

Semester	Code No.	Paper	Type	L	T/P	Credits
First	BBA 101	Management Process & Organizational Behaviour	Core	4	-	4
First	BBA 103	Business Mathematics	Core	4	-	4
First	BBA 105	Financial Accounting and Analysis	Core	4	-	4
First	BBA 107	Business Economics	Core	4	-	4
First	BBA 109	IT Applications in Business	Skill Enhancement	3	-	3
First	BBA 111	IT Applications in Business-Lab	Skill Enhancement	-	2	1
First	BBA 113	Entrepreneurial Mindset (NUES)	Ability Enhancement	2	-	2
			Total	21	2	22
Semester	Code No.	Paper	Type	L	T/P	Credits
Second	BBA 102	Cost Accounting	Core	4	-	4
Second	BBA 104	Decision Techniques for Business	Core	4	-	4
Second	BBA 106	Business Environment	Core	4	-	4
Second	BBA 108	E-Commerce	Skill Enhancement	3	-	3
Second	BBA 110	Business Communication	Ability Enhancement	3	-	3
Second	BBA 112	E-Commerce Lab	Skill Enhancement	-	2	1
Second	BBA 114	Minor Project-I	Skill Enhancement	-	-	3
Second	BBA 116	MOOC*	Ability Enhancement	-	-	3
			Total	18	2	25
Semester	Code No.	Paper	Type	L	T/P	Credits
Third	BBA 201	Business Laws	Core	4	-	4
Third	BBA 203	Marketing Management	Core	4	-	4
Third	BBA 205	Human Resource Management	Core	4	-	4
Third	BBA 207	Management Accounting	Core / Skill Enhancement	4	-	4
Third	BBA 209	Production and Operations Management	Core / Interdisciplinary	3	-	3
Third	BBA 211	Business Research Methodology	Skill Enhancement	3	-	3
Third	BBA 213	Business Research Methodology Lab	Skill Enhancement	-	4	2
Third	BBA 215	NSS/NC/NSO/others as notified by the university (NUES*)	Ability Enhancement	2	-	2
Third	BBA 217	Environmental Studies	Interdisciplinary	4	-	4
			Total	28	-	22
Semester	Code No.	Paper	Type	L	T/P	Credits
Fourth	BBA 202	Business Analytics	Ability Enhancement	4	-	4
Fourth	BBA 204	Financial Management	Core / Skill Enhancement	4	-	4
Fourth	BBA 206	Corporate Governance, Ethics & Social Responsibility of Business	Core / Interdisciplinary	4	-	4
Fourth	BBA 208	Income Tax Law and Practice	Skill Enhancement / Interdisciplinary	4	-	4
Fourth	BBA 210	MOOC*	Ability Enhancement	-	-	3
Fourth		Elective I (one paper to be selected from the list of electives)	Discipline Specific Electives	4	-	4
Fourth	BBA 218	Minor Project – II	Skill Enhancement	-	-	3
			Total	20	-	26
Semester	Code No.	Paper	Type	L	T/P	Credit
Fifth	BBA 301	Goods & Services Tax (GST)	Skill Enhancement	3	-	3
Fifth	BBA 303	Business Policy and Strategy	Core	3	-	3
Fifth	BBA 305	Information Systems Management	Skill Enhancement	3	-	3
Fifth	BBA307	Information Systems Management Lab	Skill Enhancement	-	4	2
Fifth		Elective II (one elective to be selected from the list of electives)	Discipline Specific Elective	4	-	4
Fifth	BBA 309	Marketing Analytics				
Fifth	BBA 311	Performance Management				
Fifth	BBA 313	Financial Modeling				
Fifth	BBA 315	Summer Training Report	Skill Enhancement	-	-	4
			Total	13	4	19
Semester	Code No.	Paper	Type	L	T/P	Credit
Sixth	BBA 302	Project Management	Core	3	-	3
Sixth	BBA 304	Digital Marketing	Skill Enhancement	4	-	4
Sixth		Elective III* (one elective to be selected from the list of electives)	Discipline Specific Elective	4	-	4
Sixth	BBA 306	HR Analytics				
Sixth	BBA 308	Advertising and Sales Promotion				
Sixth	BBA 310	Investment Analysis and Portfolio Management				
Sixth	BBA312	Entrepreneurship Development	Interdisciplinary	3	-	3
Sixth	BBA 314	Major Project	Skill Enhancement	-	-	6
			Total	14	-	20

Faculty Name _____

List of Elective-I:

- BBA-212 Training and Development
- BBA-214 Sales Management
- BBA-216 Financial Markets and Institutions

List of Elective-II

- BBA-309 Marketing Analytics
- BBA-311 Performance Management
- BBA-313 Financial Modeling

List of Elective-III

- BBA-306 HR Analytics
- BBA-308 Advertising and Sales Promotion
- BBA-310 Investment Analysis and Portfolio Management

301	302
303	304
305	306
307	308
309	310

3rd Year	9
2nd Year	12
1st Year	11
	32

TECNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.											
Program Code: BBA-101	Programme: BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session: 2022-23	L	4	T/P	0	Credits	4			
Course Code:	Course Name: Management Process & Organizational Behaviour	Type: Core									

Objective: The course aims at providing fundamental knowledge and exposure to the concepts theories and practices in the field of management.

Course Outcome & Mapping, Course Articulation												
			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	Explore the evolution of the concepts of management		3	3	3	3	3	3	3	3	3	3
CO2	Examine the relevance of the theories of Motivation		3	3	3	3	3	3	3	3	3	3
CO3	Analyze the significance of Organization and Individual Behavior		3	3	3	3	3	3	3	3	3	3
CO4	Analyze and relate individual, team and group behavior		3	3	3	3	3	3	3	3	3	3
CO5	Exhibit leadership qualities by building effective teams.		3	3	3	3	3	3	3	3	3	3
CO6	Comprehend dynamics of human behavior		3	3	3	3	3	3	3	3	3	3
Course Articulation (Average)			3	3	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodology	Participative Learning	Mode of delivery	ICT Tools	Mapping with Course Outcome	Class Material(PPT faculty+student)	Additional Material(Links/Journals/Article/Books)	Mode of Assessment	References
1	L1	1	Introduction: Management - Concept and Needs	Student would be able to understand basic concepts of management				Lecture	https://www.youtube.com/watch?v=6y4tUhrQy-4	CO1	PPT	https://ibw4.hbs.edu/item/what-companies-want-most-in-a-geo-a-good-listener	Problems suggested by students in the case study	Robbins,organizational behavior,pearson education
2	L2	1	Introduction: Managerial Functions - An Overview	Students will be able to know the details of Managerial Functions	Management Game 1			Lecture	https://www.youtube.com/watch?v=7Zr6s_w	CO1			Participation in game	koontz,Essentials of management,Mcgrawhill
3	L3	1	Introduction: Evolution of Management Thought	Students will be able to understand the Evolution of Management Thought										
4	L4	1	Introduction: Classical Approach - Taylor	Students will be able to learn the Taylor's principles of management			Extempore	Lecture		CO1	PPT		Student delivery on the topic	Robbins,organizational behavior,pearson education
5	L5	1	Introduction: Classical Approach - Fayol	Students will be able to learn the Fayol's principles of management			Individual Presentation	Lecture		CO1	PPT		Presentation skillset	koontz,Essentials of management,Mcgrawhill
6	L6	1	Introduction: Classical Approach - Fayol	Students will be able to learn the Fayol's principles of management			Individual Presentation	Lecture		CO1	PPT		Presentation skillset	Robbins,organizational behavior,pearson education
7	L7	1	Introduction: Classical Approach - Neo-Classical	Students will be able to learn the Neo-classical Theory		Case Study 1 How an effective manager handles precarious situation		Lecture		CO1	PPT		class room discussion	koontz,Essentials of management,Mcgrawhill
8	L8	1	Introduction: Classical Approach - Neo-Classical	Students will be able to learn the Neo-classical Theory			Extempore	Lecture		CO1	PPT		Presentation skillset	koontz,Essentials of management,Mcgrawhill
9	L9	1	Introduction: Classical Approach - Human Relation Approaches	Students will be able to learn the Human Relation Approach			Individual Presentation	Lecture		CO1	PPT		Q&A session	Robbins,organizational behavior,pearson education
10	L10	1	Introduction: Behavioural Approach	Students will be able to learn about the behavioural approach				Lecture		CO1	PPT		Quiz participation	koontz,Essentials of management,Mcgrawhill
11	L11	1	Introduction: Systems Approach	Students will be able to learn about the system approach		Quiz https://quizizz.com/admin/quiz/5a81ea6e7a2f0a0025807d5f/management-functions		Lecture		CO1		resarch paper on controlling	through student interaction	Robbins,organizational behavior,pearson education
12	L12	1	Introduction: Contingency Approach	Students will be able to learn the Modern Theory-Contingency Approach			Discussion in classroom	Lecture		CO1	PPT		through student interaction	koontz,Essentials of management,Mcgrawhill
13	L13	1	Introduction: MBO	Students will be able to learn the theory of management by objective			Discussion in classroom	Lecture		CO1	PPT		Q&A session	Robbins,organizational behavior,pearson education
14	L14	1	Introduction: Business Process Re-engineering	Students will be able to know about Business Process Re-engineering				Lecture		CO1	PPT		Q&A session	koontz,Essentials of management,Mcgrawhill
15	L15	1	Introduction: Business Process Re-engineering	Students will be able to know about Business Process Re-engineering				Lecture		CO1			Q&A session	Robbins,organizational behavior,pearson education
16	L16	1	Revision				Individual Presentation	Lecture		CO1			Quiz participation	koontz,Essentials of management,Mcgrawhill
17	L17	2	Planning and Organizing: Types of Plans - Strategic Planning:	Student would be able to understand basic concepts of Planning		Quiz https://quizizz.com/admin/quiz/5d8127c3a23f96001b29f696/chapter-2-planning		Lecture	https://www.youtube.com/watch?v=1d0P11E	CO1,CO6	PPT		presentation skill set	Robbins,organizational behavior,pearson education
18	L18	2	Planning and Organizing: Environmental Analysis and diagnosis (Internal and external environment)	Student would be able to understand the types of Planning			Individual Presentation	Lecture		CO1,CO6	PPT		Problems suggested by students in the case study	koontz,Essentials of management,Mcgrawhill
19	L19	2	Planning and Organizing: Environmental Analysis and diagnosis (Internal and external environment)	Students will understand the process of Environmental Analysis and Diagnosis		Case Study 2 Managerial skills in environmental analysis - [Naughty Rule]		Lecture		CO3,CO4	PPT			Robbins,organizational behavior,pearson education
20	L20	2	Planning and Organizing: Decision-Making: Process and Techniques	Learn the techniques of Environmental Analysis and Diagnosis			Individual Presentation	Lecture	https://www.youtube.com/watch?v=-Tac3bUDWA	CO3,CO4	PPT			koontz,Essentials of management,Mcgrawhill
21	L21	2	Planning and Organizing: Perfect Rationality and Bounded Rationality	Learn the Perfect Rationality and Bounded Rationality concept			Individual Presentation	Lecture		CO3,CO4	PPT			Robbins,organizational behavior,pearson education
22	L22	2	Planning and Organizing: Concept and Process of Organization- An Overview	Student would be able to understand basic concepts of process			Individual Presentation	Lecture		CO3,CO4	PPT			koontz,Essentials of management,Mcgrawhill
23	L23	2	Planning and Organizing: Span of Management	Learn about the Span of Management concept			Individual Presentation	Lecture		CO3,CO4	PPT			Robbins,organizational behavior,pearson education
24	L24	2	Planning and Organizing: Different Types of Authority (line, staff and functional)	Learn about Different Types of Authority			Discussion in classroom	Lecture		CO3,CO4	PPT	Research paper on controlling		koontz,Essentials of management,Mcgrawhill

25	L25	2	Planning and Organizing: Decentralization	Learnt about Formal and Informal Structure	Management Game 2		Discussion in classroom	Lecture	https://www.youtube.com/watch?v=4HhkrBLWw	CO3,CO6	PPT				Robbins,organizational behavior,pearson education
26	L26	2	Planning and Organizing: Delegation of authority	Students would be able to understand different Principles of Organising			Discussion in classroom	Lecture		CO3,CO4	PPT				koontz,Essentials of management,M cgrawhill
27	L27	2	Planning and Organizing: Formal and Informal Structure	Students would be able to understand different Types of Organisation Structure			Individual Presentation	Lecture		CO3,CO4	PPT				Robbins,organizational behavior,pearson education
28	L28	2	Planning and Organizing: Principles of Organizing	Students learnt about Emerging Organisation Structure			Individual Presentation	Lecture		CO3,CO4	PPT				koontz,Essentials of management,M cgrawhill
29	L29	2	Planning and Organizing: Types of Organization Structures	cementing the concepts of unit 2			Individual Presentation	Lecture		CO3,CO4	PPT				Robbins,organizational behavior,pearson education
30	L30	2	Planning and Organizing: Emerging Organization Structures	Attending the queries raised by students to clear their doubts				Lecture		CO3,CO4					koontz,Essentials of management,M cgrawhill
31	L31	2	Revision	To prepare students for final exam.			Individual Presentation	Lecture		CO3,CO4					Robbins,organizational behavior,pearson education
32	L32	3	Introduction to Organizational Behavior: Personality Type A and B	Students learnt about Concept and nature of OB				Lecture		CO3,CO4,CO6	PPT		https://hbawk.hbs.edu/item/rituals-at-work-teams-that-play-together-stay-together		koontz,Essentials of management,M cgrawhill
33	L33	3	Introduction to Organizational Behavior: Factors influencing personality	learn different opportunities of OB	Case Study 5 Conflict Management Aviation Industry		Individual Presentation	Lecture	https://www.youtube.com/watch?v=5_8tNumpGdU	CO3,CO4,CO6	PPT			Research paper on stress	Robbins,organizational behavior,pearson education
34	L34	3	Introduction to Organizational Behavior: Learning – Concept	Lernan the concept of personality in individual behavior			Discussion on Recent trends	Lecture		CO3,CO4,CO6	PPT				koontz,Essentials of management,M cgrawhill
35	L35	3	Introduction to Organizational Behavior: Learning theories	Lernan about Learning			Discussion in Classroom	Lecture		CO3,CO4,CO6	PPT				Robbins,organizational behavior,pearson education
36	L36	3	Introduction to Organizational Behavior: Learning theories	Lernan about the Process and errors occur in Perception				Lecture		CO3,CO4,CO6	PPT				koontz,Essentials of management,M cgrawhill
37	L37	3	Introduction to Organizational Behavior: Perception – Concept	Lernan about perception process and errors			Debates : Perception as the Source and Basis of Knowledge	Lecture		CO3,CO4,CO6	PPT				Robbins,organizational behavior,pearson education
38	L38	3	Introduction to Organizational Behavior: Perceptual Process	Students will be able to understand the concept of values				Lecture		CO3,CO4,CO6	PPT				koontz,Essentials of management,M cgrawhill
39	L39	3	Introduction to Organizational Behavior: Importance	Students will be able to understand the types of Attitude				Lecture		CO3,CO4,CO6	PPT				Robbins,organizational behavior,pearson education
40	L40	3	Introduction to Organizational Behavior: Factors influencing	Students will be able to identify the relationship between individual determinants like personality, learning, perception and attitude with behavior			Gd on the topic which attitude component is suitable to solve customer issues	Lecture		CO3,CO4,CO6	PPT				koontz,Essentials of management,M cgrawhill
41	L41	3	Introduction to Organizational Behavior: perception	Students will be able to identify the relationship between individual determinants like personality, learning, perception and attitude with behavior				Lecture		CO3,CO4,CO6	PPT				Robbins,organizational behavior,pearson education
42	L42	3	Introduction to Organizational Behavior: Values and Attitudes – concept and types of values	students will learn about different traits of personality and learning			fliped class	Lecture		CO3,CO4,CO6	PPT			Problems suggested by students in the case study	koontz,Essentials of management,M cgrawhill
43	L43	3	Introduction to Organizational Behavior: Values and Attitudes – concept and types of values	Students will learn about relationship between individual determinants like personality, learning, perception and attitude with behavior	Case Study 3 Personality development help in Forecasting – Punjab machine tool Corpn			Lecture		CO3,CO4,CO6	PPT		https://hbawk.hbs.edu/item/managers-your-employees-dont-want-to-be-facebook-friends		Robbins,organizational behavior,pearson education
44	L44	3	Introduction to Organizational Behavior: Components of attitude	cementing the concepts of unit 3				Lecture		CO3,CO4,CO6	PPT				koontz,Essentials of management,M cgrawhill
45	L45	3	Introduction to Organizational Behavior: job related attitudes	Attending the queries raised by students to clear their doubts				Lecture		CO3,CO4,CO6					Robbins,organizational behavior,pearson education
46	L46	3	Revision	To prepare students for final exam.				Lecture		CO3,CO4,CO6					koontz,Essentials of management,M cgrawhill
47	L47	4	Motivation and Leadership: Concept, Importance	Student would be able to understand basic concepts of Motivation				Lecture		CO2,CO4,CO5,CO6	PPT				Robbins,organizational behavior,pearson education
48	L48	4	Types of motivation	Student would be able to understand the types of motivation			Individual Presentation	Lecture		CO2,CO4,CO5,CO6	PPT				koontz,Essentials of management,M cgrawhill
49	L49	4	Types of motivation	Student would be able to understand the types of motivation				Lecture		CO2,CO4,CO5,CO6	PPT			Research paper on motivation	Robbins,organizational behavior,pearson education
50	L50	4	Leadership- Concept, importance	Student would be able to understand the basic concept of Leadership	Mini project on what leadership qualities of Adani which help his company to grow and become the 3rd richest person of the world		Individual Presentation	Lecture		CO2,CO4,CO5,CO6	PPT				koontz,Essentials of management,M cgrawhill
51	L51	4	Types of leadership	Student would be able to understand the types of leadership			Individual Presentation	Lecture	https://www.youtube.com/watch?v=1P7Gd_FWU	CO2,CO4,CO5,CO6	PPT				Robbins,organizational behavior,pearson education
52	L52	4	Types of leadership	Student would be able to understand the types of leadership			Debates: Leadership vs. Management	Lecture		CO2,CO4,CO5,CO6	PPT				koontz,Essentials of management,M cgrawhill
53	L53	4	role of leadership	Student would be able to understand role of leadership				Lecture		CO2,CO4,CO5,CO6	PPT			Problems suggested by students in the case study	Robbins,organizational behavior,pearson education
54	L54	4	Power: Concept, power tactics	Student would be able to understand basic concepts of power tactics	Case Study 4 Role of power in improper Decision Making and its impact in Manufacturing Industry The Polyester Manufacture		Flip classes	Lecture		CO2,CO4,CO5,CO6	PPT		https://hbawk.hbs.edu/item/feeling-powerless-at-work		koontz,Essentials of management,M cgrawhill
55	L55	4	Power: Concept, power tactics	Student would be able to understand basic concepts of power tactics			Flip classes	Lecture		CO2,CO4,CO5,CO6	PPT				Robbins,organizational behavior,pearson education

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.													
Programme Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4		
Course Code:	BBA-103	Course Name:	Business Mathematics	Type:	Core								

Objective: The course aims at equipping student with a broad based knowledge of mathematics with emphasis on business applications.

Course Outcome & Mapping, Course Articulation															
				Apply knowledge of mathematics in various areas of business	Develop communication and presentation skills	Demonstrate critical thinking and Analytical skills for problem solving	Illustrate leadership abilities to make effective and productive teams	Explain the implications and understanding the process of starting a new venture.	Inculcate responsible citizenship towards environmental issues with an emphasis on sustainable development	Appreciate inclusivity towards diverse culture and social sector values.	Recognize the importance of innovation solutions for diverse business	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of business organization	Demonstrate the ability to solve problems relating to business decision making.	Analyze and negotiate business situations
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
	CO1	Ability to solve the problems of counting		3	3	3	3	3	3	3	3	3	3	3	3
	CO2	Proficiency in solving the problems of Matrix Algebra		3	3	3	3	3	3	3	3	3	3	3	3
	CO3	Ability to solve the problems of Differential calculus		3	3	3	3	3	3	3	3	3	3	3	3
	CO4	Capability to solve the problems of Integral calculus		3	3	3	3	3	3	3	3	3	3	3	3
	CO5	Analyzing business research problems		3	3	3	3	3	3	3	3	3	3	3	3
		Course Articulation (Average)		3	3	3	3	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Principle of Counting: Concept of factorial;	Students would recall and relate the concepts of factorial.		numerical	INDIVIDUAL PRESENTATION	lecture	YOUTUBE VIDEO:https://www.youtube.com/watch?v=ph_u9Rkz8	CO1	HANDOUTS	CLASSTEST	https://ecampus.utia.edu/presbooks/pub/busi1915/	
2	L2	1	Principle of Counting;	Students will be able to solve the problems of counting		numerical	INDIVIDUAL PRESENTATION	lecture	YOUTUBE VIDEO:https://www.youtube.com/watch?v=ph_u9Rkz8	CO1	HANDOUTS	NUMERICAL PROBLEMS		
3	L3	1	Mathematical Induction: Principle-I	Students will be able to understand Mathematical Induction		numerical	INDIVIDUAL PRESENTATION	lecture	YOUTUBE VIDEO:https://www.youtube.com/watch?v=HNV3e9d2	CO1	HANDOUTS	NUMERICAL PROBLEMS		
4	L4	1	Mathematical Induction: Principle-II	Understand principle of mathematical induction		numerical	INDIVIDUAL PRESENTATION	lecture	YOUTUBE VIDEO:https://www.youtube.com/watch?v=HNV3e9d2	CO1	HANDOUTS	Quiz		
5	L5	1	Mathematical Induction: Arithmetic Progression	able to solve the problems of Mathematical Induction		numerical	INDIVIDUAL PRESENTATION	tutorial	YOUTUBE VIDEO:https://www.youtube.com/watch?v=HNV3e9d2	CO1	HANDOUTS	Assignment		
6	L6	1		able to solve the problems of Mathematical Induction		numerical	INDIVIDUAL PRESENTATION	tutorial	YOUTUBE VIDEO:https://www.youtube.com/watch?v=HNV3e9d2	CO1	HANDOUTS	Assignment		
7	L7	1	Arithmetic Progression	able to solve the problems of Arithmetic Progression		numerical	INDIVIDUAL PRESENTATION	lecture		CO1	HANDOUTS	Assignment		
8	L8	1	Arithmetic Progression Numericals	able to solve the problems of Arithmetic Progression		numerical	INDIVIDUAL PRESENTATION	presentation		CO1	ppt	Quiz		
9	L9	1	Geometric Progression numericals	able to solve the problems of Geometric Progression		numerical	INDIVIDUAL PRESENTATION	lecture			HANDOUTS	mcq		
10	L10	1	Concepts of Function	Students would recall and relate the concepts of function		numerical	INDIVIDUAL PRESENTATION	presentation	YOUTUBE VIDEO:https://www.youtube.com/watch?v=hvG5o1Tms		ppt	viva		
11	L11	1	types of function	able to understand different types of function		numerical	INDIVIDUAL PRESENTATION	presentation	YOUTUBE VIDEO:https://www.youtube.com/watch?v=hvG5o1Tms		ppt	viva		
12	L12	1	TUTORIAL											
13	L13	1	DOUBT SESSION											
14	L14	1	PREVIOUS YEAR QUESTION PAPER DISCUSSION											
15	L15	1	CLASS TEST											
16	L16	2	Matrix Algebra	proficiency in solving the problems of matrix algebra		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/122104018	CO1,CO2	HANDOUTS	PRESENTATIONS		
17	L17	2	Definition and types of matrices	understand definition and types of matrix		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/122104019	CO1,CO2	HANDOUTS	Quiz		
18	L18	2	Matrix Numericals,Equality of Matrices	proficiency in solving the problems of matrix algebra and able to solve Equality of Matrices		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/122104020	CO2	HANDOUTS	PRESENTATIONS		
19	L19	2	Matrix Operations	able to do matrix operation		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/122104021	CO2	HANDOUTS	Assignment		
20	L20	2	Determinants	able to solve problems of determinants		numerical	INDIVIDUAL PRESENTATION	presentation	https://nptel.ac.in/courses/111107112	CO2	ppt	PRESENTATIONS		
21	L21	2	System of Linear equations	able to solve System of Linear equations		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/111107113	CO2	HANDOUTS	QUIZ		
22	L22	2	Cramers Rule	able to solve numericals of Cramers Rule		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/111107114	CO2	HANDOUTS	MCQ		
23	L23	2	Inverse and Adjoint of Matrix	able to find inverse and Adjoint of Matrix		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/111107115	CO2	HANDOUTS	NUMERICAL PROBLEMS		
24	L24	2	Gauss Elimination Method	able to solve numericals of Gauss Elimination Method		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/111107116	CO2	HANDOUTS	MCQ		
25	L25	2	Rank of Matrix and Rank of System of Equations	will be able to determine Rank of Matrix		numerical	INDIVIDUAL PRESENTATION	lecture	https://nptel.ac.in/courses/111107117	CO2	HANDOUTS	MCQ		
26	L26	2	Echelon Matrix	able to solve Echelon of Matrices		numerical	INDIVIDUAL PRESENTATION	tutorial	https://nptel.ac.in/courses/111107118	CO2	HANDOUTS	Assignment		
27	L27	2	Application of Matrix in to Business Problems	apply application of matrix in to business problem	CASE STUDY	numerical	INDIVIDUAL PRESENTATION	tutorial	https://www.researchgate.net/publication/324679845_Applications_of_the_Matrix_of_Change_-_Evaluating_and_Managing_Business_Transformation	CO2	HANDOUTS	Assignment		
28	L28	2	Preparation of Depreciation Lapse schedule	apply practical application of matrix		numerical	INDIVIDUAL PRESENTATION	lecture	https://www.jstor.org/stable/244848	CO1,CO2,CO5	HANDOUTS	NUMERICAL PROBLEMS	https://www.jstor.org/stable/244848	

TECNIA INSTITUTE OF ADVANCED STUDIES

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code: 017	Programme: BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session: 2022-23	L	4	T/P	0	Credits	4
Course Code: BBA 107	Course Name: Business Economics	Type: Core						

Objective: The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

Course Outcome & Mapping, Course Articulation

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Course Articulation (Average)	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Introduction to Business Economics	Student will be able to understand the basic concepts of Business Economics.			Class Discussion		PPT	CO1	Class Notes		Classroom observation	
2	L2	1	Fundamental concepts of Microeconomics	Student will be able to identify what is micro economics and how it is related to business economics.			Class Discussion		Video Lectures: https://youtu.be/edmdm3u14	CO1		https://youtu.be/edmdm3u14	Classroom observation	Dominick Salvatore (2008), Principles of Microeconomics (5th Edition), Oxford University Press (Chapter 2 and Chapter 5)
3	L3	1	Nature Scope, definitions, Difference between Business Economics and Economics	Student will be able to define basic definitions of economics and identify the scope of the course.	Case Study-2(Oppportunity Cost)		Flipped Classroom		PPT	CO1	Class Notes		Observation & Q/A	Lipsy and Chrystal (2008), Economics, (11th Edition), Oxford University Press
4	L4	1	Contribution and Application of Business Economics to Business	Student will be able to find out applicability with various other domains (HR, Finance, Marketing etc).	CASE STUDY-3(PRINCIPLES OF MICROECONOMICS)		Individual Presentation		PPT	CO1		https://study.com/academy/articles/what-are-the-basics-of-economics.html	Online Quiz	Modern Microeconomics, Kouzoyannis, Macmillan India Ltd. New Delhi
5	L5	1	Micro Vs Macro Economics	Student will be able to differentiate between Macro and Micro economics.	CASE STUDY-3(PRINCIPLES OF MICROECONOMICS)		Flipped Classroom		PPT	CO1			Observation	Dwivedi D.N. Managerial Economics, 8th Edition, (2007), Vikas Publishing House Pvt. Limited, New Delhi
6	L6	1	Opportunity Cost	Student will be able to understand the concept of opportunity cost.	Student PPT Case Study-2(Oppportunity Cost)		Individual Presentation			CO1	Class Notes		Question answer session	Newspaper Article on Current Issues
7	L7	1	Time Value of money	Student will be able to apply the concept of business economics such as time value of money in real business practice.	Case Study-2(Oppportunity Cost)		Lecture		PPT	CO1	Class Notes		Question answer session	
8	L8	1	Marginalism	Student will be able to understand the concept of Marginalism.	Case Study				PPT	CO1	Class Notes		Question answer session	
9	L9	1	Incrementalism	Student will be able to understand the concept of Incrementalism.	Case Study				PPT	CO1	Class Notes		Observation & Q/A	
10	L10	1	Market forces and Equilibrium	Student will be able to explain market forces.	Student PPT Case Study-2(Oppportunity Cost)	Doubt Clearing session	Individual Presentation		PPT	CO1			Classroom observation	
11	L11	1	Risk, Return and Profits	Student will be able to compare the various theories of risk.	Case Study				PPT	CO1			Observation	
12	L12	1	Introduction to behavioural Economics: Nudge Theory	Student will be able to analyse the nudge theory applied in behavioral economics.	Student PPT Case Study-2(Oppportunity Cost)	Doubt Clearing session	Individual Presentation		PPT	CO1	Class Notes		Classroom observation	
13	L13	1	Revision Class	Student will be able to recapitulate the sessions taken on module 1.	Student PPT Case Study-2(Oppportunity Cost)	Doubt Clearing session	Individual Presentation		PPT		Class Notes		Classroom observation	
14	L14	1	Tutorial (Discussion on previous year question paper)	Student will be able to recapitulate the sessions taken on module 1.			Individual Presentation		PPT	CO2	Class Notes	https://study.com/academy/articles/what-are-the-basics-of-economics.html	Quiz	

15	L15	2	Cardinal Utility Approach- Diminishing Marginal Utility	Student will be able to understand the concept of cardinal utility approach	Case Study-8- Consumer Behaviour	Table and Graph			Video, Lecture, https://youtu.be/9T1W0kAo9bk	CO2		https://youtu.be/9T1W0kAo9bk	Class Observation		
16	L16	2	Law of Equi-Marginal Utility	Student will be able to analyse the business situations based on fundamental model of equi marginal utility	Case Study-8- Consumer Behaviour	Graph			Video, Lecture, https://youtu.be/9T1W0kAo9bk	CO2		https://youtu.be/9T1W0kAo9bk	Question answer session		
17	L17	2	Ordinal Utility approach : Indifference curve	Student will be able to rationally frameout the best bundle of combinations of two resources which can satisfy	Case Study-8- Consumer Behaviour	Graph		chart		CO2	Class Notes		Question answer session		
18	L18	2	Ordinal Utility approach : Marginal rate of substitution	Student will be able to understand the concept of MRS.		Graph		chart		CO2	Class Notes		Assignment-1		
19	L19	2	Budget Line and Consumer Equilibrium	Student will be able to create budget line for himself after learning from this session.		Stratification		PPT		CO2	Class Notes		Observation		
20	L20	2	Revision Class (Problem Solving for slow learner)	Student will be able to recapitulate the sessions taken on module 1			Class Discussion		PPT	CO2	Class Notes		Class Observation		
21	L21	2	Theory of Demand : Law of Demand, Movement along Vs shift in demand Curve	Student will be able to describe Law of demand, differentiate and evaluate various factors for movement and shift in demand curve.		Cause & Effect Diagram			Video, Lecture, https://youtu.be/60Mm3se2IM	CO2		https://youtu.be/60Mm3se2IM	Worked Examples		
22	L22	2	Theory of Demand : Law of Demand - Movement in demand Curve	Student will be able to		Cause & Effect Diagram			Video, Lecture, https://youtu.be/60Mm3se2IM	CO2		https://youtu.be/60Mm3se2IM	Worked Examples		
23	L23	2	Theory of Demand : Law of Demand, Movement along Vs shift in demand Curve	Student will be able to and evaluate various factors for movement and shift in demand		Cause & Effect Diagram			Video, Lecture, https://youtu.be/60Mm3se2IM	CO2		https://youtu.be/60Mm3se2IM	Worked Examples		
24	L24	2	Concepts of Measurement of Elasticity of Demand	Student will be able to understand the concept the elasticity of demand		Cause & Effect Diagram	problems and numerical		Video, Lecture, https://youtu.be/980mXg9p6fw	CO2		https://youtu.be/980mXg9p6fw	Worked Examples		
25	L25	2	Factors affecting Elasticity of Demand	Student will be able to analyse the factors affecting elasticity of demand		Cause & Effect Diagram			Video, Lecture, https://youtu.be/980mXg9p6fw	CO2		https://youtu.be/980mXg9p6fw	Worked Examples		
26	L26	2	Income Elasticity of Demand	Student will be able to evaluate income elasticity of demand	Student PPT Case Study-2(Opportunity Cost)	Cause & Effect Diagram	problems and numerical		PPT	CO2	Class Notes		Worked Examples		
27	L27	2	Cross Elasticity of demand	Student will be able to evaluate Cross elasticity of demand	Student PPT Case Study-2(Opportunity Cost)	Cause & Effect Diagram	problems and numerical		PPT	CO2	Class Notes		Worked Examples		
28	L28	2	Advertising Elasticity of demand	Student will be able to evaluate advertising elasticity of demand		Cause & Effect Diagram			PPT	CO2	Class Notes		Worked Examples		
29	L29	2	Demand forecasting need: Concept ,need and objectives	Students will be able to understand the basic knowledge of demand forecasting			Class Discussion		PPT	CO2	Class Notes		Assignment-2		
30	L30	2	Methods of demand Forecasting	Student will be able to classify various demand forecasting technique required to be applied in business	Live Project/ Field Study				PPT	CO2			Observation		
31	L31	2	Tutorial (Discussion on previous year question paper)	Student will be able to recapitulate the sessions taken on module 2			Class Discussion		PPT	CO2		https://study.com/learn/economics-quiz.html	Quiz		
32	L32	2	Revision	Students will be assessed on the basis of revision			Doubt Clearing session	Class Discussion	PPT	CO2		https://study.com/learn/economics-quiz.html	Quiz		
33	L33	3	Theory of Production : Meaning and concept	Student will be able to understand the meaning and concept of theory of production			Lecture		PPT	CO3	Class Notes		Written Works From Student		
34	L34	3	Factors of production and production function : Fixed and variable factors	Student will be able to understand the meaning and concept of theory of production			Lecture		PPT	CO3	Class Notes		Written Works From Student		
35	L35	3	Law of variable proportion(Short Run Production analysis)	Student will apply the concept of law of variables in determining the optimum stage of production	Case Study-6- Increasing or Diminishing Returns	Graph			chart	CO3	Class Notes		Question answer session		

36	L36	3	Law of return to scale (long run Production analysis) through the use of ISO Quants	Student will apply the concept of law of returns to scale in determining the optimum stage of operation	CASE STUDY-1 (PRODUCER THEOR)	Graph			chart	CO3	Class Notes		Assignment-3
37	L37	3	Revision Class	Students will be assessed on the basis of previous lecture's knowledge		Doubt Clearing session	Class Discussion		PPT	CO3			Class Observation
38	L38	3	Concept of Cost: Cost Analysis	Student will be able to understand the concept of cost.	Case Study-2 (Opportunity Cost)		Lecture		PPT	CO3		https://study.com/learn/economics-quizzes.html	Online Quiz
39	L39	3	Cost Function , Short run cost Long Run cost	Student will be able to understand the concept of different types of cost	Case Study-2 (Opportunity Cost)		Lecture		Video, https://www.youtube.com/watch?v=52Qd4lmgby	CO3		https://www.youtube.com/watch?v=52Qd4lmgby	Question answer session
40	L40	3	Cost Function - Long Run cost	Student will be able to understand the concept of different types of cost	Case Study-2 (Opportunity Cost)		Lecture		Video, https://www.youtube.com/watch?v=5mY1XTEF	CO3		https://www.youtube.com/watch?v=5mY1XTEF	Question answer session
41	L41	3	Economies and Diseconomies of Scale	Student will be able to understand the concept of cost	CASE STUDY-1 (PRODUCER THEOR)		GD Topic: Why can't India be a World-Class Player in Manufacturing Industry)		Video, https://www.youtube.com/watch?v=5mY1XTEF	CO3		https://www.youtube.com/watch?v=5mY1XTEF	Written Works from Student
42	L42	3	Types of Cost : Explicit Cost Implicit Cost , Private cost an social Cost	Student will be able to understand the concept of cost.			Individual Presentation		PPT	CO3			Written Works from Student
43	L43	3	Revision Class	Students will be assessed on the basis of previous lecture's knowledge			Individual Presentation		PPT	CO3			Class Observation
44	L44	4	Types of market : Pricing under Perfect competition (Features, Short and long run equilibrium of firm/ Industry)	Student will apply the concept of markets					Video, https://youtu.be/vTQag	CO3		https://youtu.be/vTQag	Question answer session
45	L45	4	Pricing under Monopoly (Features, Short and long run equilibrium of firm/ Industry)	Student will apply the concept of monopoly markets			Scenario Based Learning		Video, https://youtu.be/vTQag	CO4		https://youtu.be/vTQag	Question answer session
46	L46	4	Control of Monopoly	Student will apply the concept of monopoly markets	Case Study-5 (Monopoly Market)		Class Discussion		Video, https://youtu.be/vTQag	CO4		https://youtu.be/vTQag	Class Observation
47	L47	4	Price discrimination	Student will be able to apply the concept of pricing strategy	Case Study-4 (Price Discrimination)		Class Discussion		PPT	CO4	Class Notes		Class Observation
48	L48	4	Pricing under monopolistic competition	Student will apply the concept of markets	Case Study-5 (Monopoly Market)		Scenario Based Learning		PPT	CO4	Class Notes		Question answer session
49	L49	4	Types of market : Monopolistic competition (Features, Short and long run equilibrium, demand and cost, excess capacity)	Student will apply the concept of monopolistic markets	Case Study-4 (Price Discrimination)				PPT	CO4	Class Notes		Question answer session
50	L50	4	Pricing under Oligopoly	Student will apply the concept of markets	Case Study-7- Cartel	CHARTS	GD (Topic: Rise of Regional Blocs Threatens Independent Nations like India)		chart	CO4	Class Notes		Question answer session
51	L51	4	Cartel Under Oligopoly-Duopoly market (cournot model)	Student will apply the concept of Duopoly markets	Case Study-7- Cartel	CHARTS			chart	CO4	Class Notes		Observation & Q/A
52	L52	4	Price Leadership Model	Student will apply the concept of markets	Case Study-7- Cartel	CHARTS			chart	CO4	Class Notes		Question answer session
53	L53	4	Kinked Demand Curve Model	Student will apply the concept of Kinked Demand curve in the markets.		CHARTS			chart	CO4	Class Notes		Observation & Q/A
54	L54	4	Tutorial	Students will be assessed on the basis of previous lecture's knowledge		Doubt Clearing session			Form	CO4		https://www.economicsonline.co.uk/guide/guide-price-determination.html	Online Quiz
55	L55	4	Revision Class- Market Structure	Students will be assessed on the basis of previous lecture's knowledge	Student PPT Case Study-2 (Opportunity Cost)	Doubt Clearing session	Class Discussion			CO1		https://study.com/academy/practice/guideworksheet-the-basics-of-economics.html	Online Quiz
56	L56	4	Revision Class- Production Function	Students will be assessed on the basis of previous lecture's knowledge	Student PPT Case Study-2 (Opportunity Cost)	Doubt Clearing session	Class Discussion			CO3			Class Observation
57	L57	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecture's knowledge		Doubt Clearing session	Class Discussion			CO2			Class Observation
58	L58	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecture's knowledge		Doubt Clearing session	Class Discussion			CO1		https://study.com/learn/economics-quizzes.html	Online Quiz
59	L59	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecture's knowledge	Student PPT Case Study-2 (Opportunity Cost)	Doubt Clearing session	Class Discussion			CO3			Class Observation
60	L60	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecture's knowledge		Doubt Clearing session	Class Discussion			CO4		https://study.com/learn/economics-quizzes.html	Online Quiz

- Suggested Readings:**
- Samuelson, P & Nordhaus, W. Economics, McGraw Hill Education.
 - Doveidi, D.N., Managerial Economics, Vikas Publishing House.
 - Thomas, C. B. Managerial Economics, McGraw Hill Education.
 - Mankiw, N.G. Principles of Economics, Cengage Learning.
 - Peterson, L., and Jain, Managerial Economics, Pearson Education.
 - Keppel, D. Microeconomics for Managers Vista Books Pvt. Ltd.

