equity On completion, the candidate should:	
7.7.1	Know the basic characteristics of private equity: <ul style="list-style-type: none"> • raising finance • realising capital gain 	Section 6

Syllabus Unit/ Element		Chapter/ Section
ELEMENT 8	FINANCIAL SERVICES REGULATION	Chapter 8
8.1	Introduction On completion, the candidate should:	
8.1.1	Understand the need for regulation	Section 1.1
8.1.2	Understand the main aims and activities of financial services regulators	Section 1.2
8.1.3	Know the CISI Code of Conduct	Section 4.5.2
8.1.4	Understand the key principles of professional integrity and ethical behaviour in financial services	Section 4
8.2	Financial Crime On completion, the candidate should:	
8.2.1	Understand the terms that describe the three main stages of money laundering	Section 2.1
8.2.2	Know the action to be taken by those employed in financial services if money laundering activity is suspected	Section 2.2
8.3	Insider Trading and Market Abuse On completion, the candidate should:	
8.3.1	Know the offences that constitute insider trading and the instruments covered	Section 3.1
8.3.2	Know the offences that constitute market abuse and the instruments covered	Section 3.2
ELEMENT 9	OTHER FINANCIAL PRODUCTS	Chapter 9
9.1	Retirement Planning On completion, the candidate should:	
9.1.1	Know the reasons for retirement planning	Section 1
9.1.2	Know the basic features and risk characteristics of retirement funds: <ul style="list-style-type: none"> • state schemes • corporate retirement plans (defined benefit, defined contribution) • personal schemes 	Section 1
9.2	Loans On completion, the candidate should:	
9.2.1	Know the differences between bank loans, overdrafts and credit card borrowing	Section 2
9.2.2	Know the difference between the quoted interest rate on borrowing and the effective annual percentage rate of borrowing	Section 2
9.2.3	Be able to calculate the effective annual percentage rate of borrowing, given the quoted interest rate and frequency of payment	Section 2
9.2.4	Know the difference between secured and unsecured borrowing	Section 2
9.3	Mortgages On completion, the candidate should:	
9.3.1	Understand the characteristics of the mortgage market: <ul style="list-style-type: none"> • interest rates 	Section 3
9.3.2	Know the following types of mortgage: <ul style="list-style-type: none"> • repayment • interest only 	Section 3

Syllabus Unit/ Element		Chapter/ Section
9.3.3	Know the prohibition on interest under Islamic finance and the types of mortgage contracts	Section 3.4
9.4	Life Assurance On completion, the candidate should:	
9.4.1	Understand the basic principles of life assurance	Section 4
9.4.2	Know the main types of life policy: <ul style="list-style-type: none"> • term assurance • whole of life 	Section 4
9.5	Protection Insurance On completion, the candidate should:	
9.5.1	Know the main areas in need of protection – family and personal, mortgage, long-term care, business protection	Section 4.2
9.5.2	Know the main product features of the following: <ul style="list-style-type: none"> • critical illness insurance • income protection • mortgage protection • accident and sickness cover • household cover • medical insurance • long-term care insurance 	Section 4.3
	• business insurance protection	Section 4.4

Examination Specification

Each examination paper is constructed from a specification that determines the weightings that will be given to each element. The specification is given below.

It is important to note that the numbers quoted may vary slightly from examination to examination as there is some flexibility to ensure that each examination has a consistent level of difficulty. However, the number of questions tested in each element should not change by more than plus or minus 2.

Element Number	Element	Questions
1	Introduction	2
2	Economic Environment	5
3	Financial Assets and Markets	7
4	Equities	8
5	Bonds	4
6	Derivatives	5
7	Investment Funds	8
8	Financial Services Regulation	4
9	Other Financial Products	7
Total		50

Syllabus Unit / Element		Chapter/Section
ELEMENT 1	RISK BASICS	Chapter 1
1.1	Risk in the Financial Services Industry On completion, the candidate should:	
1.1.1	Know the following major risk categories: <ul style="list-style-type: none"> • credit risk • market risk • operational risk • liquidity risk 	Section 2.2
1.1.2	Understand simple examples of risk in the financial services industry	Section 2.3
1.1.3	Understand the operational risk issues associated with major risk related incidents in the financial services industry, such as: <ul style="list-style-type: none"> • Barings Bank (1995) • Enron (2001) • Allied Irish Bank / First Maryland Bank (2002) • National Australia Bank (2004) • Nationwide (2007) • Société Générale (2008) • Lehman Brothers (2008) • Standard Life (2009) • UBS (2009) 	Section 2.4
1.1.4	Understand the operational risk aspects of the banking crisis (2007/9)	Section 2.5
ELEMENT 2	OTHER MAJOR RISKS	Chapter 2
2.1	The Nature of Credit Risk On completion, the candidate should:	
2.1.1	Know the basic terms used in the subject of credit risk: <ul style="list-style-type: none"> • counterparty risk • issuer risk 	Section 1
2.1.2	Be able to apply the concept of credit risk to simple, practical situations	Section 1.1
2.2	Measuring Credit Risk On completion, the candidate should:	
2.2.1	Know the basic techniques for measuring credit risk: <ul style="list-style-type: none"> • credit exposure management • credit risk premium • credit ratings • modern measurement techniques 	Section 1.2
2.2.2	Understand credit exposure	Section 1.2.1
2.2.3	Understand credit risk premium	Section 1.2.2
2.2.4	Understand external credit ratings as a means to measure the credit-worthiness of a company	Section 1.2.3
2.2.5	Understand the limitations in credit rating agencies' assessment of a company	Section 1.2.3

Syllabus Unit / Element		Chapter/ Section
2.2.6	Understand the basic concepts used by modern credit risk measurement tools	Section 1.2.4
2.2.7	Understand the main limitations of credit risk measurement tools	Section 1.2.5
2.3	Credit Risk Management and Reporting On completion, the candidate should:	
2.3.1	understand the role of the credit risk management function	Section 2.1
2.3.2	Understand the following examples of credit risk mitigation: <ul style="list-style-type: none"> • asset securitisation • central counterparties • clearing houses • collateral • credit derivatives • credit limits • diversification • loan sales • netting • underwriting standards 	Section 2.2
2.3.3	Be able to apply risk mitigation techniques to simple practical situations	Section 2.2
2.3.4	Be able to calculate a simple example of a cash netting agreement	Section 2.2.1
2.3.5	Understand the mechanics of a credit default swap in simple practical situations	Section 2.2.2
2.3.6	Understand the role of reporting and escalation tools of credit risk management	Section 2.1
2.4	The Nature of Market Risk On completion, the candidate should:	
2.4.1	Know the basic features of market risk: <ul style="list-style-type: none"> • price level risk • volatility risk • liquidity risk • basis risk 	Section 3.1
2.4.2	Be able to apply the basic features of market risk to simple, practical situations	Section 3.1
2.5	Measuring Market Risk On completion, the candidate should:	
2.5.1	Understand the measures of central values and dispersion: <ul style="list-style-type: none"> • mean • median • mode • standard deviation • distribution analysis 	Section 3.2
2.6	Value-at-Risk (VaR) On completion, the candidate should:	
2.6.1	Understand the meaning of VaR and its constituents	Section 3.3
2.6.2	Be able to apply VaR to the mitigation of market risk	Section 3.3
2.6.3	Understand the meaning of back testing	Section 3.3.3

Syllabus Unit / Element		Chapter/Section
2.6.4	Understand the meaning of stress testing	Section 3.3.3
2.6.5	Know the limitations of using VaR for market risk management	Section 3.3.4
2.7	Market Risk Management and Reporting On completion, the candidate should:	
2.7.1	Understand the following techniques for mitigating market risk: <ul style="list-style-type: none"> • hedging • market risk limits • diversification 	Section 4.1
2.7.2	Understand the role of the market risk management function	Section 4.2
2.7.3	Know good practice for effective market risk management: <ul style="list-style-type: none"> • VaR limit setting, monitoring and reporting • scenario analysis and stress tests for large market movements • position limit setting, monitoring and reporting • pre-transaction analysis and approval 	Section 4.2
2.8	Market Risk Regulatory Requirements On completion, the candidate should:	
2.8.1	Understand the capital adequacy requirements in relation to market risk: <ul style="list-style-type: none"> • confidence levels • 10-day holding period • not less than 250 days historic data 	Section 4.3
2.9	The Nature of Liquidity Risk On completion, the candidate should:	
2.9.1	Know the basic terms used in the subject of liquidity risk: <ul style="list-style-type: none"> • asset and liability management • maturity ladders • actual and contractual cash receipts • asset liquidity risk • funding liquidity risk 	Section 5.1
2.9.2	Be able to apply the concept of liquidity risk to simple, practical situations	Section 5.1
2.9.3	Understand the implications of lending long and borrowing short	Section 5.2
2.9.4	Understand why banks use basic funding instruments to provide liquidity	Section 5.2.1
2.9.5	Understand the interbank lending process and the concept and mechanism for using the lender of last resort (central banks)	Section 5.2.1
2.10	Measuring Liquidity Risk On completion, the candidate should:	
2.10.1	Know the key measures of asset liquidity risk: <ul style="list-style-type: none"> • bid-offer spread • market depth • immediacy • resilience 	Section 5.3.1

Syllabus Unit / Element		Chapter/ Section
2.10.2	Know the key measures for funding liquidity risk: <ul style="list-style-type: none"> • yield curve ratios • interest rate swaps 	Section 5.3.2
2.11	Liquidity Risk Management and Reporting On completion, the candidate should:	
2.11.1	Understand the following techniques of liquidity risk management: <ul style="list-style-type: none"> • asset and liability management • liquidity limits • scenario analysis, stress testing and reverse stress testing • liquidity at risk • diversification • behavioural analysis 	Section 6.1
2.11.2	Understand the role of the liquidity risk management function	Section 6.2
2.12	Liquidity Risk Regulatory Requirements On completion, the candidate should:	
2.12.1	Understand the general characteristics of the Individual Liquidity Adequacy Assessment (ILAA)	Section 6.3
ELEMENT 3	THE NATURE OF OPERATIONAL RISK	Chapter 3
3.1	Definition of Operational Risk and Operational Risk Categories On completion, the candidate should:	
3.1.1	Know the basic Bank for International Settlements definition of operational risk	Section 1.1
3.2	Culture On completion, the candidate should:	
3.2.1	Understand the importance of effective leadership in sustaining a robust risk and control culture	Section 2.3
3.2.2	Understand the role of senior management and the board in promoting an effective risk and control culture	Section 2.4
3.2.3	Understand the importance of appropriate personnel management, incentivisation and compensation schemes in the context of the operational risk environment	Section 2.5
3.2.4	Know the main factors determining a firm's risk and control culture: <ul style="list-style-type: none"> • governance/regulation • risk appetite/risk tolerance • transparency • education • communication 	Section 2.5
3.2.5	Know the actions required and structures necessary to ensure a continuing robust risk and control culture	Section 2.5
3.2.6	Understand the contribution of the risk officers in continuing a robust risk and control culture	Section 2.5
3.3	The Risk Management Process On completion, the candidate should:	

Syllabus Unit / Element		Chapter/ Section
3.3.1	Know the following terms used in relation to operational risk management: <ul style="list-style-type: none"> • inherent risk • residual risk 	Section 4
3.3.2	Understand the role of the operational risk management function	Section 4
3.3.3	Understand the key aims of operational risk management: <ul style="list-style-type: none"> • identification and assessment of risks • mitigation of risk impact and likelihood of occurrence 	Section 4
3.3.4	Know the six stages of the risk management process: <ul style="list-style-type: none"> • policy • identification/classification • risk and control measurement and assessment • treatment • monitoring • reporting and escalation 	Section 4
3.4	The Policy for Managing Operational Risk On completion, the candidate should:	
3.4.1	Understand the following areas addressed by an operational risk policy: <ul style="list-style-type: none"> • need for sponsorship • need for identification of key officers • need for cross divisional involvement and agreement • need to define clear roles and responsibilities • need to define and communicate the risk management framework • need for segregation of duties • need for consistency of approach firm wide • need for co-ordination • need to establish acceptable risk levels • need to define and communicate control standards framework 	Section 3
3.5	Risk Identification/Classification On completion, the candidate should:	
3.5.1	Understand the purpose of identifying risks	Section 5.1
3.5.2	Know the Basel II operational risk categories	Section 5.2
3.5.3	Be able to apply risk classification in accordance with Basel II categories	Section 5.2
3.5.4	Understand the following methods for identifying operational risk: <ul style="list-style-type: none"> • risk and control self-assessment • reviews and audits • focus workshops • risk event analysis • management information 	Section 5.3
3.5.5	Understand the practical problems of risk identification: <ul style="list-style-type: none"> • changes to business operating models • changes to business environment • firm-wide engagement 	Section 5.4