Name of Faculty:	Dr. B.B. Tiwari, Dr. Monika Mehrotra, Ms. Megha Sharma, Dr. Pushpa Rani														
Notes 1 Credit (Theory)= 15 hrs. in a sem			1 Credit (Practical)= 30 hrs. in a sem												

TECNIA INSTITUTE OF ADVANCED STUDIES

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARD'S GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	3	T/P	0	Credits	3
Course Code:	BBA-109	Course Name:	IT Applications in Business	Type:	Skill Enhancement						

Objective: This is a basic paper for students to familiarize with computer and it's applications in the relevant fields and exposes them to other related papers of IT.

Course Outcome & Mapping, Course Articulation

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
				3	3	3	3	3	3	3	3	3	3	3	3	3	3
		CO1	Explain the concepts of IT (Hardware, Software, Networking, Security, Web and applications).	3	3	3	3	3	3	3	3	3	3	3	3	3	3
		CO2	Analyze the usage of IT product and services	3	3	3	3	3	3	3	3	3	3	3	3	3	3
		CO3	Use internet web services and resources for learning and discovery	3	3	3	3	3	3	3	3	3	3	3	3	3	3
		CO4	Explore the usage of tools of MS Word and Advanced Excel to solve business problems	3	3	3	3	3	3	3	3	3	3	3	3	3	3
		CO5	Comprehend the role of databases in IT applications	3	3	3	3	3	3	3	3	3	3	3	3	3	3
			Course Articulation (Average)	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References	
1	11	1	Basic of Information Technology: Components of IT System	Student will be able to understand what is digital system, the different types number system, number base conversion.			Group Discussion	PPT	E-article: https://www.javaprogram.com/content/number-system-in-digital-electronics	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf		Assignment 1	https://docs.python.org/3/tutorial/appetit.html	
2	12	1	Characteristics of Computers	How to use Error detecting and correcting codes.			Group Discussion	PPT	E-article: https://link.springer.com/content/pdf/10.1007/978-94-015-9884-7/1.pdf	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
3	13	1	Input Output Devices - 1	Use laws to minimize the expression		Removing redundancy		PPT	E-article: https://www.electronicshub.org/tutorial/webfont-asm/asm_ch2_4i.pdf	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
4	14														
5	15	1	Classification of Computers	Use of correct logic gate for creating boolean expression	Demonstration		Group Discussion	PPT	E-article: https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
6	16	1	Computer Memory	Implementation of SOP and POS boolean expression using logic gates.	Demonstration	Use of K-Map		PPT	E-article: https://www.electronicshub.org/karnaugh-map-k-map-in-digital-electronics-with-examples/	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
7	17	1	Types of Memory, Storage Devices, Mass Storage Systems.	Simplification of SOP and POS boolean expression using 5 variable K Map.		Use of K-Map	Group Discussion	PPT	E-article: https://www.learn-electronics.com/2021/10/solving-5-variable-sop-and-pos.html	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
8	18														
9	19	1	Tutorial	Minimization of incompletely specified functions	Demonstration	Use of K-Map		PPT	E-article: https://www.learn-electronics.com/2021/10/dont-care-conditions-in-karnaugh-map-k-map/	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf			https://pythontextbook.readthedocs.io/en/1.0/loop_Console_Statements.html	
10	110	2	Types of Software	How to design half/full adder and subtractor	Demonstration	Use of K-Map		PPT	E-article: https://www.electronicshub.org/binary-adder-and-subtractor/	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf			https://pythontextbook.readthedocs.io/en/1.0/loop_Console_Statements.html	
11	111	2	Application software and Their Uses	How to design parallel adder and subtractor	Demonstration			PPT	E-article: https://www.electronicshub.org/binary-adder-and-subtractor/	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
12	112	2	Database Concepts	How to design binary multiplier			Group Discussion	PPT	E-article: https://www.electronicshub.org/binary-adder-and-subtractor/	CO1	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
13	113														
14	114	2	Introduction to Operating system	Need Function and Types of operating system	Implementation of combinational logic using MUX.	Demonstration	Group Discussion	PPT	E-article: https://www.tutorialspoint.com/digital_circuits/digital_circuits_multiplexers.htm	CO2	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf		Assignment 2		
15	115	2	Introduction to GUI	Implementation of combinational logic using MUX.	Demonstration	Use of IC 74X151		PPT	E-article: https://github.com/twordpress.com/2014/09/27/multiplexer/	CO2	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
16	116	2	Compiler	Implementation of combinational logic using DEMUX.	Demonstration	Use of IC 74X154	Group Discussion	PPT	E-article: https://www.seaforum.edu/medial-college-of-science-and-engineering/files/departments/electricalandcomputerengineering/74s1545606.pdf	CO2	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				
17	117														
18	118	3	Interpreter and Assemblers	Types of Computer Languages	Implementation of combinational logic using decoders	Demonstration	Use of IC 74X138	Group Discussion	PPT	E-article: https://www.androderode.com/noder-and-decoder-circuit/	CO2	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf			
19	119	2	Tutorial	Implementation of combinational logic using encoders	Demonstration	Use of IC 74X148		PPT	E-article: https://www.androderode.com/noder-and-decoder-circuit/	CO2	https://www.tecnia.edu.in/~picheng/course/asm2008/asm_ch2_4i.pdf				

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Program Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	3	T/P	0					
Course Code:	BBA-111	Course Name:	IT Applications in Business LAB	Type:	Skill Enhancement			Credits	3					
Name of Faculty:	Mr. Abhishek Kumar Upadhyay, Dr. Gaurav Sinha, Dr. Deepak Sharma, Ms. Bharti Agarwal			1 Credit (Theory) = 15 hrs. in a sem				1 Credit (Practical) = 30 hrs. in a sem						

Objective: This is a basic paper for students to familiarize with computer and it's applications in the relevant fields and exposes them to other related papers of IT.

Course Outcome & Mapping, Course Articulation

				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
		CO1	Explore the utility of applications provided by MS office												
		CO2	Proficiency in MS Advanced Excel and Powerpoint												
		CO3	Effective and professional presentation and communication skills.												
		CO4	Use Tables and Charts from Excel to create interactive and animated presentations												
		Course Articulation (Average)													
Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References		

TECNIA INSTITUTE OF ADVANCED STUDIES

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Program Code:	017	Program Name:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4				
Course Code:	BBA-102	Course Name:	Cost Accounting	Type:	Core										
Objective: The primary objective of the course is to familiarize the students with the basic cost concepts, allocation and control of various costs and methods of costing.															
Course Outcome & Mapping, Course Articulation															
				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and make expanding the process of starting a new venture.	Inhibit responsible citizenship towards sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and inhibit universal values.	Foster Creative thinking to find innovative solutions to diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.
		CO1	Comprehensive understanding on objectives and scope of cost accounting in business	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
		CO2	Explore cost control through various material controlling techniques												
		CO3	Evaluate the remuneration systems and incentive schemes to deal with labour cost												
		CO4	Examine overhead cost through overhead functional analysis												
		CO5	Prepare Cost sheet with computation of normal and abnormal profits/Loss												
		CO6	Prepare contract accounts using escalation clause												
			Course Articulation (Average)	3	3	3	3	3	3	3	3	3	3	3	3
Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References	
1	L1	1	Basics cost objectives;	Student would be able to understand basic concepts of cost Accounting			Discussion with Live Examples		PPT	CO1					
2	L2	1	Scope of cost accounting	understand the Scope of cost accounting and its use in other discipline			Discussion with Live Examples		PPT	CO1			Class Participation		
3	L3	1	Cost centers and Cost Units	Compare and contrast between Cost centers and Cost Units					PPT	CO1,CO2			Group Presentations		
4	L4	1	Basic cost concepts and Cost classification	ability to recall Basic cost concepts and Cost classification			Quiz		ONLINE QUIZ	CO1			Quiz		
5	L5	1	Meaning of Material Control	grasp Material Control concepts and its use			Group Presentations		PPT	CO2			Group Presentations		
6	L6	1	ABC Technique and store ledgers	determine application of ABC techniques in stores control			Discussion with live Example-Hero MotoCorp: Smooth sailing on better inventory management (https://premium.thehindubusinessline.com/portfolio/newsanalysis/heromotocorpsmooth-sailing-on-betterinventorymanagement/article2828313.html)		PPT	CO2			Assignment-1		
7	L7	1	ABC Technique and store ledgers	illustrate application of ABC techniques in stores control			Mondelez India reduces inventory pipeline with distributors		PPT	CO2			Class Participation		
8	L8	1	EOQ and Stock Levels	Solve Problems ofEOQ and Stock Levels			Numerical Problems			CO2			Numerical Problems		
9	L9	1	FSN Inventory	Associate FSN Inventory application in business			Group Presentation		PPT	CO2			Group Presentation		
10	L10	1	JIT and VED	understand about industrial application of JIT and VED	Case Study: Mondelez India reduces inventory pipeline with distributors		Group Presentation			CO2			Group Presentation		
11	L11	1	valuation of Inventory and FIFO techniques	Apply valuation techniques of valuation of inventory			Group Presentation		PPT	CO2			Group Presentation		
12	L12	1	LIFO Technique	Solve Problems related to valuation techniques of valuation of inventory using LIFO			Case Study: Apple Inc. using FIFO for material valuation		PPT	CO2			Class Participation		
13	L13	1	Weighted Average Technique	Solve Problems related to valuation techniques of valuation of inventory using Weighted Average			Numerical Problem			CO2			Numerical Problem		
14	L14	1	Simple Average Technique	Solve Problems related to valuation techniques of valuation of inventory using Simple Average			Numerical Problem			CO2			Numerical Problem		
15	L15	1	valuation of inventory	Compare different methods of Inventory Valuation			Numerical Problem			CO2			Numerical Problem		
16	L16	2	Attendance and payroll procedures,	Evaluate attendance procedures and payrolls			Numerical Problem			CO3			Numerical Problem		
17	L17	2	Overtime, idle time and incentives	Evaluate incentive schemes			Numerical Problem			CO3			Numerical Problem		

18	L18	2	Direct and indirect labour, Halsey , ,Rowan	Classify types of labour and apply Halsey , ,Rowan plan to know industrial application of incentive scheme		Numerial Problem				CO3			Numerial Problem	
19	L19	2	Taylor, Merricks, Bedaux	Apply and evaluate Taylor, Merricks, Bedaux techniques		Numerial Problem				CO3			Numerial Problem	
20	L20	2	Emerson Plan	Apply and evaluate Emerson techniques		Numerial Problem				CO3			Numerial Problem	
21	L21	2	Emerson practical problems	Solve Numerical Problems of Emerson Plan		Numerial Problem				CO3			Numerial Problem	
22	L22	2	Introduction to overhead,functional analysis	Associate Overheadsto Functions			Group Presentation			CO4			Group Presentation	
23	L23	2	Factory,administration,selling distribution,research and development	Recognise different types of overhead			Discussion with Live Examples		PPT	CO4			Class Participation	
24	L24	2	Factory,administration,selling distribution,research and development	RClassify different types of overhead			Discussion with Live Examples- https://www.orfonline.org/research/a-game-of-shadows/		PPT	CO4			Class Participation	
25	L25	2	Fixed variable,semivariable and step cost	summeriseixed variable,semivariable and step cost		Numerial Problem				CO4			Numerial Problem	
26	L26	2	Overheads	Analyse Different overheads		Numerial Problem				CO4			Numerial Problem	
27	L27	2	Overheads -Practical Problems	Solve numerical Problems of Overheads		Numerial Problem				CO4			Numerial Problem	
28	L28	2	Overgead rate cases,machine hour rate cases	Evaluate value of overhead and machine hour rates		Numerial Problem				CO4			Numerial Problem	
29	L29	2	Overgead rate cases,machine hour rate cases	Evaluate value of overhead and machine hour rates			Case Study- http://cdnedge.vjewpointcs.com/marketing/CI%20Website/Case%20Study%20PDFs/CI04_09_APappajohnCaseStudy.pdf			CO4			Case Study	
30	L30	2	Under Absorption	Evaluate value of Under absorption rates			Group Presentation			CO4			Group Presentation	
31	L31	2	Over Absorption	Evaluate value of Over absorption rates			Discussion with Live Examples		PPT	CO4			Class Participation	
32	L32	2	Over and Under Absorption-Practical Problems	Solve the Numerical Problems related		Numerial Problem				CO4			Numerial Problem	
33	L33	3	Cost Sheet	understandOutline the breakup of Cost Sheet					PPT	CO5,CO4				
34	L34	3	Format of Cost Sheet	identify different types of cost and understand cost sheet format			Discussion with Live Examples			CO5,CO4			Class Participation	
35	L35	3	Primecost,office cost	compare Primecost,office cost			Dabur India limited http://www.slidehare.net/swarupasahu/costsheeta nalyisidaburindi alimited		PPT	CO5,CO4			Class Participation	
36	L36	3	Total cost, cost of Production	Compare Total cost, cost of Production		Numerial Problem				CO5,CO4			Numerial Problem	
37	L37	3	Total cost	Examineprocedure of calculating total cost		Numerial Problem				CO5,CO4			Group Presentation	
38	L38	3	Practical Question	evaluate cost sheet		Numerial Problem				CO5,CO4			Numerial Problem	
39	L39	3	Practical Question	evaluate cost sheet with stock adjustment		Numerial Problem				CO5,CO4			Numerial Problem	
40	L40	3	Introduction of Process Costing,	Describe the procedure for process costing			Discussion with Live Examples		PPT	CO5			Class Participation	
41	L41	3	Theory of Process Costing	application of Process Costing theory in specific industry			Discussion with Live Examples		PPT	CO5			Class Participation	
42	L42	3	Problems on process Costing (computation of normal profit	Evaluate Normal Profit		Numerial Problem				CO5			Numerial Problem	
43	L43	3	Abnormal effectiveness	evaluate Abnormal effectiveness and abnormal loss		Numerial Problem				CO5			Numerial Problem	
44	L44	3	abnormal loss	evaluate abnormal loss						CO6				
45	L45	3	abnormal loss	Solve the Numerical Problems related to Abnormal Loss		Numerial Problem				CO6			Numerial Problem	
46	L46	4	Introduction to Contract costing	Define contract costing			Discussion with Live Examples		PPT	CO5			Class Participation	
47	L47	4	Job and batch costing	Explain job and batch costing			http://opentuition.com/fla/ma1/accounting-for-product-costs-job-costing-batch-costing/			CO5			Class Participation	
48	L48	4	Job and batch costing	Classify the Industries for application of Job and Batch Costing			Discussion With Live Examples		PPT	CO5			Class Participation	
49	L49	4	Contract costing practical	Evaluate contract costing			Group Presentation		PPT	CO5			Group Presentation	
50	L50	4	Contract costing practical	Solve numericals for prepration of Contract Accounts		Numerial Problem				CO5			Numerial Problem	
51	L51	4	Contract costing practical	Solve numericals for prepration of Contract Accounts		Numerial Problems				CO5			Numerical Problems	
52	L52	4	Escalation clause	evaluate contract costing and analyse its industry application			Discussion with Live Examples		PPT	CO5			Class Participation	
53	L53	4	Calculation of work in progress	Analyse and evaluate wip		Numerial Problem			PPT	CO6			Numerial Problem	

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	D17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4
Course Code:	BBA-104	Course Name:	Decision Technique for Business	Type:	Core						

Objective: The objective of this paper is to develop student's familiarity with the basic concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

Course Outcome & Mapping, Course Articulation

			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
			1	2	1	2	2	2	2	1	3	3	3	3
		CO1	Understand the basic concepts of Statistics											
		CO2	Apply Correlation and Regression concepts in business and research problems											
		CO3	Explore the use of linear programming in business problems											
		CO4	Analyze transportation and assignment problems											
		CO5	Evaluate alternatives before taking business decisions											
		Course Articulation (Average)		2.20	1.80	1.80	1.40	2.40	2.00	2.00	1.80	3.00	3.00	3.00

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Statistics: Definition, Importance Limitation	The student will be able to Recognize the purpose of course			Discussion	GROUP DISCUSSION	PPT	CO 1		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	class test	
2	L2	1	Collection of data and formation of frequency distribution	The student will be able to Describe the various concept, Collection of data and formation of frequency distribution		Table or chart		Lecturer	PPT	CO 1		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Numerical Problems	
3	L3	1	Graphic presentation of Frequency distribution Graphics, Bars, Histogram	The Student will be able to Describe the basics of Graphic presentation of Frequency distribution Graphics, Bars, Histogram	Depiction of graphs/charts	Table or chart		MCQ	Spreadsheets	CO 1		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Presentation	
4	L4	1	Measure of central tendency - Mean	The student will be able to Measure of central tendency- Mean	To find mean age of class	Equation and Computation		PRESENTATION	Spreadsheets	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment	
5	L5	1	Measure of central tendency - median	Student will be able to Comprehend the Framework of Measure of central tendency- median	Buying a property example	Equation and Computation		MCQ	Spreadsheets	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment	
6	L6	1	Measure of central tendency - mode	Student will be able to understand Measure of central tendency- Mode	Example of real estate	Equation and Computation		GROUP DISCUSSION	Spreadsheets	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment	
7	L7	1	Partition values quartiles	Student will be able to Conceptual knowledge of Partition values quartiles		Equation and Computation		MCQ	PPT	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Numerical Problems	
8	L8	1	deciles and percentiles	Student will be able to understand deciles and percentiles	Example of CAT/MAT Score	Equation and Computation		Lecturer	PPT	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment	
9	L9	1	Measures of variation - Range, IQR	Student will be able to understand Measures of variation - Range, IQR	min/max levels of water in a reservoir	Equation and Computation		Lecturer	PPT	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment	
10	L10	1	Quartile, Deciles and Percentiles	Student will be able to Comprehend the conceptual framework of Quartile, Deciles and Percentiles	Fluctuation in share price	Equation and Computation		Lecturer	PPT	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment	
11	L11	1	Mean Deviation	Student will be able to Describe the concept of Mean Deviation	Price variation in real estate	Equation and Computation		Lecturer	PPT	CO 1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	class test	
12	L12	1	Quartile deviation	Student will be able to understand Quartile deviation	Price variation in real estate	Equation and Computation		Lecturer	PPT	CO1, CO 4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	class test	

39	L39	3	Duality Concept, Significance, Usage	Student will be able to understand Duality Concept		Numerical Solving		Lecturer	PPT	CO1, CO3		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	class test		
40	L40	3	Duality Application in Business Decision Making	Student will be able to prepare the balance sheet as per schedule III		Numerical Solving		Lecturer	PPT	CO1, CO3		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Presentation		
41	L41	3	Tutorial			Numerical Solving		Quize				https://mcqsdein.com/bba/bba-marketing-term-finance.php	Quize		
42	L42	4	General Structure of Transportation Problem	Student will be able to identify transportation problem is to determine the amount to be transported from each origin to each destinations such that the total transportation cost is minimized				Discussion	Lecturer	PPT	CO1, CO4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment	
43	L43	4	Transportation Problem - Introduction	Student will be able to identify transportation problem is to determine the amount to be transported from each origin to each destinations such that the total transportation cost is minimized	Explanation with examples			Lecturer	PPT	CO1, CO4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment		
44	L44	4	NWCR Method	Student will be able to understand solution of the transportation problems	Application	Numerical Solving		Lecturer	PPT	CO1,CO4, CO5		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment		
45	L45	4	LCM Method	Student will be able to understand solution of the transportation problems	Application	Numerical Solving		Lecturer	PPT	CO1,CO4, CO5		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment		
46	L46	4	Vogels Approximation Method	Student will be able to understand solution of the transportation problems	Application	Numerical Solving		Lecturer	PPT	CO1,CO4, CO5		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Quiz		
47	L47	4	MODI Method	Student will be able to understand solution of the transportation problems	Minimum Cost	Numerical Solving		Lecturer	PPT	CO1,CO4, CO5		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Quiz		
48	L48	4	Degeneracy of Transportation Method	Students will be able to understand the concept of GreenAccounting		Numerical Solving		Lecturer	PPT	CO1,CO4, CO5		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Quiz		
49	L49	4	Assignment Problem: Different Methods Operations	Student will be able to understand solution of the transportation problems		Numerical Solving		Lecturer	PPT	CO1,CO4, CO5		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Quiz		
50	L50	4	Travelling Salesman Model	Student will be able to understand least-cost sequence		Numerical Solving		Lecturer	PPT	CO1,CO4, CO5		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Presentation		
51	L51	4	Problem Solving												
52	L52	4	Doubts Clearing												
53	L53	4	Exam Questions												
54	L54	4	Assignment Problem: Introduction	consists of finding, in a weighted bipartite graph, a matching of a given size, in which the sum of weights of the edges is minimum		Numerical Solving		Lecturer	PPT	CO1,CO4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment		
55	L55	4	hungarian assignment method	Students will be able to understand computational optimization technique	work assignment in business	Numerical Solving		Lecturer	PPT	CO1,CO4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Assignment		
56	L56	4	restrictions in assignment problem	Students will be able to understand ,restricted assignment problem.	work assignment in business	Numerical Solving		Lecturer	PPT	CO1,CO4		https://theintatone.com/2022/01/04/bba104-decision-techniques-for-business/	Presentation		
57	L57	4	Revision												
58	L58	4	Revision												
59	L59	4	Previous Year Question Paper												
60	L60	4	Previous Year Question Paper												

Suggested Readings: (All latest editions)

1. Vohra, N.D. Quantitative Techniques in Management, McGraw Hill Education.
2. Gupta, SP and Gupta, P.K. Quantitative Techniques and Operation Research, Sultan Chand.
3. Rajagopalan, S. & Sattanathan, R. Business Statistics & Operations Research, McGraw Hill Education.
4. Sharma, J.K., Operations Research: Problems & Solutions, Macmillan India Ltd.
5. Render Barry, Starr, R.M. Hanna, M.F., Quantitative Analysis for Management, Pearson Education.
6. Bajpai, Naval Business Statistics, Pearson Education.

Name of Faculty:

Dr. Ashutosh Bajpai, Mr. Shivish Singh, Mr. Piyush kumar

Notes

1 Credit (Theory)= 15 hrs. in a sem

1 Credit (Practical)= 30 hrs. in a sem

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.											
Programme Code:	Q17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4
Course Code:	BBA-106	Course Name:	Business Environment	Type:	Core						

Objective: To familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions and how the Indian Economy is influencing the business environment in India context.

Course Outcome & Mapping: Course Articulation											
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	CO1	Explore the Business Environment and its relevance		3	3	3	3	3	3	3	3
	CO2	Comprehend the structure of Indian		3	3	3	3	3	3	3	3
	CO3	Analyse the planning system and economic		3	3	3	3	3	3	3	3
	CO4	Examine the concept of Macro Economics and determination of National Income		3	3	3	3	3	3	3	3
	CO5	Explore the Macro Economic framework		3	3	3	3	3	3	3	3
	Course Articulation (Average)			3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	An Overview of Business Environment	Student would be able to understand the meaning, nature & significance of business environment			GROUP DISCUSSION	Lecture	PPT	CO1	Handouts	Nasharpati, S. S., Ganjiga, P., & Bhatia, U. S. (2021). Impact of the changing business environment on performance measurement and management practices. <i>International Journal of Production Economics</i> , 232, 107942.	ASSIGNMENT	
2	L2	1	Type of Environment-Internal	Student would be able to comprehend the internal environment			CLASS DISCUSSION	PPT	PPT	CO1	Notes	Cherulam, F. (2021). <i>Business environment</i> . Himalaya Publishing House Pvt. Ltd.	ASSIGNMENT	
3	L3	1	Type of Environment-External	Student would be able to illustrate the external environment			GROUP DISCUSSION	PPT	PPT	CO1	Notes	Cherulam, F. (2021). <i>Business environment</i> . Himalaya Publishing House Pvt. Ltd.	ASSIGNMENT	
4	L4	1	Micro Environment	micro environment and the factor affecting the external environment	FIELD TRIP			Lecture		CO1	Notes	Pervezewa, A., Hajar, O., & Moskalenko, O. (2021). ASSESSMENT OF THE FACTORS OF MICRO-AND MACRO-MARKETING ENVIRONMENT OF THE FIRM ACTIVITY IN THE MARKET. <i>INNOVATIVE ECONOMY</i> , (3-4), 112-117.	FIELD PLAY	
5	L5	1	Macro Environment	macro environment and the influence of macro environment		FLOW CHART		Effective learning	ppt	CO1	Notes	Pervezewa, A., Hajar, O., & Moskalenko, O. (2021). ASSESSMENT OF THE FACTORS OF MICRO-AND MACRO-MARKETING ENVIRONMENT OF THE FIRM ACTIVITY IN THE MARKET. <i>INNOVATIVE ECONOMY</i> , (3-4), 112-117.	FIELD PLAY	
6	L6	1	Socio-cultural environment	Remember the concept and factor constitute this environment			GROUP DISCUSSION	Lecture	PPT	CO1,CO2	Notes	Eranquez, J. P., & Archila-Godinez, J. C. (2022). Social and cultural influences on food choices: a review. <i>Critical Reviews in Food Science and Nutrition</i> , 62(13), 3698-3704.	MCQ	
7	L7	1	Relevance of Socio Culture Environment	Remember the concept and factor constitute this environment										
8	L8	1	Competitive Structure of Industries	Examine porter's model of five forces of competitive structure of industry		FLOW CHART			PPT	CO2, CO3	Notes	Kuo, T. N. (2021). Business model of competitive advantage. <i>Journal of Advanced Management Science</i> , 9(1).	PRACTICALS	
9	L9	1	Strategic Management	Define the concept, its process and limitations.	CASE STUDY				PPT	CO3				TUTORIALS
10	L10	1	Managing Diversity.	explain the thought and why it is more effective for an organization			DEBATE		PPT	CO3	handouts	Racwi, M. B., & Mahmood, Y. N. (2021). The cultural diversity in the workplace. <i>Cotton University-Ethical Journal of Humanities and Social Sciences</i> , 5(1), 1-6.	CONCEPT CLASSES	
11	L11	1	Scope of Business	study the scope of industry, trade and commerce			LECTURE		PPT	CO2				SEMINARS
12	L12	1	Characteristics of Business	remember the features of business			INFO TALK			CO1		Amankwah-Ansah, J., Khan, Z., & Wood, G. (2021). COVID-19 and business failures: The paradoxes of experience, scale, and scope for theory and practice. <i>European Management Journal</i> , 39(2), 179-184.	CONCEPT CLASSES	
13	L13	1	Process of Environmental Analysis.	explain the process of	INDUSTRY VISIT	FLOW CHART		specilization	PPT	CO3				TUTORIALS
14	L14	1	Limitations of Environmental Analysis.	define the hindrances of environmental analysis			CLASS DISCUSSION		PPT	CO4				DEBATE
15	L15	1	Revision											
16	L16	2	Planning and Economic Development	study the	GOVERNMENT			reports	PPT	CO3				ASSIGNMENT
17	L17	2	Economic Problems	examine the reasons behind causing the problem	CASE STUDY				PPT	CO3	Handouts	Gupta, P., & Gupta, R. (2018, October). Smart cities: Progress and problems in India. In <i>2018 International Conference on Advances in Computing, Communication Control and Networking (ICACCCN)</i> (pp. 1114-1118). IEEE.	PRACTICALS	
18	L18	2	Magnitude, cause and effect	study how to control economic problem	CAUSE & EFFECT RELATIONS	HP				CO3				INFO TALK
19	L19	2	Measurement tools of Economic Problems	apply the different methods for understand the concept					SPREADSHEET	CO4				PRACTICALS
20	L20	2	Poverty	students will be able to understand	CASE STUDY; GOVERNMENT REPORT			CASE STUDY		CO3	Case study	Rajabov, N. (2020). Poverty: Basic Principles of the State at its Realization. <i>Journal of Economic Surveys</i> , 34(1), 1-15.	ASSIGNMENT	
21	L21	2	Inequality	students will be able to discuss the factor affecting	CASE STUDY; GOVERNMENT REPORT					CO3				PRACTICALS

22	L22	2	Unemployment	explain the nature, extent and causes and how to solve this problem	CASE STUDY, GOVERNMENT REPORT				PPT	CO3	Singh, R. (2018). Impact of GDP and Inflation on Unemployment Rate: A Study of Indian Economy in 2011-2018. <i>International Journal</i>		TUTORIALS		
23	L23	2	Concentration of Economic Power	Illustrate the meaning of	REPORTS, NEWSPAPER		CLASS DISCUSSION	past records		CO2		Donald, K. (2018). The increasing concentration of wealth and	ASSIGNMENT		
24	L24	2	Law Capital Formation	measure the causes and utilize the factors	REPORTS, NEWSPAPER		CLASS DISCUSSION	past records		CO3, CO4			PRACTICALS		
25	L25	2	Industrial Sickness.	analyze the factors			CLASS DISCUSSION		SPREADSHEET	CO3, CO4		Maha, A. K., & Tripathy, A. (2018). Industrial Sickness in India: A Study of Indian Economy in 2011-2018. <i>International Journal</i>	SEMINARS		
26	L26	2	Ease of doing business reforms like Startup India, Swachh Bharat Abhiyan.	analyze the challenges and	GOVERNMENT REPORT			Report		CO3	e-books	https://dpirit.gov.in/sites/default/files/Ease_of_doing_business_Booklet_2018.pdf	DEBATE		
27	L27	3	Revision												
28	L28	3	Introduction and overview of Macro economics	differentiate clearly between			LECTURE		PPT	CO2, CO3		http://164.100.47.193/reflogat/News_Reference_Notes/English/10R020	ASSIGNMENT		
29	L29	3	Importance, Limitations of Macro-Economics,	examine the major issues			LECTURE			CO4			DEBATE		
30	L30	3	Macro-Economic Variables	distinguish between stock			LECTURE		SPREADSHEET	CO4			PRACTICALS		
31	L31	3	circular flow in 2,3,4 sector	study the meaning and		FLOW CHART	DISCUSSION			CO3	Notes	https://www.economicdiscussion.net/circular-flow/circular-flow-of-	TUTORIAL		
32	L32	3	multiplier in 2,3,4 sector.	explain the importance and		FIELD STUDY		Report		CO3			TUTORIAL		
33	L33	3	National Income: Concepts, Definition	demonstrate the meaning and			LECTURE		PPT	CO4			ASSIGNMENT		
34	L34	3	Methods of Measurement of National Income	evaluate the various methods	PROBLEM SOLVING	PROBLEM SOLVING		Report	SPREADSHEET	CO3	Reports	https://www.businessmanagementde.com/national-income-methods-of-	PRACTICALS		
35	L35	3	National Income in India.	improve the methods which	GOVERNMENT REPORT			Report	PPT	CO4			ASSIGNMENT		
36	L36	3	Problems in Measurement of National Income	measure the various methods			CLASS DISCUSSION		SPREADSHEET	CO4			TUTORIAL		
37	L37	3	Precautions in Estimation of National Income	discuss about the provision			LECTURE		PPT	CO4			ROLE PLAY		
38	L38	3	Theory of Full Employment and Income: Classical, Modern (Keynesian) Approach,	critically examine the		GRAPHS			SPREADSHEET	CO4	notes	https://economicconcepts.com/difference-between-keynesian-and-	ASSIGNMENT		
39	L39	3	Consumption Function, Relationship between saving and Consumption.	analyze the concept		CAUSE & EFFECT			SPREADSHEET	CO4, CO5			TUTORIAL		
40	L40	3	Tutorial	evaluate the concept and the					SPREADSHEET	CO4			TUTORIAL		
41	L41	3	Revision												
42	L42	4	Nature of Economic Environment,	explain the nature, critical			LECTURE		PPT	CO5			ASSIGNMENT		
43	L43	4	Economic Policies	define the policies and	GOVERNMENT REPORT			Report		CO3, CO4	Notes	https://dea.gov.in/monthly-economic-report-table	DEBATE		
44	L44	4	Monetary Policies	explain the meaning, objectives	GOVERNMENT REPORT			Report		CO3	Notes	https://www.mcaeconomicsof.com/government-policies/fiscal-	TUTORIAL		
45	L45	4	Fiscal Policies	discuss the tools and the	GOVERNMENT REPORT			Report	SPREADSHEET	CO3, CO4			ASSIGNMENT		
46	L46	4	FEMA	outline the concept and	GOVERNMENT REPORT		LECTURE	Report		CO3			TUTORIAL		
47	L47	4	FDI	explain and relevance of FDI	CASE STUDY			Case Study		CO3	Notes	https://corporatefinanceinstitute.com/resources/knowledge/economics/fore-	TUTORIAL		
48	L48	4	WTO	discuss the functioning and			CRITICAL DISCUSSION		PPT	CO4			ASSIGNMENT		
49	L49	4	GATT	classify the objectives, functi			CRITICAL DISCUSSION			CO3			TUTORIALS		
50	L50	4	Occupational structure	compare the structure and	GOVERNMENT REPORT		LECTURE	Report		CO2	Notes	https://www.researchgate.net/publication/319806724-The-Changing-Occupational-Structure-in-India	PRACTICALS		
51	L51	4	Contribution of various sectors in GDP	identify about the various	GOVERNMENT REPORT		LECTURE	Report	PPT	CO5		https://www.statisticbrain.com/many/country/india-gdp-	TUTORIALS		
52	L52	4	Per Capita Income	understand the concept of per						CO5					
53	L53	4	Nature and structure of the economy	explain the nature and			Group discussion		PPT	CO4			ASSIGNMENT		
54	L54	4	Population and economic development	identify about the various			class discussion		PPT	CO4, CO5					
55	L55	4	Industrial Policy	critically assess the industrial	Policy		Lecture			CO4			TUTORIAL		
56	L55	4	revision	individual presentation				ppt		CO3, CO4	ppt	group discussion			
57	L56	4	revision	to: manage time more effectively				ppt		CO2, CO3		case study	ASSIGNMENT		
58	L57	4	last year question paper	to prepare students for				ppt		CO1, CO2, CO3 & CO4	https://studymaterials.org/blogpost.com	observation, question & answer	TUTORIAL		
59	L58	4	doubt session	to prepare students for	debate					CO1, CO2, CO3 & CO4		observation, question & answer	TUTORIAL		
60	L59	4	doubt session	to prepare students for	group discussion					CO1, CO2, CO3 & CO4		observation, question & answer	TUTORIAL		

Suggested Readings:

1. Paul J. Business Environment, McGraw Hill Education.
2. Chorinilam, Francis, Business Environment - Text and Cases Himalaya Publishers House
3. Dhinara, T.C., Indian Economy Sultan Chand & Sons.
4. Awasthy, K., Essentials of Business Environment, Himalaya Publishing House 5 Gupta C. B. Business Environment, Sultan Chand.
5. David D. N. Macro Economics.

Name of Faculty: Dr. B.B. Tiwari, Ms.

Notes
1 Credit
(Theory) = 15 hrs.

1 Credit
(Practical) = 30

17	L17	2	Designing of a Web page	Learn how to Design a web page				https://www.youtube.com/watch?v=EsUwzAmWH0&list=PLqNNUdJt9E4cSWp08aI9GQ3EGzrMm6s	CO2	PPT				
18	L18		Revision											
19	L19	2	Documents Layouts	Understand the concept documents layout .	Flip Classroom			https://www.youtube.com/watch?v=EsUwzAmWH0&list=PLqNNUdJt9E4cSWp08aI9GQ3EGzrMm6s	CO1,CO2	PPT	https://imagecomp.com/blog/benefits-of-using-a-vpn-for-your-e-commerce-business/	Student PPT (CIA)		
20	L20	2	List, Tables	Understand the concept of creating List and Tables in HTML.				https://www.youtube.com/watch?v=YcK-tbCa0o&list=PLqNNUdJt9E4cSWp08aI9GQ3EGzrMm6s&index=7	CO1,CO2	PPT	https://razorpay.com/blog/e-commerce-payment-systems/			
21	L21	2	Hyperlinks	learn how to create hyperlink				https://www.youtube.com/watch?v=VUNs-0A9CZA	CO1,CO2	PPT				
22	L22		Cryptography & Digital Signatures: symmetric & asymmetric cryptography, Public-Private Key Cryptography	Understand the concept of cryptography & digital signatures		Lectures through PPT		https://www.youtube.com/watch?v=1qlMOT7ChXMU&list=PLJSC6qdaWBFuGqCCzWfGruv_E2gYev						
23	L23	2	Digital signatures & their use	Understand the concept of cryptography & digital signatures		Lectures through PPT		https://www.youtube.com/watch?v=F47Yvahr-zY	CO1,CO2	PPT				
24	L24	2	Introduction of creating forms	Learn about creation of forms				https://www.youtube.com/watch?v=TeV2eDhVao	CO1,CO2	PPT	https://opsociety-top.org/article/id/10.1008/1742-6596/1213/4/032083.pdf			
25	L25	2	Forms and Controls	Learn about creating forms and buttons				https://www.youtube.com/watch?v=TeV2eDhVao	CO1,CO2	PPT	https://www.ecommercenation.com/servlet-and-other-e-commerce-security-protocols/			
26	L26	2	Revision of Unit-2			Discussion			CO1,CO2	PPT				
27	L27	3	Electronic payment system	learn about the EPS		Debate		https://www.youtube.com/watch?v=Q5Hd0aINyps&list=PLB8L-BLXfQAKHpezd5vGXfyvIRD5fRPE	CO1,CO2	PPT		Debate (CIA)		
28	L28	3	Digital Payment system requirement	understand the impact of Digital payment system		Lectures through PPT		https://www.youtube.com/watch?v=q3Bv48MaK0	CO1,CO2	PPT	https://fourweekmba.com/posters-value-chain-model/	Viva-Voce (CIA)		
29	L29	3	Electronic payment system	learn about the concept of Electronic payment system		Lectures through PPT		https://www.youtube.com/watch?v=Q5Hd0aINyps&list=PLB8L-BLXfQAKHpezd5vGXfyvIRD5fRPE	CO1,CO2	PPT				
30	L30		Revision											
31	L31	3	Concept of E money	understand the concept of E money		Lectures through PPT		https://www.youtube.com/watch?v=Q5Hd0aINyps	CO1,CO3	PPT				
32	L32	3	Infrastructure Issues & Risks in EPS	learn the issues in EPS	Flip Classroom			https://www.youtube.com/watch?v=CiDyrW_VV8	CO1,CO2	PPT	https://www.shoprocket.in/blog/e-commerce-supply-chain-management/	Student PPT (CIA)		
33	L33	3	Electronic Fund Transfer	understand electronic fund transfer				https://www.youtube.com/watch?v=0WXd5hqaY0	CO1,	PPT				
34	L34		Revision											
35	L35	3	Security issues in E commerce, need and concept	Understand the concept of security issues in Ecommerce		Lectures through PPT		https://www.youtube.com/watch?v=RQ3ESFvcbg&list=PLlITVcb-lqn834VG9fAvXGIGSDXZMGp8	CO1,CO2	PPT		Viva-Voce (CIA)		
36	L36	3	Electronic commerce security environment, Security Threats in E commerce	understand the threats in Ecommerce		Group Discussion		https://www.youtube.com/watch?v=RQ3ESFvcbg&list=PLlITVcb-lqn834VG9fAvXGIGSDXZMGp8	CO2	PPT		Group Discussion (CIA)		
37	L37	3	Basics of Encryption and Decryption	understand the concept of encryption and decryption		Lectures through PPT		https://www.youtube.com/watch?v=XR1N_D9UU	CO1	e-article- https://www.techtarget.com/whatis/definition/CRM-customer-relationship-management	https://www.techtarget.com/whatis/definition/CRM-customer-relationship-management	Viva-Voce (CIA)		
38	L38	3	Revision of Unit-3	Clear the doubt						PPT				
39	L39	3	E commerce Applications	learn about various applications in E-commerce	Flip Classroom			https://www.youtube.com/watch?v=sjIggYw_M	CO1	PPT		Student PPT (CIA)		
40	L40	4	E commerce applications in various industry	classify the concept of IP address				https://www.youtube.com/watch?v=sjIggYw_M	CO1	PPT				

TECNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.												
Programme Code:	D17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4	
Course Code:	BBA 201	Course Name:	Business Law	Type:	Core							

Objective:The objective of the course is to impart understanding of legal environment of business and familiarize with legal agreements to understand the process of establishing legal relationships

Course Outcome & Mapping, Course Articulation

				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and problem solving skills for business decision making	Illustrate leadership abilities to make effective and productive teams	Explain the implications and process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and strategic environment.	Appreciate inclusivity towards diverse culture and imbibe universal values.	Power Creative thinking to find innovative solutions for business situations.	Apply effective thinking and research skills using latest technological tools.	Acquire technical functional knowledge of operations in business organizations	Demonstrate technical and practical thinking towards business decision making.	Illustrate negotiation skills and networking abilities.
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
	CO1	Examine various aspects of contract and implications of various types of contract.	3	3	3	3	3	3	3	2	3	3	3	3	3
	CO2	Interpret the regulation concerning the Contract of Sale of Goods Act, 1930.	3	3	3	3	3	3	3	2	3	3	3	3	3
	CO3	Understand and analyse Companies Act 2013 with latest amendments.	3	3	3	3	3	3	3	2	3	3	3	3	3
	CO4	Examine the concepts of Negotiable Instrument Act, 1881.	3	3	3	3	3	3	3	2	3	3	3	3	3
	CO5	Comprehend the concepts of valid contract regarding business transactions.	3	3	3	3	3	3	3	2	3	3	3	3	3
		Course Articulation (Average)	3	3	3	3	3	3	3	2	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	The Indian Contract Act, 1872: Nature of Contract	Students will be able to understand the Indian Contract Act			Individual Presentation	PPT		CO-1	PPT	https://www.youtube.com/watch?v=84D0xv8UM	Observation & Q/A	Page 1.5 to 1.6, Dr. Maheshwari, S. K& Dr. Maheshwari
2	L2	1	The Indian Contract Act, 1872: Offer, Promise and Agreement	Understand the meaning and concept of Offer, Promise and Agreement	Case Example: https://www.1lawteacher.net/free-law-essays/contract-law/		Individual Presentation	PPT		CO-1	PPT	https://www.youtube.com/watch?v=84D0xv8UM	Case Law	Page 1.16 to 1.33, Dr. Maheshwari, S. K& Dr. Maheshwari S.N., A Manual of Business Law
3	L3	1	Essential Elements of a Valid Contract	Understand and apply all the 9 essential elements of a Valid Contract	Case Laws: https://www.mylawman.in/2020/09/09/in-brief-top-5-cases-on-validity-of-act/		Individual Presentation	PPT		CO-5	PPT	https://www.youtube.com/watch?v=84D0xv8UM	Case Law	Page 1.5 to 1.15, Dr. Maheshwari, S. K& Dr. Maheshwari
4	L4	1	Essential Elements of a Valid Contract	Understand apply first 7 elements in details	cases on validity of offer		Individual Presentation	PPT		CO-5	PPT	https://www.youtube.com/watch?v=84D0xv8UM	Case Law	Page 1.5 to 1.15, Dr. Maheshwari, S. K& Dr. Maheshwari
5	L5	1	Void, Valid and Voidable Contracts	Understand and evaluate the Void, Valid and Voidable Contracts and	Case Law: https://www.ijlir.in/2020/10/10/voidable-contract-act/		Discussion	PPT		CO-5	PPT	https://www.youtube.com/watch?v=yx3J1Y0EVo	Case Law	Page 1.82 to 1.92, Dr. Maheshwari, S. K& Dr. Maheshwari
6	L6	1	Consent, Consideration and its impact on Contract and Agreements in restraint of Trade	Understand and apply the consent and consideration.	Case Law: https://www.1lawman.com/post/blog/consideration-under-the-indian-contract-act-1872#:~:text=According%20to%20section%202(d),a%20consideration%20for%20the%20promise,NE%25809D		Individual Presentation	PPT		CO-1	PPT		Case Law	Page 1.44 to 1.74, Dr. Maheshwari, S. K& Dr. Maheshwari S.N., A Manual of Business Law Himalayan Pub. House.
7	L7	1	Consent, Consideration and its impact on Contract and Agreements in restraint of Trade	Understand the impact of consent and consideration on the			Group Discussion	PPT		CO-1	PPT	https://www.youtube.com/watch?v=1nEQN7h18U	Observation & Q/A	Page 1.44 to 1.74, Dr. Maheshwari, S. K& Dr. Maheshwari
8	L8	1	Performance of Contract	Understand and apply the Performance of Contract			Individual Presentation	PPT		CO-1	PPT	https://www.youtube.com/watch?v=84D0xv8UM , https://www.youtube.com/watch?v=84D0xv8UM , https://www.youtube.com/watch?v=84D0xv8UM	Observation & Q/A	Page 1.98 to 1.109, Dr. Maheshwari, S. K& Dr. Maheshwari
9	L9	1	Breach of Contract and Remedies	Understand, apply and analyse the The Breach of Contract and Remedies	Case Law: https://www.1lawman.com/post/blog/consideration-under-the-indian-contract-act-1872#:~:text=According%20to%20section%202(d),a%20consideration%20for%20the%20promise,NE%25809D		Individual Presentation	PPT		CO-1, CO-5	PPT	https://www.youtube.com/watch?v=1nEQN7h18U	Case Law	Page 1.127 to 1.141, Dr. Maheshwari, S. K& Dr. Maheshwari
10	L10	1	Revocation and Termination of Contract	Understand and applying The Revocation and Termination of Contract	Case Law: https://www.1lawman.com/post/blog/consideration-under-the-indian-contract-act-1872#:~:text=According%20to%20section%202(d),a%20consideration%20for%20the%20promise,NE%25809D		Group Presentation	PPT		CO-1, CO-5	PPT		Case Law	
11	L11	1	Contract of Agency	Understanding, applying and analysing The Contract of Agency	Case Law: https://www.1lawman.com/post/blog/consideration-under-the-indian-contract-act-1872#:~:text=According%20to%20section%202(d),a%20consideration%20for%20the%20promise,NE%25809D		Individual Presentation	PPT		CO-1, CO-5	PPT	https://www.youtube.com/watch?v=84D0xv8UM	Observation & Q/A	Page 1.172 to 1.194, Dr. Maheshwari, S. K& Dr. Maheshwari
12	L12	1	Bailment and Pledge	Understand, apply and analyse The Bailment and Pledge			Individual Presentation	PPT		CO-1, CO-5	PPT	https://www.youtube.com/watch?v=84D0xv8UM	Observation & Q/A	Page 1.156 to 1.171, Dr. Maheshwari, S. K& Dr. Maheshwari
13	L13	1	Contract of indemnity and Guarantee	Understand, analyse, evaluate and create The Contract of			Group Discussion	PPT		CO-1, CO-5	PPT	https://www.youtube.com/watch?v=MgK3hYfmlE	Observation & Q/A	Page 2.15 to 2.27, Dr. Maheshwari, S. K& Dr. Maheshwari
14	L14	1	Revision Class	Applying, Analysing and Evaluating Entire Contract Act	Case Laws: 1. https://blog.ipleaders.in/list-20-notable-cases-contract-law/ , 2. https://blog.ipleaders.in/9-cases-related-to-contracts/		Discussion	PPT		CO-1, CO-5	PPT		Case Law	
15	L15	1	Revision Class	Applying, Analysing and Evaluating Entire Contract Act			Discussion	PPT		CO-1, CO-5	PPT		Case Law	

16	16	2	The Sale of Goods Act, 1930	Understand the Sales of Goods Act, 1930 & apply the Objective and Definition of Contract of Sale, Sale and Agreement to Sell	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Quiz: https://blog.ipleaders.in/8-cases-related-to-contracts/	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
17	17	3	Objective, Definition of Contract of Sale, Sale and Agreement to Sell	Understand and apply the Objective and Definition of Contract of Sale, Sale and Agreement to Sell	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT		Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
18	18	2	Difference between Sale and Agreement to Sell	Understand the Difference between Sale and Agreement to Sell	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT		Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
19	19	2	Conditions and Warranties	1. Understand and apply the Conditions and Warranties 2. https://blog.ipleaders.in/condition-and-warranties-on-sale-of-goods/	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw 2. https://www.youtube.com/watch?v=WR09K2ogWEw 3. https://blog.ipleaders.in/condition-and-warranties-on-sale-of-goods/	Discussion	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_ 2. https://blog.ipleaders.in/condition-and-warranties-on-sale-of-goods/	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari S.N., A Manual of Business Law Himalayan Pub. House.	
20	20	2	Implied Conditions and Implied Warranties	Understand and apply the Implied Conditions and Implied Warranties	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
21	21	2	Caveat Emptor	Understand and analyse the Caveat Emptor	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
22	22	2	Performance of Contract of Sale	Understand the Performance of Contract of Sale	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
23	23	2	Right of unpaid seller	Understand and apply the Right of unpaid seller	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
24	24	2	Rights of Sellers and Buyers	Understanding and analysing The Rights of Sellers and Buyers	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
25	25	2	Transfer of Property	Understanding The Transfer of Property	Case Studies: 1. https://www.youtube.com/watch?v=WR09K2ogWEw	Discussion	PPT	CO-2	PPT	1. https://www.youtube.com/watch?v=Mc388XVWb2_	Case Law	Page 2.3 to 2.14, Dr. Maheshwari, S, K& Dr. Maheshwari	
26	26	2	Indian Partnership Act 1932	Understanding and analysing the Meaning and Concept of Indian	Case Study 1. https://www.youtube.com/watch?v=20Gp312Njg_2	Discussion	PPT	CO-5	PPT	1. https://www.youtube.com/watch?v=20Gp312Njg_2	Case Law	Page 3.3 to 3.15, Dr. Maheshwari, S, K& Dr. Maheshwari	
27	27	2	Definition of Partnership, Registration of Partnership Firm	Understanding the Definition of Partnership, Registration and	Case Study 1. https://www.youtube.com/watch?v=20Gp312Njg_2	Discussion	PPT	CO-5	PPT	1. https://www.youtube.com/watch?v=20Gp312Njg_2	Case Law	Page 3.3 to 3.15, Dr. Maheshwari, S, K& Dr. Maheshwari	
28	28	2	Rights and duties of Partners	Understanding and applying Rights and duties of Partners	Case Study 1. https://www.youtube.com/watch?v=20Gp312Njg_2	Discussion	PPT	CO-5	PPT	1. https://www.youtube.com/watch?v=20Gp312Njg_2	Case Law	Page 3.29 to 3.39, Dr. Maheshwari, S, K& Dr. Maheshwari	
29	29	2	Limited Liability Partnership Act, 2008: Formation and Incorporation of LLP	Understanding and applying Formation and	Case Study 1. https://www.youtube.com/watch?v=20Gp312Njg_2	Discussion	PPT	CO-5	PPT	1. https://www.youtube.com/watch?v=20Gp312Njg_2	Case Law	Page 3.3 to 3.15, Dr. Maheshwari, S, K& Dr. Maheshwari	
30	30	2	Partners and their relations	Understanding Partners and their relations	Case Study 1. https://www.youtube.com/watch?v=20Gp312Njg_2	Discussion	PPT	CO-5	PPT	1. https://www.youtube.com/watch?v=20Gp312Njg_2	Case Law	Page 3.3 to 3.15, Dr. Maheshwari, S, K& Dr. Maheshwari	
31	31	3	Financial Disclosures & Conversion into LLP	Understand Financial Disclosures & Conversion into LLP	Case Study	Discussion	PPT	CO-5	PPT		Observation & Q/A		
32	32	2	Foreign LLP	Understand the Concept and Meaning of Foreign LLP		Individual Presentation	PPT	CO-5	PPT	1. https://www.indiafi.com/news/foreign-llp-advantages-liability-partnership/	Observation & Q/A		
33	33	2	Revision Class			Discussion	PPT	CO-5	PPT		Observation & Q/A		
34	34	3	The Companies Act 2013 with up-to-date Amendments	Understanding The Companies Act 2013 and Amendments Definition of Company		Individual Presentation	PPT	CO-3	PPT	1. https://www.youtube.com/watch?v=K4jB4hUQ2_	Observation & Q/A	Page 5.3 to 5.28, Dr. Maheshwari, S, K& Dr. Maheshwari S.N., A Manual of Business Law Himalayan Pub. House.	
35	35	3	Essential characteristics of a Company, Types of Companies	Essential Characteristics of a Company and Types of Company			PPT	CO-3	PPT	1. https://www.youtube.com/watch?v=8XQ09P7E_2	Observation & Q/A	Page 5.3 to 5.28, Dr. Maheshwari, S, K& Dr. Maheshwari	
36	36	3	Memorandum of Association	Understanding and analysing Objectives, meaning, clauses and		Individual Presentation & MCQ	PPT	CO-3	PPT	1. https://www.youtube.com/watch?v=8XQ09P7E_2	Observation & Q/A	Page 5.39 to 5.51, Dr. Maheshwari, S, K& Dr. Maheshwari	
37	37	3	Articles of Association	Understanding and analysing Objectives, meaning, clauses and		Individual Presentation & MCQ	PPT	CO-3	PPT	1. https://www.youtube.com/watch?v=8XQ09P7E_2	Observation & Q/A	Page 5.52 to 5.59, Dr. Maheshwari, S, K& Dr. Maheshwari	
38	38	3	Prospectus	Understanding and evaluating Objectives, need, meaning, requirement and contents of Prospectus		Case Example: https://www.youtube.com/watch?v=mvPembH3UM	Individual Presentation & MCQ	PPT	CO-3	PPT	1. https://www.youtube.com/watch?v=8XQ09P7E_2	Case Law	Page 5.60 to 5.77, Dr. Maheshwari, S, K& Dr. Maheshwari S.N., A Manual of Business Law Himalayan Pub. House.
39	39	3	Essential conditions for a Valid Meeting	Understanding Various Essential Elements of a Valid Meeting			Individual Presentation & MCQ	PPT	CO-3	PPT	1. https://www.youtube.com/watch?v=8XQ09P7E_2	Observation & Q/A	Page 5.126 to 5.146, Dr. Maheshwari, S, K& Dr. Maheshwari
40	40	3	Kinds of Meetings and Resolutions	Understanding and analysing Various Kinds of Meetings and Resolutions			Individual Presentation & MCQ	PPT	CO-3	PPT	1. https://www.youtube.com/watch?v=8XQ09P7E_2	Observation & Q/A	Page 5.126 to 5.146, Dr. Maheshwari, S, K& Dr. Maheshwari

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDIRAPRASTHA UNIVERSITY, NEW DELHI.												
Programme Code:	B17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	4	4	4	4	4
Course Code:	BBA 203	Course Name:	Marketing Management	Type:	Core							

Objective: To provide understanding of the marketing concepts and to familiarize with the emerging trends in marketing.

Course Outcome & Mapping, Course Articulation

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	1.1		Marketing - Meaning, Scope and Importance	Case Study: Nike Philip Kotler page no 29	Quiz: https://indiaexams.com/marketing-management-mcq/			https://www.youtube.com/watch?v=0f0cy9pPT0I	CO1	PPT	https://www.youtube.com/watch?v=342DzCag4u	Case Study and Classroom Observation and Question Answer	
2	1.2		Marketing Basic Concepts			Debate: Does Marketing Create or Satisfy Needs?			CO1	PPT			
3	1.3		Marketing Philosophies						CO1	PPT, PPT By Students			
4	1.4		Marketing Management Process: An Overview			Class activity			CO1	PPT, PPT By Students			
5	1.5		Concept of Marketing Mix						CO1, CO2, CO3	PPT		Classroom Observation and Question Answer	
6	1.6		Understanding Marketing Environment: Macro environmental factors			Extempore			CO1, CO2, CO3	PPT	Research Paper, e books, Notes	Classroom Observation and Question Answer	
7	1.7		Understanding Marketing Environment: Micro environmental factors						CO1, CO2, CO3				
8	1.8		Steps in Consumer Decision Making			Extempore	https://www.youtube.com/watch?v=VEVby2V27s		CO1, CO2, CO3	PPT, PPT By Students			
9	1.9		Characteristics of Industrial Markets			Individual Presentation			CO1, CO2, CO3	PPT, PPT By Students		Classroom Observation and Question Answer	
10	1.10		Market Segmentation			Individual Presentation			CO1, CO2, CO3, CO4, CO6	PPT, PPT By Students		Classroom Observation and Question Answer	
11	1.11		Market Segmentation Levels and Bases of Segmentation			Discussion in classroom		https://www.youtube.com/watch?v=H6y305G4u	CO1, CO2, CO3, CO4, CO6	PPT			
12	1.12		Consumer Markets			Discussion in classroom			CO1, CO2, CO3, CO4, CO6	PPT		Assignment	
13	1.13		Market Targeting - concept		Quiz: BMW Philip Kotler Page No. 238				CO1, CO2, CO3, CO4, CO6	PPT		Quiz	
14	1.14		Market Targeting - criteria						CO1, CO2, CO3, CO4, CO6	PPT		Classroom Observation and Question Answer	
15	1.15		Product Positioning - concept			Debate: What is the Best Way to Position?			CO1, CO2, CO3, CO4, CO6	PPT, PPT By Students			
16	1.16		Product Positioning - bases		Quiz: https://www.studocu.com/ro/read/jemmy-kahen/International-marketing/272728883/marketing-management-mcq4821499				CO1, CO2, CO3, CO4, CO6	PPT, PPT By Students			
17	1.17		Product Decision - Basis						CO1, CO2	PPT			
18	1.18		Product Decision - Basis						CO1, CO2	PPT			
19	1.19		Product Levels						CO1, CO2	PPT			
20	1.20		Product Mix			Extempore			CO1, CO2, CO3	PPT	e books, notes		
21	1.21		Product Lines			Individual Presentation			CO1, CO2, CO3	PPT, PPT By Students			
22	1.22		Product Strategy			Individual Presentation	https://www.youtube.com/watch?v=ebwz_BX_3N		CO1, CO2, CO3	PPT, PPT By Students	e books, notes		
23	1.23		Branding Decisions			Individual Presentation			CO1, CO2, CO3	PPT, PPT By Students			
24	1.24		New Product Development			Discussion in classroom			CO1, CO2	PPT		Classroom Observation and Question Answer	
25	1.25		Product Life Cycle			Discussion in classroom			CO1, CO2, CO3	PPT		Classroom Observation and Question Answer	
26	1.26		Pricing Decisions - basic concept			Discussion in classroom			CO1, CO2, CO3	PPT		Classroom Observation and Question Answer	
27	1.27		Pricing Objectives						CO1, CO2, CO3	PPT, PPT By Students		Case Study	
28	1.28		Factors affecting Pricing			Discussion in classroom			CO1, CO2, CO3	PPT, PPT By Students			
29	1.29		Pricing Methods			Class activity 1			CO1, CO2, CO3	PPT, PPT By Students		Assignment	
30	1.30		Pricing Adjustments Strategies			Individual Presentation			CO1, CO2, CO3	PPT, PPT By Students		Classroom Observation	
31	1.31		Revision						CO1, CO2, CO3	PPT, PPT By Students			
32	1.32		Pricing Basic: Concept			Flip class			CO1, CO2, CO3	PPT, PPT By Students			
33	1.33		Distribution Decisions: Role and Importance of intermediaries			Discussion in classroom			CO1, CO2, CO3, CO4	PPT			
34	1.34		Channels of Distribution: Types and Functions		Case Study Costco Phillips Kotler 444	Debate: Does It Matter Where You Sell?			CO1, CO2, CO3, CO4	PPT			
35	1.35		Delivering value: Factors affecting choice of distribution channel			Group discussion			CO1, CO2, CO3, CO4	PPT			
36	1.36		Channel Management				https://www.youtube.com/watch?v=w3_3AGIAQ		CO1, CO2, CO3, CO4	PPT	e books, notes	Case study and Classroom Observation and Question Answer	

20	L20	2	Job Evaluation – definition	Identifying the job's relative value concerning others' roles and responsibilities in an organization.	corporate philanthropy	critical thinking			PPF	CD1,CD2,CD3	skwonder.com/research/analysis/situation-corporate-philanthropy-trends-competitive-advantage	presentation		
21	L21	2	Recruitment	to identifying, short-listing, interviewing and selecting qualified candidates for specific job positions in an organization.			Group Discussion		PPF	CD1,CD2	ppt	group discussion	Robbinderand Bell, Principles of Human Resource Management, Cengage Learning.	
22	L22	2	Sources process	define systematic process of finding, identifying, short-listing, interviewing and selecting qualified candidates for specific job positions in an organization.		quiz			PPF	CD1,CD2	ppt	slideserve.com/carolchart/162/job-analysis-job-description-job-specification	presentation	K. Annathappa, Human Resource Management, McGraw Hill Education.
23	L23	2	Selection,	to understand hiring of candidates who, according to the performance on the pre-employment (ability of achieving higher levels of	case study		corporate philanthropy			CD1,CD3	class notes	case study		
24	L24	2	Selection Process	to the steps involved in choosing people who have the right qualifications to fill a current or future job opening.			flip class			CD1,CD2	handouts	observation, question & answer		
25	L25	2	Techniques and tools	techniques of recruitment and selection and draws attention to the advantages of broad-spectrum assessments, examining interviews, and psychometric inspections within the employee selection procedures.	Simulation exercises				PPF	CD1,CD2	ppt	subtitles		
26	L26	2	Induction	Provides a chance for the organizations to easily sell themselves to the new employees or can say a quick show-off (sometimes), and if went smooth, then can significantly increase the retention of staff, become the WOW brand, and reduce the time for a new employee to settle and feel cozy into the new working environment.			Role plays		PPF	CD1,CD2,CD3	ppt	role play		
27	L27	2	Orientation	to (1) gain employee commitment, (2) reduce his or her anxiety, (3) help him or her understand organization's expectations, and (4) convey what he or she can expect from the job and the organization. It is commonly followed by training tailored to specific job positions.	Simulation exercises				PPF	CD1,CD2,CD3	ppt	observation, question & answer		
28	L28	2	Retention	assessing employee training, internal promotion opportunities, issuing bonus, and improving workplace policies and procedures.	case study		individual participation		PPF	CD1,CD2,CD3	handouts	Assignment	hrmanagementreview.ac.in/	
29	L29	3	Training and Development: Concept and Importance	able to increase the quality of outcome. The persistent development in the performance of the team members increases the effort to deliver better quality			demonstration		PPF	CD1,CD2,CD3	ppt	group discussion		
30	L30	3	Role specific and competency-based training	critically creating important business outcomes like employee retention, professional development, and hiring processes like job boarding	case study				PPF	CD1,CD2,CD3,CD4,CD5	handouts	case study		
31	L31	3	Training and development techniques and programs	create a positive company culture. By enforcing values like integrity, teamwork and communication, a company can promote itself as a good place to work. The result is a good reputation among its customers and talented professionals who are seeking employment.		problem solving	individual participation		PPF	CD1,CD2,CD3	ppt	PRACTICALS		
32	L32	3	Apprenticeship	compared to classroom learning, apprentices receive pay while learning how to become experts in their trades.	Simulation exercises					CD1,CD2,CD3,CD4	ppt	observation, question & answer		

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.													
Programme Code:	017	Program me:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4		
Course Code:	BBA 207	Course Name:	Management Accounting	Type:	Core / Skill Enhancement								

Objective: The objective of the course is to familiarize the learners with the basic management accounting concepts and their applications in managerial decision making.