Syllabus Unit / Element		Chapter/ Section
3.6	Risk Assessment and Measurement On completion, the candidate should:	
3.6.1	Know the basic terms used in the assessment and measurement of operational risk	Section 6
3.6.2	Understand the main reasons for measuring and assessing operational risk	Section 6.1
3.6.3	Understand the difficulties involved in measuring operational risk	Section 6.2
3.6.4	Understand the ranking method of assessing operational risk	Section 6.2.1
3.6.5	Understand the risk and control self-assessment (self-certification) method of assessing operational risk	Section 6.2.2
3.6.6	Understand the scenario analysis method of assessing operational risk	Section 6.2.3
3.6.7	Understand the benchmarking method of measuring operational risk	Section 6.2.4
3.6.8	Understand the top-down risk assessment process	Section 6.2.5
3.6.9	Understand how internal risk event data can be used in assessing operational risk	Section 6.2.6
3.6.10	Know the sources and uses of external loss data	Section 6.2.7
3.6.11	Understand the limitations of using external loss data	Section 6.2.7
3.6.12	Be able to apply the following methods of risk assessment and risk measurement to simple, practical examples: <ul style="list-style-type: none"> • rating and ranking • risk and control self-assessment • scenario analysis • benchmarking • key risk indicators • risk event analysis 	Section 6.2
3.6.13	Understand the practical constraints of implementing an operational risk management framework	Section 9
3.7	Risk Treatment	
	On completion, the candidate should:	
3.7.1	Understand the type of risk treatment: <ul style="list-style-type: none"> • risk acceptance • reducing the likelihood and the impact • risk avoidance • risk transfer 	Section 8
3.7.2	Understand the use of operational controls in reducing the impact or likelihood of operational risk	Section 8
3.7.3	Understand how the following can be used to mitigate operational risk: <ul style="list-style-type: none"> • supervision and segregation of duties • business continuity and contingency planning • information and physical security • risk awareness training • insurance • outsourcing 	Section 8

Syllabus Unit / Element		Chapter/Section
3.8	Risk Monitoring, Reporting and Governance On completion, the candidate should:	
3.8.1	Understand the main activities that comprise the risk monitoring of the risk management process: <ul style="list-style-type: none"> • measurement • assessment 	Section 6.1
3.8.2	Understand the importance of risk monitoring in the risk management process	Section 7.1
3.8.3	Understand how Key Risk Indicators can be used as a method of monitoring operational risk	Section 7.2
3.8.4	Understand the main functions of operational risk reporting to internal and external stakeholders	Section 7.3

ELEMENT 4	THE CAUSES, CONSEQUENCES AND IMPACT OF OPERATIONAL RISK EVENTS	Chapter 4
4.1	Operational Risk – The Causes On completion, the candidate should:	
4.1.1	Know the root causes of operational risk events	Section 1
4.1.2	Understand why knowledge of root causes is important in operational risk management	Section 1
4.1.3	Be able to identify the root causes of operational risk in simple, practical examples	Section 1.3
4.2	Operational Risk – The Consequences On completion, the candidate should:	
4.2.1	Know the main consequences of the following operational risk events: <ul style="list-style-type: none"> • incorrect data • delayed processing and documentary omissions • regulatory non-compliance • project mismanagement • fraud and theft • unforeseen litigation • technology failures 	Section 2.2
4.3	Operational Risk – The Impact On completion, the candidate should:	
4.3.1	Understand direct and indirect financial loss	Section 2.1

Syllabus Unit / Element		Chapter/Section
4.3.2	Understand the financial and non-financial impacts of an operational risk event: <ul style="list-style-type: none"> • potential loss of earnings • regulatory censure/closure and reputational damage • staff demotivation • client dissatisfaction • remedial and litigation costs 	Section 2.3
4.4	Near-Miss Identification and Reporting On completion, the candidate should:	
4.4.1	Understand the concept of near is identification and reporting as a result of an operation risk event	Section 3
ELEMENT 5	OPERATIONAL RISK ARISING IN THE TRADE CYCLE	Chapter 5
5.1	Set-Up On completion, the candidate should:	
5.1.1	Understand what tasks must be completed during set-up: <ul style="list-style-type: none"> • marketing and sales • Know Your Customer • account set-up • static information • credit assessment • standard settlement instructions • legal contract negotiation • client and counterparty agreements 	Section 2.2
5.1.2	Understand the key controls and KRIs associated with a set-up phase	Section 2.2
5.2	Execution On completion, the candidate should:	
5.2.1	Understand the role of the Front Office	Section 2
5.2.2	Understand the nature of key controls and KRIs in the Front Office: <ul style="list-style-type: none"> • transaction capture • exchange of transaction instructions • trade reporting • monitoring position and credit limits 	Section 2
5.3	Pre-Settlement Phase On completion, the candidate should:	
5.3.1	Understand the components of the pre-settlement phase: <ul style="list-style-type: none"> • trade affirmation • trade confirmation • asset and cash positioning 	Section 3.1
5.3.2	Understand the key controls and KRIs associated with the pre-settlement phase	Section 3.1
5.4	Settlement Phase On completion, the candidate should:	

Syllabus Unit / Element		Chapter/Section
5.4.1	Understand the components of the settlement phase: <ul style="list-style-type: none"> • payment instructions • payment receipts • financial and regulatory reporting • securities transfers and custody 	Section 3.2
5.4.2	Understand the key controls and KRIs associated with the settlement phase	Section 3.2
5.5	Post-Settlement Phase On completion, the candidate should:	
5.5.1	Understand the components of the post-settlement phase: <ul style="list-style-type: none"> • reconciliation • inventory management 	Section 3.2
5.5.2	Understand the key controls and KRIs associated with the post-settlement phase	Section 3.2

ELEMENT 6	THE SUPPORT AND CONTROL FUNCTIONS	Chapter 6
6.1	The Independent Risk Function On completion, the candidate should:	
6.1.1	Understand the three lines of defence model	Section 1.1
6.1.2	Understand the role of the chief risk officer	Section 1.1
6.2	The Middle/Back Office Function On completion, the candidate should:	
6.2.1	Understand the role and responsibilities of the middle and back office functions in managing operational risk	Section 1.2
6.3	The Compliance Function On completion, the candidate should:	
6.3.1	Understand the role and responsibilities of the compliance function in managing operational risk	Section 1.3
6.3.2	Understand the consequences of compliance risk	Section 1.3
6.4	The Financial and Regulatory Reporting Function On completion, the candidate should:	
6.4.1	Understand the role of the financial and regulatory reporting function in the context of the operational risk environment	Section 1.4
6.5	The HR Function On completion, the candidate should:	
6.5.1	Understand the role of the HR function in the context of the operational risk environment	Section 1.5
6.6	The Internal Audit Function On completion, the candidate should:	
6.6.1	Understand the role of the internal audit function in relation to operational risk	Section 1.6
6.6.2	Know the requirements of the MiFID level 2 Directive in respect of the internal audit function	Section 1.6
6.7	The IT Function On completion, the candidate should:	

Syllabus Unit / Element		Chapter/ Section
6.7.1	Understand the role of the IT function in the context of the operational risk environment	Section 1.7
6.8	The Legal Function On completion, the candidate should:	
6.8.1	Understand the role of the legal function in the context of the operational risk environment	Section 1.8
6.8.2	Know the common legal areas where operational risk issues arise	Section 1.8
6.9	The Marketing Function On completion, the candidate should:	
6.9.1	Understand the role of the marketing function in the context of the operational risk environment	Section 1.9
6.10	The Project Management and Change Management Function On completion, the candidate should:	
6.10.1	Understand the role of the project management and change management function in the context of the operational risk environment	Section 1.10
ELEMENT 7	ENTERPRISE RISK MANAGEMENT (ERM)	Chapter 7
7.1	The Objectives of ERM On completion, the candidate should:	
7.1.1	Understand the objectives of ERM	Section 1
7.1.2	Understand the challenges of implementing ERM	Section 2
ELEMENT 8	OPERATIONAL RISK IN THE REGULATORY ENVIRONMENT	Chapter 8
8.1	Achieving Common Standards and Protection On completion, the candidate should:	
8.1.1	Understand the drivers and impact of the development of operational risk standards: <ul style="list-style-type: none"> • Basel Accord • Sound Practices for the Management and Supervision of Operational Risk • Sarbanes-Oxley • MiFID • UCITS IV • Solvency II • RDR • AIFMD 	Section 2
8.2	Regulatory Capital Requirements On completion, the candidate should:	
8.2.1	Know the basic requirements of: <ul style="list-style-type: none"> • Basel II • the Capital Requirements Directive 	Section 3.1
8.2.2	Understand the main operational risk features of the Basel II Accord	Section 3.1
8.2.3	Understand the requirements relating to operational risk of Pillar 1 of Basel II	Section 3.2
8.2.4	Understand the requirements relating to operational risk of Pillar 2 of Basel II	Section 3.2

Syllabus Unit / Element		Chapter/ Section
8.2.5	Understand the the requirements relating to operational risk of Pillar 3 of Basel II	Section 3.2
8.2.6	Understand the three measurement approaches for operational risk under Basel II: <ul style="list-style-type: none">• Basic Indicator Approach• Standardised Approach• Advanced Measurement Approach (AMA)	Section 3.2.1
8.2.7	Be able to apply the Basic Indicator and Standardised Approaches to simple, practical examples	Section 3.2.1
8.2.8	Know the supervisory process of the Financial Conduct Authority (FCA) and the Prudential Regulation Authority (PRA) with regard to their risk based approach to regulation	Section 4

Syllabus Unit/ Element		Chapter/ Section
ELEMENT 1	SECURITIES	Chapter 1
1.1	Securities	
	On completion, the candidate should:	
1.1.1	understand the characteristics of ordinary shares:	Section 2.1
	• ranking in liquidation	
	• dividends	
	• voting rights/non-voting shares	
	• deferred shares	
	• registration	
	• bearer/unlisted securities	
	• transfer restrictions	
1.1.2	understand the characteristics of preference shares:	Section 2.2
	• ranking in liquidation	
	• dividends	
	• voting rights/non-voting shares	
	• cumulative/non-cumulative	
	• participating	
	• redeemable	
	• convertible	
1.1.3	understand the characteristics of Depositary Receipts:	Section 5
	• American Depositary Receipt	
	• Global Depositary Receipt	
	• Depositary Interest	
	• transferability/registration / transfer to underlying	
	• how created/pre-release facility	
	• rights	
	• stamp duty and conversion fees	
1.1.4	understand the characteristics of warrants and covered warrants:	Section 4
	• what are warrants and covered warrants	
	• how they are valued	
	• effect on price of maturity and the underlying security	
	• purpose	
	• detachability	
	• exercise and expiry	
	• benefit to the issuing company and purpose	
	• issue by a third party	
	• right to subscribe for capital	
1.1.5	understand the characteristics of fixed income instruments:	Section 3
	• corporate bonds	
	• eurobonds	Section 3.1
	• convertible bonds	Section 3.1
	• government bonds	Section 3.1
	• discount securities	Section 3.1
	• floating rate notes	Section 3.1
	• coupon payment intervals	Section 3

Syllabus Unit/ Element		Chapter/ Section
	• coupon calculations (may be tested by the use of simple calculations)	Section 3
	• accrued interest calculations (may be tested by the use of simple calculations):	Section 3.3
	◦ actual/actual	
	◦ 30/360	
	• clean and dirty prices	Section 3.2
	• mortgage-backed securities	Section 3.1
	• asset-backed securities	Section 3.1
	• index-linked bonds	Section 3.1
1.1.6	know the characteristics of:	Section 6
	• exchange-traded funds	
	• mutual funds	
	• hedge funds	
	• investment trusts	
	• real estate funds	
	• private equity	
1.1.7	know how securities are identified:	Section 7
	• ISIN	
	• CUSIP	
	• SEDOL	
	• tickers	
1.1.8	understand how securities are issued:	Section 8
	• equities:	Sections 8.1, 8.2
	◦ offers for subscription	
	◦ offers for sale	
	◦ introductions	
	◦ placing	
	◦ offer to tender	
	• government bonds:	Section 8.3
	◦ auction	
	◦ tap	
	◦ tranche	
	• eurobonds:	Section 8.4
	◦ lead manager	
	◦ syndicate	
	◦ underwriting	
1.2	Principles of Trading	
	On completion, the candidate should:	
1.2.1	know the characteristics of the Regulated Markets and Multilateral Trading Facilities (MTFs)	Section 9
1.2.2	understand the differences between:	Section 10
	• on exchange/MTF	
	• over-the-counter	
1.2.3	understand the main characteristics of:	Section 11
	• order-driven markets	

Syllabus Unit/ Element		Chapter/ Section
	<ul style="list-style-type: none"> quote-driven markets 	
	<ul style="list-style-type: none"> principal trading 	
	<ul style="list-style-type: none"> agent trading 	
	<ul style="list-style-type: none"> agency crosses (systematic internalisers) 	
	<ul style="list-style-type: none"> multilateral trading facilities 	
	<ul style="list-style-type: none"> dark pools 	
1.2.4	know the roles of:	Section 11
	<ul style="list-style-type: none"> market makers/liquidity providers 	
	<ul style="list-style-type: none"> sales traders 	
	<ul style="list-style-type: none"> proprietary traders 	
1.2.5	know the principles of programme trades, algorithmic trading and high frequency trading	Section 12
1.2.6	understand the principles of multiple listed shares	Section 13
1.2.7	know the settlement periods for equities and bonds in the selected markets	Section 14

ELEMENT 2	MAIN INDUSTRY PARTICIPANTS	Chapter 2
2.1	Investors and Custody Service Suppliers	
	On completion, the candidate should:	
2.1.1	know the characteristics of the following types of participant:	Section 1
	<ul style="list-style-type: none"> individual 	
	<ul style="list-style-type: none"> institutional 	
	<ul style="list-style-type: none"> investment manager 	
	<ul style="list-style-type: none"> prime broker 	
	<ul style="list-style-type: none"> broker 	
	<ul style="list-style-type: none"> inter-dealer broker 	
	<ul style="list-style-type: none"> investment bank 	
	<ul style="list-style-type: none"> central bank 	
2.1.2	understand the advantages, disadvantages and purposes of the following types of custodian:	Section 2.1
	<ul style="list-style-type: none"> global 	
	<ul style="list-style-type: none"> sub-custodian 	
2.1.3	understand the purpose and provisions of custody and sub-custody agreements	Section 2.2
2.1.4	understand the purpose of a Request For Proposal (RFP) in the selection of a global custodian by an investor	Section 2.3
2.1.5	understand the requirements of a Service Level Agreement between an investor and its custodian	Section 2.2
2.1.6	understand how legislation can affect the appointment of custodians	Section 2.3

Syllabus Unit/ Element		Chapter/ Section
2.2	International Central Securities Depositories and Central Securities Depositories	
	On completion, the candidate should:	
2.2.1	understand the roles of ICSDs and CSDs generally for the selected markets:	Sections 3.1, 3.3
	<ul style="list-style-type: none"> depositories available 	
	<ul style="list-style-type: none"> participation requirements 	
2.2.2	understand the concepts of certificated, immobilised and dematerialised securities	Section 3.2
2.2.3	understand the roles played by Euroclear and Clearstream including the Bridge	Section 3.4
2.2.4	know how securities and cash are held by ICSDs and CSDs	Section 3.1
2.2.5	know the range of custody and settlement services offered by the ICSDs	Section 3.4
2.2.6	know the proposed intentions of TARGET2-Securities	Section 3.5
2.2.7	know the structure and functions of Link-Up Markets	Section 3.3.1
2.3	Communications and Technology	
	On completion, the candidate should:	
2.3.1	understand the advantages of straight-through processing	Section 4
2.3.2	know the features and benefits of SWIFT and SWIFT messaging	Section 5
2.3.3	know the features and benefits of FIX Protocol messaging	Section 4.4
2.3.4	know the communication methods used with Euroclear and Clearstream	Section 3.4

ELEMENT 3	SETTLEMENT CHARACTERISTICS	Chapter 3
3.1	Pre-settlement	
	On completion, the candidate should:	
3.1.1	understand the data required for matching of settlement instructions	Section 2.1
3.1.2	understand the process of clearing (matching and the assumption of risk – trade for trade versus central counterparty)	Section 2.2
3.1.3	understand the role of third party service providers in the pre-settlement process, eg, OMGEO	Section 2.5
3.1.4	understand netting in pre-settlement	Section 2.4
3.2	Settlement	
	On completion, the candidate should:	
3.2.1	know the role of the following types of financial institutions in the settlement process:	Section 3.1
	<ul style="list-style-type: none"> brokers 	
	<ul style="list-style-type: none"> investment banks 	
	<ul style="list-style-type: none"> investment managers 	
	<ul style="list-style-type: none"> custodians 	
	<ul style="list-style-type: none"> sub-custodians 	
	<ul style="list-style-type: none"> Central Counterparty Clearing Houses (CCPs) and clearing members 	
	<ul style="list-style-type: none"> ICSDs and CSDs 	

Syllabus Unit/ Element		Chapter/ Section
3.2.2	know the characteristics of the following cash systems:	Section 3.2
	• CHIPS	
	• CHAPS	
	• TARGET 2	
	• Fedwire	
	• CLS	
3.2.3	understand the following settlement concepts:	Section 3.3
	• trade for trade	
	• netting – bilateral and multilateral	
	• trade date netting, continuous net settlement	
	• fixed date settlement	
	• rolling settlement	
	• free of payment transactions	
	• delivery vs. payment	
	• book entry settlement	
	• physical settlement	
	• foreign exchange settlement	
3.2.4	understand the transfer of legal title:	Section 3.4
	• bearer	
	• registered	
3.2.5	understand Contractual Settlement Date Accounting (CSDA) and Actual Settlement Date Accounting (ASDA)	Section 3.5
3.2.6	know the main Giovannini Barriers to the creation of a harmonised market for Europe	Section 3.6
3.3	Failed Settlement	
	On completion, the candidate should:	
3.3.1	understand the main reasons for failed settlement:	Section 4.1
	• failure to match	
	• insufficient stock	
	• insufficient cash	
	• counterparty default	
	• corporate event	
3.3.2	understand the risks associated with:	Section 4
	• buy-ins	
	• sell-outs	
	• interest claims	
	• settlement fines	
	• matching fines	
	• suspension of trading	
	• short sale fines	
3.3.3	understand interest claims (ICMA rules on fixed income and ISITC for equities)	Section 4.4
3.3.4	be able to calculate interest claims based on the above rules	Section 4.4

Syllabus Unit/ Element		Chapter/ Section
ELEMENT 4	OTHER INVESTOR SERVICES	Chapter 4
4.1	Safekeeping	
	On completion, the candidate should:	
4.1.1	understand the principles of safekeeping client assets:	Section 1
	<ul style="list-style-type: none"> • to safeguard assets • to segregate safe custody investments • to reconcile safe custody investments • to maintain records and controls in respect of the use of mandates 	
4.1.2	understand the requirements of substantial shareholding reporting	Section 2
4.1.3	understand the functions of nominee companies and the following concepts:	Section 3
	<ul style="list-style-type: none"> • legal title • beneficial ownership • pooled nominee holdings • designated nominee holdings • nominee as bare trustee • omnibus accounts • segregated accounts 	
4.1.4	understand how a custodian charges for the services it provides to its clients	Section 4
4.1.5	be able to calculate the cost of custody for a given portfolio given a value of assets held and the basis point price	Section 4
4.2	Corporate Actions	
	On completion, the candidate should:	
4.2.1	know the characteristics of the following mandatory events:	Section 5.2
	<ul style="list-style-type: none"> • dividends (cash and scrip) • interest and coupon payments • capitalisation issues • splits and consolidations • capital repayments / redemptions 	
4.2.2	know the characteristics of the following voluntary events:	Section 5.3
	<ul style="list-style-type: none"> • rights issue subscription • conversions • takeovers • exchanges • initial public offers • proxy voting • exercise of warrants 	
4.2.3	understand the importance of receiving timely and accurate corporate action data and the risks involved	Section 5.1
4.2.4	understand the following terms: record date; ex date; pay date; effective date; cum benefit; ex benefit and special ex and special cum	Section 5.5
4.2.5	be able to calculate corporate actions related data on capitalisations, scrip and rights issues and the effect on the underlying share price	Sections 5.2, 5.3

Syllabus Unit/ Element		Chapter/ Section
4.3	Cash Management	
	On completion, the candidate should:	
4.3.1	understand the importance and use of cash management	Section 6
4.3.2	understand the advantages and disadvantages of operating single and multi-currency accounts	Section 6
4.3.3	know what is meant by the terms sweeping and pooling as they relate to base currency and settlement currency	Section 6
4.3.4	understand the importance of cash forecasting tools	Section 6
4.4	Securities Lending	
	On completion, the candidate should:	
4.4.1	understand the role of a custodian in securities lending and the risks and rewards to those involved	Section 7.3
4.4.2	know the definition, legal ownership implications and the advantages and disadvantages to the market	Section 7.1
4.4.3	understand the reasons for securities lending	Section 7.2
4.4.4	understand the reasons why loans might be delayed or prevented	Section 7.2
4.4.5	understand the use of repo agreements	Section 7.5
4.4.6	understand the lenders' and borrowers' rights (including manufactured dividends and voting rights)	Section 7.1
4.4.7	understand collateral and marking to market	Sections 7.3, 7.5
4.4.8	know the role of a Stock Borrowing and Lending Intermediary	Section 7.4
4.4.9	understand the reasons why a loan might be recalled	Section 7.1

ELEMENT 5	ASPECTS OF TAXATION	Chapter 5
5.1	General	
	On completion, the candidate should:	
5.1.1	understand the tax treatment of dividends	Section 1
5.1.2	understand the tax treatment of bond interest	Section 2
5.1.3	understand capital gains tax as it applies to equities and bonds	Section 3
5.1.4	understand the tax treatment of discount securities	Section 4
5.1.5	understand the advantages, disadvantages and uses of:	Section 5
	• withholding tax	
	• double taxation treaties	
	• relief at source	
	• tax reclamation	
	• being an authorised US approved Qualifying Intermediary	
	• FATCA rules	
5.1.6	understand transaction-based taxes	Section 6

ELEMENT 6	RISK	Chapter 6
6.1	Identifying and Managing Risk	
	On completion, the candidate should:	
6.1.1	know the following major categories of risk:	Section 1
	• market	
	• counterparty	

Syllabus Unit/ Element		Chapter/ Section
	• issuer	
	• settlement	
	• operational	
	• political	
	• regulatory	
6.1.2	understand the factors that should be taken into account when conducting risk reviews of market infrastructures and sub-custodian networks	Section 2
6.1.3	understand the areas of global custody risk and appropriate countermeasures	Section 3
6.1.4	know the purpose of an ISAE 3402 report	Section 4
6.1.5	understand the concept of shareholder limits and restrictions	Section 5
6.2	Mitigating Risk through Reconciliation	
	On completion, the candidate should:	
6.2.1	understand the risks associated with a failure to reconcile the following:	Section 6
	• open trades	
	• counterparty cash	
	• corporate actions	
	• cash accounts	
	• custodian holdings	
	• client assets	
	• entitlements	

Examination Specification

Each examination paper is constructed from a specification that determines the weightings that will be given to each element. The specification is given below.

It is important to note that the numbers quoted may vary slightly from examination to examination as there is some flexibility to ensure that each examination has a consistent level of difficulty. However, the number of questions tested in each element should not change by more than plus or minus 2.

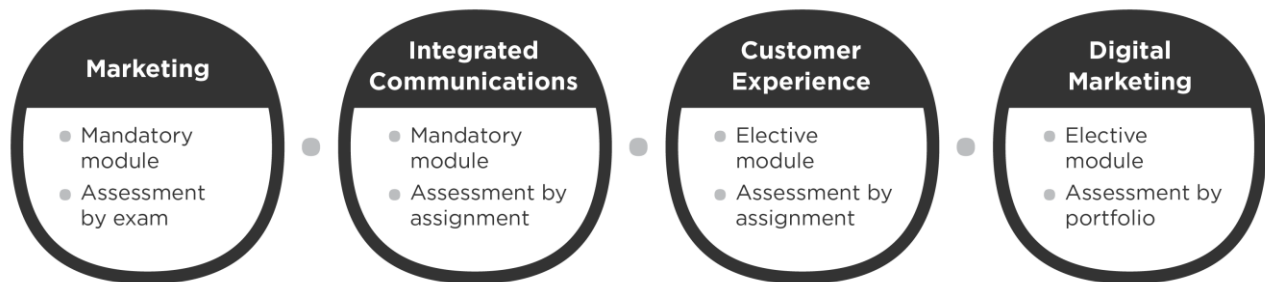
Element Number	Element	Questions
1	Securities	10
2	Main Industry Participants	10
3	Settlement Characteristics	10
4	Other Investor Services	14
5	Aspects of Taxation	3
6	Risk	3
Total		50

DUAL PROGRAMME
PROFESSIONAL CERTIFICATE IN MARKETING



Customer Experience

Customer Experience is a 15-credit elective module which sits within the suite of Level 4 modules.



To gain the CIM Level 4 Certificate in Professional Marketing a pass in both mandatory modules plus one elective module is required. However, each module can be taken as a standalone module to gain a module award.

Aim of the module

This module recognises how deeper knowledge of customer requirements within different contexts allows organisations to enhance the customer experience. It provides the skills and understanding to assess customer expectations in context and to develop and deliver activities that meet those expectations. It introduces customer experience frameworks and highlights how to establish effective monitoring and measurement techniques that ultimately enable organisations to improve customer experience.