Course Outcome & Mapping, Course Articulation

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
			Apply knowledge of various functional areas of business		Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explain the implications and understanding the process of starting a new venture.	Assume responsible and sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and humble universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation and networking abilities.
		CO1	Understand the nature and scope of Management Accounting	3	2	3	3	3	3	1	1	3	3	3	3
		CO2	Analyse and interpret the accounting financial statements of a company and its limitations.	3	3	3	3	3	1	1	3	3	3	3	3
		CO3	Executing skills to prepare various Budgets	3	3	3	3	3	3	1	3	3	3	3	3
		CO4	Examining the impact of different ratios on the financial performance of a company.	3	2	3	1	3	1	1	1	3	3	3	3
		CO5	Compute cash flow analysis and its likely impact on the company	3	2	3	2	3	1	1	1	3	3	3	3
			Course Articulation (Average)	3	2.4	3	2.4	3	1.8	1	1.8	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Meaning, Objectives, and Scope of management accounting, Difference between financial accounting, cost accounting and management accounting	Students will be able to understand the meaning and scope of management accounting and differentiate between different branches of accounting		Case Study			(901) Module 1:- Introduction to Management Accounting - Video 1 - YouTube	CO1	PPT		Case Study	
2	L2	1	Comparative financial statements, common size financial statements	Students will be able to comprehend comparative financial statements and common size financial statements		Case Study	Flip Clss		(901) "Comparative Income Statement" Problem NO - 1 in Financial Statement By Dr. Devika Bhatnagar - YouTube	CO2	Student PPT		Case Study	
3	L3	1	Trend Analysis	Students will understand the meaning of trend					(901) Trend Analysis - YouTube	CO2	PPT	PDF Notes		
4	L4	1	Trend Analysis - Numericals	Discuss the numerical problems of trend analysis		Numericals			(901) Trend percentage problem #Financial statement analysis - YouTube	CO2	PPT	PDF - Pg.No-192	Numericals	
5	L5	1	Trend Analysis application through analysis of financial statement	Explain the trend analysis of financial statement						CO2	PPT	Article	Class Performance	
6	L6	1	Trend Analysis on excel	Explain the trend analysis with the use of excel			Flip Clss		(901) Trend Analysis in Excel - YouTube	CO2	Student PPT			
7	L7	1	Concept of Ratio Analysis, type of Ratios	Students will be able to understand the meaning of Ratio Analysis and type of	Case Study	Numericals/ PDF Notes			Mod-07 Lec- 14 Ratio Analysis - YouTube	CO4	PPT	PDF Notes	Case Study/ Numericals	
8	L8	1	Types of Ratios and its application	Explain the types of ratios with numerical	Case Study					CO4		PDF Notes		
9	L9	1	Problem Solving Session	Discuss the problems related to ratios						CO4	PPT	PDF Notes	Numericals	
10	L10	1	Revision	Discuss the project work on Ratio Analysis	Project					CO4	PPT	PDF Notes	Project	
11	L11	1	Cash Flow Statement - Concept & Importance	Explain the concept of cash flow statement and its importance		Numericals			Mod-01 Lec- 11 Cash Flow Statement 1 - YouTube	CO5	PPT		Numericals	
12	L12	1	Application and analysis of financial statements through cash flow statement	Apply the concept of financial statements through cash flow statement						CO5	PPT			
13	L13	1	Revision	Discuss the previous year questions with		Previous year Question papers				CO5				
14	L14	1	Problem Solving Session	Students will be able to clear their doubts						CO5				
15	L15	1	Group Discussion	Students will be able to understand by developing their						CO2				
16	L16	2	Concept of budgeting and budgetary control	Students will be able to understand the scope and concept of budgeting and budgetary control.					Mod-14 Lec- 29 Budget and Budgetary control - YouTube	CO3	PPT	Article		
17	L17	2	Objectives, Merits, and limitations of Budgetary Control	Students will be able to understand the objectives, merits and limitations of						CO3	PPT			

18	L18	2	Type of Budgets - Functional Budget.	Discuss various types of budgets						CO3	PPT	PDF Notes	Quiz			
19	L19	2	Meaning and preparation of Fixed and Flexible budget	Students will be able to understand the difference between fixed and flexible						CO3	PPT		Numericals			
20	L20	2	Zero Based Budgeting	Explain the concept of zero based budgeting	Case Study					CO3	PPT	PDF Notes	Quiz			
21	L21	2	Numericals	Discuss problems of zero based budgeting						CO3	PDF Notes & solved numericals					
22	L22	2	Performance Budget	Explain the meaning and concept of performance budget						CO3		PDF Notes	Quiz			
23	L23	2	Problem Solving Session	Discuss problems of performance budget						CO3				Case Study		
24	L24	2	Difference between various type of budgets and its importance	Students will be able to differentiate between different types of budgets						CO3	PPT					
25	L25	2	Concept of Variance and its importance	Students will be able to understand the concept of variance and its importance	Case Study					CO1	PPT		Case Study			
26	L26	2	Categorization of Variance	Explain types of variance with formulae	Case Study					CO1	PPT		Case Study			
27	L27	2	Material Variance	Students will be able to understand materials variances with numerical	Case Study	Flip Clss				CO1	Student PPT	Pdf Notes	Case Study/ Assignment			
28	L28	2	Labour Variance	Students will be able to understand labour variances with	Case Study	Flip Clss				CO1	Student PPT		Case Study/ Assignment			
29	L29	2	Overhead Variance	Students will be able to understand overhead variances	Case Study	Flip Clss				CO1	Student PPT		Case Study/ Assignment			
30	L30	2	Problem Solving Session	Discuss advanced problems of different						CO1						
31	L31	3	Concept of Costing, Difference between cost and costing, Relationship between costing and profit	Students will be able to differentiate between costing and profit						CO1	PPT					
32	L32	3	Type of costing and its usages	Explain types of costing and its usage in real business						CO1	Class Notes					
33	L33	3	Concept of Marginal costing	Students will be able to understand meaning and concept of marginal costing		Flip Clss				CO1	Students PPT	PDF Notes				
34	L34	3	Concept of Variable Costing	Students will be able to understand meaning and concept of variable costing		Flip Clss				CO1	Students PPT	PDF Notes				
35	L35	3	Concept of Absorption Costing	Students will be able to understand meaning and concept of absorption costing		Flip Clss				CO1	Students PPT					
36	L36	3	Problem Solving Session	Discuss the problems related to different						CO1			Numericals			
37	L37	3	Project work on costing system	Discuss with students the project work on		Flip Clss				CO1	Students PPT					
38	L38	3	Concept of Cost-Volume - Profit Analysis	Student will be able to understand the meaning and concept of Cost Volume Profit	Case Study					CO1	PPT		Case Study/ Assignment			
39	L39	3	P/V Ratio, Breakeven analysis	Discuss the numerical problems of P/V Ratio and Breakeven analysis	Case Study					CO1	PPT		Case Study/ Assignment			
40	L40	3	Algebraic And Graphic Methods	Explain the concept by using algebraic and						CO1	PPT					
41	L41	3	Calculating Angle of incidence	Students will be able to understand and calculate the angle of incidence						CO1	Class Lecture					
42	L42	3	Margin of Safety - Concept, uses and application	Students will be able to understand the concept and of margin of safety with its uses and application						CO1	PPT	Research Paper				
43	L43	3	Problem Solving Session	Students will be able to clear their doubts						CO1		Class Discussion				
44	L44	3	Revision	Discuss the previous year questions with						CO1						
45	L45	3	Discussion	Students will be able to understand the concept by discussing						CO1						
46	L46	4	Decision Making Aspects based on Marginal Cost Analysis	Students will be able to understand decision making aspects on marginal cost analysis						CO1	Class Notes					
47	L47	4	Profitable product mix based on cost analysis	Explain the profitable product mix based on cost analysis						CO1	Class Notes					
48	L48	4	Tutorial	Discuss the problems related to marginal						CO1						
49	L49	4	Make or Buy decisions based on cost analysis	Students will be able to understand make or buy decisions by						CO1	Class Notes					
50	L50	4	Tutorial	Discuss the problems related to make or buy						CO1						

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Programme Code:	D17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	3	T/P	0	Credits	3		
Course Code:	BBA-211	Course Name:	Business Research Methodology	Type:	Skill Enhancement								

Objective: The course aims to develop research aptitude skills among the learners and to enable them to prepare project report.

Course Outcome & Mapping, Course Articulation	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
CO1	3	3	3	1	3	1	2	3	3	3	3	3	3	3
CO2	3	3	3	1	3	1	2	3	3	3	3	3	3	3
CO3	3	3	3	1	3	1	2	3	3	3	3	3	3	3
CO4	3	3	3	1	3	1	2	3	3	3	3	3	3	3
CO5	3	3	3	1	3	1	3	3	3	3	3	3	3	3
Course Articulation (Average)	3	3	3	1	3	1	2.2	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Meaning of research	The student will be able to Recognize the purpose of course, and understand Research meaning		Discussion Method		Lecturer	ppt	co 1,co2		class notes	class test	
2	L2	1	Scope of Business Research; Purpose	The student will be able to Describe objective of Study Research		Describe visual images		Lecturer	visual image	co 1,co2		https://www.scribd.com/document/51369097/research-meaning	quiz	
3	L3	1	Types of research	The Student will be able to Describe Qualitative research	case study			DISCUSSION	ppt	co 1			oral DISCUSSION	
4	L4	1	Types of research	The student will be able to Describe Quantitative Research	case study			PRESENTATION	ppt	co 1,co2			oral test	
5	L5	1	Criteria of good research	Student will be able to Comprehend the framework of Measure of central tendency - Mode			Research paper	Lecturer	PDF from E resource	co 2,co3		https://www.researchgate.net/publication/353417740_The_Criteria_of_a_Good_Research_Paper/download?data-bbox=14103583494	discussion	
6	L6	1	Steps in the Research Process	Student will be able to understand Research process	chart			GROUP DISCUSSION	Graph	co 1		https://www.scribd.com/document/51369097/research-meaning	Q/A	
7	L7	1	Unit of Analysis - Individual, Group	Student will be able clarify difference between Individual unit of analysis and Group		Group discussion		Group discussion		co2		https://www.researchgate.net/publication/353417740_The_Criteria_of_a_Good_Research_Paper/download?data-bbox=14103583494	Group discussion	
8	L8	1	Unit of Analysis - Individual, Group	student will understand Unit of Analysis - Individual, Group		discussion		Q/A	ppt	co2				
9	L9	1	Concepts of Research and Methodology Learning	Student will be able to understand Concepts of Research and Methodology Learning	Research paper			Lecturer		co 1,co2		file:///C:/Users/tes/Desktop/2009/Martins%20-%20Concepts%20of%20Research%20and%20Methodology%20Learning.pdf	observation	
10	L10	1	Construct, Attributes, Variables,	Student will be able to understand Measures of variation - Range, IQR		presentation by Groups		presentation by student	ppt	co 1,co2,co 3			observation	
11	L11	1	Hypotheses	Student will be able to understand an assumption that is made based on some evidence			real life condition	Lecturer	e resource	co 1,co2		file:///C:/Users/tes/Desktop/2009/Martins%20-%20Concepts%20of%20Research%20and%20Methodology%20Learning.pdf	Q/A	
12	L12	1	Research purpose	Student will be able to understand importance of research in current synario		graph		Lecturer	PPT	co2, co3		https://www.researchgate.net/publication/353417740_The_Criteria_of_a_Good_Research_Paper/download?data-bbox=14103583494	observation	
13	L13	1	Unit of Analysis - Organization	Student will be able to understand unit of analysis and how it is useful in organizations		presentation		Lecturer	excel sheet	co 1,co2		class notes	quiz	
14	L14	2	Primary and Secondary sources of Data	Student will be able to appreciate sources of data		GROUP DISCUSSION		Lecturer		co 1,co2			observation	
15	15	2	Quantitative data, Quantitative data	Student will be able to understand that Quantitative data require for the descriptive and conceptual findings collected through questionnaires, interviews, or observation	Research paper			Lecturer	pdf	co 2,co3		https://www.researchgate.net/publication/353417740_The_Criteria_of_a_Good_Research_Paper/download?data-bbox=14103583494	Q/A	
16	16	2	Methods of primary data collection	Student will be able to understand The sources of data can be classified into two types: statistical and non-statistical		Discussion Method		Lecturer	ppt	co 1,co2, co3		class notes	observation	
17	17	2	Measurement Scales	Student will be able to understand the A measurement scale is used to qualify or quantify data variables in statistics		Discussion Method		Lecturer		co 1,co2			quiz	
18	18	2	Questionnaire Development and Testing	Student can develop Questionnaire		class debate		Lecturer		co 1,co2		https://www.researchgate.net/publication/353417740_The_Criteria_of_a_Good_Research_Paper/download?data-bbox=14103583494	Q/A	
19	19	2	Research Methods	Student will be able to identify specific procedures for collecting and analyzing data				Lecturer	ppt	co 1,co2, co 3		class notes	class test	

20	L20	2	water resources of India	understand the changes in sources of water and water availability overtime and identify the methods of saving water				https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	PPT and		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	https://hdl.handle.net/10603/116488	A study of the environmental impact on air water and soil around the industrial area of East Guwahati, by Deka, Jayashree, Gauhati University http://hdl.handle.net/10603/116488 , Department of Environmental Science.
21	L21	2	Hydrological Cycle	explain the hydrologic cycle and also describe how water is stored and moved on Earth				https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	Youtube video		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Viva & Student Presentation	
22	L22	2	Methods of water conservation & management	describe the outline the strategies for reducing water consumption	Campaign- Water & Energy Conservation by consume	COO Club		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	Youtube video		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	QA Session	
23	L23	2	Rain water harvesting and their legal aspects	Discuss and Describe the history, benefits, and components of a rainwater harvesting system				https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	Youtube video		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Viva and presentation	
24	L24	2	River action plan	Discuss and Describe the protection in the river from the hazards of pollution and also discuss how to improve the quality of its water and prevent pollution	Case Study- Ganga Pollution Case			https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2			https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Case study & Presentation	
25	L25	2	Ground and surface water pollution	Demonstrate and understand how water pollution impacts humans	Case Study- Arsenic Pollution in Ground Water			https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	PPT and NPTEL		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Presentation & Case study	
26	L26	2	Waste water management	Define the characteristics of industrial wastewater and identify the methods of saving water				https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2			https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Viva & Presentation	
27	L27	2	Air pollution, Air pollutants	Define air pollution and identify the various air pollutants.	Campaign- Anti Fire Crackers			https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	PPT, Youtube video		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Quiz and GD, Presentation	uberol, n.k.; environmental management, second edition, excel books, Chapter-7
28	L28	2	Sources of air pollution	Analyse the sources of air pollution	Tree Plantation Drive by ECO Club			https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	PPT, Youtube video		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Viva & Quiz	Kaushik A, Kaushik CP; Perspectives in Environmental Studies; New Age International Publishers, Sixth Edition Chapter-5
29	L29	2	Effects and control of air pollution	Describe the effects and control of air pollution	Role Play Scenario			https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	CO2	PPT, Youtube video		https://www.youtube.com/watch?v=ajch7vcapwVPw&list=PL56j56j	Role Play, Presentation	Kaushik A, Kaushik CP; Perspectives in Environmental Studies; New Age International Publishers, Sixth Edition Chapter-5

30	L30	2	Green House Effect	explain the greenho use effect and explain how greenho use gases benefit and harm upon the earth.	Case Study- Chernobyl Nucleur Accident 1986	Individual Presentati	https://www.youtube.com/watch?v=10166208210748&list=PL302	CO2	PPT, Youtube Video	https://www.hinduistanimes.com/india/segment/1761110404.html	Viva & case study	Newspaper Article
31	L31	2	Global Warming	understand the impact that global warming could have upon the Earth		Individual Presentati on and debate on Climate change is the biggest issue in human history	https://www.youtube.com/watch?v=3J3J2dM	CO2	PPT, Youtube video	https://www.youtube.com/watch?v=3J3J2dM	Debate & Quiz	Uberoi, n.k.; environmental management, second edition, excel books, Chapter-5
32	L32	2	Climate Change	understand how climate change can lead to habitat destruction and how habitat destruction can interact with other aspects of climate change to threaten the survival of some animal species;		Class Activity: Puzzle, https://www.epa.gov/topic/layer-protection/zoone-science-crossword-puzzle and Individual Presentati on	https://www.hinduistanimes.com/energy/segment/1761110404.html	CO2		https://www.youtube.com/watch?v=3J3J2dM	Class observation through activity, Presentati on, role play	Newspaper Article, Docum
33	L33	2	Revision			Debate on "Are zoos harmful to the animals?"					Viva and Debate	
34	L34	3	Solid waste- Meaning	explain the hierarchical structure in solid waste management and a requirement for an integrated solution.		Individual Presentati on	https://www.youtube.com/watch?v=18qWMI28a	CO3	Youtube video and student Presentati on	https://www.youtube.com/watch?v=18qWMI28a	Viva & Quiz	Uberoi, n.k.; environmental management, second edition, excel books, Chapter-12
35	L35	3	Solid waste- Sources and types	Understand and explain sources and types of disposal		Individual Presentati on	https://www.youtube.com/watch?v=18qWMI28a	CO3	Youtube video and student Presentati on	https://www.youtube.com/watch?v=18qWMI28a	Viva & Presentati on	
36	L36	3	Methods of solid waste management	Discuss and describe different methods of waste disposal.	Case Study- Supreme Court of India on Waste and Sanitation	Individual Presentati on	https://www.youtube.com/watch?v=18qWMI28a	CO3	Youtube video and student Presentati on	https://www.youtube.com/watch?v=18qWMI28a	Viva & case study	
37	L37	3	Hazardous waste management	identify the symbols used to mark hazardous waste and also list different types of hazardous waste		Individual Presentati on	https://www.youtube.com/watch?v=18qWMI28a	CO3	Youtube video and student Presentati on	https://www.youtube.com/watch?v=18qWMI28a	Presentati on	
38	L38	3	Biomedical waste management	Understand the introduction related to bio medical waste management		Individual Presentati on	https://www.youtube.com/watch?v=18qWMI28a	CO3	Youtube video and student Presentati on	https://www.youtube.com/watch?v=18qWMI28a	Viva & Quiz	

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	D17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4			
Course Code:	BBA 202	Course Name:	Business Analytics	Type:	Ability Enhancement									

Objective: The course aims to impart understanding of business analytics which include the use of data, statistical and quantitative analysis, descriptive and predictive models.

Course Outcome & Mapping, Course Articulation

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and analytical skills for business decision making	Exercise leadership abilities to make effective and productive team	Apply the implications and understanding the process of starting a new venture.	Adopt responsible citizenship towards sustainable society and ecological environment.	Develop the ability to identify, analyse and make informed business decisions.	Apply creative thinking to find business solutions.	Apply reflective thinking and research skills using latest technological tools.	Identify the role of business in society and its contribution to business development	Demonstrate strategic and proactive thinking towards business decision making, innovation skills and increasing abilities.	

		CO1	Demonstrate skills for competition and aggregation of data using different software.	3	3	3	1	3	1	2	3	3	3	3	3
		CO2	Present data with the help of charts etc.	3	3	3	1	3	1	2	3	3	3	3	3
		CO3	Acquire Knowledge about data concepts like big data, data warehousing etc.	3	3	3	1	3	1	2	3	3	3	3	3
		CO4	Analyze data and interpret the results.	3	3	3	1	3	1	2	3	3	3	3	3
		Course Articulation (Average)			3	3	3	1	3	1	2	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	11	1	Introduction: Concept	Students will be able to understand the meaning and concept of Business Analytics			Explanation with examples			CO 1			Classroom Observation and Question Answer	
2	12	1	Evolution of Business Analytics	Students will learn about the origin and growth of the Business Analytics			Class Discussion			CO 1			Classroom Observation and Question Answer	
3	13	1	Analytics Process	Students will be able to understand the process and steps of Business Analytics			Discussion			CO 1			Classroom Observation and Question Answer	
4	14	1	Overview of Data Analysis	Students will learn about the origin and growth of the Business Analytics	Depiction of Graphs and Charts					CO 1, CO 4			Classroom Observation and Question Answer	
5	15	1	Data Scientists Vs Data Engineer Vs Business Data Analyst	Students will be able to compare Data Scientists, Data Engineer and Business Data Analyst.			Discussion with examples			CO 1, CO 4			Classroom Observation and Question Answer	
6	16	1	Roles and Responsibilities	Students will be able to know the role and responsibilities of a Data Analyst			Discussion			CO 1, CO 4			Classroom Observation and Question Answer	
7	17	1	Business Analytics in Practice	Students will be able to apply the knowledge in business	Business Examples					CO 1, CO 4			Classroom Observation and Question Answer	
8	18	1	Career in Business Analytics	Students will be able to know the career opportunity in Business Analytics			Discussion			CO 1, CO 4			Classroom Observation and Question Answer	
9	19	1	Introduction to R	Students will be able to understand the R programming	Practical					CO 1, CO 4			Classroom Observation and Question Answer	
10	110	1	Practical on R	Students will be able to analyse the data	Practical					CO 1, CO 4			Classroom Observation and Question Answer	
11	111	1	Basic data analysis on R	Students will be able to analyse the data	Project					CO 1, CO 4			Classroom Observation and Question Answer	
12	112	1	Basic data analysis on R	Students will be able to analyse the data			Quiz			CO1, CO 4			Assignment	
13	113	1	Revision											
14	114	1	Revision											
15	115	2	Concept of Data Warehousing	Students will be able to understand the concept of warehousing.			Class Discussion			CO1			Classroom Observation and Question Answer	
16	116	2	ETL- Introduction	Students will understand the ETL process.			Explanation with examples			CO 1, CO 4			Classroom Observation and Question Answer	
17	117	2	Extract the data	Students will learn the data extraction	Practice on data set					CO1, CO2			Classroom Observation and Question Answer	
18	118	2	Transform the data	Students will learn the data transformation	Practice on data set					CO1			Classroom Observation and Question Answer	
19	119	2	Load the data	Students will learn the data loading	Practice on data set					CO1, CO 4			Classroom Observation and Question Answer	
20	120	2	Star Schema	Students will understand the Star Schema	Diagram		Discussion			CO2, CO4			Classroom Observation and Question Answer	
21	121	2	Introduction to Data Mining	Students will understand the meaning of data mining			Explanation with examples			CO1			Classroom Observation and Question Answer	
22	122	2	The origins of Data Mining	Students will understand the meaning of data mining			Discussion			CO1, CO 2			Classroom Observation and Question Answer	
23	123	2	Data Mining Tasks	Students will learn the data mining task	Practical					CO1, CO 2, CO4			Classroom Observation and Question Answer	
24	124	2	Application and Trends in Data Mining	Students will be able to apply the data mining in business			Quiz			CO5, CO1			Classroom Observation and Question Answer	
25	125	2	Data Mining for Retail Industry	Students will be able to apply the data mining in business			Discussion with real examples			CO1, CO3			Classroom Observation and Question Answer	
26	126	2	Health Industry	Students will be able to apply the data mining in business			Discussion with real examples			CO1, CO3			Classroom Observation and Question Answer	
27	127	2	Insurance	Students will be able to apply the data mining in business			Discussion with real examples			CO1, CO4, CO 3			Classroom Observation and Question Answer	
28	128	2	Telecommunication Sector	Students will be able to apply the data mining in business			Discussion with real examples			CO1, CO4, CO 3			Classroom Observation and Question Answer	
29	129	2	Revision											
30	130	2	Revision											
31	131	2	Revision											
32	132	3	Data Visualization-Definition	Students will be able to understand the meaning of data visualization	Visual Images					CO1, CO2			Classroom Observation and Question Answer	
33	133	3	Visualization Techniques – Tables	Students will learn the Data Visualization Techniques	Practical on Software					CO1, CO4, CO 3 CO5			Classroom Observation and Question Answer	
34	134	3	Cross Tabulations	Students will learn the Data Visualization Techniques	Practical on Software					CO1, CO3			Classroom Observation and Question Answer	
35	135	3	Charts	Students will learn the Data Visualization Techniques	Practical on Software		Discussion			CO1, CO3			Classroom Observation and Question Answer	

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Program Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4		
Course Code:	BBA 204	Course Name:	Financial Management	Type:	Core / Skill Enhancement								

Objective: The objective of the course is to acquaint the students with the overall framework of financial decision-making in a business unit.

Course Outcome & Mapping, Course Articulation				Apply knowledge of various areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative abilities find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking	Integrate negotiation skills and networking abilities.
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
		CO1	Explain the nature and scope of Financial Management	3	3	3	3	3	2	2	3	3	3	3	3
		CO2	Analyze capital Budgeting process and apply capital budgeting techniques for business decisions.	3	3	3	3	3	2	2	3	3	3	3	3
		CO3	Examine various capital structure theories and analyze factors affecting capital structure	3	3	3	3	3	2	2	3	3	3	3	3
		CO4	Critically examine the theories of dividend and analyze factors affecting dividend policy and decisions.	3	3	3	3	3	2	2	3	3	3	3	3
		CO5	Acquire skills to manage profitability and take sound financial decision for a business	3	3	3	3	3	2	2	3	3	3	3	3
		Course Articulation (Average)		3	3	3	3	3	2	2	3	3	3	3	3
Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References	
1	L1	1	Overview of syllabus	Students will be able to understand about the course		Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT	CO1	PPT	https://www.managementsstudyguide.com/financial-management.htm	QA session		
2	L2	1	Introduction to financial Management	Students will be able to understand about the meaning and scope of FM		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT	CO1; CO2		https://www.managementsstudyguide.com/financial-management.htm	Viva- voce		
3	L3	1	Nature and scope of financial management	Students will be able to understand about the meaning and scope of FM	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT	CO1; CO2		PPT	QA Session		
4	L4	1	Objective of FM	Students will be able to understand about the objective of FM	Individual Participation		Brainstroming, Inquiry Based Learning		PPT	CO1; CO2		https://www.scranton.edu/faculty/hussain/teaching/mba503c/MBAS03CO2.pdf	Case study		
5	L5	1	Practical implications of FM	Students will be able to understand about practical implication of FM	Individual Participation		Brainstroming, Inquiry Based Learning		PPT	CO1; CO2		PPT	QA Session		
6	L6	1	Economic value added and market value added	Students will be able to comprehend about EVA and MVA	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO2; CO3			QA session		
7	L7	1	Function of FM	Students will be able to understand about function of FM	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO3					
8	L8	2	Roles & responsibility of FM	Students will be able to understand about roles and responsibility of finance Manager	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO3		Class notes			
9	L9	2	Time value of money	Students will be able to understand about long term source of finance.		Presentation & Class Interaction			PPT	CO3;CO4		https://ncert.nic.in/textbook/pdf/kebs108.pdf	VIVA		
10	L10	2	Calculation of time value of money	Students will be able to understand about short term source of finance		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT	CO3;CO4		Class Notes			
11	L11	2	Types of time value of money	Students will be able to understand about cost of capital		Program Learning	Define & Evaluate		PPT	CO2; CO3	Notes	PPT			
12	L12	2	Doubt clearing session	Students will be able to understand about cost of debt		Program Learning	Define & Evaluate		PPT	CO2; CO3	file:///C:/Users/EDOFFICE/Desktop/Sales%20and%20Distribution%20Management%20PDFDrive%20%20NOTES.pdf	https://static.careers360.com/media/uploads/froala_editor/files/Cost-of-Capital_YUeXt5.pdf			
13	L13	2	test 1	Students will be able to understand about cost of preference shares	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT	CO1; CO2; CO3; CO4		https://static.careers360.com/media/uploads/froala_editor/files/Cost-of-Capital_YUeXt5.pdf			

14	L14	2	Overview of unit 2	Students will be able to understand about cost of equity shares	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT	CO1; CO2; CO3; CO4		https://static.areas360.mob/media/upload/froala_editor/files/Cost-of-Capital_YUeIXt5.pdf		
15	L15	2	Sources of long- run financing	Students will be able to understand about cost of retained earnings	Individual Participation	Presentation & Class Interaction			PPT	CO3		https://static.areas360.mob/media/upload/froala_editor/files/Cost-of-Capital_YUeIXt5.pdf		
16	L16	2	Sources of short- term financing	Students will be able to understand about WACC	Case Studies	Presentation & Class Interaction			PPT	CO3		https://static.areas360.mob/media/upload/froala_editor/files/Cost-of-Capital_YUeIXt5.pdf		
17	L17	2	Cost of capital	Students will be able to understand about Marginal cost of capital	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO3		https://static.areas360.mob/media/upload/froala_editor/files/Cost-of-Capital_YUeIXt5.pdf		
18	L18	2	Cost of debt	Students will be able to understand about meaning of capital structure	Live Experimental Application		Define & Evaluate		PPT	CO3		http://anucde.info/sm20210803/Financia%20Management/Lesson0008.pdf		
19	L19	2	Cost of preference	Students will be able to understand about meaning of capital structure	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO3	Student PPT on Topic	http://anucde.info/sm20210803/Financia%20Management/Lesson0008.pdf	Student PPT on Topic	
20	L20	2	Cost of equity	Students will be able to understand about various theories of capital structure	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO3		http://anucde.info/sm20210803/Financia%20Management/Lesson0008.pdf		
21	L21	2	Cost of retained earning	Students will be able to understand about Net income approach	Live Experimental Application		Define & Evaluate		PPT	CO4		http://anucde.info/sm20210803/Financia%20Management/Lesson0008.pdf		
22	L22	2	Weighted average cost of capital	Students will be able to understand about NOI approach	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO1; CO2		http://anucde.info/sm20210803/Financia%20Management/Lesson0008.pdf		
23	L23	2	Marginal cost of capital	Students will be able to understand about MM hypothesis	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT	CO3; CO4		http://anucde.info/sm20210803/Financia%20Management/Lesson0008.pdf		
24	L24	2	Capital structure	Students will be able to understand about traditional approach	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT	CO1; CO2		http://anucde.info/sm20210803/Financia%20Management/Lesson0008.pdf	Class Test	
25	L25	2	Capital structure	Students will be able to comprehend all capital structure theories	Individual Participation		Brainstroming, Inquiry Based Learning		PPT	CO4		CLASS NOTES		
26	L26	2	Theories of capital structure	Students enable to evaluate about capital structure	Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT	CO2; CO3		CLASS NOTES		
27	L27	2	Net income approach	Students will be able to clear all doubts	Individual Participation		Brainstroming, Inquiry Based Learning		PPT	CO2; CO3		CLASS NOTES	Group Presentation	
28	L28	2	Net Operating income approach	Students will be able to evaluate themselves		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT	CO1; CO2; CO3; CO4				
29	L29	2	MM Hypothesis	Students will be able to understand about unit 3	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT	CO1; CO2		http://www.jiwaji.edu/pdf/eco/urse/commerce/JUNIT-4%20Capita%20Budgeting.pdf		
30	L30	2	Traditional approach	Students will be able to comprehend capital budgeting		Presentation & Class Interaction			PPT	CO3		http://www.jiwaji.edu/pdf/eco/urse/commerce/JUNIT-4%20Capita%20Budgeting.pdf		
31	L31	2	Revision of all theory	Students will be able to comprehend process of capital budgeting		Presentation & Class Interaction			PPT	CO3; CO4		http://www.jiwaji.edu/pdf/eco/urse/commerce/JUNIT-4%20Capita%20Budgeting.pdf		
32	L32	2	Test 2	Students will be able to understand methods of capital budgeting		Presentation & Class Interaction			PPT	CO1; CO2; CO3		http://www.jiwaji.edu/pdf/eco/urse/commerce/JUNIT-4%20Capita%20Budgeting.pdf	MCQ	

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Programme Code:	O17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4			
Course Code:	BBA 206	Course Name:	Corporate governance, ethics & social responsibility of business	Type:	Core / Interdisciplinary									

Objective: The course aims to develop an understanding of corporate governance, human values and ethics in business and to apply them in business.

Course Outcome & Mapping, Course Articulation

				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply effective thinking and research skills using latest technological tools.	Assist in technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.
				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
		CO1	Exhibit the relevance of Corporate Governance in present times.	3	3	3	3	3	3	3	3	3	3	3	3
		CO2	Examine the concept of Human values and their relevance in Business	3	3	3	3	3	3	3	3	3	3	3	3
		CO3	Explain the linkage between Corporate Governance, Human Values and Ethics in Business.	3	3	3	3	3	3	3	3	3	3	3	3
		CO4	Discuss the issues related to whistle blowing and moral issues in business.	3	3	3	3	3	3	3	3	3	3	3	3
		CO5	Ability to file income tax return	3	3	3	3	3	3	3	3	3	3	3	3
			Course Articulation (Average)	3	3	3	3	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Concept Of Corporate Governance	Students will be able to understand the concept of corporate governance			Individual Presentation		https://youtu.be/RP6P869R_zk	CO1	PPT	Class Notes	Viva Voce	
2	L2	1	Meaning, significance and principles of corporate governance	Students will be able to understand the significance and principles of corporate governance		Group Discussion	Flipped classroom			CO1	PPT	Class Notes	Case study and	
3	L3	1	Management and corporate governance	Students will understand the interlinkages of management and corporate governance		Group Discussion	Flipped classroom			CO1	PPT	Class Notes	QA Session &	
4	L4	1	Theories and models of corporate governance	Students will understand the theories and models of corporate governance	Discussion through live examples	Group Discussion	Class discussion		https://youtu.be/vr1IDzrovog	CO1	PPT	Class Notes		
5	L5	1	Whistle blowing	Student can explain the concept of whistle blowing	Discussion through live examples	Group Discussion	Class discussion			CO4	PPT	Class Notes		
6	L6	1	Class action	Student will understand the concept of class action	Discussion through live examples	Group Discussion	Flipped classroom			CO4	PPT	Class Notes		
7	L7	1	Role of institutional investor	Students will be able to understand the role of institutional investors	Discussion through live examples	Group Discussion				CO1	PPT	Class Notes	Viva and Student Presenta	
8	L8	1	Codes and standards on corporate governance	Student can explain codes and standards on corporate governance	Discussion through live examples	Group Discussion	Individual Presentation			CO1	PPT	Class Notes	Quiz and Student Presenta	
9	L9	1	Management process	Student will be able to discuss management process		Group Discussion	Individual Presentation			CO2	PPT	Class Notes	Student Presenta	
10	L10	1	Corporate social responsibility (CSR)	Students will be able to understand corporate social responsibility	Case Study	Group Discussion	Individual Presentation		https://youtu.be/gR6BY8oCI	CO1, CO2	PPT	Class Notes	Student Presenta	
11	L11	1	Concept of CSR	Students will be able to understand corporate social responsibility		Discussion				CO1, CO2	PPT	Class Notes	Group Presenta	
12	L12	1	Strategic planning and corporate social responsibility	Students will be evaluate strategic planning and corporate social responsibility		Discussion				CO1, CO2	PPT	Class Notes		
13	L13	1	Relevance of Ethics	Student will be able to discuss relevance of ethics	Discussion through live examples	Discussion				CO1, CO2,	PPT	Class Notes	Quiz, debate and	
14	L14	1	Relationship of CSR with corporate sustainability	Student will be able to describe relationship of CSR with corporate sustainability		Discussion	Flipped classroom			CO1, CO2	PPT	Class Notes	QA Session &	
15	L15	1	Consumer protection act	Student will be able to understand consumer protection act	Discussion through live examples	Discussion	Individual Presentation			CO2, CO3	PPT	Class Notes	Viva and individual	
16	L16	2	Investor protection act	Student will be able to evaluate investor protection act	Critical Thinking through role play	Discussion	Individual Presentation			CO2, CO3	PPT	Class Notes	QA Session	
17	L17	2	Revision	Students will be assessed on the basis of previous lecture's knowledge			Individual Presentation					Class Notes		
18	L18	2	Group discussion	Student will be able to clear their doubts.	Discussion through live examples							Class Notes		
19	L19	2	Problem solving session	Student will be able to evaluate meaning of human values	Discussion through live examples							Class Notes	Assignment based	
20	L20	2	Meaning of human values	Student will be able to understand the wisdom worker		Group Discussion			https://youtu.be/SCVqatMjUY	CO2	PPT	Class Notes		
21	L21	2	Formation of values	Students will be understand formation of values	Critical Thinking through role play	Group Discussion	Individual Presentation			CO2	PPT	Class Notes	Viva & Student Presenta	
22	L22	2	Socialization	Student will be able to understand socialization	Discussion through live examples	Group Discussion	Individual Presentation			CO2	PPT	Class Notes	QA Session	
23	L23	2	Types of values	Student will be able to discuss types of values	Discussion through live examples	Group Discussion	Individual Presentation			CO2	PPT	Class Notes	Viva and presenta	

31	L31	3	Meaning of Business Income under Profits and Gains From Business or Profession	Students will be able to understand the meaning of Business Income			Brainstorming			CO3,CO4	PPT	Classroom Observation		
32	L32	3	Methods of Accounting and Depreciation	Students will be able to understand the methods of Accounting and Depreciation		https://www.youtube.com/watch?v=8p0p-3h9dnc				CO3,CO4	PPT	Classroom Observation Participation through Quiz	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
33	L33	3	Deductions under Profits and Gains from Business or Profession	Students will be able to understand the deductions under Profits and Gains from Business or Profession			Individual Presentation			CO3,CO4	PPT	Class Participation through Individual Presentation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
34	L34	3	Computation of taxable Income from Profits and Gains from Business or Profession	Calculate the income tax liability from Profits and Gains from Business or Profession		https://www.youtube.com/watch?v=8p0p-3h9dnc	Group Brainstorming			CO3,CO4	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
35	L35	3	Meaning of Capital Asset under Capital Gain	Students will be able to understand the meaning of Capital Asset	CASE STUDY					CO3,CO4	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
36	L36	3	Exemptions related to Capital Gains	Students will be able to understand the exemptions under Capital Gains			Group Discussion			CO3,CO4	PPT	Class Participation through Group Discussion	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
37	L37	3	Meaning of Transfer of Capital Asset	Students will be able to understand the Transfer of Capital Asset			Extempore			CO3,CO4	PPT	Class Participation through Extempore	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
38	L38	3	Computation of taxable Income from Capital Gain	Students will be able to compute the taxable income from Capital Gain			Numerical Problem solving			CO4,CO5	PPT	Classroom Observation and Question Answer	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
39	L39	3	Income from other sources- Introduction	Students will be able to understand the meaning of income from other sources			Individual Presentation			CO4,CO5	PPT	Class Participation through Individual Presentation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
40	L40	3	Income from other sources- Numericals	Discuss the Numericals under the head Income from other sources			Brainstorming			CO4,CO5	PPT	Classroom Observation and Question Answer	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
41	L41	3	Deductions from Gross Total Income u/s 80 C to 80 U	Students will be able to understand the Deductions from Gross Total Income u/s 80 C to 80 U.			Numerical Problem solving			CO4,CO5	PPT	Classroom Observation and Question Answer	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
42	L42	3	Tax Planning, Tax Avoidance and Tax Evasion	Students will be able to understand the meaning of Tax Planning, Tax Avoidance and Tax Evasion	CASE STUDY					CO4,CO5	PPT	Class Participation through Case Study	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
43	L43	3	Tax management and its importance	Students will be able to understand the Tax Management and its importance	Mock Audit	https://www.youtube.com/watch?v=8p0p-3h9dnc				CO4,CO5	PPT	Class Participation through Mock Audit and Quiz	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
44	L44	3	Appeals and Penalties	Students will be able to understand the Appeals and Penalties under Income Tax			Viva Voce			CO4,CO5	PPT	Viva Voce	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
45	L45	3	Revision	Students will be able to clear their doubts	Assignment 3					CO4,CO5	PPT	Assignment 3	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
46	L46	4	Introduction of deduction of Tax at Sources	Students will be able to understand the meaning of Set off and Carry forward of Income			Brainstorming			CO4,CO5	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
47	L47	4	Set off and Carry forward of Income- Introduction	Students will be able to understand the Set off and Carry forward of Income	CASE STUDY					CO4,CO5	PPT	Class Participation through Case Study	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
48	L48	4	Set off and Carry forward of Income- Numericals	Discuss the practical problems of Set off and Carry forward of Income		https://www.youtube.com/watch?v=8p0p-3h9dnc	Demonstration and Practice			CO4,CO5	PPT	Class Participation through Demonstration and Practice	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
49	L49	4	Clubbing of Income	Discuss practical problems on payment of advance tax			Numerical Problem solving			CO4,CO5	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
50	L50	4	Clubbing of Income - Numericals	Explain the meaning and						CO5	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
51	L51	4	Rebates and Reliefs	Discuss the computation of Rebates and Reliefs			Buzz groups			CO5	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
52	L52	4	Advance payment of Tax- Introduction	Describe the concept of Advance payment of Tax			Brainstorming			CO5	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
53	L53	4	Advance payment of Tax- Numericals	Students will understand how the payment of advance tax is made			Numerical Problem solving			CO5	PPT	QUIZ	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
54	L54	4	Tax Deduction at Source	Students will understand the meaning and rate of Tax Deduction at Source			Flipped Classroom			CO5	PPT	Classroom Observation and Question Answer	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
55	L55	4	Tax Collection at Source	Make the students understand the provisions of Tax Collection at Source	CASE STUDY					CO5	PPT	Class Participation through Case Study	ICAI e-JOURNAL	
56	L56	4	Computation of total income and tax liability of	Discuss the practical problems of income tax return		https://www.youtube.com/watch?v=8p0p-3h9dnc	Group Discussion			CO5	PPT	Classroom Observation	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
57	L57	4	Types of income Tax return	Discuss the practical problems of income tax return			Viva Voce			CO5	PPT	Viva Voce	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
58	L58	4	Online filing of Income Tax return	Make the students understand the concept of Online filing of Income Tax return with hands-on experience and practice filing their tax returns online	Hands-on experience and practice filing their tax returns online					CO5	PPT	Class Participation through Role Play	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
59	L59	4	Doubt Solving Session	Students will be able to clear their doubts			Stimulate discussion			CO5	PPT	Classroom Observation and Question Answer	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	
60	L60	4	Revision	Discuss the previous year questions with students			Stimulate discussion			CO5	PPT	Classroom Observation and Question Answer	Students Guide to Income Tax, Dr. Vinod K. Singhania & Dr. Monica Singhania (2022)	

- Suggested Readings: (Latest Editions)**
1. Atreja, G. & Gupta, R. Simplified Approach to Income Tax, Flair Publications Pvt. Ltd.
 2. Singhania, V. K., & Singhania, M. Student's Guide to Income Tax including GST-Problems & Solutions, Taxmann Publications Pvt. Ltd.
 3. Study material of ICAI Intermediate Paper 4A, Income-tax Law, <https://www.icaai.org>
 4. Dinkar, Pooja, Law and Practice of Income Tax, Sultan Chand and Sons.
 5. Lal, H.H. Income Tax Law and Practice, Kluwer Publications.
 6. Taxman's Direct Taxes Manual, Taxmann.

Name of Faculty:	Ms. MANISHA SHARMA													
Notes:														
1 Credit (Theory): 15 hrs. in a sem.														



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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.													
Programme Code:	D17	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4		
Course Code:	BBA 212	Course Name:	Training and Development	Type:	Discipline Specific Electives								

Objective: The course aims at equipping the learners with the concept and practice of Training and Development in the modern organizational setting.

Course Outcome & Mapping, Course Articulation

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and analytical skill for business decision making	Illustrate leadership and professional behaviour in diverse and productive teams	Explain the implications and understanding the process of starting a new venture.	Identify responsible citizenship towards sustainable society and ecological environment.	Appreciate industry and enable universal values.	Identify Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research with using latest technological tools.	Acquire technical knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate, appreciate, utilize and networking abilities.
		CO1	Examine the concepts of training and development	3	3	2	2	3	3	3	3	3	3	3	3
		CO2	Analyse the trends in employees and organization development programmes	3	3	2	2	3	3	3	3	3	3	3	3
		CO3	Identify training needs of an individual by conducting training need analysis	3	3	2	2	3	3	3	3	3	3	3	3
		CO4	Evaluate and assess the cost and benefits of a training and development programme. To show insights into evaluating a training programme.	3	3	3	2	3	3	3	3	3	3	3	3
			Course Articulation (Average)	3	3	2.25	2	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Introduction to training and development	Students will be able to know about the training and development			Enquiry Based Learning		https://www.youtube.com/watch?v=726fCr2e0k4	CO1,CO2	PPT	https://www.youtube.com/watch?v=Cx3H8p9w7	Case Study and Classroom Observation and Question Answer	Bhanchard,N.P & Thacker,J.W.Effective Training System,Strategies and Practices,New York Pearson Education
2	L2	1	Overview of training and development system	Students will be able to know about the training and development system	Class activity Individual Participation				https://www.youtube.com/watch?v=1K24p080A	CO1,CO2,CO4	PPT			
3	L3	1	ISD Model of T&D	Understand about the ISD Model			Class activity		PPT	CO1,CO2	PPT By Students			
4	L4	1	Organizing Training Department	Know about the Organization training department		Quiz https://engineerinterviewquestions.com/training-and-development-interview-questions/			https://www.youtube.com/watch?v=6d61174w524	CO1,CO2,CO3	PPT By Students			
5	L5	1	Training and development Policies	Students will be able to know about training and development Policies			Presentation & Class Interaction		PPT	CO1,CO2,CO3	PPT	https://www.youtube.com/watch?v=RevAltaDPF0	Classroom Observation and Question Answer	Lytton,R.P & Pareek,J,Training for Development,New Delhi:Ganga India
6	L6	1	Linking training and development	Know about the linking training and development			Extempore		https://www.youtube.com/watch?v=FB1A4NXP4rs	CO1,CO2	PPT	Research Paper, books, Notes	Classroom Observation and Question Answer	
7	L7	1	Role of external agencies in training and development	Know about the external agencies in training and development			Extempore		PPT	CO1,CO3,CO4	PPT By Students			
8	L8	1	Role of external agencies in training and development	Student know about the external agencies in T&D	Class activity Individual Participation		Presentation & Class Interaction		PPT	CO1,CO2,CO3				
9	L9	1	Training and development Policies	Students know about Training and development Policies			Student PPT on Topic		PPT	CO1,CO2,CO3				Bhanchard,N.P & Thacker,J.W.Effective Training System,Strategies and Practices,New York Pearson Education
10	L10	1	Training and development Policies	Students know about Training and development Policies					PPT	CO3,CO4				
11	L11	1	Revision	Students solved their doubts			Presentation & Class Interaction		PPT	CO1,CO3,CO4				
12	L12	1	Revision	Students solved their doubts					PPT	CO1,CO2,CO3				
13	L13	2	Training need Analysis (TNA)	Students will be able to understand about the TNA			Individual Presentation		PPT	CO1,CO2	PPT By Students		Classroom Observation and Question Answer	
14	L14	2	Meaning and purpose of TNA	Students will be able to understand about the Meaning and purpose of TNA			Enquiry Based Learning		https://www.youtube.com/watch?v=GZ3A8BE1a0	CO1,CO2	PPT By Students		Classroom Observation and Question Answer	
15	L15	2	TNA at different Levels	Students Know about the TNA at different Levels	Individual Participation		Discussion in classroom		https://www.youtube.com/watch?v=p8ufG3ang6M	CO1,CO2,CO3	PPT			
16	L16	2	Approaches for training needs and analysis	Students will be able to understand about TNA			Quiz		PPT	CO1,CO2,CO3	PPT		Assignment	
17	L17	2	Output of TNA	Students will be able to understand about output of TNA						CO1,CO2	PPT	https://www.youtube.com/watch?v=afm_4tCh60c	Quiz	
18	L18	2	Methods used in TNA	Students will be able to understand about Methods of TNA					PPT	CO1,CO2,CO3	PPT		Classroom Observation and Question Answer	
19	L19	2	Assessment of training Needs	Students will be able to understand about assessment of training needs			Individual Presentation		PPT	CO1,CO2,CO3	PPT By Students			
20	L20	2	Revision	Students solved their doubts	Class activity Individual Participation				PPT					
21	L21	2	Training and development Methodologies	Students will be able to understand about training and development Methodologies			Individual Presentation		PPT	CO1,CO2,CO3	PPT By Students			

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

Program Code:	O17	Program Name:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	O	Credits	4		
Course Code:	BBA 216	Course Name:	Financial Markets and Institutions	Type:	Discipline Specific Electives								

Objective: The course aims to familiarize the learners with an overview of Financial Markets & Institutions in India.

Course Outcome & Mapping, Course Articulation

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodology	Participative Learning	Mode of delivery	ICT Tools	Mapping with Course Outcome	Class Material (PPT /faculty-students)	Additional Material (Links/ Journals/Article /Tools)	Mode of Assessment	References
			CO1 Analyze the functioning of financial markets and Institutions in India.	3	3	3	3	3	2	2	3	3	3	3
			CO2 Examine the functioning of money market and capital market.	3	3	3	3	3	2	2	3	3	3	3
			CO3 Assess the impact of initiatives on financial inclusion.	3	3	3	3	3	2	2	3	3	3	3
			CO4 Understand the Role and Functions of Financial Institutions	3	3	3	3	3	2	2	3	3	3	3
			Course Articulation (Average)	3	3	3	3	3	2	2	3	3	3	3
1	L1	1	Financial system	Students will be able to remember Financial system			Group Discussions	lecture	ppt	co1			oral Discussion	
2	L2	1	financial system and its component	Student would be able to understand Financial Institutions.	students visit to SBI bank			lecture	ppt	co1			quiz	
3	L3	1	financial system component Financial Markets	Students will be able to remember Financial Markets,	online trading	graphical presentation		DISCUSSION	ppt	co1		https://www.imf.org/en/About/Factsheets/Sheets/2016/08/01/16/20/Monetary-Policy-and-Central-Banking	oral Discussion	
4	L4	1	financial system and its component	understand the desired Financial system, Financial Instruments,		Numerical	Group Discussions	PRESENTATION	ppt	co2			oral test	
5	L5	1	financial system and its component	Developing the clarity in the Financial Services and Money	role play activity			lecture	ppt	co1		https://study.com/academy/lesson/capital-money-market-products-types-examples.html	discussion	
6	L6	1	financial system and economic development	Make the student remember the concept of economic development			flip class	GROUP DISCUSSION	ppt	co2			Q/A	
7	L7	1	Financial Sector Reforms	make the students understand reforms of financial sectors	students visit to online webinar			Group discussion	ppt	co2			Group discussion	
8	L8	1	Revision	students understand the financial market and development				Group Discussions	ppt					
9	L9	2	money market concept	Make the student understand the short term loan		graphical presentation		Q/A	ppt	co1				
10	L10	2	money market role	Clear the concepts of role of money market	role play activity			lecture		co3		https://www.imf.org/en/News/Articles/2015/09/28/04/15/1509280c	observation	
11	L11	2	money market role, function	make understand the students how money market works			flip class	presentation by students	ppt	co1		http://www.sebi.gov.in/sebi_data/commndocs/pdf1_h.html	observation	
12	L12	2	money market instrument	student will be remember how its work money market	Role Play		Class Presentation	lecture	ppt	co1			Q/A	
13	L13	2	Banking sector in India, role of RBI,	Learn how Banking sector in India, work and its role of RBI,			Group Discussions	lecture	ppt	co2			observation	

14	L14	2	RBI, commercial banks,	the students remembrance and understanding the function of commercial banks		Presentation by chart		lecture	ppt	co3			quiz	
15	L15	2	RBI committees, functions of a bank	Make the student remember about committees, Business Plan and its components and assets , liabilities		Presentation by graph		lecture	ppt	co3			observation	
16	L16	2	monetary policy, concepts	make the students remember about monetary policy			debate	lecture	pdf	co3			Q/A	
17	L17	2	Monetary policy , Structure and role	Students will be able to remember Structure and role			flip class	lecture	ppt	co2		https://www.investopedia.com/terms/f/flipclass.asp	observation	
18	L18	2	Monetary policy , impact	students remember Monetary policy role in financial markets		Presentation by graph	Participative learning	lecture	ppt	co2			quiz	
19	L19	2	Monetary policy ,and liquidity	Make them understand about the role and importance of Monetary policy and liquidity.			Group discussion method	lecture	ppt	co1			Q/A	
20	L20	2	Revision	Make them understand about Banking and monetary policy			Flipped Learning	lecture	ppt	co1			class test	
21	L21	3	capital market	Make them Aware about capital market	visit to Sbi bank for activity			Discussion	ppt	co1			observation	
22	L22	3	capital market, concept, Role,	explain them about name of the banking institutions And capital market role		graph		Discussion	ppt	co3			observation	
23	L23	3	Capital market, component	students will be able to understand capital market, and its component			Group Discussions	lecture	ppt	co3			Q/A	
24	L24	3	cash markets equity	understand the background and importance of cash market	Case study		Group Discussions	lecture	ppt	co2			observation	
25	L25	3	cash markets equity , debt	understand the cash markets equity , debt	Case study			lecture	ppt	co1			Q/A	
26	L26	3	Depository , primary and secondary market	Make the student understand the Depository , primary and secondary market		Question-answer session		lecture	ppt	co1			observation	
27	L27	3	derivatives	Make the student understand the derivatives market risk			Group Discussions	lecture	ppt	co1		https://services.india.gov.in/services/ministry_services?cmd_id=67981men&page_no=2	Q/A	
28	L28	3	Commodity markets	Clear the concept remember about Commodity markets		Question-answer session		lecture	ppt	co2		https://www.rda.org.in/	class test	
29	L29	3	SEBI Concept	Make the student understand the concept of SEBI			Flip classes	lecture	ppt	co2			Q/A	
30	L30	3	SEBI Role in capital market	Clear the concept and role of capital market			Group Discussions	lecture	ppt	co1			quiz	
31	L31	3	SEBI , investor role in capital market	make understand the students about SEBI and investor role in capital market		Question-answer session		lecture	ppt	co2		https://financialservices.gov.in/	Q/A	
32	L32	3	investor protection and awareness	make them remember about investor protection and awareness			Flipped class	lecture	ppt	co2			Q/A	
33	L33	3	revision	make than understand about Capital market			Group Discussions	Flip Classes	ppt	co4			observation	
34	L34	4	Banking and other financial institutions	Student would be able to understand banking	visit to bank for activity			lecture	ppt	co3			quiz	
35	L35	4	commercial banks	Make the student remember about commercial bank		Numerical		lecture	ppt	co3		https://www.bajajfinserv.in/insights/credit-rating-agencies-india	Q/A	

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.												
Programme Code:	D17	Program me:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4	
Course Code:	BBA-301	Course Name:	Income Tax Law and Practice	Type:	Core							

Objective: The course aims to provide knowledge of the various provisions of income-tax law in India and enable the students to apply such provisions to compute total income and tax liability of individuals.

Course Outcome & Mapping, Course Articulation

				PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
CO1	Comprehend the concepts of taxation and determine the residential status of person.	3	2	3	3	3	3	3	3	2	2	3	3	3	3	3	3
CO2	Compute income and deductions under different heads.	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3
CO3	Examining the provisions of clubbing of income and set off and carry forward of losses.	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO4	Determine the Tax Liability.	3	2	3	2	2	2	2	2	2	2	3	3	3	3	3	3
CO5	Ability to file income tax return.	3	2	3	2	3	2	2	2	2	2	3	3	3	3	3	3
Course Articulation (Average)		3	2.4	3	2.6	3	2.4	2	2.4	3	3	3	3	3	3	3	3

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	The introduction of Income Tax Act, 1961	Student will be able to comprehend the basics of Income Tax Act, 1961		Lecture, Stimulate discussion				CO1	PPT		Class participation	Ahuja, Girish and Gupta, Ravi (39th Ed., 2018). Systematic Approach to Income Tax, Wolters Kluwer. Pg 9
2	L2	1	Basic concepts and important definitions of Income Tax	Student will understand important definitions and concepts of Income Tax Act, 1961		Lecture, Stimulate discussion			https://youtu.be/2H4qJgD1I	CO1	PPT		Class participation	Ahuja, Girish and Gupta, Ravi (39th Ed., 2018). Systematic Approach to Income Tax, Wolters Kluwer. Pg 12
3	L3	1	Concept of previous year and assessment year	Student will be able to recognise the previous year and assessment year		Lecture, Channel Thinking			https://youtu.be/7u8k3j6T84c	CO1	PPT			
4	L4	1	Residential status of different persons	Student will be able to understand residential status of different persons		Lecture, Brainstorming				CO2			Individual assessment	
5	L5	1	Numericals of Residential Status	Explain the numericals of residential status					https://youtu.be/3a31m5d3U6c	CO2				
6	L6	1	Numericals of Residential Status	Explain the numericals of residential status	Case Study	Lecture, Stimulate discussion			Case Study, Residential Status, RTU, You Tube	CO2	PPT		Case Study	
7	L7	1	Scope of Total Income	Determine the total income of a person based on his residential status						CO2			Individual assessment	
8	L8	1	Scope of Total Income	Apply the relevant provisions to determine the total income of a person based on his residential status			GROUP DISCUSSION (Why is it significant to collect the income tax from the general masses?)			CO2		https://www.scribd.com/document/489618053/21-1.pdf (local org)	GROUP DISCUSSION	Ahuja, Girish and Gupta, Ravi (39th Ed., 2018). Systematic Approach to Income Tax, Wolters Kluwer. Pg 27-30
9	L9	1	Scope of Total Income	Discuss the numerical problems of total income			Residential Status 1, Other - Quizizz			CO2			Quiz	
10	L10	1	Fully exempted income under section 10	Student will be able to identify the incomes which do not form part of total income wholly						CO2				
11	L11	1	Agricultural Income	Student will understand the meaning and scope of agricultural income		Assignment				CO1,CO2			Assignment	
12	L12	1	Provident Fund	Understand the meaning & types of provident fund						CO1,CO2		Link 7.pdf, tejan@ashu.ac.in		
13	L13	1	Partially exempted income	Student will be able to identify the incomes which do not form part of total income partially						CO2	PPT			e-GYANKOSH
14	L14	1	Numerical Problems	Discuss the numerical problems of wholly and partially exempted income						CO2	PPT			
15	L15	1	Revision	Discuss the previous year questions with students		Lecture, Stimulate discussion				CO2	PPT			
16	L16	2	Introduction of various heads of income	Make the student understand about various heads of income						CO3				
17	L17	2	Income under the head salary	Discuss about the income under the head salary						CO3				
18	L18	2	Income under the head salary - Perquisites	Explain the meaning and scope of perquisites					https://youtu.be/NtH8M7Nj8c	CO3	PPT			
19	L19	2	Income under the head salary - Perquisites, Numericals	Student will understand about perquisites and solve numericals						CO3				
20	L20	2	Income under the head salary - Allowances	Describing the meaning of various allowances		Lecture, Stimulate discussion				CO3			Classroom Observation and Question Answer	
21	L21	2	Income under the head salary - Allowances, Numericals	Make the students understand about the allowances and solve numericals						CO3				Ahuja, Girish and Gupta, Ravi (39th Ed., 2018). Systematic Approach to Income Tax, Wolters Kluwer. Pg 38-40
22	L22	2	Income under the head salary - Retirement Benefits	Explain the meaning of retirement benefits						CO3	PPT			
23	L23	2	Income under the head salary - Retirement Benefits, Numericals	Make the students understand the numericals						CO3				
24	L24	2	Income under the head house property	Describe the meaning and concept of income from house property	Case Study	Lecture, Stimulate discussion			https://youtu.be/7u8k3j6T84c	CO3	PPT		Case Study with Question and Answers	
25	L25	2	Income under the head house property, Numericals	Make the students understand the numericals of income from house property					Case Study On Income From House Property, For PPT 2019-20 & 2020-21 - You Tube	CO3	PPT			
26	L26	2	Income under the head Business & Profession	Discuss the meaning of 'business' and 'profession' and income chargeable to tax		Lecture, Brainstorming				CO3			Classroom Observation and Question Answer	
27	L27	2	Income under the head Business & Profession, Numericals	Examine the business income by applying the charging provisions						CO3	PPT			

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.												
Programme Code:	017	Programme Name:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4	
Course Code:	BBA-305	Course Name:	Service Marketing	Type:	Core							

Objective: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Outcome & Mapping	Course Articulation	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
CO1	Demonstrate an understanding importance of service marketing management for creating a culture of service in organizations and an awareness of the presence of the service element across the tangible- intangible-abstract spectrum.	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	Apply the relevant principles and guidelines to the process of service positioning and the design, development and implementation of the service marketing mix.	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	Define and measure service quality and demonstrate an understanding of the causes for gaps between customer expectations and perceptions of services and ability to develop appropriate remedial solutions.	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	Demonstrate the ability to apply the concepts and principles of service marketing to develop creative service strategies across various service industries.	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Course Articulation (Average)															
3															

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Unit 1: Introduction to Service Marketing.	Attain basic knowledge of various factors of service marketing	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO1	PPT	https://mec.edu.in/mvc/ppt/mba/ppt_smg.pdf	Quiz	1. Sethani V. A., Bhow M. J. and Parodi, A. (6111 Ed. 2013). Services Marketing. Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2	L2	1	Unique characteristics of services marketing-1	Understand fundamental characteristics of service marketing		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO1, CO2	PPT	https://mec.edu.in/mvc/ppt/mba/ppt_smg.pdf		2. Lovelock C. H., Wirtz, J. and Charterjee, J (8 th Ed. 2016). Service Marketing: People, Technology, Strategy, Pearson Education, New Delhi.
3	L3	1	Unique characteristics of services marketing-2	Understand fundamental functions of service marketing		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO1, CO2	PPT	https://mec.edu.in/mvc/ppt/mba/ppt_smg.pdf		3. Hoffman K. D. & Bateson, J. E. G. (4 th Ed. 2012). Services Marketing. Cengage Learning.
4	L4	1	Marketing challenges of services-1	Understand the Marketing Challenges of services- Critical Analysis	Individual Participation	Socratic/Focus Content Discussion	Brainstorming, Inquiry Based Learning			CO1, CO2	PPT	https://mec.edu.in/mvc/ppt/mba/ppt_smg.pdf		4. Narandkar, Rajendra, (3rd Ed. 2012). Services Marketing Text and Cases, Tata McGraw Hill Publishing Co. Ltd.
5	L5	1	Marketing challenges of services-2	Understand the Marketing Challenges of services- Critical Analysis	Individual Participation	Socratic/Focus Content Discussion	Brainstorming, Inquiry Based Learning			CO1, CO2	PPT	https://mec.edu.in/mvc/ppt/mba/ppt_smg.pdf		5. Fitzsimmons, J.A. and Fitzsimmons, M.J (8 th Ed. 2013). Service Management: Operations, Strategy, and Information Technology, Wiley/McGrawHill
6	L6	1	Growing importance of Services sector in India-1	Ability to analyze importance of service sector in India- businesses	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO2, CO3		investindia.gov.in/team-anda-blogs/service-sector-india-paradigm-shift		6. Kurtz D.L. and Clow K.E. (1st Ed. 2001). Service Marketing, Bitantra, New Delhi
7	L7	1	Growing importance of Services sector in India-2	Ability to analyze importance of service sector in India- ethically, legally and environmentally responsible manner.	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO3				7. Shankar Ravi, (Reprint 2005). Text & Readings: Services Marketing the Indian Perspective, Excel Books
8	L8	1	Growing importance of Services sector in India-3	Ability to analyze importance of service sector in India- socially and culturally	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO3				
9	L9	1	Services marketing Management Process- Overview-1	Demonstrating correct usage, discriminate and classify correct usage of service marketing process		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO3, CO4		https://www.businessmanagementideas.com/service-marketing/service-marketing-service-process/2009		https://www.manageyourself.com/s/services-marketing.htm
10	L10	1	Services marketing Management Process- Overview-2	Demonstrating correct usage, discriminate and classify correct usage of service marketing process		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO3, CO4				
11	L11	1	Services marketing: Case Study	Ability to Relate knowledge of several areas to predict and draw conclusions on the same.	Case Studies	Program Learning	Define & Evaluate			CO2, CO3				
12	L12	1	Services marketing: Case Study	Ability to Relate knowledge of several areas to predict and draw conclusions on the same.		Program Learning	Define & Evaluate			CO2, CO3				
13	L13	1	Revision	Revision of previous topics a quick recap	Individual Participation	Socratic/Focus Content Discussion	Brainstorming, Inquiry Based Learning			CO1, CO2, CO3, CO4				
14	L14	1	Revision	Participation by students on central core	Individual Participation	Socratic/Focus Content Discussion	Brainstorming, Inquiry Based Learning			CO1, CO2, CO3, CO4				
15	L15	2	Unit II: Consumer behaviour in services & Measuring Service Quality	Apply Consumer Behaviour to measure appropriate Services Quality Parameter for innovative solution		Presentation & Class Interaction				CO3				
16	L16	2	Consumer behaviour in services-1	Apply Consumer Behaviour Decision Making Roles and Classification of Buyers in services	Case Studies	Presentation & Class Interaction				CO3				
17	L17	2	Consumer behaviour in services-2	Apply Consumer Decision Making, Factors Influencing Buyer Behaviour, Search, Experience and Credence Quality in services	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO3				
18	L18	2	Measuring service quality and customer satisfaction	Apply Gronroos Service Quality Model applications on problem identification	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO3				
19	L19	2	Measuring service quality and customer satisfaction	Apply Gronroos Service Quality Model to predict new questions	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO3				
20	L20	2	SERVQUAL Scale and its usage	Apply and understand SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO3				
21	L21	2	SERVQUAL Scale and its usage	Demonstrating correct usage of SERVQUAL Scale	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO4				
22	L22	2	GAP's Model	Understand and Apply GAP's Model	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO1, CO2				
23	L23	2	GAP's Model	Demonstrating correct usage of GAP's Model to solve service problem	Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate			CO3, CO4				
24	L24	2	Modes of service recovery	Understand the importance of Customer Retention, Analyze Customer Switching, Assess and Verify Complaining and Service Recovery.	Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO1, CO2				
25	L25	2	Modes of service recovery	Evaluate Service Recovery Strategies, Create Service Recovery	Individual Participation	Socratic/Focus Content Discussion	Brainstorming, Inquiry Based Learning			CO4				
26	L26	2	Services marketing: Case Study	Ability to Relate knowledge of several areas to predict and draw conclusions on the same.	Individual Participation	Socratic/Focus Content Discussion	Brainstorming, Inquiry Based Learning			CO2, CO3				
27	L27	2	Services marketing: Case Study	Ability to Relate knowledge of several areas to predict and draw conclusions on the same.	Individual Participation	Socratic/Focus Content Discussion	Brainstorming, Inquiry Based Learning			CO2, CO3				
28	L28	2	Revision	Revision of previous topics a quick recap		Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method			CO1, CO2, CO3, CO4				

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COURSE PLAN

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.													
Programme Code:	107	Programme Name:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	Session:	2022-23	L	4	T/P	0	Credits	4		
Course Code:	BBA-307	Course Name:	Entrepreneurship Development	Type:	Generic Elective/Interdisciplinary Course								

Objective: It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

Course Outcome & Mapping, Course Articulation

			Apply knowledge of various functions of business	Develop communication and professional presentation skills	Demonstrate analytical and Analytical skills for business decision making	Illustrate basic concepts to make effective and proactive teams	Explore the importance of understanding the process of starting a new venture	Understand responsible citizenship towards society and ecological environment	Appreciate the role of diverse culture and ethics in business	Identify Creative and Innovative solutions for diverse situations	Apply reflective research skills and technological tools	Assess the functional operation in business	Demonstrate creative thinking in business decision making	Illustrate negotiation skills and networking abilities
			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4
CO1	Describe the concept of Entrepreneur and its emergence	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	Identify how to go about the promotion of a venture.	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	Recognize Entrepreneurial Behaviour.	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	CO4: Explain development programmes for entrepreneur.	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	Interpret the role of Entrepreneur in economic growth.	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	Acquire skills regarding starting up their own business unit	3	3	3	3	3	3	3	3	3	3	3	3	3
Course Articulation (Average)														

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References	
1	L1	1	Introduction to Entrepreneurship	Student would be able to overview the term			group discussion		ppt	CO1	ppt		group discussion		
2	L2	1	Meaning,nature & concept of Entrepreneurship	understand the meaning,nature and concept of entrepreneurship	real world experience		individual presentation		https://www.youtube.com/results?search_query=entrepreneurship	CO1	ppt	https://www.researchgate.net/publication/310700796_Experience	story telling	Bruce R. Barringer & R. Duane Ireland, Entrepreneurship.	
3	L3	1	Functions of entrepreneurship	Discuss in details various functions of entrepreneurship	Business Management ideas				ppt	CO1	ppt	https://www.businessmanagementideas.com/entrepreneur/functional-functions-of-entrepreneurship/	presentation		
4	L4	1	Types of Entrepreneurs	Students will be able to state different types of entrepreneurs			critical discussion (Entrepreneur are born not made)		https://www.youtube.com/results?search_query=entrepreneur+are+born+not+made	CO1	ppt	https://www.uxessays.com/essays/business/look-at-entrepreneurs-are-born-not-made	observation & questions	Kuratko, D.F. & Hodgetts, R.M. Entrepreneurship: Theory, Process and Practice, Thomson Press	
5	L5	1	Pros & Cons of Entrepreneurship	explain what are the Pros and Cons of Entrepreneurship			debate		https://www.youtube.com/results?search_query=pros+and+cons+of+entrepreneurship	CO1	ppt		debate		
6	L6	1	Theories of Entrepreneurship	asserts that the economy and entrepreneurship are closely linked together. Entrepreneurship and economic growth can only work when the economic conditions are favourable.			discussion				CO1	ppt		presentation	
8	L7	1	Entrepreneurship in uncertain future.	Will help them navigate the uncertain future. These skills include problem-solving, teamwork, empathy, as well as learning to accept failure as a part of the growth process.	mini projects				https://www.researchgate.net/publication/351905071_ENTREPRENEURSHIP_IN_UNCERTAIN_FUTURE_A_REQUIRED_SKILL_FOR_BUSINESS_PERFORMANCE	CO1,CO2	notes	https://www.youtube.com/watch?v=8VWbCm3D0	assignment	Entrepreneurship Development T.N.Chhabra UNIT IV Page No.13.1-13.20	
9	L8	1	Role of Entrepreneurship in Economic Development	ensuring the economic growth and development of a nation.					https://www.youtube.com/watch?v=4PmPmDqk	CO1,CO2	ppt	https://www.researchgate.net/publication/33086791_Entrepreneurial_spirit_and_factors_affecting_it_Case_study_based_on_the_economic_of_India			
10	L9	1	Factors Affecting Entrepreneurial Growth.	remember social factors affecting Entrepreneurial Growth. Taking care of the economic factors alone is not sufficient to ensure entrepreneurial growth.							CO1,CO2	notes			
11	L10	1	Economic factors	Introducing new products and services, they stimulate new employment, which ultimately results in the acceleration of economic development.			conversation				CO1,CO2	ppt		observation & questions	http://hdl.handle.net/20603/297865
12	L11	1	Non-Economic Factors	understand results in higher levels of education, greater employment opportunities, and higher income levels			individual presentation		https://www.youtube.com/watch?v=8VWbCm3D0	CO2,CO3	video lecture		assignment		
13	L12	1	Entrepreneurship Development	student will analyse the concept of rapid growth of the economy by supplying skilled entrepreneurs. This programme primarily aims at providing self-employment to the young generation.	simulation						CO2,CO3	ppt		observation & questions	Entrepreneurship Development T.N.Chhabra UNIT IV Page No.17.1-17.20
14	L13	1	Opportunity Analysis	student would be able to understand business opportunity/ideas and different ways to grab that business opportunities		case study (Story of Dabbawala)					CO2CO3	PPT	Story telling		
15	L14	1	External Environmental Analysis	student would be able to explain the factors influence the external environment analysis			group discussion				CO2,CO3	PPT	assignment		
16	L15	1	Internal Environmental Analysis	student would be able to generalize the internal environmental factors											
17	L16	1	Economic Analysis	student will analyse and predict to determine how effectively the economy or something within it is operating			debate				CO2,CO3	PPT	presentation		
18	L17	1	Social Analysis	student would be able to examining a social problem, issue or trend, often with the aim of prompting changes in the situation	Guest lecture						CO2,	PPT	assignment		
19	L18	1	Technological Analysis	student will understand to evaluate investments and identify trading opportunities by analyzing statistical trends gathered from trading activity			group discussion				CO3,	PPT	presentation		
20	L19	1	Industry Analysis	students would be able to facilitates a company's understanding of its position relative to other companies that produce similar products or services	Design based thinking				https://www.entrpreneur.com/en/starting-a-business/100-examples-of-business-ideas-to-help-you-start-a	CO2,CO3			assignment		