Module structure

The module comprises three units of two learning outcomes each. Each learning outcome will be covered by the related assessment criteria and will be assessed by way of assignment. The assessment will require submission of a 12-page assignment based on a given scenario and an organisation of choice. The assignment is broken down into three tasks.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Customer Experience module content which follows.

CIM Level 4 Certificate in Professional Marketing Qualification Specification

Please refer to the CIM Level 4 Certificate in Professional Marketing Qualification Specification for all other information relating to the CIM Level 4 Certificate in Professional Marketing including:

- CIM Professional Marketing Standards
- The Level 4 qualification structure
- Who it's for
- Entry requirements
- The Modular Pathway
- Progression
- Credits and learning hours
- Modes of study
- How it's assessed – assessment methodology
- How the assessments are delivered and when
- How it's graded
- When are results issued?
- Module specifications
- What we mean by command words
- Transition arrangements

MODULE CONTENT: CUSTOMER EXPERIENCE (elective)

Level 4	Credit value: 15	Notional learning time: 130-150 hours
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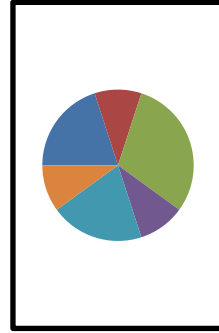
Purpose statement

Marketers increasingly need to develop deeper knowledge of customers in different contexts. This module will enable you to understand and enhance the customer experience.

Assessment

Assignment

Module weighting



- LO 1 – weighting 15%
- LO 2 – weighting 15%
- LO 3 – weighting 20%
- LO 4 – weighting 20%
- LO 5 – weighting 15%
- LO 6 – weighting 15%

Overarching learning outcomes

By the end of this module students should be able to:

Customer context

- Understand the range of different contexts across which marketers operate
- Understand the importance of customer expectations

Customer experience

- Understand the different dimensions of customer experience
- Deliver activities that enhance customer experience

Measuring and monitoring

- Know how to monitor and measure customer experience in context
- Use metrics to improve future customer experience

UNIT 1: CUSTOMER CONTEXT

<p>Learning outcomes The learner will:</p>	<p>Assessment criteria The learner can:</p>	<p>Indicative content</p>
<p>1. Understand the range of different contexts across which marketers operate</p>	<p>1.1 Explain the different forms of commercial organisations, their key characteristics, motives, objectives and the role of marketing</p>	<ul style="list-style-type: none"> • Legal forms of ownership • Financial and personal motives • The nature of and importance of owners, shareholders and managers • Multinational organisations • Transnational organisations • International organisations • Global organisations • Small and medium enterprises (SMEs) • Micro enterprises • B2B, B2C, service and retail • Marketing fulfilling the needs of organisations and customers
	<p>1.2 Explain the different forms of not-for-profit organisations, their key characteristics, motives, objectives and the role of marketing</p>	<ul style="list-style-type: none"> • Charities • Voluntary organisations • Trade unions • Professional bodies • Educational institutions • National and international non-governmental organisations • Social enterprises • Business versus social value creation • Organisational motives including: surplus revenues, social benefits, purpose and restrictions • Significance of various stakeholders • Importance of transparency and ethical practice
	<p>1.3 Explain the different forms of public sector organisations, their key characteristics, motives, objectives and the role of marketing</p>	<p>Organisations financially supported and controlled by government including:</p> <ul style="list-style-type: none"> • Government administrative departments, offices and agencies

	<ul style="list-style-type: none"> • Local government • Education • Health • Police and emergency services • Role and influence of government • Organisational aims and objectives • Financial motives and the use of profits 	<ul style="list-style-type: none"> • Mapping the customer journey • Emotional expectations • Physical expectations • Previous experience • Competitor offerings • Analysis and interpretation of information • Developing and presenting insights
<p>2. Understand the importance of customer expectations</p>	<p>1.4 Assess the role of marketing in understanding customer expectations in context</p>	<p>2.1 Demonstrate the importance of fulfilling customer expectations and apply to a range of contexts</p> <p>2.2 Discuss the interaction between quality, customer satisfaction and customer loyalty</p> <p>2.3 Compare and contrast the importance of brands in setting customer expectations for a range of contexts</p> <p>2.4 Evaluate consumer behaviour theory relating to customer expectations</p>

UNIT 2: CUSTOMER EXPERIENCE

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
3. Understand the different dimensions of customer experience	3.1 Describe customer experience components with contextual application	<ul style="list-style-type: none"> • Definitions of customer experience • Moments of truth • Customer touchpoints • Customer journey • Value creation • Tangible and intangible aspects • Brand value and promise
	3.2 Recommend customer experience frameworks for application to context	<ul style="list-style-type: none"> • Customer experience quality • Customer experience management
	3.3 Recommend appropriate customer experience designs	<ul style="list-style-type: none"> • Psychology of experience • Emotional and subconscious design • Co-creation • Customer personality traits • Customer experience modelling
	3.4 Outline the similarities and differences between customer relationship marketing and customer experience management	<ul style="list-style-type: none"> • Trust, commitment and co-operation • Relationship lifecycle model • Ladder of loyalty • Links between quality and loyalty
4. Deliver activities that enhance the customer experience	4.1 Recommend a product/service offer to create and enhance customer experience	<ul style="list-style-type: none"> • Product experience • Core, actual and augmented product • Contribution of brand/branding • Developing a value proposition • Role of customer interaction
	4.2 Demonstrate the role of price and place in creating and enhancing customer experience	<ul style="list-style-type: none"> • Price to support the value proposition • Place, physical/online environment and atmosphere influences on customer experience

	<p>4.3 Discuss the role of people and processes in creating and enhancing customer experience</p>	<ul style="list-style-type: none"> • People and processes to support value proposition • Self service options • Role of staff in creating customer experience • Employee satisfaction and customer satisfaction • Reichheld service profit cycle • Emotional intelligence • Employee talent development
	<p>4.4 Recommend a promotion mix for creating and enhancing customer experience</p>	<ul style="list-style-type: none"> • Social networks • Digital media • In-store point of sale • Sales and delivery staff • Personal selling • Support channel communication

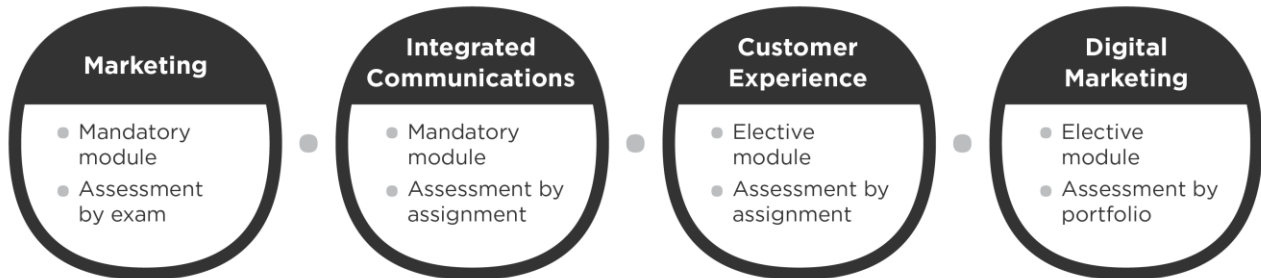
UNIT 3: MEASURING AND MONITORING

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
5. Know how to monitor and measure customer experience in context	<p>5.1 Identify appropriate customer experience measures</p> <p>5.2 Identify and apply appropriate market research methods to measure the effectiveness of customer experience activities</p> <p>5.3 Evaluate the relevance of customer complaints, compliments and other feedback</p> <p>5.4 Justify the need to measure and monitor customer experience from a range of stakeholder perspectives</p>	<ul style="list-style-type: none"> • Customer satisfaction • Customer retention and loyalty • Customer feelings/emotions • Customer willingness to recommend: Net promoter score • Repeat purchasing • Purchase value • Number of complaints <p>Secondary research methods:</p> <ul style="list-style-type: none"> • Internal: sales analysis, customer service/complaints analysis • External: social media monitoring, measuring opinion, bulletin board focus groups <p>Primary research methods:</p> <ul style="list-style-type: none"> • Interviews • Surveys • Observation • Focus groups • Panels • Mystery shoppers
		<ul style="list-style-type: none"> • Numbers and nature of complaint • Complaint response times • Customer satisfaction with response to a complaint • Numbers and nature of compliments • Numbers and nature of other feedback
		<ul style="list-style-type: none"> • Customer • Organisation • Employee • Competitors

<p>6. Use metrics to improve future customer experience</p>	<p>6.1 State key performance indicators (KPIs) designed to measure customer experience and inform recommendations.</p>	<p>Measuring marketing performance through KPIs:</p> <ul style="list-style-type: none"> • Customer service • Customer satisfaction • Complaints • Reach and revenue • Retention • Understood by audiences and informed by best practice
	<p>6.2 Analyse information obtained from metrics to inform improvements</p>	<ul style="list-style-type: none"> • Data collection and interpretation • Improving customer experience through marketing activities • Reducing complaints • Improving employee experience • Achieving organisational aims and objectives
	<p>6.3 Recommend improvements in customer experience based on information</p>	<p>Relate to contextually relevant aspects of the organisation including:</p> <ul style="list-style-type: none"> • Elements of the extended marketing mix • Organisational culture and leadership • Processes and channels

Integrated Communication

Integrated Communication is a 15-credit mandatory module which sits within the suite of Level 4 modules.



To gain the CIM Level 4 Certificate in Professional Marketing a pass in both mandatory modules plus one elective module is required. However, each module can be taken as a standalone module to gain a module award.

Aim of the module

This module aims to enable understanding of the importance of effective internal and external communications in building sustainable relationships and delivering customer value. It provides the opportunity to recognise the importance of communications planning in delivering marketing solutions. It explains how the concept of product and brand management can enable organisations to deliver customer value. It outlines the components of the marketing communications mix and enables understanding of integrated marketing communications (IMC) planning.

Module structure

The module comprises three units of two learning outcomes each. Each learning outcome will be covered by the related assessment criteria and will be assessed by way of assignment. The assessment will require submission of a 12-page assignment based on a given scenario and an organisation of choice. The assignment is broken down into three tasks.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Integrated Communications module content which follows.

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- What we mean by command words
- Transition arrangements

MODULE CONTENT: INTEGRATED COMMUNICATION (mandatory)

Level 4	Credit value: 15	Notional learning time: 130-150 hours
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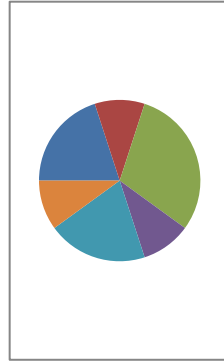
Purpose statement

Marketers need to communicate effectively with internal stakeholders and customers. This module will provide you with the skills to assist in developing communications to build sustainable relationships.

Assessment

Assignment

Module weighting



LO 1 – weighting 15%
 LO 2 – weighting 10%
 LO 3 – weighting 15%
 LO 4 – weighting 20%
 LO 5 – weighting 20%
 LO 6 – weighting 20%

Overarching learning outcomes

By the end of this module learners should be able to:

Internal marketing

- Know how to build cross-functional relationships
- Understand how to harness resources to deliver effective marketing solutions

Value proposition

- Create effective communications to deliver value to customers
- Understand product and brand management

Marketing communications

- Understand the components of the marketing communications mix
- Develop integrated marketing communications

UNIT 1: INTERNAL MARKETING

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
1. Know how to build cross-functional relationships	1.1 Identify types of cross-functional relationships in organisations 1.2 Describe the importance of internal communications	<ul style="list-style-type: none"> • Relationship types and forms • Internal stakeholders • Organisational culture • Role and benefits of internal communications • Internal communications in: corporate vision and branding, cross-functional relationships, developing customer focus, creating market understanding, internal marketing
2. Understand how to harness resources to deliver effective marketing solutions	1.3 Outline appropriate methods for internal communications 1.4 Outline the relationship between collaborative working and meeting customer needs 2.1 Assess organisational capabilities for marketing 2.2 Justify allocation of internal resources to build external customer relationships 2.3 Illustrate different methods for setting communications budgets and assessing effect 2.4 Evaluate skills required for implementing and managing change	<ul style="list-style-type: none"> • Internal communications: auditing and planning • Internal media: intranets, e-mail, conferences/video conferencing, staff training, newsletters, social media • Employee branding and engagement • Internal and external boundaries • Flexible workforces • Communications management and responsibilities • Internal resources • Financial and human resources • Collaboration • Budgeting methods: objective and task, affordability, percentage of sales, competitive parity, share of voice, measurability and evaluation • Personal and practical capabilities