21	L20	Competitor Analysis	examining similar brands in your industry to gain insight into their offerings, branding, sales, and marketing approaches.		Case study			ppt	CO3,CO4	https://www.youtube.com/results?search_query=support-the-state-government-institute+entrepreneurship	https://www.youtube.com/watch?v=6z8b1u3p800	case study			
22	L21	Legal Requirements of Establishment of new venture	Students would be able to establish legal requirements of new venture		group discussion			PPT	CO3			assignment			
23	L22	Raising of Funds	to understand the different sources of raising funds for startup		case study				CO3			presentation			
24	L23	Venture Capital Sources And Documentation	to explore the different sources and documentation												
25	L24	Forms of Ownership	to understand the concept of different forms of ownership		group discussion			ppt	CO2,CO3			Presentation			
27	L25	Innovation and Entrepreneur													
28	L26	Entrepreneurial Behaviour	state the meaning nature & significance entrepreneur behaviour		group discussion			ppt	CO2,CO3			assignment			
29	L27	Model of Entrepreneurial Behaviour	Student would be able to understand model suggest that entrepreneurial behavior is a function of the individual's interaction with the environment					PPT	CO2,CO3						
30	L28	Entrepreneurial Competencies	discuss the ingredients and concept why is there need to make such plans.	Design based thinking				https://www.youtube.com/watch?v=6z8b1u3p800	CO2,CO3			assignment			
31	L29	Creativity	state the format of good business plan and explain each dimension		debate			ppt	CO2,CO3	handouts		observation			
32	L30	Risk taking	discuss essential ingredients for developing business and bear risk		practice based case study			ppt	CO2,CO3	ppt	https://www.researchgate.net/publication/273634452_An_Introduction_to_Business	case study			
33	L31	Psyco theories_Social responsibility of Entrepreneur	focus on the individual and the mental or emotional elements that drive entrepreneurial individuals	Industrial visit				https://www.youtube.com/watch?v=6z8b1u3p800	CO2,CO3	ppt		Stemore	Entrepreneurship Development P.N.Chhabra UNIT IV Page No.61,7,20		
34	L32	Concept of EDP	student would be able to understand entrepreneur himself / herself set or reset objectives for his / her enterprise and strive for their realization.		group discussion			ppt	CO2,CO3	https://www.youtube.com/watch?v=IM3BORi28Hk		observation			
35	L33	Relevance and Role of EDP	explain in multi-dimensional development of a country. It encourages spirit of entrepreneurship.		startup activities			ppt	CO3,CO4	ppt		observation, question & answer			
36	L34	Phases/Steps in EDP	conclude how to prepare the participants to start their enterprises.	case study				https://www.youtube.com/watch?v=6z8b1u3p800	CO3,CO4	notes		case study			
37	L35	Role of Government in EDPs in India	how the Government develop industries in rural and backward areas by giving various facilities with the objective of balances regional development.					ppt	CO3,CO4			observation, question & answer			
38	L36	Problems in conducting EDPs	Improvement in Per Capita Income: Entrepreneurs locate and exploit opportunities.	case study				https://www.youtube.com/watch?v=6z8b1u3p800	CO3,CO4			assignments	Charantimath, P. Entrepreneurship Development: Small Business Enterprises. Pearson		
39	L37	Suggestions for enhancing effectiveness of EDPs	an help in the proper use of local resources by providing guidance, assistance, education and training to the prospective entrepreneurs	case study dealing with financial crisis	individual presentation			ppt	CO3,CO4			assignments			
40	L38	Role of an Entrepreneur in Economic Growth as an innovator	to understand Economic Growth depends greatly upon entrepreneurial and industrial development.					https://www.youtube.com/watch?v=6z8b1u3p800	CO3,CO4	https://www.researchgate.net/publication/357338424_GLOBAL_FINANCIAL_CRISIS_CASE_STUDY		case study			
41	L39	Generation of Employment Opportunities	Its main aim is to generate continuous and sustainable employment opportunities in rural and urban areas of the country.					ppt	CO3,CO4			observation, question & answer			
42	L40	Complementing and supplementing Economic Growth	expanding the economy requires the employment of more resources, including labour Efficient utilization of resources		classroom discussion			https://www.youtube.com/watch?v=6z8b1u3p800	CO3,CO4	https://www.youtube.com/watch?v=6z8b1u3p800		case study			
43	L41	Bringing about Social Stability	seeks to maintain equilibrium by forcing out ideas and individuals that disagree with popular opinion.		debate			ppt	CO3,CO4			presentation			
44	L42	Innovation and Change	to improve the way that work is performed and the organization functions.		group discussion			ppt	CO3,CO4	notes		presentation			
45	L43	Balanced Regional Development	promoting and securing large employment opportunities in underdeveloped countries.		classroom discussion			https://www.youtube.com/watch?v=6z8b1u3p800	CO3,CO4	ppt		group discussion			
46	L44	Role of Entrepreneurs in Export Promotion	play a role in export promotion by demonstrating the profitability of trade to the country.		group discussion			video lecture	CO3,CO4	ppt		presentation			
47	L45	Import Substitution	strategy under trade policy that abolishes the import of foreign products and encourages production in the domestic market.					https://www.youtube.com/watch?v=6z8b1u3p800	CO3,CO4	notes		case study	Ali J. Ahmed, Punita Bhatt & Iain Acton. Entrepreneurship in Developing and Emerging Economies. Sage		
48	L46	Export Processing Zones (EPZs)	assembly and simple processing activities to encourage high-tech and science parks, finance zones, logistics centers, and even tourist resorts.		individual presentation			ppt	CO4	PPT	https://www.youtube.com/watch?v=6z8b1u3p800	observation, question & answer			
49	L47	Export Oriented Zones (EOZs)	foreign territory for tax purposes even though they are located within a country's borders.					https://www.youtube.com/watch?v=6z8b1u3p800	CO4			tutorials	Robert D. Heath & Michael P. Peters. Entrepreneurship. McGraw Hill		
50	L48	Special Economic Zones	an umbrella term which includes Free Trade Zones, Export Processing Zones, Freeports, and others – are becoming common across the globe.		roleplay			ppt	CO4			role play			
51	L49	Measures for Export Promotion	to a merchant exporter or manufacturer exporter for the duty-free import of inputs such as raw materials, components, intermediates.		group discussion			ppt	CO4	ppt		observation, question & answer			

Sr. No.	Lecture No.	Unit No.	Topic
1	L1.	Unit-1	GST in India - Constitutional Provisions of Indirect Taxes, Pre-GST regime, Genesis of GST in India, Framework of GST in India
2	L2.	Unit-1	GST in India - Constitutional Provisions of Indirect Taxes, Pre-GST regime, Genesis of GST in India, Framework of GST in India
3	L3.	Unit-1	Meaning, Applicability and Scope of GST Act, Features, Benefits of GST and taxes Subsumed in GST
4	L4.	Unit-1	Meaning, Applicability and Scope of GST Act, Features, Benefits of GST and taxes Subsumed in GST
5	L5.	Unit-1	Meaning of Supply, Schedule I of CGST Act
6	L6.	Unit-1	Schedule II of CGST Act (Deemed Supply), Schedule III of CGST Act (Neither supply of goods nor a supply of services).
7	L7.	Unit-1	Meaning of composite supply and mixed supply and its tax implications
8	L8.	Unit-1	Services under GST
9	L9.	Unit-1	Levy and charge of GST, Withdrawal from scheme of composition levy, Switching from composition scheme to
10	L10.	Unit-1	Meaning of Registration, Threshold Limit, Person not liable for registration, Effective date of Registration
11	L11.	Unit-1	Person not liable for registration, Compulsory Registration
12	L12.	Unit-1	Registration Procedure, Amendment of Registration, Cancellation Of Registration

13	L13.	Unit-1	Person and Taxable Person, Casual Taxable Person (CTP) and Non Resident Taxable Person (NRTP)
14	L14.	Unit-1	Payment of Tax
15	L15.	Unit-1	Revision
16	L16.	Unit-2	Assessment of Tax
17	L17.	Unit-2	Assessment of Tax
18	L18.	Unit-2	Invoice for supply of goods or services or both, Tax Invoice in respect of goods, Tax Invoice in respect of services and contents of tax invoice, Debit and Credit Notes
19	L19.	Unit-2	Invoice for supply of goods or services or both, Tax Invoice in respect of goods, Tax Invoice in respect of services and contents of tax invoice, Debit and Credit Notes
20	L20.	Unit-2	Accounts and Records
21	L21.	Unit-2	Meaning of input, capital goods, input service, input tax, input tax credit (ITC), Features of ITC
22	L22.	Unit-2	Manner of utilizing input tax credit, Supply of goods and services ineligible for ITC - Negative list.
23	L23.	Unit-2	Reversal of input tax and Recovery of ITC wrongly taken, Computation of ITC.

24	L24.	Unit-2	Place of supply of goods other than import and export
25	L25.	Unit-2	Place of supply of goods in case of Import and Export
26	L26.	Unit-2	Place of supply of services other than import and export
27	L27.	Unit-2	Place of supply of services in case of Import and Export
28	L28.	Unit-2	Time of Supply in case of Goods under Forward Charge Mechanism, Reverse Charge Mechanism and Vouchers
29	L29.	Unit-2	Time of Supply in case of Services under Forward Charge Mechanism, Reverse Charge Mechanism and Vouchers
30	L30.	Unit-2	Time of Supply in case of change in rate of tax
31	L31.	Unit-2	Valuation of Supply of goods or services
32	L32.	Unit-2	Valuation of Supply of goods or services where consideration is not wholly in money, Valuation of Supply of goods or services between distinct/related person, Valuation of Supply of goods through an agent
33	L33.	Unit-2	Valuation of Supply under Special Supplies
34	L34.	Unit-2	Exemptions under GST
35	L35.	Unit-2	Job Work
36	L36.	Unit-2	Revision
37	L37.	Unit-2	Revision
38	L38.	Unit-3	Types of GST returns, Persons who are liable to file return

39	L39.	Unit-3	Due dates, Procedure to file return
40	L40.	Unit-3	Tax collected at source
41	L41.	Unit-3	Demands, Reversal of input tax and Recovery of ITC wrongly taken
42	L42.	Unit-3	Computation of ITC.
43	L43.	Unit-3	Search , seizure and arrest
44	L44.	Unit-3	Search , seizure and arrest
45	L45.	Unit-3	Advance Ruling
46	L46.	Unit-3	Appeals and Revisions
47	L47.	Unit-3	Revision
48	L48.	Unit-3	Revision
49	L49.	Unit-4	Tax payment under GST, Electronic payment of tax, interest, penalty and other amounts
50	L50.	Unit-4	Utilisation of amount in electronic credit ledger
51	L51.	Unit-4	Refund of balance to credit of cash or credit ledger
52	L52.	Unit-4	Activities not to be treated as supply of goods or services
53	L53.	Unit-4	Audit and offences
54	L54.	Unit-4	Role of GST Practitioner
55	L55.	Unit-4	Revision
56	L56.	Unit-4	Revision
57	L57.	Unit-4	Revision
58	L58.	Unit-4	Revision

59	L59.	Unit-1	Revision
60	L60.	Unit-1	Revision

Suggested Readings (Latest Editions):

1. Haidia, A., GST made Easy, Taxmann.
2. Ahuja, G., & Gupta, R., Direct Taxes Ready Reckoner. New Delhi: Wolters I
3. Mehrotra, H.C., & Agarwal, V. P., Goods and Services Tax GST. Uttar Prad
4. Singhania, V. K., & Singhania, M., Students' Guide to Income Tax Including
5. Prasad, L.V.R. & Kumar, G.J.K., GST- A Brief Introduction, PK Publishers.
6. Singh, A., GST Made Simple, CENTEX Publications.

Name of Faculty:	Gurleen Kaur Sethi	
Notes		
1 Credit (Theory)= 15 hrs. in a sem		

TECNIA INSTITUTE OF ADV

GRADE 'A' INSTI

COURSE PLAN

HA UNIVERSITY, NEW DELHI.

		Session:	2022-23
		Type:	Core

ns of GST Law.

Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams
PO1	PO2	PO3	PO4
3	2	3	3
3	3	3	3
3	3	3	3
3	2	3	2
3	2	3	2
3	2.4	3	2.6

Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning
Understanding the basic aim of providing remedy to deficiency in existing law and to rationalize the execution and procedural aspects			
Understanding the new system of GST and taxes subsumed under GST	Case Study		
Discussing the basic structure of GST	Case Study		
Discussing about the defects of prevailing indirect tax laws		Case Study	Flip Class
Explaining the concepts related to taxable event in law, the occurrence or happening of which triggers the imposition of the taxable event		Case Study	
Discussing the Schedule II of CGST Act (Deemed Supply), Schedule III of CGST Act (Neither supply of goods nor a supply of services)		Case Study	
Discussing when two or more goods or services are supplied in combination at a Consolidated Price		Numericals	
Explaining the Services under GST		Case Study	
Understanding the types of GST that are levied under the Acts		Quiz	
Explaining the legal provisions relating to the persons liable for registration, Person not liable for registration		Numericals	Flip Class
Understanding Person not liable for registration and Compulsory Registration		Case Study	
Legal provisions related to Registration Procedure, Amendment of Registration, Cancellation Of Registration		Case Study	

Explaining the difference between CTP and NRTP		Case Study	
Introducing the electronic ledgers under GST Regime to the students		Numericals	
Discuss the previous year questions with students		Numericals	
Unabling students to understand the discharge of tax liability on a continuous and regular basis		Numericals	
Unabling students to understand the discharge of tax liability on a continuous and regular basis		Numericals	
Understanding Invoice for supply of goods or services or both, Tax Invoice in respect of goods, Tax Invoice in respect of services and contents of tax invoice, Debit and Credit Notes			
Understanding Invoice for supply of goods or services or both, Tax Invoice in respect of goods, Tax Invoice in respect of services and contents of tax invoice, Debit and Credit Notes			
Explaining the requirements of maintenance of records as a part of GST Law			
Disussing the various aspects of ITC like conditions, circumstances, manner of computation and reversal of ITC		Numericals	
Disussing the various aspects of ITC like conditions, circumstances, manner of computation and reversal of ITC		Numericals	
Understanding Reversal of input tax and Recovery of ITC wrongly taken, Computation of ITC.		Numericals	

Understanding the supply related to domestic and cross broder transactions	Case Study	Case Study	
Understanding the supply related to domestic and cross broder transactions	Case Study	Case Study	
Understanding Place of supply of services other than import and export	Case Study	Case Study	
Understanding Place of supply of services in case of Import and Export	Case Study	Case Study	Flip Class
Explaining the Time of Supply in case of Goods under Forward Charge Machanism, Rerverse Charge Machanism and Vouchers	Case Study	Case Study	
Explaining the Time of Supply in case of Services under Forward Charge Machanism, Rerverse Charge Machanism and Vouchers	Case Study	Case Study	
Explaining the change in tax rate system		Numericals	
Explaining the statutory provisions related to value of supply		Numericals	
Discussing the Valuation of Supply of goods or services where consideration is not wholly in money, Valuation of Supply of goods or services between distinct/related person, Valuation of Supply of goods through an agent		Numericals	Flip Class
Explaining the Rule 32 of CGST Rules 2017		Numericals	
Understanding various dimensions of exemptions available under GST Lawof goods and services		Quiz	
Discussing the provisions relating to Job-Work			
Discuss the previous year questions with students			
Discuss the previous year questions with students	Previous Year Question Paper		
Explaining the various provisions concerning filing of returns, types of returns, manner of filing returns etc.			

Explaining the various provisions concerning filing of returns, types of returns, manner of filing returns etc.			
Explaining the Tax Collected At Source		Numericals	
Understanding the Demands, Reversal of input tax and Recovery of ITC wrongly taken			
Explaining the Computation of ITC		Numericals	
Explaining the Search , seizure and arrest			
Explaining the Search , seizure and arrest			
Understanding the advance ruling			
Understanding the Appeals and Revisions			
Discuss the previous year questions with students			
Discuss the previous year questions with students	Previous Year Question Paper		Flip Class
Discussing the Tax payment under GST, Electronic payment of tax, interest, penalty and other amounts		Numericals	
Discussing the Utilisation of amount in electronic credit ledger		Numericals	
Discussing the Refund of balance to credit of cash or credit ledger		Numericals	
Explaining the Activities not to be treated as supply of goods or services			
Explaining the Audit and offences			
Group Discussion on the Role of GST Practitioner			Flip Class
Discuss the previous year questions with students			
Discuss the previous year questions with students			
Discuss the previous year questions with students	Previous Year Question Paper	Numericals	
Discuss the previous year questions with students	Previous Year Question Paper	Numericals	

Discuss the previous year questions with students	Previous Year Question Paper	Numericals	
Discuss the previous year questions with students	Previous Year Question Paper	Numericals	

Kluwer India Private Limited.

Delhi: Sahitya Bawan Publications.

New Delhi: Taxmann Publication.

1 Credit (Practical)= 30 hrs. in a sem			

ANCED STUDIES

TUTE

L	4	T/P	0	Credits

Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.
PO5	PO6	PO7	PO8	PSO1
3	3	3	2	3
3	2	3	3	3
3	3	3	3	3
3	2	3	2	3
3	2	3	2	3
3	2.4	3	2.4	3

Mode of Delivery	ICT Tools	Mapping with CO	Class material	Additional Material
		CO1	PPT	
		CO1	PPT	
		CO1	PPT	
		CO1	PPT	PDF Notes
		CO3	Class Notes	
		CO3	Class Notes	
		CO3	Class Notes & Numericals	
		CO3	Class Notes	
		CO3	PPT	PDF Notes
		CO2	Class Notes & Numericals	
		CO2	Class Notes & Numericals	
		CO2	PPT & Numericals	PDF Notes

		CO2	PPT	
		CO4	Class Notes & Numericals	
		CO1, CO2, CO3, CO4	Class Notes & Numericals	
		CO2	PPT & Numericals	
		CO2	PPT & Numericals	
		CO3	PPT	
		CO3	PPT	PDF Notes
		CO3	PPT	
	https://www.youtube.com/watch?v=FyIIYDRg8KY	CO3	PPT & Numericals	
		CO3	PPT & Numericals	
		CO3	PPT & Numericals	

	https://www.youtube.com/watch?v=gwUlypQ-594	CO3	PPT	
	https://www.youtube.com/watch?v=gwUlypQ-594	CO3	PPT	
		CO3	PPT	
		CO3	PPT	
		CO3	PPT	
	https://www.youtube.com/watch?v=9t33n5BV-oY	CO3	PPT	
		CO3	PPT	PDF Notes
		CO3	PPT & Numericals	
		CO3	PPT & Numericals	
	https://www.youtube.com/watch?v=lxqklnAFS-l	CO3	PPT & Numericals	
		CO3	PPT & Numericals	PDF Notes
		CO2	Class Notes	
		CO3	PPT & Numericals	
		CO1,CO2,CO3,CO4	PPT & Numericals	
		CO1,CO2,CO3,CO4	Numericals	
		CO2	PPT	

		CO2	PPT	
		CO2	PPT & Numericals	PDF Notes
		CO2	PPT	
		CO3	PPT & Numericals	PDF Notes
		CO2	PPT	
		CO1,CO2,CO3,C04	Numericals	
		CO2	PPT & Numericals	PDF Notes
		CO2	Class Note & Numericals	
		CO4	Class Note & Numericals	
		CO2	Class Notes	
		CO2	Class Notes	
		CO5	Class Discussion	
		CO1, CO2, CO3, CO4, CO5	Class Discussion	
		CO1, CO2, CO3, CO4, CO5	Class Discussion	
		CO1, CO2, CO3, CO4, CO5	Class Discussion	
		CO1, CO2, CO3, CO4, CO5	Class Discussion	

		CO1, CO2, CO3, CO4, CO5	Class Discussion	
		CO1, CO2, CO3, CO4, CO5	Class Discussion	

Mode of Assessment	References	
Case Study		
Case Study		
Case Study		
Numericals		
Case Study		
Quiz		
Numericals		
Case Study		
Case Study		

Case Study		
Numericals		
Numericals		
Numericals		
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Case Study		
Numericals		
Quiz		

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Numericals		

TECNIA INSTITUTE OF ADVANC

GRADE 'A' INSTITUTE

COURSE PLAN

Course Outcome & Mapping, Course Articulation									
				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.
				PO1	PO2	PO3	PO4	PO5	PO6
		CO1							
		CO2							
		CO3							
		CO4							
Course Articulation (Average)									

TECNIA INSTITUTE OF ADVANC

GRADE 'A' INSTITUTE

COURSE PLAN

Course Outcome & Mapping, Course Articulation

				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.
				PO1	PO2	PO3	PO4	PO5	PO6
		CO1							
		CO2							
		CO3							
		CO4							
	Course Articulation (Average)								

ED STUDIES

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PO7	PO8	PSO1	PSO2	PSO3	PSO4
Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTH

Programme Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)		
Course Code:	BBA-302	Course Name:	Project Management		

Objective: The objective of this course is to familiarize the students with the various aspects of

Course Outcome & Mapping, Course Articulation

				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills
				PO1	PO2
		CO1	Explain the concept of Project Management and Techniques to manage the projects.	3	3
		CO2	Analyzing the project life cycle and assess skills to generate and screen the project ideas.	3	3

		CO3	Acquire skills to do technical analysis and Market Analysis and apply network techniques.	3	3
		CO4	Explore various sources of projects financing.	3	3
		CO5	Understand the skills required to evaluate and control the projects	3	3
		CO6	Analyze the emerging concepts in project management.	3	3
			Course Articulation (Average)	3	3
Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning
1	L1	1	Meaning of Projects and Project Management	Students will be able to understand the meaning of projects and project management	
2	L2	1	Objectives and importance of Project Management	Students will be able to understand the Objectives and importance of Project Management	

3	L3	1	Project Team meaning and importance	Students will be able to know about the Project Team working and function with the help of case study	
4	L4	1	Tools and Techniques of Project Management	Students will be able to analyze tools and techniques required for project management	
5	L5	1	Roles and responsibility of Project Manager	Students will understand Roles and responsibility of Project Manager	Field project report on the basis of project planning
6	L6	1	Determinants of Project Success	Students will be able to examine the Determinants of Project Success	
7	L7	1	Project Life Cycle	Students will be able to know about the meaning of Product Life Cycle	https://clickup.com/blog/project-management-examples/

8	L8	1	Phases of Project Life Cycle	Students will understand the phases of Project Life Cycle	
9	L9	1	Classification of Projects	Students will be able to distinguish between different types of project	
10	L10	1	Generation of Project Ideas	Students will be to know how to generate the project ideas	

11	L11	1	Screening of Project Ideas	Students will be able to understand how to do screening of project ideas	
12	L12	1	Monitoring the Environment	Student will be able to analyze and monitor the environment	https://www.osti.gov/servlets/purl/770950-1fsRPV/webviewable/
13	L13	1	Preliminary Screening	Students will be able to know about Preliminary Screening	
14	L14	1	Revision	Students will be able to do revision with previous year questions	

15	L15	2	Technical Analysis meaning	Students will understand the meaning of Technical Analysis	Field project report on the basis of feasible study of project
16	L16	2	Factors considered in Technical Analysis	Students will be able to examine the factors in Technical Analysis	
17	L17	2	Factors affecting Selection of Locations	Students will be able to identify the factors affecting selection of locations	

18	L18	2	Need for Considering Alternatives	Students will be able to identify the need for considering alternatives	
19	L19	2	Technology Selection	Students will be able to determine the various ways of technology selection	Case study
20	L20	2	Sources of Technology	Students will understand the various sources of technology	
21	L21	2	Appropriate Technology	Students will understand how to use appropriate technology	

22	L22	2	Market Analysis	Students will be able to know about market analysis	
23	L23	2	Conduct of Market Survey	Students will understand how to conduct market survey	Case study
24	L24	2	Characterization of Market	Students will understand different ways of characterization of market	
25	L25	2	Market Planning	Students will be able to examine the meaning of market planning with examples	

26	L26	2	Network Techniques	Students will know about different types of Network Techniques	
27	L27	2	Network Analysis	Students will understand the meaning of Network Analysis with examples	
28	L28	2	Programme Evaluation and Review Technique	Students will understand meaning of Programme Evaluation and Review Technique with examples	Case study

29	L29	2	Critical Path Method	Students will understand the meaning of Critical Path Method with examples	
30	L30	2	Identifying Critical Path	Students will be able to draw the diagram of critical path method	
31	L31	2	Probability of Completing the project within given time	Students will be able to examine the probability of Completing the project within given time with examples	
32	L32	2	Revision	Students will be able to do revision with the help of Quiz	

33	L33	3	Financing of projects	Students will understand how to do financing of projects	Field study on the basis of financing the project
34	L34	3	Capital structure	Students will understand the concept of capital structure and its functions	
35	L35	3	Sources of Long-term Finance	Students will understand the sources of Long-term Finance	Case study
36	L36	3	Debt Financing	Students will be able to understand the meaning of Debt Financing	

37	L37	3	Characteristics of Debt & Types of Debts	Students will be able to know the characteristics of Debt and examine different types of debts with functions	
38	L38	3	Equity Financing	Students will understand the meaning of Equity Financing and its sources	
39	L39	3	Preferential Shares	Students will understand the meaning of Preferential Shares and its sources	
40	L40	3	Equity Shares	Students will understand the meaning of Equity Shares and its sources	

41	L41	3	Retained Earnings	Students will understand the meaning of Retained Earnings and its sources	
42	L42	3	Short-term Sources for Working Capital	Students will understand Emerging Concepts and Issues in Project Management	
43	L43	3	Long-term Sources for Working Capital	Students will understand Role of Information Technology in Project Management	

44	L44	3	Newer Sources of Finance	Students will understand Future of Project Management	
45	L45	3	Venture Capital	Students will understand the meaning of Venture Capital	
46	L46	3	Types of Venture Capital	Students will be able to know about different types of Venture Capital	

47	L47	3	Revision	Students will be able to do revision with previous year questions	
48	L48	4	Project Evaluation	Students will be able to understand the meaning of project evaluation with examples	
49	L49	4	Project Evaluation and Controlling	Students will be able to understand the meaning of project evaluation and controlling with examples	
50	L50	4	Project Monitoring	Students will be able to understand the meaning of project evaluation with examples	

51	L51	4	Project Monitoring and Controlling	Students will be able to understand the meaning of project evaluation with examples	Field study on the basis of evaluation and controlling of project
52	L52	4	Post Project Evaluation (Post Audit)	Students will understand the meaning of Post Project Evaluation (Post Audit)	
53	L53	4	Abandonment Analysis	Students will be able to know about Abandonment Analysis with examples	
54	L54	4	Social Cost Analysis	Student will be able to analyze the meaning of Social Cost Analysis	
55	L55	4	Social Benefit Analysis	Student will be able to analyze the meaning of Social Benefir Analysis	
56	L56	4	Emerging Concepts and Issues in Project Management	Student will be able to understand the emerging concepts and issues in Project Management	Case study

57	L57	4	Role of Information Technology in Project Management	Student will be able to know about the role of information technology in Project Management	
58	L58	4	Future of Project Management	Student will be able to compare the present and future of project management	
59	L59	4	Doubt clearing session	Students will be able to clear their doubts	
60	L60	4	Revision	Students will be able to do revision with previous year questions	

Suggested Readings (Latest Editions):

1. Chandra, Prasanna, Projects: Planning, Analysis, Financing, Implementation and Review, Mc
2. Panneerselvam, R., Senthilkumar, R, Project Management, PHI Learning, (P) limited, Publish
3. Gray C.F., Project Management, McGraw Hill Education Company.
4. Jeffrey K. Pinto, Project Management: Achieving Competitive Advantage, Pearson Education
5. Desai, Vasant, Project Management, Himalaya Publishing House.
6. Gido, J., & Clements, J. P. Project Management, New Delhi: Cengage Learning Pvt. Ltd.

Name of Faculty:	Pushpa Rani/Manisha Sharma			
Notes				
1 Credit (Theory)= 15 hrs. in a sem			1 Credit (Practical)= 30 hrs. in a sem	

IGNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

IGNIA UNIVERSITY, NEW DELHI.

Session:	2022-23	L	4	T/P
Type:	Core			

of Project Planning, Analysis, Financing, Selection, Implementation and Review.

Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and imbibe universal values.
PO3	PO4	PO5	PO6	PO7
3	3	3	3	3
3	3	3	3	3

3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO
	Sermonize		https://www.youtube.com/watch?v=Wk607ruc8P0	CO1
	Group Discussion		https://www.youtube.com/watch?v=2E6J3vh-8PU	CO1

				CO1
https://quizizz.com/admin/quiz/6013bfd307489001b6ffd18/project-management-methodologies			https://www.youtube.com/watch?v=Qh3bw86jJUQ&list=PLyqSpQzTE6M88imldbh5qcexw-qXNikWR&index=10	CO1
	Flipped Classroom			CO1
	Brainstorming			CO1
	Lecture and Stimulate discussion		https://www.youtube.com/watch?v=mR80W6fyLk&list=PLLy_2iUCG87AUusGVo2wsXvRZ4zlbKUU&index=6	CO1,CO3

https://quizizz.com/admin/quiz/5ba01d1b6f40840019bdf3b0/phases-of-the-project-life-cycle				CO1,CO3
	Extempore			CO1
	Group Discussion			CO1

				CO1
https://study.com/academy/practice/quiz-worksheet-monitoring-controlling-phase-of-pm.html				CO1
	Brainstorming			CO1
Assignment 1				CO1

	Brainstorming		https://www.youtube.com/watch?v=bpKYcASQyZI	CO2
	Viva Voce			CO2
	Group Discussion			CO2

https://quizizz.com/admin/quiz/5cbd474229a16f001a2ff4a0/pert-and-cpm				CO2
				CO2
https://quizizz.com/admin/quiz/5f9f526e3d3c19001bd1e16a/project-management-is			https://www.youtube.com/watch?v=beFe8NoTSlA	CO2
	Brainstorming			CO2

https://www.questionpro.com/blog/market-research-questions/				CO2
				CO2
	Group Discussion		https://www.youtube.com/watch?v=P9AKULs4Mxg	CO2
	Debate on market planning or the role of project managers in team dynamic			CO2

https://quizizz.com/admin/quiz/5e65c684b3e323001b743481/project-scheduling-and-network-diagram			https://www.youtube.com/watch?v=RjOA7AxOVj8&list=PLLy_2iUCG87AUusGVo2wsXvRZ4zIbbKUu	CO2
https://quizizz.com/admin/quiz/5f571061173e8d001b3e2afc/unit-4-network-analysis-dem?fromSearch=true&source=null				CO2
			https://youtu.be/IIQClWZzMA	CO2

https://quizizz.com/admin/quiz/63ff6ef231af66001e073453/cma-490-chapter-3-review-the-critical-path-method?fromSearch=true&source=null			https://youtu.be/EBmJQ3qhoYk	CO2
Assignment 2				CO2
	Viva Voce			CO2
https://quizizz.com/admin/quiz/5ee85d597880eb001c55768e/long-term-sources-of-finance?source=MainHeader&page=QuizPage&searchLocale=&fromSearch=true			https://www.youtube.com/watch?v=RjOA7AxOVj8&list=PLLy_2iUCG87AUusGVo2wsXvRZ4zIbbKUu	CO2

			https://www.youtube.com/watch?v=SweUQgSPWrA&list=PLLy_2iUCG87AUusGVo2wsXvRZ4zIbbKUu&index=18	CO3
	Individual Presentation			CO3
				CO3
https://study.com/academy/practice/quiz-worksheet-debt-financing.html				CO3

			https://www.youtube.com/watch?v=6cCaY3zBhcs	CO3
	Brainstorming			CO3
Numerical Problem Solving			https://www.youtube.com/watch?v=mgtglxZNi-Q	CO3
Numerical Problem Solving	Flipped Classroom			CO3

Numerical Problem Solving			https://youtu.be/wS_WG8I3IAk	CO3
Numerical Problem Solving	Group Discussion		https://youtu.be/q_QZzniLW5g	CO3
https://quizizz.com/admin/quiz/5ad643dbdc6223001ae0d848/project-management?source=MainHeader&page=QuizPage&searchLocale=&fromSearch=true				CO3

				CO3
Assignment 3				CO3
	Viva Voce			CO3

Class test				CO3
https://quizizz.com/admin/quiz/5f1016a1f22a5d001b644c74/spm-chapter-1-project-evaluation				CO4
	Brainstorming			CO4
	Individual Presentation			CO4

https://quizizz.com/admin/quiz/60983c0382b28a001c2c50ad/project-monitoring-control			CO4
			CO4
		https://www.youtube.com/watch?v=fYldtYduxuQ&list=PLLy_2iUCG87AUusGVo2wsXvRZ4zIbbKUu&index=28	CO4
		https://www.youtube.com/watch?v=k_03eqtAEOA	CO4
https://quizizz.com/admin/quiz/598ba6f6a78a541000ea5157/wk-7-economics-cost-benefit-analysis			CO4
			CO4

https://quizizz.com/admin/quiz/5f9f526e3d3c19001bd1e16a/project-management-is				CO4
	Group Discussion			CO4
	Viva Voce			CO4
Class test				CO4

Graw Hill Education Company.

ers.

1.

0	Credits	4		

Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.
PO8	PSO1	PSO2	PSO3	PSO4
3	3	3	3	3
3	3	3	3	3

3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
Class material	Additional Material	Mode of Assessment	References	
PPT		Class Observation and answer	https://www.teamgant.com/project-management-guide/what-is-project-management	
PPT	Research Paper	Class Participation through Group Discussion	https://journals.sagepub.com/doi/abs/10.1177/875697280503600202	

PPT	PDF Notes	Class Participation through Case Study	Jeffrey K. Pinto - Project Management_ Achieving Competitive	
PPT	e-Book	Class Observation and answer		
PPT	Article	Class participation through field project		
PPT	Research Paper	Class Observation and answer	https://www.sciencedirect.com/science/article/abs/pii/S0263786306001220	
PPT	PDF Notes	Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT	PDF Notes	Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT	e-Book	Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT	PDF Notes	Class Participation through Group Discussion	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT			Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Observation and answer	Gary R. Heerkens, Project Management, 2001	
PPT		Assignment 1	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT		Class participation through field project	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT	e-Book	Viva Voce	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT	PDF Notes	Quiz	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Participation through Case Study	Gary R. Heerkens, Project Management, 2001	
PPT	PDF Notes	Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Performance	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT	e-Book	Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Case Study	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Participation through Group Discussion	Gary R. Heerkens, Project Management, 2001	
PPT		Class participatio through Debate	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT		Class participation through Quiz	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT	Pdf Notes	Class participation through Quiz	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Participation through Case Study	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Assignment 2	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Viva Voce	Gary R. Heerkens, Project Management, 2001	
PPT		Class participation through Quiz	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT	e-Book	Class participation through field project	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT	PDF Notes	Class Performance	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Case Study	Gary R. Heerkens, Project Management, 2001	
PPT		Class participatio through Case Study	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT		Assignment 3	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc (2019)	
PPT	Class Performance	Class Performance	Gary R. Heerkens, Project Management, 2001	
PPT	Student PPT	Class Performance	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc (2019)	
PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc (2019)	

PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Participation through Group Discussion	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class participation through Quiz	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Assignment 3	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Observation and answer through Viva-Voce	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	

PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class participation through Quiz	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
PPT		Class Observation and answer	Jeffrey K. Pinto - Project Management_ Achieving Competitive Advantage- Pearson Education, Inc. (2019)	
STUDENT PPT		Class Performance through individual presentation	Jeffrey K. Pinto - Project Management_ Achieving Competitive	

		Class participation through field project		
		Class Observation and answer		
		Class Observation and answer		
	Research Paper	Class Observation and answer		
		Class participation through Quiz		
PPT		Class participatio through Case Study	Gary R. Heerkens, Project Managemement, 2001	

PPT		Class participation through Quiz	Gary R. Heerkens, Project Management, 2001	
PPT		Class Observation and answer	Gary R. Heerkens, Project Management, 2001	
		Class Observation and answer		
		Class Observation and answer		

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDR

Programme Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)
Course Code:	BBA-304	Course Name:	Digital Marketing

Objective: This course aims at creating an understanding of the concepts and technic

Course Outcome & Mapping, Course Articulation

		CO1	Interpreting the concept of Digital Marketing.
		CO2	Assess the online buyer behavior and models.
		CO3	Explore Digital promotional techniques.

		CO4	Acquire skills to take various decisions related to online marketing.
		CO5	Attain skills to exploit the opportunities of this medium to support the organization's marketing activities.
			Course Articulation (Average)
Sr. No.	Lecture No.	Unit No.	Topic
1	L1	1	Introduction about the course, Contents, need and purpose of studying the course
2	L2	1	Meaning, History Advantages and objectives of Digital marketing
3	L3	1	Difference between Digital marketing and traditional marketing
4	L4	1	Tools and techniques of digital marketing
5	L5	1	B2B Marketing
6	L6	1	B2C Marketing
7	L7	1	Internet marketing strategy

8	L8	1	Steps of internet marketing strategy
9	L9	1	SWOT analysis
10	L10	1	Clearing all doubts- unit 1 and discussion of previous
11	L11	1	Test 1
12	L12	1	Presentation by students
13	L13	1	Activity in digital marketing
14	L14	2	The Marketing Mix
15	L15	2	7 P's in online context
16	L16	2	Introduction of online buyer behaviour
17	L17	2	Factors affecting online buyer behaviour
18	L18	2	understanding site user requirement
19	L19	2	Planning website design

20	L20	2	Intergrated internet marketing communication
21	L21	2	Tools of integrated internet marketing communication
22	L22	2	Tools of integrated internet marketing communication
23	L23	2	Clearing all doubts- unit II and discussion of previous years question papers
24	L24	2	Test 2
25	L25	2	Activity in Digital Marketig
26	L26	2	Individual presentation by students
27	L27	3	Introduction to digital promotion techniques
28	L28	3	E-mail marketing
29	L29	3	Permission marketing
30	L30	3	Online PR

31	L31	3	Interactive Advertising
32	L32	3	Online partnerships
33	L33	3	Viral marketing
34	L34	3	Blogs
35	L35	3	SEO
36	L36	3	SEM
37	L37	3	Website optimization
38	L38	3	content marketing
39	L39	3	Revision of unit III
40	L40	3	Clearing doubt of unit III
41	L41	3	Test - 3
42	L42	3	Individual presentation by students

43	L43	3	Activity in digital marketing
44	L44	4	Introduction to social media marketing
45	L45	4	Designing content for social media marketing
46	L46	4	campaign management
47	L47	4	Tracking SMM performance
48	L48	4	Mobile marketing
49	L49	4	Mobile Apps
50	L50	4	Tracking mobile marketing
51	L51	4	Web-analytics
52	L52	4	Types of web-analytics
53	L53	4	Tools of Web-analytics
54	L54	4	Clearing all doubts of unit-4
55	L55	4	Test-4
56	L56	4	Individual presentation by students
57	L57	4	Previous years question papers

58	L58	4	Clearing all doubt of entire syllabus
59	L59	4	Activity in project management
60	L60	4	Revision

Suggested Readings (Latest Editions):

1. **Chaffey, D.**, Ellis-Chadwick, F., Johnston, K. and Mayer, R., *Internet Marketing*, Pearson Education, 2006.
2. **Strauss, Judy and Frost, Raymond**, *E-Marketing*, PHI Learning Pvt. L
3. **Roberts, M.L.**, **Internet Marketing, Cengage Learning.**
4. **Hanson, W. and Kalyanam**, *e-Commerce and Web Marketing*, Cengage Learning, 2003.
5. **Shainesh G. and Sheth, Jagdish N.**, **Customer Relationship Management**, Cengage Learning, 2005.
6. **Mohammed, Rafi**, **Internet Marketing: Building Advantage**, Cengage Learning, 2005.

Name of Faculty:	Dr.Chaitali Bhattacharya	
	Notes	
	1 Credit (Theory)= 15 hrs. in a sem	

APRASTHA UNIVERSITY, NEW DELHI.

		Session:
		Type:

ques of internet and digital marketing so as to exploit the opportunities of this medi

Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making
PO1	PO2	PO3
3	3	3
3	3	3
3	3	3

3	3	3
3	3	3
3	3	3
Sessional Outcome	Experiential Learning	Problem Solving Methodologies
Student will be able to Recognize the purpose of course.		
Student will be able to describe the concept, significance and scope of digital marketing		case study
Student will be able to understand differences between e-marketing and traditional marketing		Two way communication
Student will be able to understand the tools and techniques of digital		
Student will be able to understand role and uses of Business to business marketing		
Student will be able to understand role and uses of Business to consumer marketing		Doubts clearing session
Student will be able to understand need and importance of digital marketing		

Student will be able to understand the various steps involved in the		
Student will be able to understand how to identify opportunities and		
The students will be able to clarify their doubts related	Live start -up Proposal	Doubts clearing session
Student will be able to evaluate themselves		
Student will be able to communicate in front of		
students will get exposure of real scenario of digital marketing	Live project on opportunities and challenges regarding	
student will be able to understand the meaning and importance of marketing Mix		
Students will be able to understand components of marketing mix in context of e-marketing		
Students will be able to comprehend the meaning and need of studying online buyer behaviour		Detailed discussion on each question
Students will be able to understand various factors affecting buyer behaviour who do purchase online.		
Students will be able to understand requirements of site user		two way communication
Student will be able to understand how to design website		

Student will be able to comprehend the concept and objective of integrated internet marketing communication	hands-on session	
Student will be able to understand various tools and technique of integrated internet marketing communication		Case study
Student will be able to understand various tools and technique of integrated internet marketing communication		
Student will be able to understand the pattern of <u>previous exam</u>		Doubts clearing session
Student will be able to evaluate themselves		
students will get exposure of real scenario of digital marketing	live project on determinants of service quality of e-shopping	
Student will be able to improve communication skills		
Student will be able to understand the objective and importance of digital promotion		
Student will be able to understand about e-mail marketing	hands-on session with live example	
Students will be able to understand about <u>permission marketing</u>		Doubts clearing session
Students will be able to understand about online public relation		

Student will be able to understand need and importance of interactive marketing		
Student will be able to understand about online partnerships		
student will be able to understand the need and importance of viral		
Student will be able to understand about blogs		
students will be able to comprehend search engine optimization (SEO)		Case study
students will be able to comprehend search engine marketing (SEM)		
students will be able to understand website optimization		
students will be able to understand essential of content marketing		
Student will be able to recapitulate all the concepts in unit III		
Student will be able to clear their doubts in unit III		Doubts clearing session
Student will be able to evaluate themselves		
Students will be able to improve communication skills		

students will get exposure of real scenario of digital marketing	hands-on session with live example	
Student will be able to understand need and importance of social media marketing		
Student will be able to understand how to design content for SMM		Case study
Students will be able to identify essential for compaign management		
Students will be able to do performance evaluation of SMM	hands-on session	Detailed discussion on each question
students will be able to	hands-on session	
Students will be able to		
Students will be able to do		
Students will be able to understand the concept of web analytics		
Students will be able to understand different types of web-analytics		
Students will be able to understand tools of web-analytics		
Students will be clear their doubts related to unit-4		Doubts clearing session
Student will be able to evaluae themselves		
Students will be able to improve communication skills		
Students will be able to understand the exam patterns of PM		

Students will clear their doubts related to any topic of project management		doubts clearing session
Students will be able to get practical knowledge about the subject		
Students will clear their doubts related to any topic of whole syllabus		

Marketing: Strategy, Implementation and Practice, Pearson Education.
td.

ge Learning.

**Management- A Strategic Perspective, Macmillan India Ltd.
in a Networked Economy, Tata McGraw Hill.**

	1 Credit (Practical)= 30 hrs. in a sem	

TUTE OF ADVANCED STUDIES

RADE 'A' INSTITUTE

COURSE PLAN

2022-23	L	4	T/P
Core			

um to support the organization's marketing activities

Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.	Appreciate inclusivity towards diverse culture and imbibe universal values.
PO4	PO5	PO6	PO7
1	3	3	3
1	3	3	3
3	3	3	3

2	3	3	3
2	3	3	3
1.8	3	3	3
Participative Learning	Mode of Delivery	ICT Tools	Mapping with CO
Brainstorming		E-Book/Online research papers	CO1
		E-Book/Online research papers	CO1
Group Discussion		E-Book/Online research papers	CO1
Quiz		E-Book/Online research papers	CO2
		E-Book/Online research papers	CO2
		E-Book/Online research papers	CO2
Role play		E-Book/Online research papers	CO2

		E-Book/Online research papers	CO2
		E-Book/Online research papers	CO2
Brainstorming		E-Book/Online research papers	CO1,CO2
Lecture, Stimulate discussion		E-Book/Online research papers	CO2
		E-Book/Online research papers	CO2
		E-Book/Online research papers	
		E-Book/Online research papers	
		E-Book/Online research papers	
		E-Book/Online research papers	CO2
Brainstorming		E-Book/Online research papers	CO3
		E-Book/Online research papers	CO3
Lecture, Stimulate discussion		E-Book/Online research papers	CO3

		E-Book/Online research papers	
		E-Book/Online research papers	CO3
quiz		E-Book/Online research papers	CO3
Lecture, Stimulate discussion		E-Book/Online research papers	CO3
		E-Book/Online research papers	CO3
		E-Book/Online research papers	
Lecture, Stimulate discussion		E-Book/Online research papers	CO3
Group Discussion		E-Book/Online research papers	CO3
Lecture, Stimulate discussion		E-Book/Online research papers	CO3
Lecture, Stimulate discussion		E-Book/Online research papers	CO3
Brainstorming		E-Book/Online research papers	CO3,CO4

		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
Lecture, Stimulate discussion		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4
		E-Book/Online research papers	CO3,CO4

quiz		E-Book/Online research papers	
		E-Book/Online research papers	CO4,CO5
		E-Book/Online research papers	CO4,CO5
Brainstorming		E-Book/Online research papers	CO4,CO5
quiz		E-Book/Online research papers	CO4,CO5
		E-Book/Online	CO4,CO5
		E-Book/Online	CO4,CO5
		E-Book/Online	CO4,CO5
Lecture, Stimulate discussion		E-Book/Online research papers	CO4,CO5
Brainstorming		E-Book/Online research papers	CO4,CO5
		E-Book/Online research papers	
		E-Book/Online research papers	CO4,CO5
Lecture, Stimulate discussion		E-Book/Online research papers	CO4,CO5
		E-Book/Online research papers	CO4,CO5
		E-Book/Online research papers	CO6

Lecture, Stimulate discussion		E-Book/Online research papers	CO6
Brainstorming		E-Book/Online research papers	CO6
viva-voce		E-Book/Online research papers	CO6

0	Credits	4

Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Demonstrate strategic and proactive thinking towards business decision making.
PO8	PSO1	PSO3
2	3	3
3	3	3
3	3	3

PPT/Notes	Mohammed, Rafi, Internet marketing, TataMcGraw hill	Judy Strass, E- marketing, Pearson publication
PPT/Notes	Mohammed, Rafi, Internet marketing, TataMcGraw hill	Judy Strass, E- marketing, Pearson publication
PPT/Notes	Mohammed, Rafi, Internet marketing, TataMcGraw hill	Judy Strass, E- marketing, Pearson publication

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTHA UNIVE

Programme Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)
Course Code:	BBA-306	Course Name:	International Business Management

Objective: The course is aimed at providing exposure and making the students aware about the role o

Course Outcome & Mapping, Course Articulation

		CO1	To understand the trade dynamics and the country's position in the international markets
		CO2	Develop an understanding of International Business.
		CO3	Develop capability to use international business concepts in real business decision making.
		CO4	To evaluate and apply business strategies in International market conditions.
			Course Articulation (Average)

Sr. No.	Lecture No.	Unit No.	Topic
1	L1	1	Introduction to IB
2	L2	1	Concept of International Business
3	L3	1	Nature of International Business
4	L4	1	Challenges and Oppotunities of IB
5	L5	1	International Competitive Advantage
6	L6	1	Nature, Meaning and Importance of Internnational Competitiveness
7	L7	1	Multi-dimensional View of Competition
8	L8	1	International Monetary Systems and Financial Markets
9	L9	1	World Bank, IMF
10	L10	1	IBRD, IFC

11	L11	1	IDA
12	L12	1	Existing Interenational Agreements
13	L13	1	Globalisation and Foreign Investment
14	L14	1	Introduction to FDI
15	L15	1	National FDI Policy Framework
16	L16	1	FPI
17	L17	1	Case Study Discussion on McDonald's FDI
18	L18	1	Presentation of Unit I
19	L19	2	Globalisation
20	L20	2	Impact of Globalisation
21	L21	2	Technology and its Impact of Globalisation

22	L22	2	Enhancing Technological Capabilities
23	L23	2	Technology Generation
24	L24	2	Technology Transfer, Diffusion
25	L25	2	Dissemination and Spill Over
26	L26	2	Rationale for Globalization
27	L27	2	Liberalization and Unification of World Economy
28	L28	2	International Business Theories
29	L29	2	Trade Barriers
30	L30	2	Tariff and Non-tariff Barriers
31	L31	2	Case Study Discussion
32	L32	2	Quiz on Unit II

33	L33	3	Structure of Global Organisations
34	L34	3	Types of Strategies used in Strategic Planning for Achieving Global Competitive Advantage
35	L35	3	Financial Integration
36	L36	3	Cross Border Mergers and Acquisitions
37	L37	3	Case Study Discussion
38	L38	3	Presentation of Unit III
39	L39	3	Quiz on Unit III
40	L40	3	Revision of Unit III
41	L41	4	Managing Diversity within and Across Culture
42	L42	4	Country Risk
43	L43	4	Macro Environmental Risk Assessment
44	L44	4	Need for Risk Evaluation
45	L45	4	Corporate Governance

46	L46	4	Globalisation with Social Responsibilities
47	L47	4	Social Responsibility with TNCs
48	L48	4	Recent Development in CSR
49	L49	4	Policy Implication in CSR
50	L50	4	Global HRM
51	L51	4	Selection and Development in HRM
52	L52	4	rewarded with favourable reviews and bonuses in line with their performance and contribution to the organisation
53	L53	4	Motivating Employees in the Global Context
54	L54	4	Managing Groups Across Cultures
55	L55	4	Multi-cultural Management
56	L56	4	Case Study Discussion
57	L57	4	Presentation of Unit IV
58	L58	4	Revision of Units I and II
59	L59	4	Revision of Units III and IV
60	L60	4	Question- Answer Round

Suggested Readings : (Latest Editions)

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill
2. John O. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business
5. P Subba Rao, International Business Text and Cases, Himalaya Publishing house
6. Anant Sundaram, The International Business Environment, PHI New Delhi, Eastern Economy

Name of Faculty:	Prof.(Dr.) Monika Mehrotra	
Notes		
1 Credit (Theory)= 15 hrs. in a sem		

TECNIA INSTITUTE C

GRADE 'A

COUF

RSITY, NEW DELHI.

of IB in business enterprises and government enterprises

Apply knowledge of various functional areas of business	Develop communication and professional presentation skills
PO1	PO2
3	3
3	3
3	3
3	3
3	3

Sessional Outcome	Experiential Learning
Recognize the purpose of course- International Business	
Describe the various driving forces that lead the International Business	Find out 5 Top Business Organization in Delhi and their International business
Understanding the nature of IB	Visit Haldiram & Sons shops and indentify their international business oprations
Understanding different challenges and opportunities of IB for the govt. and domestic companies	
Analysing different competitive advantages of the domestic companies and the govt in global perspective	Pratical implementation between Finland and India
Understand theNature, Meaning and Importance of Internnational Competitiveness for an international organization	WTO and its policies on development countries
Understand the economical environment and its impact on decision making for an international organization	WTO and AOA
Understand the Monetary Systems and Financial Markets in international market	IMF and Indian loan status
Analysing and evaluating the activities and importance of World Bank anf IMF	WB and its policies for developing countries
Analysing and evaluating the activities and importance of IBRD, IFC	

Understanding the meaning and system of International Development Authorities that can be helpful in attaining the relevant goals of any organization	Top 10 Currencies and TOT
Understand and apply the international trade agreements that can be helpful in attaining the relevant goals of any organization	Find out Hero-Honda Mergers and its impact on international business in India
Analysing the globalisation and types of foreign investment for an organization and a country	Visit Yes Bank branch in Delhi and analyse its operation in India
Understand the Foreign Direct Investment model that can be helpful in taking relevant decisions for an international organization	Find out the Promotions of Green FDI in India
Understand the Foreign Portfolio Investment framework that can be helpful in taking relevant decisions for a country	Covid-19 and Indian trade decisions with China
Understanding the types, importance of Foreign Portfolio Investment for a nation and an international organisation	
Understand the Foreign Portfolio Investment framework that can be helpful in taking relevant decisions for a country	Case Study Discussion on McDonald's FDI
Presentation of Unit I	
Understand how to implement global strategy	India in 1990's and effects of globalization
Analyze the international competitive advantage theory and its relevance in international trade	Prestige pricing (Apple) and its competitive advantage
Understand and analyze the concept of international strategic alliances and their relative importance in the survival of an organization	A live study of Red Bull and GoPro

Understand and analyze the reasons behind global mergers and acquisitions that take place around the world and its importance in the international trade	Starbucks and Barnes & Noble mergers
Analyze and evaluate the various organization design structures and assess their relative benefits for an organization	Find out the organization design structures and assess of ZARA in Dehli NCR
Remember the various concepts studied	
Understand the concept and importance of cross cultural Management	Review of South-South Cooperation: A Case Study of Chinese Projects in Angola
Understand the Rationale for Globalization	
Understand the model of Liberalization and Unification of World Economy	
Understand the model and analyze its application for the betterment of the employees in the organization	
Analyse and evaluate the concepts of global marketing management and the benefits derived to an organization	
Analyse and evaluate the concepts of global operations and supply chain management and the benefits derived to an organization	
Analyse and evaluate the concepts of global operations and supply chain management and the benefits derived to an organization	
Analyse and evaluate the concepts of global human resource management and the benefits derived to an organization	

Analyse and evaluate the concepts of global human resource management and the benefits derived to an organization	
Analyse and evaluate the concepts of global financial management and the benefits derived to an organization	
Remember the various concepts studied	
Understanding the Cross border Mergers and Acquisitions for a nation and any organisation	
Understanding the Cross border Mergers and Acquisitions for a nation and any organisation	
Understand the concept of CSR and its application in international business organization	
Evaluating the preparation of Unit III	
Doubt clearing of Unit III	
Understand the concept and implications of international negotiations and cross-cultural communication	
Analyse and evaluate the future of international business	Mapping five decades of international business and management research on India: A bibliometric analysis and future directions
Understand the emerging concepts of international business	
Understand the emerging concepts of international business	
Understanding the to facilitate effective, entrepreneurial and prudent management that can deliver the long-term success of the company	

Understanding the increasing pressure on environment and resource, labour relations and work conditions, human rights and community development	
Understanding a multilayered environment of societal requirements and expectations	
Better brand recognition. positive business reputation. increased sales and customer loyalty. operational costs savings	
Better brand recognition. positive business reputation. increased sales and customer loyalty	
Understanding the themselves immune to transactions across geographical boundaries are connected to the wider network globally	
Understanding the process of offering employment to a qualified candidate	
Understanding the process of rewarding the employees with favourable reviews and bonuses in line with their performance and contribution to the organisation	
Analysing and categorising the Jobs and levels may have a dramatic effect on motivation and may well offset cultural considerations	
Understanding te people in different parts of the world have different cultures, and when they come together	
Understanding the multicultural issues will impact individual career outcomes as well as organizational effectiveness	
Better brand recognition. positive business reputation. increased sales and customer loyalty. operational costs savings	
Clearing the doubts of Unit IV	
Discussing about the doubts of Unit I and II	
Discussing about the doubts of Unit III and IV	
Evaluating all the units	

Hill, New Delhi,

ny Edition

1 Credit (Practical)= 30 hrs. in a sem	

OF ADVANCED STUDIES

A' INSTITUTE

RSE PLAN

Session:	2022-23	L	4
Type:	Core		

Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.
PO3	PO4	PO5	PO6
3	3	3	3
3	3	3	3
3	3	3	3
3	3	3	3
3	3	3	3

Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools
Group Discussion	Critical Thinking		PPT
Group Discussion			PPT
Group Discussion			PPT
Newspaper Article			PPT
Newspaper Article	Flipped Classroom		PPT
Newspaper Article	Flipped Classroom		PPT
Newspaper Article	Flipped Classroom		PPT
Discussion			PPT
Discussion			PPT
Newspaper Article	Group Discussions		PPT

Discussion			Youtube
Group Discussion	Discussion through examples and Practical Problems		PPT
Discussion	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Case Study	Discussion through examples and Practical Problems		https://www.youtube.com/watch?v=XzckUgHLoiY
Presentation	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Group Discussion	Discussion through examples and Practical Problems		https://referalrock.com/blog/strategic-alliance-examples/

Discussion and Problem Solving	Example based Discussion		PPT
Group Discussion	Example based Discussion		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Example based Discussion		https://www.researchgate.net/figure/Project-Cross-Cultural-Management_fig1_263010792
Group Discussion	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Group Discussion	Example based Discussion		PPT
Case Study	Example based Discussion		https://www.youtube.com/watch?v=lpZ04gs6Hl8
Quiz	Example based Discussion		PPT

Discussion and Problem Solving	Example based Discussion		PPT
Group Discussion	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		https://www.youtube.com/watch?v=BbKsrFjQPyyw
Discussion and Problem Solving	Example based Discussion		https://www.youtube.com/watch?v=BbKsrFjQPyyw
Case Study	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Quiz	Example based Discussion		PPT
Discussion and Doubt Clearing	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Discussion and Problem Solving	Example based Discussion		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT

Group Discussion	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Group Discussion	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Group Discussion	Discussion through examples and Practical Problems		PPT
Discussion and Problem Solving	Discussion through examples and Practical Problems		PPT
Case Study	Discussion Practical Problems		https://www.youtube.com/watch?v=jR3enpv0xu0
Presentation of Unit IV	Presentation and Discussion		PPT
Discussing and Doubt Clearing	Doubt Clearing		PPT
Discussing and Doubt Clearing	Doubt Clearing		PPT
Quiz	Question- Answering		PPT

T/P	0	Credits	4		

Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.
PO7	PO8	PSO1	PSO2	PSO3	PSO4
3	3	3	3	3	3
3	3	3	3	3	3
3	3	3	3	3	3
3	3	3	3	3	3
3	3	3	3	3	3

Mapping with CO	Class material	Additional Material	Mode of Assessment	References	
CO1	NPTel Lectures: https://www.youtube.com/watch?v=aCi3pBHVYBE	Class Notes	Group Discussions		
CO1	NPTel Lectures: https://www.youtube.com/watch?v=aCi3pBHVYBE	Class Notes	Group Discussions		
CO1	Tecnia TV Lectures: https://www.youtube.com/watch?v=RDSHLKdlwz8	Class Notes	Group Discussions		
CO1	Tecnia TV Lectures: https://www.youtube.com/watch?v=RDSHLKdlwz9	Class Notes	Group Discussions		
CO1	Presentation	Class Notes	Class Room Observation		
CO1	Presentation	Class Notes	Class Room Observation		
CO1	Presentation	Class Notes	Class Room Observation		
CO1	Presentation	Class Notes	Group Discussions		
CO1	Presentation	Class Notes	Group Discussions		
CO1	Presentation	Class Notes	Group Discussions		

CO1	https://www.youtube.com/watch?v=vjMnuxaFkGc	Class Notes	Group Discussions		
CO1	https://www.youtube.com/watch?v=vjMnuxaFkGc	Class Notes	Class Room Observation		
CO1	Discussion	Class Notes	Class Room Observation		
CO1	Discussion	Class Notes	Class Room Observation		
CO1	Discussion	Class Notes	Class Room Observation		
CO1	MCQs	Class Notes	MCQ		
CO1	Presentation	Class Notes	Class Room Observation		
CO1	Presentation	Class Notes	Class Room Observation		
CO2	Presentation	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Class Room Observation		

CO2	Discussion	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Class Room Observation		
CO2	MCQs	Class Notes	MCQ		
CO2	Discussion	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Numerical Problems		
CO2	Discussion	Class Notes	Numerical Problems		
CO2	Discussion	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Class Room Observation		
CO2	Discussion	Class Notes	Class Room Observation		

CO3	Discussion	Class Notes	Class Room Observation		
CO3	Discussion	Class Notes	Class Room Observation		
CO3	MCQs	Class Notes	MCQ		
CO3	Presentation	Class Notes	Class Room Observation		
CO3	Presentation	Class Notes	Class Room Observation		
CO3	Presentation	Class Notes	Class Room Observation		
CO3	Presentation	Class Notes	Class Room Observation		
CO3	Presentation	Class Notes	Class Room Observation		
CO4	Presentation	Class Notes	Class Room Observation		
CO5	Tecnia TV: https://www.youtube.com/watch?v=qoBbY7RuPS0	Class Notes	Class Room Observation		
CO4	Presentation	Class Notes	Class Room Observation		
CO3	Presentation	Class Notes	Class Room Observation		
CO2	MCQs	Class Notes	MCQs		

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWAF

Programme Code:	017	Programme:
Course Code:	BBA-308	Course Name:

Objective: The course aims to acquaint the students

Course Outcome & Mapping, Course Ar

		CO1
		CO2
		CO3
		CO4
Sr. No.	Lecture No.	Unit No.
1	L1	1

2	L2	1
3	L3	1
4	L4	1
5	L5	1
6	L6	1
7	L7	1
8	L8	1
9	L9	1
10	L10	1
11	L11	1
12	L12	1
13	L13	1
14	L14	1
15	L15	1

16	L16	2
17	L17	2
18	L18	2
19	L19	2
20	L20	2
21	L21	2

22	L22	2
23	L23	2
24	L24	2
25	L25	2
26	L26	2
27	L27	2
28	L28	2
29	L29	2
30	L30	2
31	L31	2
32	L32	3
33	L33	3
34	L34	3
35	L35	3
36	L36	3

37	L37	3
38	L38	3
39	L39	3
40	L40	3
41	L41	3
42	L42	3
43	L43	3
44	L44	4
45	L45	4
46	L46	4
47	L47	4
48	L48	4

49	L49	4
50	L50	4
51	L51	4
52	L52	4
53	L53	4
54	L54	4
55	L55	4
56	L56	4
57	L57	4
58	L58	4
59	L59	4
60	L60	4
	Suggested Readings (Latest Edition)	
	1. Kazmi, Azhar, Strategic Management	
	2. Kachru U, Strategic Management	
	3. Dhir S, Cases in Strategic Management	
	4. Walker, Gordon, Marketing Strategy	
	5. Weelen, Concepts in Strategic Management	
	6. Fred, David, Strategic Management	
	Name of Faculty:	Dr.Rubeena Bano
	Notes	
	1 Credit (Theory)= 15 hrs. in a sem	

UNIVERSITY OF GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI.

BACHELOR OF BUSINESS ADMINISTRATION (BBA)	
Business Policy and Strategy	

with the nature, scope and dimensions of Business Policy and Strategy Management Process.

Articulation

	Apply knowledge of various functional areas of business
	PO1
Describe the concept of Business Policy, its evolution and strategic management.	3
Perform the SWOT analysis.	3
Develop skills to formulate various strategies in different Business portfolio models.	3
Discover the issues in Strategy Implementation.	3
Course Articulation (Average)	3
Topic	Sessional Outcome
Nature and scope of business policy	student understand the objectives and importance of business in modern society and identify different types of business activities

Importance of Business Policy	students will able to ensure that the business operates at maximum efficiency
Forecasting,	Students will able to created to predict the future, making them important for planning
Long-Range Planni ng	understand setting long-term goals and objectives for your business or project to ensure its growth and sustainability
Strategic Plan ning and Strategic Management	students will produce a real and complete and executable strategy and understand the concept
Strategic Management Process	student will able to understand the steps a leader can use to help achieve better business outcomes
Formulation Phase - Vision, Mission	student will able to understand analytical process of selection of the best suitable course of action to meet the organizational objectives and vision.
Objectives of business policy	explain how to improve brand and reputation. To grow production size to meet demand
Strategy of business policy	Business policy and strategy is a set of managerial decisions and actions that determines the. long run performance
Implementation phase	implementation outcomes describe the intentional actions to deliver a policy or an intervention
Strategic Activities	prioritizing technical activities and implementations over preparing for management activities
Evaluation and Control	aim to get a return on investment (ROI) through cost-effective and time-efficient training sessions.
Revision	manage time more effectively when revising and in the exam itself
Previous years Question papers	
Test	the learner will understand concepts, rules or procedures.

Introduction of Environmental Analysis	identify internal and external elements that can either negatively or positively impact their business.
Environmental Analysis Need and Characteristics	described in terms of the strengths and weaknesses existing in the internal environment
Categorization of Environmental Factors	informed categorization decision-making process would determine investment-level categorization,
Approaches to the Environmental Scanning	monitoring an organization's relevant environment to identify opportunities and threats affecting their business
Structural Analysis of Competitive Environment	Gaining Advantages by Understanding the Competitive Environment & Using SWOT for Strategic Analysis.
ETOP a Diagnosis Tool	students would be able to understand technique to structure the environment for fundamental business analysis

Analyses of Internal Resources	strengths and weaknesses focuses on internal factors that give an organization certain advantages and disadvantages
Strengths and Weakness and Resource Audit	internal strategic analysis technique used to understand the current state of an organisation's resources and competencies
Strategic Advantage Analysis:Value-Chain Approach to Internal Analysis	defines the various business activities and processes involved in creating a product or performing a service.
Methods of Analysis and Diagnosing Corporate Capabilities Functional Area Profile	understanding of the company's capabilities is thus the basis for corporate strategy development
Matrix, Strategic Advantage Profile	Internal Environment Understanding ,Strengths and Weaknesses Synergy and its Effects ,Competencies
SWOT analysis.	framework used in a business's strategic planning to evaluate its competitive positioning in the marketplace
Mckinsey's 7s Framework	circumstances where changes are being brought into the organization
Revision	to clear doubts and prepare for examinations
Previous years Question papers	
Test	
Formulation of Corporate Strategies	to develop a strategic mission A strategic mission is a foundational statement
Approaches to Strategy formation	Strategy formulation is often referred to as strategic planning or long-range planning.
Major Strategy options Stability	the Stability Strategy is adopted when the organization attempts to maintain its current position
Growth and Expansion: Concentration	Concentration strategy has three major types; market penetration, market development, and product development.
Integration , Diversification	by advancing a definition that encompasses two related dimensions of diversification

Internationalization	assessing student learning outcomes, enhancement of the quality of education
Cooperation and Digitalization	understand the processes of transition toward non-physical information storage, transmission and processing by using digital technologies
Retrenchment	understand the strategy and consequences
Combination Strategies.	employed by a company when it tries to achieve several business objectives
Revision	student will clear the doubts
Previous years Question papers	students will able to prepare their syllabus with reference of last year paper
Test	students will able to prepare their syllabus with reference of last year paper
Choice of Business Strategic	Student will able to predetermined targets that organizations plan to achieve in a specific amount of time.
BCG Model; Stop-Light Strategy Model	to strategy, helping leaders match their approach to their particular business environment and execute strategy effectively
Stop-Light Strategy Model	student will be able to understand the model procedure involving a computer analog of a stoplight, was evaluated for assessing risk taking in humans
Directional Policy Matrix (DPM) Model	used to classify and categorise an organisation's business activities in terms of its strengths, capabilities or market position
Matrix and Profit Impact of Market Strategy	uses empirical data to try to determine which business strategies make the difference between success and failure

(PIMS) Model	findings provide useful insights for the process of strategy development and implementation.
Major Issues involved in the Implementation of Organizational Cultural Behavioural factors	sum total of the activities and choices required a crucial purpose of culture is to help orient its relating to the person, including: physical
Organization Structure	to integrate into one model management and
Role of Leadership	he climate of a workplace. Inspiring team members. Setting values for their team.
Introduction of Environmental Management System	management tool that establishes policy and procedures relating to environmental issues and enables continuous improvement
Impact of environmental Management System	framework that helps an organization achieve its environmental goals through consistent review, evaluation, and improvement of its environmental performance
Revision	student will clear the doubts
Previous years Question papers	students will able to prepare their syllabus with reference of last year paper
Previous years Question papers	students will able to prepare their syllabus with reference of last year paper
Test	Student will able to write and explain

ions):

gement, McGraw Hill Education Company.

ent, McGraw Hill Education Company.

agement, McGraw Hill Education Company.

ategy, McGraw Hill Education Company.

Management and Business Policy, Pearson Education.

ement: Concepts and Cases, Prentice hall of India.

	1 Credit (Practical)= 30 hrs. in a sem

NIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

	Session:	2022-23	L	4
	Type:	Core		

Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.
PO2	PO3	PO4	PO5	PO6
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools
		Group Discussion		https://www.youtube.com/watch?v=QEILU7nRL3Y

Case Study		Individual participation		https://www.youtube.com/watch?v=QEILU7nRL3Y
		Group Discussion		https://www.youtube.com/watch?v=TXggAJUbl3k
		Individual participation		
Case Study		Extempore		https://www.youtube.com/watch?v=VcWI3WVXmFk
		Extempore		https://www.youtube.com/watch?v=HQ6348u6o08
				https://www.youtube.com/watch?v=h1GfHLmfCvs
		flip class		
Case Study: The Business Strategy of Apple		Individual participation		https://www.youtube.com/watch?v=SJZUp05IGr4
	https://www.proprofs.com/quiz-school/story.php?title=quiz-ecosystems	Individual participation		https://www.youtube.com/watch?v=G3cyuD-rw2w
Competitive Game				https://www.youtube.com/watch?v=gFK4bYsGI2g
		Debate		https://www.youtube.com/watch?v=KD2tWIsJcvk
		Individual participation		

	https://www.jagranjosh.com/general-knowledge/gk-questions-with-answers-on-environment-and-ecology-biodiversity-set-i-1465897172-1	Individual participation		https://www.youtube.com/watch?v=VY1Ftqknnls
	https://www.jagranjosh.com/general-knowledge/gk-questions-with-answers-on-environment-and-ecology-biodiversity-set-i-1465897172-1			https://www.youtube.com/watch?v=VY1Ftqknnls
		class discussion		https://www.youtube.com/watch?v=ftsqD6eWZEQ
Case Study				https://www.youtube.com/watch?v=MsDRWeUenjk
		Group Discussion		https://www.youtube.com/watch?v=uTShRx74sFE
				https://www.youtube.com/watch?v=MSAF6YIBgTE

		corporate philanthropy		https://www.youtube.com/watch?v=MSAF6YIBgTE
		flip class		https://www.youtube.com/watch?v=HorWKZQdzj4
CASE STUDY ON VALUE ANALYSIS				https://www.youtube.com/watch?v=SI5IYaZaUlg
		Role plays		https://www.youtube.com/watch?v=toAOLbNsU-g
				https://www.youtube.com/watch?v=DFNJypMOIMI
		Individual participation		https://www.youtube.com/watch?v=DFNJypMOIMI
		demonstration		https://www.youtube.com/watch?v=DFNJypMOIMI
		Individual participation		
		Role Play		https://www.youtube.com/watch?v=3Qf9ggcYs78
				https://www.youtube.com/watch?v=3Qf9ggcYs78
		Individual participation		https://www.youtube.com/watch?v=RlgWRmqyA4
		role play		https://www.youtube.com/watch?v=xoInFS0vKRE
				https://www.youtube.com/watch?v=LdtJIsYZP8

		Individual participation		https://www.youtube.com/watch?v=OMJfjU0--MM
		flip class		https://www.youtube.com/watch?v=26rh7pjLRyc
		Individual participation		https://www.youtube.com/watch?v=RGovhQN_h2I
				https://www.youtube.com/watch?v=RGovhQN_h2I
		Extempore		
		Individual participation		
		Group Discussion		https://www.youtube.com/watch?v=EWtUZYzj15g
		brain storming		https://www.youtube.com/watch?v=tKO5TpR2UwE
		critical discussion		https://www.youtube.com/watch?v=tKO5TpR2UwE
				https://www.youtube.com/watch?v=34-0c0KrngA
Case Study		Extempore		https://www.youtube.com/watch?v=aOCIMx-TXMM

				https://www.youtube.com/watch?v=aOCIMx-TXMM
				https://www.youtube.com/watch?v=aOCIMx-TXMM
		Individual discussions		https://www.youtube.com/watch?v=aOCIMx-TXMM
case study				
				https://www.youtube.com/watch?v=6woPgZC17xk
		brain storming		https://www.youtube.com/watch?v=oHbTgSqGo5c
				https://www.youtube.com/watch?v=hLlqZMVygAg
		Individual participation		
		Debate		
		Group Discussion		

T/P	0	Credits

Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.
PO7	PO8	PSO1
3	3	3
3	3	3
3	3	3
3	3	3
3	3	3
Mapping with CO	Class material	Additional Material
CO1	Youtube Video	https://www.researchgate.net/publication/343324016 Business Policies And Management Strategies

CO1	PPT Youtube Video	
CO1	PPT, Youtube Video	
CO1	PPT, Youtube Video	https://www.managementstudyguide.com/strategic-management-articles.htm
CO1	PPT, Youtube Video	
CO1	PPT, Youtube Video	
CO1	PPT, Youtube Video	
CO1	PPT, Youtube Video	
CO1	Youtube Video	
CO2	Youtube Video	
CO2	PPT, Youtube Video	
CO2		
CO1	PPT	

CO1 CO2	PPT, Youtube Video	
CO1 CO2	PPT, Youtube Video	
CO2CO3		
CO2 CO3	Youtube video	https://research-methodology.net/theory/strategy/s-wot-analysis/
CO2		
CO2		

CO2		
CO2		
CO2	PPT	
CO2	PPT and Youtube video	
CO2	Youtube video	https://www.linkedin.com/pulse/coca-cola-mckinseys-7-framework-ruwan-weerasundara
CO2	Youtube video	https://www.linkedin.com/pulse/coca-cola-mckinseys-7-framework-ruwan-weerasundara
CO2	Youtube video	https://www.linkedin.com/pulse/coca-cola-mckinseys-7-framework-ruwan-weerasundara
CO2		
CO2		
CO2		
CO3	Youtube video	
CO3		
CO3	PPT and NPTEL	
CO3		https://www.researchgate.net/publication/351706402_Effect_of_different_concentration_of_plant_growth_regulators_on_growth_and_quality_of_green_chilli
CO3	PPT, Youtube video	

CO3	PPT, Youtube video	
CO3	PPT, Youtube video	
CO3	PPT, Youtube Video	https://thebusinessprofessor.com/business-management-amp-operations-strategy-entrepreneurship-amp-innovation/stability-expansion-and-retrenchment-strategies
CO3	PPT, Youtube Video	https://thebusinessprofessor.com/business-management-amp-operations-strategy-entrepreneurship-amp-innovation/stability-expansion-and-retrenchment-strategies
CO3	PPT, Youtube video	
CO3		
CO3		
CO4	Youtube video and student Presentation	
CO4	Youtube video and student Presentation	
CO4	Youtube video and student Presentation	
CO4	Youtube video and student Presentation	
CO4	Youtube video and student Presentation	
CO4	Youtube video and student Presentation	https://www.inc.com/encyclopedia/profit-impact-of-market-strategies-pims.html

CO4	Youtube video and student Presentation	https://www.inc.com/encyclopedia/profit-impact-of-market-strategies-pims.html
CO4	Youtube video and student	
CO3	PPT, Youtube video	
CO4	Youtube video and student	
CO4		
CO4		
CO4		https://www.researchgate.net/publication/274076566 Environmental Management System
CO4		https://www.researchgate.net/publication/222538909 Assessing the Impact of Environmental Management Systems on Corporate and Environmental Performance
CO4		

4			
Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.	
PSO2	PSO3	PSO4	
3	3	3	
Mode of Assessment	References		
Observation, Question and Answer	Strategic Management		

Case study and Student's Presentation			
Viva			
Observation, Question and Answer			
Observation, Question and Answer			
Viva			
Viva			
Viva			
Viva and Student Presentation			
Quiz and Student Presentation			
Student Presentation			
Student Presentation and viva			
Group Presentation, Debate			
Viva			
Viva			

Quiz, debate and presentation			
Quiz, debate and presentation			
QA Session & Student Presentation			
Viva and individual presentation			
QA Session			
QA Session			

QA Session			
Viva			
Assignment based on field report and Group Discussion			
Viva & Student Presentation			
Viva & Student Presentation			
Viva & Student Presentation			
Viva			
Viva			
Viva			
Viva and presentation			
Case study & Presentation			
Presentation & Case study			
Viva & Presentation			
Quiz and GD, Presentation			

Viva & Quiz			
Role Play, Presentation			
Viva & case study			
Viva & case study			
Debate & Quiz			
Class observation through activity, Presentation, role play			
Viva and Debate			
Viva & Quiz			
Viva & Presentation			
Viva & Presentation			
Viva & case study			
Presentation			

AS PER BBA SCHEME & SYLLABUS 2021-2022 ONWARDS GURU GOBIND SINGH INDRAPRASTH

Programme Code:	017	Programme:	BACHELOR OF BUSINESS ADMINISTRATION (BBA)	
Course Code:	BBA-310	Course Name:	Sales and Distribution Management	

Objective: The course aims to impart the knowledge and skills needed to manage the sales for

Course Outcome & Mapping, Course Articulation

				Apply knowledge of various functional areas of business
				PO1
		CO1	The students will be able to apply the knowledge effectively in the fields of Marketing and sales and human resource	3
		CO2	To describe the role of sales training and motivation in sales executive performance	3

		CO3	Develop the understanding of Distribution channel role in remaining competitive in the market.	3
		CO4	To analyze various legal and ethical issues being faced by the sales executive while performing their sales operations	3
			Course Articulation (Average)	3
Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome
1	L1	1	Scope, Importance and Evolution	The student will be able to Know about the Objective & Fundamental of Sales and Distribution.
2	L2	1	Marketing & Selling	The student will be able to Describe the various concept, significance of Marketing and selling.