UNIT 2: VALUE PROPOSITION

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
3. Create effective communications to deliver value to customers	3.1 Outline communication campaign plans targeted at delivering customer value 3.2 Develop effective creative briefs based on knowledge of customer value 3.3 Demonstrate relevant messages and appeals based on identified customer responses	<ul style="list-style-type: none"> • Customer-value propositions • Models of communication • Communications and credibility • Campaign planning process • Media planning and buying • Customer acquisition and retention • The creative process • Types of creative briefs • Utilising user-generated content (UGC) • Customer media consumption • Purchase decision making and communications • Perceived risks • Message framing • Emotional and informational appeals
4. Understand product and brand management	3.4 Explain processes for appointing and managing external agencies and partners 4.1 Define the concept of product management 4.2 Explain the characteristics of brands and branding	<ul style="list-style-type: none"> • Selection criteria, briefing, pitching, remuneration • Agency relationships management and development • Challenges and solutions for working with external agencies • Product categories and classes • Core, actual and augmented products • Product features, usage and benefits • The product life cycle (PLC) • New product development and launch • Brand differentiation: attributes, personality, perceptions • Branding forms • Manufacturer, retailer, premium, generic, value brands

	4.3 Discuss the benefits of branding	<ul style="list-style-type: none"> • Brand equity and loyalty • Competitive differentiation, consistency, customer recognition
	4.4 Explain methods of brand building	<ul style="list-style-type: none"> • Brand models • Positioning and repositioning • Communications and marketing mix deployment • Brand portfolios • Brand extensions

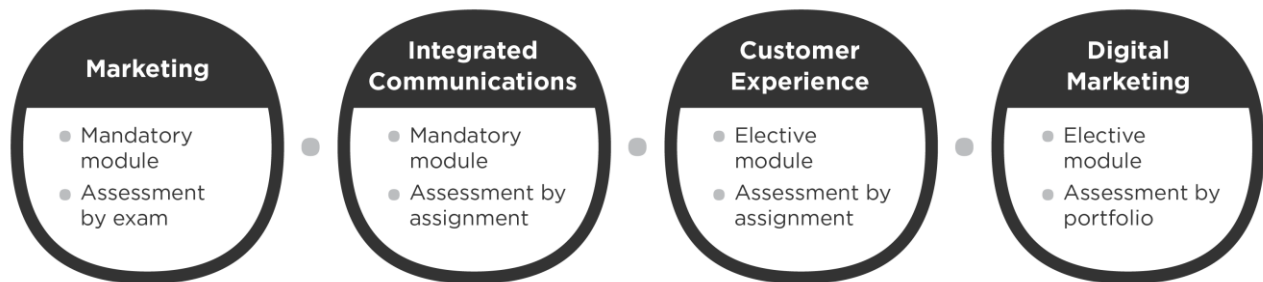
UNIT 3 MARKETING COMMUNICATIONS

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
5. Understand the components of the marketing communications mix	5.1 Compare the roles and features of marketing communications methods 5.2 Identify and evaluate different forms of media 5.3 Justify the application of communications tools in differing contexts 5.4 Identify communication elements which maintain corporate reputation	<ul style="list-style-type: none"> • Communications and the marketing mix • Communications methods: advertising, sales promotion, PR, selling, direct marketing • Advantages and disadvantages of different communications methods • Above/below and through the line communications • Range of media: online, offline, digital and social media options • Assess media appropriateness and effectiveness as part of integrated mix • Product and service applications • Business to consumer (B2C), Business to business (B2B) • NFP/3rd sector • Retail • Online • Trade, channels and supply chains • Small and medium-sized businesses • International and global markets • Corporate identity and image • Organisational communications mix • Management communications
6. Develop integrated marketing communications	6.1 Identify appropriate communications objectives	<ul style="list-style-type: none"> • Changing awareness, attitudes, behaviour • Relationship with marketing and business objectives • Addressing gaps in corporate reputation

	<p>6.2 Recommend integrated marketing communications (IMC) plans</p>	<ul style="list-style-type: none"> • Marketing communications planning framework (MCPF) • Multichannel communication • Multichannel campaigns • Customer database analysis • Digital integration • Push and pull campaigns • Client/agency relationships and IMC • Coordinated and increased touch-points
	<p>6.3 Identify appropriate linkages between internal and external communications</p>	<ul style="list-style-type: none"> • Relationships between internal and external stakeholders • Barriers to effective integration • Levels of integration • Partnership strategies including internal marketing
	<p>6.4 Measure the effectiveness of IMC</p>	<ul style="list-style-type: none"> • Communications methods evaluation • Media effectiveness • Financial analysis

Marketing

Marketing is a 15-credit mandatory module which sits within the suite of Level 4 modules.



To gain the CIM Level 4 Certificate in Professional Marketing, a pass in both mandatory modules plus one elective module is required. However, each module can be taken as a standalone module to gain a module award.

Aim of the module

This module is about recognising the importance of marketing's role in driving success and delivering results. It provides the knowledge and understanding of the function of marketing within the organisation and demonstrates how an appreciation of customer behaviour can enable effective targeting. It outlines an understanding of how external environmental influences affect planning and how information enables decision making. It outlines the elements of the marketing mix and how these are applied to address market and customer needs.

Module structure

The module comprises three units with two learning outcomes each. Each learning outcome will be covered by the related assessment criteria and will be assessed by way of examination. The examination will comprise 50 multiple-choice questions to be completed in a two-hour controlled assessment.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Marketing module content which follows.

CIM Level 4 Certificate in Professional Marketing Qualification Specification

Please refer to the CIM Level 4 Certificate in Professional Marketing Qualification Specification for all other information relating to the CIM Level 4 Certificate in Professional Marketing including:

- CIM Professional Marketing Standards
- The Level 4 qualification structure
- Who it's for
- Entry requirements
- The Modular Pathway
- Progression
- Credits and learning hours
- Modes of study
- How it's assessed – assessment methodology
- How the assessments are delivered and when
- How it's graded
- When are results issued?
- Module specifications
- What we mean by command words
- Transition arrangements

MODULE CONTENT: MARKETING (mandatory)

Level 4	Credit value: 15	Notional learning time: 130-150 hours
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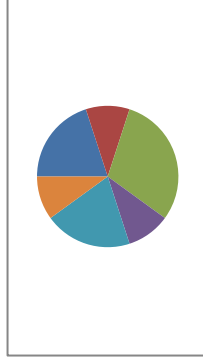
Purpose statement

Marketing is a key driver of success in today's dynamic organisations. This module will give you an insight into marketing concepts and tools and how these are applied to deliver results.

Assessment

A multiple-choice exam (a two-hour objective test)

Module weighting



- LO 1 – weighting 10%
- LO 2 – weighting 15%
- LO 3 – weighting 15%
- LO 4 – weighting 15%
- LO 5 – weighting 30%
- LO 6 – weighting 15%

Overarching learning outcomes

By the end of this module, learners should be able to:

The marketing concept

- Understand the role and function of marketing
- Understand what influences customer behaviour

Analysis and insight

- Identify factors and trends in the marketing environment and how they affect marketing planning
- Identify options for gathering relevant marketing information

Marketing mix

- Know the elements of the marketing mix
- Apply and adapt the marketing mix to satisfy customer needs

UNIT 1: THE MARKETING CONCEPT

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
1. Understand the role and function of marketing	1.1 Define marketing 1.2 Explain marketing's role in business 1.3 Explain the function of marketing 1.4 Outline the marketing planning process	<ul style="list-style-type: none"> • Management process • Business philosophy • Exchange process • Satisfaction of customer needs • Catalyst for change • Create and maintain customer, brand and stakeholder value • Identify market trends and inform business decision making • Monitor and act to remain competitive • Bridge between the customer and the organisation • Impact on company performance link to strategic planning • Cross functional working • Collecting and analysing information • Understanding and championing customers • Staged and cyclical approaches (eg MOST, SOSTAC®, APIC)

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
2. Understand what influences customer behaviour	2.1 Discuss the importance of customer buying behaviour to marketers 2.2 Appraise the key influences on the consumer buying process 2.3 Appraise the key influences on the business to organisational buying process 2.4 Compare the different types of consumer and business to business buying behaviour 2.5 Explain the principle of market segmentation and how markets are segmented	<ul style="list-style-type: none"> • Design of more appropriate and relevant marketing programmes • Impacts on effectiveness and customer satisfaction • Building and managing relationships with customers • Sequential process of consumer buying behaviour • Psychological influences • Social and cultural influences • Personal factors • Staged process of organisational purchasing • Environmental factors • Organisational factors • Group factors • Individual factors • Routine response • Limited decision making • Extensive decision making • Impulse buying • Straight rebuy • Modified rebuy • New task • Segmentation-targeting-positioning • Effective segmentation criteria • Subdividing consumer and business markets

UNIT 2: ANALYSIS AND INSIGHT

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
3. Identify factors and trends in the marketing environment and how they affect marketing planning	3.1 Identify key factors in the macro-environment 3.2 Identify key factors in the micro-environment 3.3 Identify key components of the internal environment 3.4 Explain the impact of macro, micro and internal factors on the marketing planning process	<ul style="list-style-type: none"> • Political • Economic • Social • Technological • Environmental • Legal • Ethics and CSR • Customers • Competitors • Distributors • Suppliers • Interest groups/stakeholders • Resources • Competencies • Organisational goals and objectives • Corporate governance • Risk management • Environmental influences and the marketing plan • Mission/Vision • Objectives • Strategy • Tactics

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
4. Identify options for gathering relevant marketing information	4.1 Describe key information types 4.2 Explain the techniques that can be used to collect primary data 4.3 Identify relevant sources of secondary information on markets, customers and competitors 4.4 Demonstrate the management and interpretation of information as insights	<ul style="list-style-type: none"> • Internal and external • Primary and secondary • Qualitative and quantitative • Surveys • Interviews • Focus groups • Panels • Delphi • Observation and participation • Experiments • Other techniques including mystery shopping, internet information sources, store audits, scanner data • Government sources • Commercial market research reports • Trade and industry sources • Competitor data • Online information sources • Media sources • Social media feeds and blogs • Financial, geographic and demographic databases • Internal databases and records • MKIS • Environmental scanning and forecasting • Depth of understanding of consumer behaviour and attitudes • Basis of competitive advantage • Impact on planning and NPD

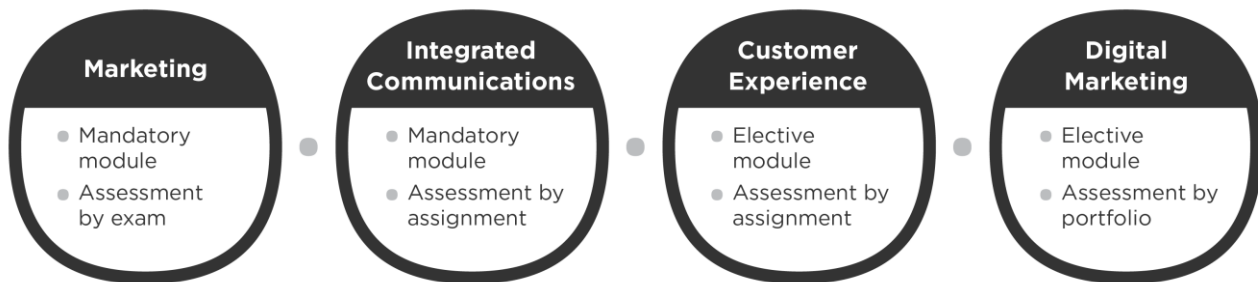
UNIT 3: MARKETING MIX

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
5. Know the elements of the marketing mix	5.1 Describe the four key elements of the marketing mix 5.2 Describe the three key elements in the extended marketing mix 5.3 Explain the importance of developing a co-ordinated approach to the marketing mix	4 Ps <ul style="list-style-type: none"> • Product • Price • Place • Promotion 3 Ps <ul style="list-style-type: none"> • Process • People • Physical evidence <ul style="list-style-type: none"> • Impact on target markets and their needs • Co-ordination and compatibility of the mix • Impact on elements within the mix • Impact on competitors/competitiveness
6. Apply and adapt the marketing mix to satisfy customer needs	6.1 Recommend a marketing mix for products and services 6.2 Recommend a marketing mix in different contexts 6.3 Explain how to adapt the marketing mix in changing environmental conditions ensuring the continuing satisfaction of customer needs	7 Ps <ul style="list-style-type: none"> • Link to objectives and target market • Co-ordinated approach • Building and maintaining relationships <ul style="list-style-type: none"> • B2C • B2B • NFP/3rd sector • Small and medium-sized businesses • International markets • Relationship marketing <ul style="list-style-type: none"> • Changing macro and micro factors • Changes in competition • Customer trends • Economic, social, political and technological factors • Adaptation of the elements of the mix to meet changing conditions

		<ul style="list-style-type: none"> • Satisfy ongoing customer needs
	<p>6.4 Recommend how the effectiveness of the marketing mix can be measured and controlled</p>	<ul style="list-style-type: none"> • Product – market share, sales, number of new products, repeat purchases • Price – margin, discount levels, comparisons • Place – costs, volume, growth, stock levels, customer satisfaction • Promotion – media coverage, cost per contact, sales/call ratios, awareness levels, enquiries generated • Control mechanisms to ensure objectives are achieved

Digital Marketing

Digital marketing is a 15-credit elective module which sits within the suite of Level 4 modules.



To gain the CIM Level 4 Certificate in Professional Marketing learners are required to pass both mandatory modules plus one elective module. However, each module can be taken as a standalone module to gain a module award.

Aim of the module

This module is about appreciating the importance of the ever-evolving, dynamic digital landscape, and understanding how to develop skills to improve digital marketing effectiveness. It provides awareness of the nature of the challenges and opportunities within the digital environment and outlines the skills and tools required to support and enhance marketing activities. It identifies the importance of effective digital monitoring and measurement techniques that enable organisations to improve digital marketing effectiveness performance.

Module structure

The module comprises three units of two learning outcomes each. Each learning outcome will be covered by the related assessment criteria and will be assessed by way of portfolio. The assessment will require submission of a work-based portfolio which is broken down into three tasks – research, plan and report.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Digital Marketing module content which follows.

CIM Level 4 Certificate in Professional Marketing Qualification Specification

Please refer to the CIM Level 4 Certificate in Professional Marketing Qualification Specification for all other information relating to the CIM Level 4 Certificate in Professional Marketing including:

- CIM Professional Marketing Standards
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- Progression
- Credits and learning hours
- Modes of study
- How it's assessed – assessment methodology
- How the assessments are delivered and when
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- Module specifications
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MODULE CONTENT: DIGITAL MARKETING (elective)

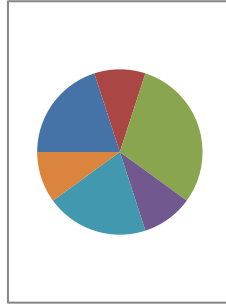
Level 4	Credit value: 15	Notional learning time: 130-150 hours
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Purpose statement

Digital marketing is a constantly evolving and increasingly important discipline within modern marketing. This module will enable you to build essential skills in order to identify, integrate and monitor effective digital tactics to deliver enhanced marketing activities.

Assessment Portfolio

Module weighting



- LO 1 – weighting 15%
- LO 2 – weighting 15%
- LO 3 – weighting 20%
- LO 4 – weighting 20%
- LO 5 – weighting 15%
- LO 6 – weighting 15%

Overarching learning outcomes

By the end of this module students should be able to:

The digital landscape

- Understand the opportunities and challenges presented through the disruptive digital environment
- Assess the impact and influence of the dynamic digital environment

Digital toolkit

- Know how key digital tools can support and enhance marketing
- Understand the relevance of digital platforms and channels in context

Digital in action

- Develop digital activities to support and enhance multichannel marketing
- Apply the key principles involved in monitoring and measuring digital marketing effectiveness

UNIT 1 THE DIGITAL LANDSCAPE

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
1. Understand the opportunities and challenges presented through the disruptive digital environment	1.1 Appraise the scope, innovation and opportunities associated with digital marketing offered by new technologies 1.2 Summarise the benefits of digital marketing and the online vision 1.3 Discuss the integration of online and offline marketing concepts and applications 1.4 Demonstrate the increasing importance of customer focus for effective digital marketing activity	<ul style="list-style-type: none"> • Internet of things • Location-based marketing • Data mapping • Big data • Crowdsourcing • Misalignment of international development • Kurzweil's law of accelerating returns • Geographic coverage • Customer reach • Comparative cost • 24/7 availability • Flexibility • Speed of customisation • Interactivity • Measurability • Real-time marketing • Apps and co-creation • Diminishing attention span • Customer experience • Immersive social TV experience • Dual screening and multitasking • Acquisition, retention and loyalty • Word of mouth in the world of social networks • Corporate trolling • Identify target markets • Research customer needs • Develop mix for target audiences • Customer journey

<p>2. Assess the impact and influence of the dynamic digital environment</p>	<p>2.1 State the reasons for the rise in online consumer power</p>	<ul style="list-style-type: none"> • Reduced search costs and effort • Product and price comparisons • Power of customer review • Online consumer choice and convenience • Product choice and availability • Disintermediation • Immediacy
	<p>2.2 Demonstrate how the Internet is used as a vehicle for revenue generation</p>	<ul style="list-style-type: none"> • Mobile and electronic commerce • Subscriptions and membership • Revenue from advertising and pay-per-click • Lead generation • Merchants • Infomediaries • Data and CRM
	<p>2.3 Assess the changes in online customer behaviour as a result of the dynamic digital environment</p>	<ul style="list-style-type: none"> • Added value created • Quality and levels of interaction • Convenience and usability (heatmaps) • Speed • Two-way communication • Perception of credibility • Brand image and corporate reputation • Customer expectations

UNIT 2: DIGITAL TOOLKIT

<p>Learning outcomes The learner will:</p>	<p>Assessment criteria The learner can:</p>	<p>Indicative content</p>
<p>3. Know how key digital tools can support and enhance marketing</p>	<p>3.1 Identify the role of digital marketing communication within the extended marketing mix 3.2 Identify the digital communications mix</p>	<ul style="list-style-type: none"> • 7 Ps • Brands • Blogs and chat • Video sharing • Social networks • Wikis • Podcasts • Groups and forums • RSS • Widgets • Photo sites • Advertising • Gaming and viral marketing
	<p>3.3 Describe how digital hardware can be effectively coordinated</p>	<p>Mobile or handheld devices:</p> <ul style="list-style-type: none"> • Mobile communication devices and phones • Laptops • Tablets • Wearables <p>Fixed Appliances:</p> <ul style="list-style-type: none"> • Telephones • Desktop computers • TV and radio • Kiosks
	<p>3.4 Describe how digital communications tools can be effectively coordinated to enhance customer experience</p>	<ul style="list-style-type: none"> • Web pages, microsites, blogs, portals, links, e-mail, SMS • SEO including international • Conversion rate optimisation • Online and offline integration • Active listening mechanisms • Presentation software • Integrated branding

<p>4. Understand the relevance of digital platforms and channels in context</p>	<p>4.1 Describe the process and stages in digital adoption</p>	<ul style="list-style-type: none"> • Technology adoption and diffusion • Staged consumer adoption process • Staged business adoption process • Factors influencing speed and extent of adoption
	<p>4.2 Appraise platforms and online interchange for different contexts</p>	<ul style="list-style-type: none"> • Depth and breadth of coverage • Analytics and metrics • Collaboration and workflow • Engagement • Scalability • Provider of growth and longevity
	<p>4.3 Outline different online transaction contexts</p>	<ul style="list-style-type: none"> • B2B • B2C • C2C • C2B • G2G • G2B • G2C • B2G • C2G
	<p>4.4 Explain the application of different automated and non-automated sales and support activities</p>	<p>Automated:</p> <ul style="list-style-type: none"> • Natural conversation banners • Shopping carts • Automated repeat purchase settings • Call to action elements <p>Real-time online sales and support:</p> <ul style="list-style-type: none"> • E-mail sales campaigns • SMS sales campaigns • Sales affiliate and sales networks • LivePerson support, integrated live chat • Social media sales channels

UNIT 3: DIGITAL IN ACTION

Learning outcomes The learner will:	Assessment criteria The learner can:	Indicative content
5. Develop digital activities to support and enhance multichannel marketing	<p>5.1 Illustrate the principle actions of digital marketing campaigns</p> <p>5.2 Demonstrate the advantages and disadvantages of multichannel marketing</p> <p>5.3 Illustrate how online campaigns can offer marketers more creative, flexible and responsive opportunities</p> <p>5.4 Recommend a digital marketing plan</p>	<ul style="list-style-type: none"> • Read article • Place order • Register • Request information • Make contact • Increased penetration and market reach • Augmented reality • Interactive displays • Skyscrapers • Lingubots • Interstitials and superstitials • Pop-ups • Multitasking • Integration with key customer analysis and segmentation data • The application of integrated campaigns utilising multiple channels • Viral marketing and gaming • Online tracking of customer behaviour • Plan, reach, act, convert, engage • Set objectives • Online marketing options: acquisition, retention and/or brand building to enhance customer relationships (CRM) • Integration with offline plan

<p>6. Apply the key principles involved in monitoring and measuring digital marketing effectiveness</p>	<p>6.1 State the purpose of measurement for digital campaigns</p>	<p>Measuring:</p> <ul style="list-style-type: none"> Marketing productivity Marketing mix decisions ROMI Customer satisfaction and involvement Market share and forecast demand Identifying improvements Primary and secondary data Onsite (log files and tagging) Offsite (panels, VOC) Usability studies Tracking studies Conversion funnels Reports, presentations and dashboards Key performance indicators (KPIs) Big data Social analytics Listening tools ROI and LTV Response rates Campaign reviews Key performance indicators for continuous improvement Customer analysis Online buyer and search behaviour Online survey methods to capture data and enrich customer insights Affiliate networks Social networks Customers and non-customers Visitors
	<p>6.2 Demonstrate an understanding of the application of the procedures used for measuring digital campaigns</p>	
	<p>6.3 Recommend performance measures using online metrics to determine performance against objectives</p>	
	<p>6.4 Explain the populations measured in digital campaigns</p>	

DUAL PROGRAMME
HUMAN RESOURCE MANAGEMENT



Human Resource Management

Assessment Objectives

- 1.0 Understand Human Resource Management, its development, purpose and organization
- 2.0 Understand how the employment market, and the frameworks within which an organization operates, affects the management of people.
- 3.0 Understand how organizations plan and meet their human resources requirements
- 4.0 Describe and evaluate the methods used to enable individuals and groups to work together effectively and resolve conflict
- 5.0 Explain and analyse how organizations reward, motivate and develop employees

1.0 Understand Human Resource Management, its development, purpose and organisation

Competence Criteria	Skills and Knowledge
1.1 understand the meaning and purpose of 'Human Resource Management	<ul style="list-style-type: none"> • meaning: Human Resource Management as the process for creating and maintaining relationships between the people who work for and with them, and between organisations • purpose: providing the right mix of skills, controlling the costs of employment (to include wages, salaries, support costs and social costs); ensuring the organisation has the ability to react effectively and efficiently to change
1.2 understand the distinction between the operational and strategic purposes of Human Resource Management	<ul style="list-style-type: none"> • operational purpose: providing and deploying the right mix of skills, knowledge and experience; controlling the costs of employment (wages and salaries, support (Admin) costs, social costs); maintaining systems for motivating and developing individuals and resolving conflict; replenishing the organisation's human resources over time • strategic purpose: contributing specialist expertise to the medium and long term development of the organisation; creating the ability to react effectively to change; handling growth efficiently
1.3 describe and evaluate different approaches to the management of human resources	<ul style="list-style-type: none"> • centralised vs. de-centralised; division of responsibilities between line managers and Human Resources (HR) specialists; different specialist roles in HR (e.g. Management Development, Employee Relations, Recruitment and Selection); HR representation at Senior and Board level
1.4 understand how Human Resource Management has developed into its current form	<ul style="list-style-type: none"> • development: as a welfare activity; as a workforce centred activity, mediating between the organisation and the people it employs; as a management centred activity, supplying the organisation with one of the many types of resource which it needs to operate effectively

2.0 Understand how the employment market, and the frameworks within which an organisation operates, affect the management of people

Competence Criteria	Skills and Knowledge
2.1 describe the significance of the main features of the employment market.	<ul style="list-style-type: none"> • sectors of employment (primary, secondary and tertiary); age and gender; full-time vs. part-time vs. self-employment; employment and unemployment rates; skill levels and types of skills; regional variations; to include the trends of all the above
2.2 understand the effect of other organisations or groups on HRM	<ul style="list-style-type: none"> • trade unions; employer's associations; government agencies; professional bodies (e.g. British Medical Association; American Society of Training and Development; Hong Kong Management Association; International Maritime Organisation); customers and competitors
2.3 describe and evaluate the influence of technical change on human resource management	<ul style="list-style-type: none"> • the creation of needs for new skills; the implications for career development, the implications for training, continuing professional development and lifelong learning; the threat of redundancy; how technology influences the way people's work is organized
2.4 understand the influence of the legal environment on how people are managed	<ul style="list-style-type: none"> • pay-related legislation (e.g. sick pay, minimum wages); employment protection and employee rights; equal opportunities; health and safety; maternity/paternity; job creation

3.0 Understand how organisations plan and meet their human resource requirements

Competence Criteria	Skills and Knowledge
3.1 outline approaches to human resource planning	<ul style="list-style-type: none"> analysis of current strengths and weaknesses (e.g. turnover and retention rates; absenteeism; length of service; job satisfaction; health and safety records; exit interview data); methods for forecasting supply and demand; succession planning
3.2 describe and evaluate different types of employment contracts	<ul style="list-style-type: none"> permanent; fixed term; temporary; part-time; contracts for specific tasks, jobs or services; contracting out to employment agencies
3.3 understand the recruitment and selection process	<ul style="list-style-type: none"> recruitment: purpose (finding the right person, avoiding discrimination, presenting a positive image of the organisation); job descriptions and person specifications; application forms; methods for attracting candidates (formal vs. informal, internal vs. external, choosing the right media); using agencies (public and private sector) selection: letters of application and Curriculum Vitae (CVs)/ Resumes; application forms; references; tests (aptitude, psychometric and practical); assessment centres; interviews (group and individual)
3.4 understand how the contract of employment can end	<ul style="list-style-type: none"> resignation; retirement; redundancy; dismissal; mutual agreement; end of fixed term contract/task/service

4.0 Describe and evaluate the methods to enable individuals and groups to work together effectively and resolve conflict

Competence Criteria	Skills and Knowledge
4.1 describe and evaluate different ways of organising work	<ul style="list-style-type: none"> different working patterns (e.g. day work, shift systems, flexitime; working at home, casual employment) different working structures (e.g. functional, product, territorial, matrix; permanent and temporary project teams and task groups)
4.2 describe and evaluate how organisations measure and monitor people's performance at work	<ul style="list-style-type: none"> standards, targets, key accountabilities; key competencies; appraisal systems (types; strengths and weaknesses); individual vs. team performance; Performance Management
4.3 describe and evaluate the use of different systems for communication and conflict resolution	<ul style="list-style-type: none"> information based systems (e.g. briefing structures, newsletters; bulletin boards; emails, company website, electronic notice boards, staff surveys) individual problem-solving mechanisms (e.g. discipline procedures and grievance procedures) improvement initiatives (e.g. Total Quality Management, Kaizen - (continuous improvement), mission statements) formal consultation and negotiation systems (e.g. Works Councils, worker directors, committee structures (e.g. safety, consultation), collective agreements)

5.0 Explain and analyse how organisations reward, motivate and develop employees

Competence Criteria	Skills and Knowledge
5.1 explain the use of different methods of payment and reward	<ul style="list-style-type: none"> financial reward - salaries, wages; fixed rates; piece-work; payment by results; annualised hours; productivity and annual bonuses; profit-sharing systems; share option schemes; non-contributory pensions fringe benefits (e.g. holidays, company cars, cheap loans, subsidized food and accommodation, health care, social activities; preferential access to the organisation's products or services, company discounts)

5.2 explain how organisations identify the type and level of reward they offer employees	<ul style="list-style-type: none"> influence of the marketplace for particular skills/qualifications; legal constraints; regional variations; bargaining strength of individuals/groups; differentials; the need for rewards to fit the organisation's structure, technology and objectives
5.3 understand and analyse how the nature of work contributes to motivation	<ul style="list-style-type: none"> working conditions; job satisfaction; promotion; working relationships (both with colleagues and managers); recognition; variety; levels of responsibility; leadership style
5.4 understand and evaluate the main features of training and development	<ul style="list-style-type: none"> objectives of training and development (individual vs. organisational); training needs analysis; line managers' responsibilities; induction training; internal training; the use of external trainers; training on and off the job; skills qualifications and certification; government supported initiatives, continuing professional development



DUAL PROGRAMME

FAMILY MANAGED BUSINESS (FMB)

Semester I

- Business & Indian Business Environment
- Learning from Family Business in India
- Understanding Family Business
- Entrepreneurship in Family Business
- Law in Family Business

Semester II

- Leadership in Family Business
- Business Cycle
- Communication in Family Business
- Decision making in Family Business
- Strategies in Family Business

Semester III

- Production and Operations in Family Business
- Marketing & Accounting in Family Business
- Finance in Family Business
- H R in Family Business
- Information Technology in Family Business

Semester IV

- Negotiations in Family Business
- Sales in Family Business
- International Trade in Family Business
- Handling Conflicts in Family Business
- Succession Planning in Family Business

DUAL PROGRAMME 

DIPLOMA IN ENTREPRENEURSHIP & BUSINESS MANAGEMENT FROM EDI
(Govt. of India)

COURSE CONTENT

The contents of the course are in the form of self instructional study material divided into 11 units:

Unit 1: All about Entrepreneurship:

- What is Entrepreneurship
- Importance & Relevance of Entrepreneurship
- Charms of being an Entrepreneur
- Factors influencing Entrepreneurship.

Unit 2: Information in Support System:

- Industrial Terminology
- Planning a small scale Enterprise
- Information on sources of support
- Important Financial Institutions
- Other important Agencies.

Unit 3: Business Identification:

- Classification of Business
- Environment Scanning : Need Assessment
- Environment Scanning : Resource Assessment
- Environment Scanning : Sources of Supply Analysis.
- Environment Scanning : Policy/Economy assessment
- Environment Scanning : Sources of Information
- Project Ideas : Part-1
- Project Ideas : Part-2
- Criteria for Selection of Business Opportunity
- Project Feasibility : Part-1
- Project Feasibility : Part-2
- Final Selection of Appropriate Business Opportunity

Unit 4: Market Assessment:

- Market Assessment :Need and Relevance
- Market assessment :Tools and Techniques
- Method of Market Survey
- Sources of Market Information
- Preparation of Market Information
- Use of Market Survey report in Selecting the Product

Unit 5: Entrepreneurial Motivation:

- Entrepreneurial Motivation : Introduction
- Exploring Self
- Self Assessment : Part I
- Self Assessment : Part II
- Systematic Planning
- Entrepreneurial Competencies
- Goal Setting
- Team Building
- You Too Can Do It : Part I
- You Too Can Do It : Part II
- You Too Can Do It : Part III
- You Too Can Do It : Part IV
- You Too Can Do It : Part V

Unit 6: Business Plan Preparation and Project Finance

- Business Plan : Need and Relevance
- Importance and Specification of a project
- Market Feasibility : Part I
- Market Feasibility : Part II
- Market Feasibility : Part III
- Market Feasibility : Part IV
- Technical Feasibility : Part I
- Technical Feasibility : Part II
- Technical Feasibility : Part III
- Technical Feasibility : Part IV
- Financial Viability : Part I

- Financial Viability : Part II
- Financial Viability : Part III
- Financial Viability : Part IV
- Strategic Planning : Part I & II
- Implementation Schedule
- Loan Application & Disbursement Formalities
- Other relevant Procedures & Formalities

Unit 7: Small Business Management- Part I:

- Managerial Strategies for Small Business
- General Management in Small Business
- Managing External Environment
- Planning for success in Small Business
- Crises Management in Small Business : Part I
- Crises Management in Small Business : Part II
- Crises Management in Small Business : Part III
- Crises Management in Small Business : Part IV
- Crises Management in Small Business : Part V
- Communication Skills
- Negotiation : Strategies & Tactics
- Problem Solving and Decision Making
- Economic for Small Business : Part I & II

Unit 8: Small Business Management – part II:

- Production management in small business
- Quality management in small business
- Time management in small business
- Value orientation in management
- Personnel recruitment in small business
- Personnel management in small business
- Self management in small business

Unit 9: Small Business Management – part III:

- Marketing management in small business : Part I
- Marketing management in small business : Part II
- Marketing management in small business : Part III
- Marketing management in small business : Part IV
- Marketing management in small business : Part V
- Marketing management in small business : Part VI
- Financial management in small business : General
- Financial management in small business : Book keeping & Accounts
- Financial management in small business : Balance sheet and Profit & Loss Account
- Costing and pricing in small business
- Assessment of working capital requirement
- Management of working capital

Unit 10: Statutory Requirements:

- Labour Related Requirements
- Introduction of commercial laws
- Tax Related Requirements
- Industry Specific Requirement

Unit 11: Study material on current business aspects:

- Business Ethics
- Export Environment, Procedure & Documentation
- Venture capital financing
- Franchising
- Total Quality Management
- Intellectual Property rights, patents, copyrights, trademarks & GATT
- Strategic planning
- Information technology and new modes of communication
- Environment and pollution control
- Institutional support and sources of information

DUAL PROGRAMME

EVENT MANAGEMENT

First Semester

- Basic understanding of event management sector
- Basic skills-emceeing and script writing
- Introduction to various creative–newspaper ads/posters/hoardings
- Understanding various issues like cost/location/vendors
- Goal setting and time management

Second Semester

- Attend & understanding mega events
- Designing an event-corporate to wedding planning
- Introduction to sponsorship and issues related
- Creative part-2-radio design/TV ads/backdrops/multimedia presentations
- Production and budgeting

Third Semester

- Recruitment in an event management comp any
- Operations & logistics
- Celebrity management
- Money management /target accounts
- Brand development of an event
- Leadership & team management

Fourth Semester

- Module on stress management
- The candidate have to organize an event and execute it.
- At the end of the event an evaluation is done with respect to functional areas & cost and revenue.

Note: Internship in an event management company is a must from the first semester onwards till the end of two years.

DUAL PROGRAMME
ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (ACCA)

ACCA : PAPER F1 ACCOUNTANT IN BUSINESS

Chapter 1 : The business Organisation

- 1. Business organisations and the reason they are formed**
- 2. Different types of organisation**
- 3. Sectors in which organisations operate**
- 4. Summary**
- 5. Practice Questions**

Chapter 2: Business organisation and structure

- 1. Organisational Structure**
- 2. Other basic organizational concepts**
- 3. Centralisation and decentralization**
- 4. Levels of Strategy**
- 5. The roles and functions of the main departments in a business organisation**
- 6. Marketing**
- 7. Practice Questions**

Chapter 3: Organisational culture in business

- 1. Defining organizational culture**
- 2. The factors that shape the culture of the organisation**
- 3. Writers on culture**
- 4. The informal organisation and its relationship with the formal organisation**
- 5. Practice Question**

Chapter 4: Information technology and information systems in business

- 1. Data and Information**
- 2. Information technology and Information systems**
- 3. Types of information system**
- 4. Software applications**
- 5. The advantages of computerisation**
- 6. Practice Questions**

Chapter 5: Stakeholders in business organisations

- 1. What are stakeholders?**
- 2. Types of stakeholders**
- 3. Stakeholders conflict**
- 4. Practice Questions**

Chapter 6: External analysis – political and legal factors

1. Introduction
2. Political systems and government policy
3. Employee protection
4. The principles of data protection
5. Data Security
6. Health and safety in the workplace
7. Consumer protection
8. Practice Questions

Chapter 7: External analysis economic factors

1. Introduction
2. Microeconomics
3. Macroeconomics
4. Economic policy options
5. Practice Questions

Chapter 8: External analysis – social, environmental and technological factors

1. Social and demographic factors
2. Environmental factors
3. Technological factors
4. Practice Questions

Chapter 9: Competitive factors

1. Competitive advantage
2. Porter's five forces analysis
3. Generic strategies
4. Porter's value chain
5. Corporate appraisal (SWOT)
6. Practice Questions

Chapter 10: Professional ethics in accounting and business

1. Business ethics and their importance
2. Professional ethics
3. Corporate codes of ethics
4. Ethical threats and dilemmas
5. Practice Questions

Chapter 11: Governance and social responsibility in business

1. Separation of ownership and control
2. Corporate governance
3. Corporate social responsibility
4. Committees

5. Practice Questions

Chapter 12: Law and regulation governing accounting

- 1. Authorities to whom companies are accountable**
- 2. Legislation governing financial statements**
- 3. Consequences of compliance failure**
- 4. International regulation of the accountancy profession**
- 5. Practice Questions**

Chapter 13: Accounting and finance functions within business

- 1. The accounting function**
- 2. The financial accounting function**
- 3. Management accounting**
- 4. The functions of the treasury**
- 5. Practice Questions**

Chapter 14: Financial systems and procedures

- 1. Overview of systems**
- 2. The purchasing system**
- 3. The sales system**
- 4. The payroll system**
- 5. The cash system**
- 6. The inventory system**
- 7. The purpose of organisational control**
- 8. Why controls in systems are important**
- 9. Automated systems**
- 10. A comparison of manual and automated systems**
- 11. Practice Questions**

Chapter 15: The relationship between accounting and other business functions

- 1. Introduction**
- 2. Purchasing (procurement)**
- 3. Production**
- 4. Marketing**
- 5. Service provision**
- 6. Practice Question**

Chapter 16: Audit and financial control

- 1. The meaning of internal control and internal check**
- 2. The purpose of internal control**
- 3. The components of internal control**
- 4. Information technology and internal control**
- 5. Management responsibility**

6. The meaning of internal auditing and external auditing
7. Internal control and audit
8. Ensuring the effectiveness of internal financial procedures
9. Practice Questions

Chapter 17: Fraud, fraudulent behavior, and their prevention in business

1. The meaning of fraud
2. The prerequisites of fraud
3. Examples of fraud in a business organisation
4. Fraudulent financial reporting
5. Money laundering
6. The possible implications of fraud to the company
7. Measures to prevent and detect fraud
8. The duties of management in preventing and detecting fraud
9. Practice Questions

Chapter 18: Leadership, management and supervision

1. What do leadership, management and supervision mean?
2. Managerial authority and responsibility
3. Theories of management
4. Leadership
5. Practice Questions

Chapter 19: Recruitment and selection of employees

1. Recruitment and selection
2. The recruitment and selection process
3. Responsibility for recruitment and selection
4. Equal opportunities
5. Diversity
6. Practice Questions

Chapter 20: Individual, group and team behavior

1. Individual
2. Groups
3. The contribution of individuals and teams to organisational success
4. Teams
5. Practice Questions

Chapter 21: Motivating individuals and groups

1. What is motivation?
2. Motivation theories
3. Rewards and Incentives
4. Practice Questions

Chapter 22: Learning and training at work

1. Learning
2. The learning process
3. What are training, development and education?
4. The training and development process
5. The role of management in the learning process
6. Practice Questions

Chapter 23: Review and appraisal of individual performance

1. Performance assessment
2. Performance appraisal
3. Practice Questions

Chapter 24: Personal effectiveness at work

1. Time management
2. Competency frameworks
3. Coaching, mentoring and counseling
4. Personal development plan
5. Conflict
6. Consequences of ineffectiveness at work
7. Practice Questions

Chapter 25: Communicating in business

1. What is communication?
2. The communication process
3. Types of communication
4. Effective and ineffective communication
5. Communication patterns
6. Practice Questions

ACCA: PAPER F2 MANAGEMENT ACCOUNTING (MA)

Contents:

Chapter 1: The nature and purpose of management accounting

- 1) The nature of good information
- 2) The managerial processes of decision making and control
- 3) Mission statements
- 4) Levels of planning
- 5) Cost centres, profit centres, investment centres and revenue centres
- 6) Financial, cost and management accounting
- 7) The limitations of management informations
- 8) Chapter summary

CHAPTER 2: Sources of data

1. Internal sources of information
2. External sources of information
3. General economic environment
4. Sampling techniques
5. Chapter summary

CHAPTER 3: Presenting information

1. Introduction
2. Writing reports
3. Tables
4. Graphs and charts
5. Chapter summary

CHAPTER 4: Types of cost and cost behavior

1. Analyzing costs
2. Classifying costs
3. Classification by element
4. Classification by function
5. Classification by nature
6. Classification by behavior
7. The high/low method used for separating a semi-variable cost
8. Cost equations
9. Cost cards
10. Cost coding
11. Chapter summary

CHAPTER 5: Accounting for inventory

1. Ordering, receiving and issuing inventory

2. Inventory holding and ordering costs
3. Recorder levels
4. The economic order quantity (EOQ)
5. The EOQ with discounts
6. Gradual replenishment of inventory
7. Control procedures to minimize discrepancies and losses
8. Valuing inventory
9. Accounting for inventory – the material inventory account
10. Chapter summary

CHAPTER 6: Accounting for Labour

1. Direct and indirect labour
2. Calculating labour in products and services
3. Accounting for labour costs
4. Remuneration methods
5. Incentives scheme
6. Labour turnover
7. Labour efficiency, capacity and production volume ratios
8. Chapter summary

CHAPTER 7: Accounting for overheads

1. Direct and indirect expenses
2. Production overhead absorption
3. Allocation and apportionment
4. Reapportionment of service cost centre costs to production cost centres
5. Absorption of overheads
6. Under-and over-absorption of overheads
7. Journal and ledger entries for manufacturing overheads
8. Chapter summary

CHAPTER 8: Marginal and absorption costing

1. Introduction
2. Marginal costing
3. Absorption costing
4. The effect of absorption and marginal costing on inventory valuation and profit determination
5. The advantages and disadvantages of absorption and marginal costing
6. Chapter summary

CHAPTER 9: Job, batch and process costing

1. Different types of production
2. Process costing
3. Process costing with losses and gains

4. **Work-in- progress (WIP) and equivalent units (EUs)**
5. **Opening work in progress (OWIP)**
6. **Losses made part way through production**
7. **Joint and by-products**
8. **Treatment of joint costs**
9. **Process accounts for joint and by-products**
10. **Chapter summary**

CHAPTER 10: Service and operation costing

1. **The nature of service and operation costing**
2. **Suitable unit cost measures for service/operation costing**
3. **Service cost analysis**
4. **Chapter summary**

CHAPTER 11: Alternative costing principles

1. **Modern production environments**
2. **Activity based costing (ABC)**
3. **Target costing**
4. **Life cycle costing**
5. **Total quality management (TQM)**
6. **Cost control and cost reduction**
7. **Chapter summary**

CHAPTER 12: Forecasting techniques

1. **Forecasts in budgeting**
2. **Regression analysis**
3. **Correlation**
4. **Time series analysis**
5. **Moving averages**
6. **The product life cycle and forecasting**
7. **Index numbers**
8. **Types of index numbers**
9. **Simple indices**
10. **Chain base index numbers**
11. **Multi-item (weighted) indices**
12. **Laspeyre and Paasche indices**
13. **Chapter summary**

CHAPTER 13: Budgeting

1. **The purposes of budgeting**
2. **The stages in budget preparation**
3. **Behavioural aspects of budgeting**
4. **Motivation**
5. **Incentive scheme**

6. Participative budgeting
7. Budget preparation
8. Functional budget
9. Cash budgets and cash flow forecasts
10. Preparing master budget
11. "What if " analysis
12. Scenario planning
13. Budgetary control
14. Fixed and flexible budgets
15. Responsibility accounting
16. Controllable and uncontrollable costs
17. Chapter summary

CHAPTER 14: Capital budgeting

1. Capital investment
2. Capital and revenue expenditure
3. Capital budgeting and investment appraisal
4. Cash flows used for investment appraisal
5. The time value of money
6. Interest
7. Discounting
8. Capital investment appraisal
9. The payback period
10. Net present value (NPV)
11. Internal rate of return (IRR)
12. NPV and IRR with equal cash flows
13. Chapter summary

CHAPTER 15: Standard costing

1. The purposes of standard costing
2. Standard costs per unit
3. Variance analysis
4. Self variances
5. Materials cost variances
6. Labour cost variances
7. Variable overhead variances
8. Fixed overhead variances
9. Possible interrelationships between variances
10. Operating statements
11. Working backwards
12. Reporting of variances
13. Control reports
14. Chapter summary

CHAPTER 16: Performance measurement techniques

1. Introduction
2. Critical success factors
3. Financial performance measures
4. Measuring profitability
5. Measuring liquidity
6. Measuring risk
7. Problems with using only financial performance indicators
8. Non-financial performance indicators (NFPIs)
9. Productivity
10. Quality
11. Problems with non-financial performance indicators
12. The balanced scorecard
13. Benchmarking
14. Chapter summary

CHAPTER 17: Performance measurement in specific situations

1. Introduction
2. Divisional performance measurement
3. Manufacturing industries
4. The service sector
5. Non-profit seeking and public sector organizations
6. Chapter summary

CHAPTER 18: Spreadsheets

1. Uses of spreadsheets
2. Advantages and disadvantages of spreadsheets

CHAPTER 19: Questions

&

CHAPTER 20: ANSWERS

ACCA : PAPER F3 INT/UK FINANCIAL ACCOUNTING (FA)

Chapter 1 : Introduction to financial reporting

- 1. Overview of accounting**
- 2. Types of business entity**
- 3. The Framework**
- 4. Users of the financial statements**
- 5. The elements of the financial statements**
- 6. The components of a set of financial statements**
- 7. Qualitative characteristics**
- 8. Elements of the financial statements**
- 9. Other important accounting concepts**

Chapter 2: The regulatory framework

- 1. Overview**
- 2. The regulatory framework**
- 3. International Financial Reporting Standards(IFRS)**
- 4. Structure of the IFRS regulatory system**
- 5. Company ownership and control**
- 6. What is 'corporate governance'?**
- 7. Purpose and objectives of corporate governance**
- 8. Chapter Summary**

Chapter 3: Double entry bookkeeping

- 1. Overview**
- 2. Business transactions and documentation**
- 3. Accounting records**
- 4. Sales and purchases day books**
- 5. The cash book**
- 6. The journal**
- 7. Ledger accounts and the division of the ledger**
- 8. Duality, double entry and the accounting equation**

Chapter 4: Recording basic transactions and balancing the ledgers

- 1. Overview**
- 2. Recording cash transactions**
- 3. Recording credit transactions**
- 4. Balancing off a ledger account**
- 5. Closing off the ledger accounts**

Chapter 5: Returns, discounts and sales tax

- 1. Overview**
- 2. Recording sales and purchases returns**

3. Discounts
4. Sales tax
5. Principles of sales tax
6. Calculation of sales tax
7. Accounting entries for sales tax

Chapter 6: Inventory

1. Overview
2. Inventory in the financial statements
3. Year-end inventory adjustments
4. Valuation of inventory
5. Methods of calculating the cost of inventory
6. Chapter summary

Chapter 7: Non-current assets ; acquisition and depreciation

1. Overview
2. Non-current assets
3. Capital and revenue expenditure
4. Non-current asset registers
5. Acquisition of a non-current asset
6. Depreciation
7. Methods of calculating depreciation
8. Accounting for depreciation
9. Changing estimates

Chapter 8: Non-current assets; disposal and revaluation

1. Overview
2. Disposal of non-current assets
3. Revaluation of non-current assets
4. Depreciation and disposal of a revalued asset
5. Disclosure of non-current asset balances in company financial statements

Chapter 9: Intangible non-current assets

1. Overview
2. Intangible non-current assets (IAS 38)
3. Research and development

Chapter 10: Accruals and prepayments

1. Accruals basis of accounting
2. Accrued expenditure
3. Prepaid expenditure
4. Accrued income
5. Prepaid income

Chapter 11: Receivables

1. Overview
2. Cash and credit sales
3. Irrecoverable debts and allowances
4. Accounting for irrecoverable debts
5. Accounting for irrecoverable debts recovered
6. Allowance for receivables
7. Accounting for the allowance for receivables

Chapter 12: Payables, provisions and contingent liabilities

1. Overview
2. Categorisation of liabilities
3. Cash and credit purchases
4. Provisions
5. Contingent liabilities and assets

Chapter 13: Capital structure and finance costs

1. Overview
2. The capital structure of a limited liability company
3. Ordinary share capital
4. Rights issues
5. Bonus issues
6. Dividends
7. Loan notes (loan stock)
8. Preference shares
9. Other reserves
10. Corporation tax

Chapter 14: Control account reconciliations

1. Overview
2. Control accounts
3. Illustrative control accounts
4. Control account reconciliations

Chapter 15: Bank reconciliations

1. Overview
2. The bank reconciliation
3. Differences between the bank statement and the cash book
4. Proforma bank reconciliation

Chapter 16: The trial balance, errors and suspense accounts

1. Overview
2. The trial balance

3. The process of preparing financial statements
4. Type of error
5. Suspense accounts
6. Adjustment to profit
7. Statement of comprehensive income

Chapter 17: Preparing basic financial statements

1. Overview
2. The process of preparing financial statements
3. Adjustments to the initial trial balance
4. IAS 1 Presentation of Financial Statements
5. The statement of financial position
6. The statement of profit or loss
7. The statement of profit or loss other comprehensive income
8. Preparation of financial statements and the exam
9. Events after the reporting period date (IAS 10)
10. Revenue (IAS 18)

Chapter 18: Incomplete records

1. Incomplete records
2. Using the accounting equation
3. The ledger account (balancing figure) approach
4. Using cash/bank summaries
5. Ratios – mark up and margin

Chapter 19: Statements of cash flows

1. Overview
2. The need for a statement of cash flows
3. Format of a statement of cash flows
4. Cash generated from operations
5. Cash from operating activities
6. Cash from investing activities
7. Cash from financing activities

Chapter 20: Interpretation of financial statements

1. Overview
2. Interpreting financial information
3. Ratio analysis
4. Profitability ratios
5. Liquidity and Efficiency ratios
6. Financial position

Chapter 21: Consolidated statement of financial position

1. What is a group?
2. Requirement to prepare consolidated financial statements
3. The basic method of preparing a consolidated statement of financial position
4. The mechanics of consolidation
5. Accounting treatment of non-controlling interests
6. Group retained earnings
7. Fair values
8. Intra-group trading
9. Unrealised profit
10. Mid-year acquisitions

Chapter 22: Consolidated statement of profit or loss and associates

1. Overview
2. Introduction
3. The Basic Principles
4. Non-controlling interest
5. Intra-group trading
6. Provision for unrealised profits
7. Mid-year acquisitions
8. IAS 28 Accounting for investments in associates and joint ventures
9. Associates in the consolidated statement of financial position
10. Associates in the consolidated statement of profit or loss
11. Chapter Summary

Chapter 23: PRACTICE QUESTIONS

Chapter 24: PRACTICE QUESTIONS

Center for Management Studies

JAIN UNIVERSITY

Declared as deemed-to-be-University u/s 3 of the UGC Act, 1956

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