3	L3	1	Emerging trends in Sales Management	The Student will be able to Emerging trends in Sales Mgmt
4	L4	1	Personal Selling Process and Approaches	The student will be able to Personal Selling Process and Approaches.
5	L5	1	Sales Organization Structure	Student will be able to know about Sales Organization Structure.
6	L6	1	Sales Forecasting	Student will be able to Sales forecasting and Strategies.
7	L7	1	Sales Strategies	Student will be able to Sales forecasting and Strategies.
8	L8	1	Sales Territory	Student will be able to Sales territory design.
9	L9	1	Sales Territory Design	Student will be able to Sales territory design.
10	L10	2	Sales Force Management	Student will be able to know about the SFM.
11	L11	2	Salesforce Job Description	Student will be able to Sales force description.

12	L12	2	Salesforce Recruitment	Student will be able to know about Sales force recruitment.
13	L13	2	Selection & Socialisation	Student will be able to Selection and Socialisation.
14	L14	2	Training Sales Personnel	Student will be able to Training Sales Personnel/Method.
15	L15	2	Salesforce Motivation	Students will be able to know about the Sales Motivation.
16	L16	2	Salesforce Motivation & Compensation	Student will be able to to know about the Compensation and Motivation.

17	L17	2	Sales Quotas and Contests	Student will be able to know about the Sales Quotas and Contests.
18	L18	2	Evaluating Sales Performance	Student will be able to know about the evaluating Sales Performance
19	L19	2	Salesforce Automation	Student will be able to know about Sales automation.
20	L20	3	Distribution Planning	Student will be abl to Able to prepare Planning on distribution & Control.
21	L21	3	Distribution Planning and Control	Student will be abl to Able to prepare Planning on distribution & Control.
22	L22	3	Functions of Intermediaries	Student will be able to know about the Intermediaries.

23	L23	3	Types and Role of Channel Intermediaries in India for Consumer and Industrial Products	Student will be able to Know about the types of Channel Partners
24	L24	3	Channel Design	Student will be able to Know about Channel Design.
25	L25	3	Channel Member Selection	Student will be able to the Channel Member Selection
26	L26	3	Motivation and Evaluation of Intermediaries;	Student will be able to understand Intermediaries
27	L27	3	Managing Channel Dynamics	Student will be able to understand Channel dynamics.
28	L28	3	Relationships and Channel Conflict	Students will be able to Know the Channel Conflict

29	L29	3	Wholesale Structure	Students will be able to know about wholsale Structure.
30	L30	3	Ethical and Legal Issues in Sales and Distribution Management in Indian context	Student will be able to know about Legal Issues in sales & Distributions.
31	L31	4	Ethical and Legal Issues in Distribution Management in Indian context	Student will be able to Know about distribution Mgmt.
32	L32	4	Ethical Issues in Sales and Distribution Management in Indian context	Student will be able to know about Sales & Distributions ethical issues
33	L33	4	Retail Structure	Student will be able to know about Retail Stucture.
34	L34	4	Distribution System and Logistics	Student will be able to Know about distibution system & Logistics

35	L35	4	Physical Distribution System	Student will be able to physical distribution system.
36	L36	4	Physical Distribution	Student will be able to physical distribution system.
37	L37	4	Distribution System - Objectives	Student will be able to know about distribution system s objectives
38	L38	4	Distribution System- Decision Areas	Students will be able to know about decision areas.
39	L39	4	Distribution	Students will be able to distribution
40	L40	4	Customer Service Goals	Student will be able to know about Customer Service goals
41	L41	4	Logistics Planning	Student will be able to know about Logistics Planning.
42	L42	4	An overview of Transportation	Students will be able to know about Transportation.
43	L43	4	Warehousing	Students will be able to understand the Warehousing.
44	L44	4	Packing	Students will be able to understand the Packing.

45	L45	4	Fleet Routing	Student will be able to understand the concept of Fleet Routing.
46	L46	4	Fleet Routing & Loading	Student will be able to understand the Loading
47	L47	4	Efficient Supply Chain Management (SCM)	Student will be able to know about SCM.
48	L48	4	Integration of Sales & Distribution	Students will be able to Know about theIntegration of Sales
49	L49	4	Integration of Sales and Distribution Strategy	Students will be able to Know about Distribution Strategy
51	L51	4	Case Study	Students will be able to experiential learning and creative Learning
53	L53	4	Problem Solving Class	Students will able to clear their doubts
54	L54	4	SCM	Student will be able to know about SCM.
55	L55	4	Sustainable distribution	Student will be able to know about the sustainable distribution

56	L56	4	Integration sales with strategy	Students will be able to Know about Distribution Strategy
57	L57	4		
58	L58	4		
59	L59	4	Discussion of Previous Question Papers	
60	L60	4	Doubts clearance session	

Suggested Readings : (Latest Editions)

1. Still, R. R., Cundiff. E. W.,-Govoni, N., Sales Management Decision Strategies & Cases. P
2. Bert, R. Marketing Channels: A Management View., Cengage Learning, New Delhi.
3. Venugopal, P., Sales and Distribution Management: An Integrative Approach. SAGE Pub
4. Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K., Selling and Sales Management
5. Tanner, J., Honeycutt, E. D., & Erffmeyer, R. C., Sales Management. Pearson Higher Ed.
6. Panda, T.K. and Sahadev, S., Sales and Distribution Management, Oxford University Pre:

Name of Faculty:	Dr Bhoopendra Bharti		
Notes			
1 Credit (Theory)= 15 hrs. in a sem			1 Credit (Practical)= 30 hrs. in a sem

TECNIA INSTITUTE OF ADVANCED STUDIES

GRADE 'A' INSTITUTE

COURSE PLAN

A UNIVERSITY, NEW DELHI.

	Session:	2022-23	L	4
	Type:	Core		

price and distribution functions in a business organization so as to help gain a competitive adv

Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.
PO2	PO3	PO4	PO5	PO6
3	3	3	3	3
3	3	3	3	3

3	3	3	3	3
3	3	3	3	3
3	3	3	3	3
Experiential Learning	Problem Solving Methodologies	Participative Learning	Mode of Delivery	ICT Tools
	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT
	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT

Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT
Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT
Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT
Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT
Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT
Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT
	Presentation & Class Interaction			PPT
	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT
	Program Learning	Define & Evaluate		PPT

	Program Learning	Define & Evaluate		PPT
Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT
Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT
Individual Participation	Presentation & Class Interaction			PPT
Case Studies	Presentation & Class Interaction			PPT

Live Experimental Application	Group discussion, Buzz Groups	Define & Evaluate		PPT
Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT
Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT
Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT
Individual Participation	Sacrosanct Focus Content Discussion	Brainstroming, Inquiry Based Learning		PPT
	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT

Caselets	Presentation & Class Interaction	Lecture, Stimulate Discussion, Channel Thinking, Socratic Method		PPT
	Presentation & Class Interaction			PPT
	Presentation & Class Interaction			PPT
	Presentation & Class Interaction			PPT
	Presentation & Class Interaction			PPT
	Presentation & Class Interaction			PPT

	Presentation & Class Interaction			PPT
	Presentation & Class Interaction			PPT
	Debate			PPT
Case Studies		Define & Evaluation		PPT
	Debate	Define & Evaluation		PPT
		Define & Evaluation		PPT
		Define & Evaluation		PPT
	Brainstorming			PPT
Student PPT on Topic	Student PPT on Topic	Student PPT on Topic		PPT
				PPT

Presentation				PPT
				PPT
	QUIZ			PPT
		Assignment		PPT
				PPT
	CASE STUDY practice on Sales	Debate		PPT
QUIZ				PPT
				PPT
		Assignment		PPT

				PPT

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T/P	0	Credits	4		

antage.

PO7	PO8	PSO1	PSO2	PSO3	PSO4
3	3	3	3	3	3
3	3	3	3	3	3
Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.	Apply reflective thinking and research skills using latest technological tools.	Assimilate technical functional knowledge of operations in business organization	Demonstrate strategic and proactive thinking towards business decision making.	Illustrate negotiation skills and networking abilities.

3	3	3	3	3	3
3	3	3	3	3	3
3	3	3	3	3	3
Mapping with CO	Class material	Additional Material	Mode of Assessment	References	
CO1	PPT	DISTRIBUTION MANAGEMENT STRATEGIES AND SALES PERFORMANCE OF SOFT DRINK DISTRIBUTORS IN RIVERS STATE OF NIGERIA	Assignment	Sales Management-Analysis and Decision Making	
CO1; CO2		https://www.researchgate.net/profile/Beatrice-Acee-Eke		Ingram, LaForge, Avila., Schwegker Jr, Williams	

CO1; CO2		https://www.researchgate.net/journal/Global-Finance-Journal-1044-0283	MCQ	Thomson South – Western, Edition-4,2004	
CO1; CO2			https://www.youtube.com/watch?v=2mCmpj_V2o8		
CO1; CO2		Student PPT on Topic	Debate		
CO2; CO3		Student PPT on Topic	Debate		
CO3					
CO3					
CO3;CO4			VIVA		
CO3;CO4					
CO2; CO3	Notes	SDM Notes			

CO2; CO3	file:///C:/Users/EDOFFICE/Desktop/Sales%20and%20Distribution%20Management%20(%20PDFDrive%20)%20NOTES.pdf	https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distribution_management_tutorial.pdf	http://pariso.dresden.rebelli.pw/amQzef41tJOeW-/	1. Bert, R. (2004). Marketing Channels: A Management View., Cengage Learning,pg 92-101 New Delhi	
CO1; CO2; CO3; CO4					
CO1; CO2; CO3; CO4			Class Test		
CO3					
CO3				2. Venugopal, P., Sales and Distribution Management: An Integrative Approach. Pg 261-272 SAGE Publications India.	

CO3					
CO3					
CO3	Student PPT on Topic	Student PPT on Topic	Student PPT on Topic		
CO3					
CO4				3. Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K., Selling and Sales Management. Pg 84-98 Pearson UK..	
CO1; CO2					

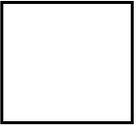
CO3; CO4			•https://www.youtube.com/watch?v=exbp30kOx9s		
CO1; CO2			Class Test		
CO4					
CO2; CO3					
CO2; CO3			Group Presentation	4. Tanner, J., Honeycutt, E. D., & Erffmeyer, R. C. , Sales Management. Pearson Higher Ed 8th ,Pg 116-200 Pearson Education, New Delhi.	
CO1; CO2; CO3; CO4					

CO1; CO2					
CO3					
CO3; CO4			•https://www.youtube.com/watch?v=Kcn2h6QnRFA		
CO1; CO2; CO3			MCQ		
CO1; CO2; CO3	file:///C:/Users/EDOFFICE/Desktop/Sales%20and%20Distribution%20Management%20(%20PDFDrive%20)%20NOTES.pdf		https://www.youtube.com/watch?v=ooEYctK9lo0	5. Panda, T.K. and Sahadev, S., Sales and Distribution Management, Pg 216-279 Oxford University Press, New Delhi.	
CO1; CO2; CO3					

CO3; CO4					
CO3; CO4					
CO3; CO4					
CO3; CO4			Class Test		
CO3; CO4					
CO2; CO3			Role Play		
CO2; CO3					
CO1; CO2; CO3; CO4					
CO1,CO2,CO3	Student PPT on Topic	Student PPT on Topic	Extempore	Student PPT on Topic	
CO1,CO2,CO3					

CO4					
CO4					
CO2,CO3,CO4					
CO1,CO2,CO3,CO4			•https://nptel.ac.in/courses/10105122/	“Sales Management – Decision Strategies and Cases	
CO1,CO2,CO3,CO4				Still. K.R., Cundiff. E.W & Govoni., Pearson 2009	
CO1,CO2,CO3,CO4				Still. K.R., Cundiff. E.W & Govoni., Pearson 2009	
CO2,CO3,CO4					
CO2,CO3,CO4					

CO2,CO3,CO4					



TECNIA INSTITUTE OF ADVANC

GRADE 'A' INSTITUTE

COURSE PLAN

Course Outcome & Mapping, Course Articulation									
				Apply knowledge of various functional areas of business	Develop communication and professional presentation skills	Demonstrate critical thinking and Analytical skill for business decision making	Illustrate leadership abilities to make effective and productive teams	Explore the implications and understanding the process of starting a new venture.	Imbibe responsible citizenship towards sustainable society and ecological environment.
				PO1	PO2	PO3	PO4	PO5	PO6
		CO1							
		CO2							
		CO3							
		CO4							
	Course Articulation (Average)								

ED STUDIES

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Appreciate inclusivity towards diverse culture and imbibe universal values.	Foster Creative thinking to find innovative solutions for diverse business situations.		
PO7	PO8		

Lesson Plan

Code: BBA 307	Paper: Business Economics	L: 4	Credits: 4
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Name of Faculty: Dr. B. & T. Twar

Semester: 2022-23

Sl. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	ICT Tools	Mapping with CO	Class material	Additional Material	Mode of Assessment	References
1	L1	1	Introduction to Business Economics	Student will be able to understand the Basic concepts of Business Economics.			Class Discussion	PPT	CO1	Class Notes		Classroom observation	
2	L2	1	Fundamental concepts of Microeconomics	student will be able to identify the what is micro economics and how it related to business economics.			Class Discussion	https://www.youtube.com/watch?v=...	CO1		https://www.youtube.com/watch?v=...	Classroom observation	Dominick Salvatore (2009). Principles of Microeconomics (5th Edition). Oxford University Press (Chapter 2 and Chapter 5)
3	L3	1	Nature Scope , definitions, Difference between Business Economics and Economics	Student will be able to define basic definitions of economics. Student will be able to identify the scope of the course.	Case Study-2(Opportunity Cost)		Flipped Classroom	PPT	CO1	Class Notes		Observation & Q/A	Lipsey and Chrystal (2008). Economics. (11th Edition). Oxford University Press
4	L4	1	Contribution and Application of Business Economics to Business	Student will be able to find out applicability with various other domains (HR, Finance, Marketing etc)	CASE STUDY-3(PRINCIPLES OF MICROECONOMICS)		Individual Presentation	PPT	CO1		https://www.youtube.com/watch?v=...	Online Quiz	Modern Microeconomics, Koutsoyannis, Macmillan India Ltd. New Delhi
5	L5	1	Micro Vs Macro Economics	student will be able to differentiate between Macro and Micro economics.	CASE STUDY-4(PRINCIPLES OF MICROECONOMICS)		Flipped Classroom	PPT	CO1			Observation	Dwivedi D.A. Managerial Economics, 8th Edition,(2007), Vikas Publishing House Pvt. Limited, New Delhi
6	L6	1	Opportunity Cost	student will be able to understand the concept of opportunity cost	Student PPT Case Study-2(Opportunity Cost)		Individual Presentation		CO1	Class Notes		Question answer session	Newspaper Article on Current Issues
7	L7	1	Time Value of money	Student will be able to apply the concept of business economics such as time value of money in real business practice.	Case Study-2(Opportunity Cost)		Lecture	PPT	CO1	Class Notes		Question answer session	
8	L8	1	Marginalism	Student will be able to understand the concept of Marginalism.	Case Study			PPT	CO1	Class Notes		Question answer session	
9	L9	1	Incrementalism	Student will be able to understand the concept of incrementalism.	Case Study			PPT	CO1	Class Notes		Observation & Q/A	
10	L10	1	Market Forces and Equilibrium	Student will be able to explain market forces.	Student PPT	Doubt Clearing session	Individual Presentation	PPT	CO1			Classroom observation	
11	L11	1	Risk , Return and Profits	Student will be able compare the various theories of profit.	Case Study			PPT	CO1			Observation	
12	L12	1	Introduction to behavioural Economics: Nudge Theory	Student will be able to analyse the nudge theory applied in behavioural economics.	Student PPT	Doubt Clearing session	Individual Presentation	PPT	CO1	Class Notes		Classroom observation	
13	L13	1	Revision Class	Student will be able to recapitulate the sessions taken on module 1.	Student PPT	Doubt Clearing session	Individual Presentation	PPT	CO1	Class Notes		Classroom observation	
14	L14	1	Tutorial (Discussion on previous year question paper)	Student will be able to recapitulate the sessions taken on module 1.			Individual Presentation	PPT	CO2	Class Notes	https://www.youtube.com/watch?v=...	Quiz	
15	L15	2	Cardinal Utility Approach- Diminishing Marginal Utility	Student will be able to understand the concept of cardinal utility approach.	Case Study-8- Consumer Behaviour	Table and Graph		https://www.youtube.com/watch?v=...	CO2		https://www.youtube.com/watch?v=...	Class Observation	
16	L16	2	Law of Equi-Marginal Utility	Student will be able analyse the business situations based on Fundamental model of equi marginal utility.	Case Study-8- Consumer Behaviour	Graph		https://www.youtube.com/watch?v=...	CO2		https://www.youtube.com/watch?v=...	Question answer session	
17	L17	2	Ordinal Utility approach - Indifference curve	Student will be able to rationally formulate the best bundle of combinations of two resources which can satisfy consumer.	Case Study-8- Consumer Behaviour	Graph		chart	CO2	Class Notes		Question answer session	
18	L18	2	Ordinal Utility approach - Marginal rate of substitution	Student will be able to understand the concept of MRS.		Graph		chart	CO2	Class Notes		Assignment 1	
19	L19	2	Budget Line and Consumer Equilibrium	Student will be able to create budget line for himself after changes from this session.		Interpretation		PPT	CO2	Class Notes		Observation	
20	L20	2	Revision Class (Problem Solving for slow learner)	Student will be able to recapitulate the sessions taken on module 2.			Class Discussion	PPT	CO2	Class Notes		Class Observation	
21	L21	2	Theory of Demand : Law of Demand, Movement along Vs Shift in Demand Curve	Student will be able to describe Law of demand, differentiate and evaluate various factors for movement and shift in demand curve.		Cause & Effect Diagram		https://www.youtube.com/watch?v=...	CO2		https://www.youtube.com/watch?v=...	Worked Examples	
22	L22	2	Theory of Demand : Law of Demand - Movement in Demand Curve	Student will be able to motivate various factors for movement in demand curve.		Cause & Effect Diagram		https://www.youtube.com/watch?v=...	CO2		https://www.youtube.com/watch?v=...	Worked Examples	
23	L23	2	Theory of Demand : Law of Demand, Movement along Vs Shift in Demand Curve	Student will be able to and evaluate various factors for movement and shift in demand curve.		Cause & Effect Diagram		https://www.youtube.com/watch?v=...	CO2		https://www.youtube.com/watch?v=...	Worked Examples	
24	L24	2	Concepts of Measurement of Elasticity of Demand	Student will be able to understand the concept the elasticity of demand.		Cause & Effect Diagram	problems and numerical	https://www.youtube.com/watch?v=...	CO2		https://www.youtube.com/watch?v=...	Worked Examples	
25	L25	2	Factors affecting Elasticity of Demand	Student will be able to analyse the factors affecting elasticity of demand.		Cause & Effect Diagram	problems and numerical	https://www.youtube.com/watch?v=...	CO2		https://www.youtube.com/watch?v=...	Worked Examples	
26	L26	2	Income Elasticity of Demand	Student will be able to evaluate income elasticity of demand.	Student PPT	Cause & Effect Diagram	problems and numerical	PPT	CO2	Class Notes		Worked Examples	
27	L27	2	Cross Elasticity of demand	Student will be able to evaluate Cross elasticity of demand.	Student PPT	Cause & Effect Diagram	problems and numerical	PPT	CO2	Class Notes		Worked Examples	
28	L28	2	Advertising Elasticity of demand	Student will be able to evaluate advertising elasticity of demand.		Cause & Effect Diagram		PPT	CO2	Class Notes		Worked Examples	
29	L29	2	Demand forecasting need: Concept, need and objectives	Students will be able to understand the basic knowledge of demand forecasting.			Class Discussion	PPT	CO2	Class Notes		Assignment 2	
30	L30	2	Methods of demand Forecasting	Student will be able to classify various demand forecasting techniques required to be applied in business organization.	Live Project/ Field Study			PPT	CO2			Observation	
31	L31	2	Tutorial (Discussion on previous year question paper)	Student will be able to recapitulate the sessions taken on module 2.			Class Discussion	PPT	CO2		https://www.youtube.com/watch?v=...	Quiz	
32	L32	2	Revision	Students will be assessed on the basis of previous lecturer's knowledge.		Doubt Clearing session	Class Discussion	PPT	CO2		https://www.youtube.com/watch?v=...	Quiz	
33	L33	3	Theory of Production - Meaning and concept	Student will be able to understand the meaning and concept of theory of production			Lecture	PPT	CO3	Class Notes		Written Works from Student	
34	L34	3	Factors of production and production function : Fixed and variable factors	Student will be able to understand the meaning and concept of theory of production			Lecture	PPT	CO3	Class Notes		Written Works from Student	
35	L35	3	Law of variable proportion(Short Run Production analysis)	Student will apply the concept of law of variables in determining the optimum stage of operation	Case Study-6- Increasing or Diminishing Returns	Graph		chart	CO3	Class Notes		Question answer session	
36	L36	3	Law of return to scale (long run Production analysis)through the use of ISO Quants	Student will apply the concept of law of returns to scale in determining the optimum stage of operation	CASE STUDY-3 (PRODUCER THEORY)	Graph		chart	CO3	Class Notes		Assignment 3	
37	L37	3	Revision Class	Students will be assessed on the basis of previous lecturer's knowledge.		Doubt Clearing session	Class Discussion	PPT	CO3			Class Observation	
38	L38	3	Concept of Cost: Cost Analysis	Student will be able to understand the concept of cost.	Case Study-2 (Opportunity Cost)		Lecture	PPT	CO3		https://www.youtube.com/watch?v=...	Online Quiz	
39	L39	3	Cost Function - Short run cost Long Run cost	Student will be able to understand the concept of different types of cost	Case Study-2 (Opportunity Cost)		Lecture	https://www.youtube.com/watch?v=...	CO3		https://www.youtube.com/watch?v=...	Question answer session	
40	L40	3	Cost Function - Long Run cost	Student will be able to understand the concept of different types of cost	Case Study-2 (Opportunity Cost)		Lecture	https://www.youtube.com/watch?v=...	CO3		https://www.youtube.com/watch?v=...	Question answer session	
41	L41	3	Economies and Diseconomies of Scale	Student will be able to understand the concept of cost	CASE STUDY-1 (PRODUCER THEORY)		GD(Topic: Why can't India be a World Class Player in Manufacturing Industry).	https://www.youtube.com/watch?v=...	CO3		https://www.youtube.com/watch?v=...	Written Works from Student	
42	L42	3	Types of Cost : Explicit Cost Implicit Cost , Private cost an social Cost	Student will be able to understand the concept of cost			Individual Presentation	PPT	CO3			Written Works from Student	
43	L43	3	Revision Class	Students will be assessed on the basis of previous lecturer's knowledge.			Individual Presentation	PPT	CO3			Class Observation	
44	L44	4	Types of market : Pricing under Perfect competition (Features, Short and long run equilibrium of firm/ Industry)	Student will apply the concept of markets				https://www.youtube.com/watch?v=...	CO3		https://www.youtube.com/watch?v=...	Question answer session	
45	L45	4	Pricing under Monopoly (Features, Short and long run equilibrium of firm/ Industry)	Student will apply the concept of monopoly markets			Scenario Based Learning	https://www.youtube.com/watch?v=...	CO4		https://www.youtube.com/watch?v=...	Question answer session	
46	L46	4	Control of Monopoly	Student will apply the concept of monopoly markets	Case Study-5 (Monopoly Market)		Class Discussion	https://www.youtube.com/watch?v=...	CO4		https://www.youtube.com/watch?v=...	Class Observation	
47	L47	4	Price discrimination	Student will be able to apply the concept of pricing strategy	Case Study-4(Price Discrimination)		Class Discussion	PPT	CO4	Class Notes		Class Observation	
48	L48	4	Pricing under monopolistic competition	Student will apply the concept of markets	Case Study-5 (Monopoly Market)		Scenario Based Learning	PPT	CO4	Class Notes		Question answer session	
49	L49	4	Types of market : Monopolistic competition (Features, Short and long run equilibrium, demand and cost, excess capacity)	Student will apply the concept of monopolistic markets	Case Study-4(Price Discrimination)			PPT	CO4	Class Notes		Question answer session	
50	L50	4	Pricing under Oligopoly	Student will apply the concept of markets	Case Study-7- Cartel		GD(Topic: Rise of Regional Blocs Threatens Independent Nations like India).	chart	CO4	Class Notes		Question answer session	
51	L51	4	Cartel Under Oligopoly Duopoly market (cournot model)	Student will apply the concept of Duopoly markets	Case Study-7- Cartel	CHARTS		chart	CO4	Class Notes		Observation & Q/A	
52	L52	4	Price Leadership Model	Student will apply the concept of markets	Case Study-7- Cartel	CHARTS		chart	CO4	Class Notes		Question answer session	
53	L53	4	Kinked Demand Curve Model	Student will apply the concept of Kinked Demand curve in the markets	Case Study-7- Cartel	CHARTS		chart	CO4	Class Notes		Observation & Q/A	
54	L54	4	Tutorial	Students will be assessed on the basis of previous lecturer's knowledge.		Doubt Clearing session	Class Discussion	Form	CO4		https://www.youtube.com/watch?v=...	Online Quiz	
55	L55	4	Revision Class- Market Structure	Students will be assessed on the basis of previous lecturer's knowledge.	Student PPT	Doubt Clearing session	Class Discussion		CO1		https://www.youtube.com/watch?v=...	Online Quiz	
56	L56	4	Revision Class- Production Function	Students will be assessed on the basis of previous lecturer's knowledge.	Student PPT	Doubt Clearing session	Class Discussion		CO3		https://www.youtube.com/watch?v=...	Class Observation	
57	L57	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecturer's knowledge.		Doubt Clearing session	Class Discussion		CO2		https://www.youtube.com/watch?v=...	Class Observation	
58	L58	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecturer's knowledge.		Doubt Clearing session	Class Discussion		CO1		https://www.youtube.com/watch?v=...	Online Quiz	
59	L59	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecturer's knowledge.	Student PPT	Doubt Clearing session	Class Discussion		CO3		https://www.youtube.com/watch?v=...	Class Observation	
60	L60	4	Revision Class- Discussion on previous year Questions	Students will be assessed on the basis of previous lecturer's knowledge.		Doubt Clearing session	Class Discussion		CO4		https://www.youtube.com/watch?v=...	Online Quiz	

Programme Code:	Programme:	Session:	Course Plan	L:	Credits:
Course Code:	Course Name:				1 Credit (Theory): 15 hrs. in a sem 1 Credit (Practical): 30 hrs. in a sem
Name of Faculty:					

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	ICT Tools & E-Resources Utilization	Mapping with CO	Class Material (PPT Faculty/Students)	Additional Material (Links/Journals/Articles/NEWS)	Mode of Assessment	References
1	L1	1	Meaning, Objectives, and Scope of management accounting. Difference between financial accounting, cost accounting and management accounting.	Students will be able to understand the meaning and scope of management accounting and differentiate between different branches of accounting.		Case Study		[R01] Module 1 - Introduction to Management Accounting - Video 1 - YouTube	CO1	PPT		Case Study	
2	L2	1	Comparative financial statements, common size financial statements	Students will be able to comprehend comparative financial statements and common size financial statements.		Case Study	Flip Cxs	[R01] "Comparative Income Statement" Problems NO - 1 in Financial Statements by Dr. Devika Bhatnagar - YouTube	CO2	Student PPT		Case Study	
3	L3	1	Trend Analysis.	Students will understand the meaning of trend analysis.				[R01] Trend Analysis - YouTube	CO2	PPT	PDF Notes		
4	L4	1	Trend Analysis - Numericals	Discuss the numerical problems of trend analysis.		Numericals		[R01] Trend percentage problem #Financial statement analysis - YouTube	CO2	PPT	PDF - Pg No-192	Numericals	
5	L5	1	Trend Analysis application through analysis of financial statement	Explain the trend analysis of financial statement.				[R01] Trend Analysis in Excel - YouTube	CO2	PPT	Article	Class Performance	
6	L6	1	Trend Analysis on excel	Explain the trend analysis with the use of excel.			Flip Cxs	[R01] Trend Analysis in Excel - YouTube	CO2	Student PPT			
7	L7	1	Concept of Ratio Analysis, type of Ratios	Students will be able to understand the meaning of Ratio Analysis and type of ratios.	Case Study			Mod-07 Lec-14 Ratio Analysis - YouTube	CO4	PPT	PDF Notes	Case Study/ Numericals	
8	L8	1	Types of Ratios and its application	Explain the types of ratios with numerical examples.	Case Study	Numericals/ PDF Notes			CO4	PPT	PDF Notes		
9	L9	1	Problem Solving Session	Discuss the problems related to ratios.					CO4	PPT	PDF Notes	Numericals	
10	L10	1	Revision	Discuss the project work on Ratio Analysis.	Project				CO4	PPT	PDF Notes	Project	
11	L11	1	Cash Flow Statement - Concept & Importance	Explain the concept of cash flow statement and its importance.				Mod-01 Lec-11 Cash Flow Statement 1 - YouTube	CO5	PPT		Numericals	
12	L12	1	Application and analysis of financial statements through cash flow.	Apply the concept of financial statements through cash flow statement.					CO5	PPT			
13	L13	1	Revision	Discuss the previous year questions with students.		Previous year Question papers			CO5				
14	L14	1	Problem Solving Session	Student will be able to clear their doubts.					CO5				
15	L15	1	Group Discussion	Students will be able to understand by developing their thinking capacity.					CO2				
16	L16	2	Concept of budgeting and budgetary control	Students will be able to understand the scope and concept of budgeting and budgetary control.				Mod-14 Lec-28 Budget and Budgetary control - YouTube	CO3	PPT	Article		
17	L17	2	Objectives, Merits, and limitations of Budgetary Control	Students will be able to understand the objectives, merits and limitations of budgetary control.					CO3	PPT		Quiz	
18	L18	2	Type of Budgets - Functional Budget.	Discuss various types of budgets.		Numericals			CO3	PPT	PDF Notes		
19	L19	2	Meaning and preparation of Fixed and Flexible budget	Students will be able to understand the difference between fixed and flexible budget.		Numericals			CO3	PPT		Numericals	
20	L20	2	Zero Based Budgeting	Explain the concept of zero based budgeting.	Case Study				CO3	PPT	PDF Notes	Quiz	
21	L21	2	Numericals	Discuss problems of zero based budgeting.		Numericals			CO3	PDF Notes & solved numericals			
22	L22	2	Performance Budget	Explain the meaning and concept of performance budget.				[R01] What is a Performance Budget? - YouTube	CO3		PDF Notes	Quiz	
23	L23	2	Problem Solving Session	Discuss problems of performance budget.		Numericals			CO3			Case Study	
24	L24	2	Difference between various type of budgets and its importance	Students will be able to differentiate between different types of budgets.					CO3	PPT			
25	L25	2	Concept of Variance and its importance	Students will be able to understand the concept of variance and its importance.	Case Study			Mod-15 Lec-31 Standard Costing - Material, Labour and Overhead Variances - YouTube	CO1	PPT		Case Study	
26	L26	2	Categorization of Variance	Explain types of variance with formulae.	Case Study				CO1	PPT		Case Study	
27	L27	2	Material Variance	Students will be able to understand materials variances with numerical problems.	Case Study		Flip Cxs	[R01] What is Variance Analysis? - YouTube	CO1	Student PPT	PDF Notes	Case Study/ Assignment	
28	L28	2	Labour Variance	Students will be able to understand labour variances with numerical problems.	Case Study		Flip Cxs		CO1	Student PPT		Case Study/ Assignment	
29	L29	2	Overhead Variance	Students will be able to understand overhead variances with numerical problems.	Case Study		Flip Cxs		CO1	Student PPT		Case Study/ Assignment	
30	L30	2	Problem Solving Session	Discuss advanced problems of different types of variances.					CO1				
31	L31	3	Concept of Costing, Difference between cost and costing.	Students will be able to understand the relationship between cost and costing.					CO1	PPT			
32	L32	3	Relationship between costing and profit	Explain types of costing and its usage in real business environment.					CO1	Class Notes			
33	L33	3	Concept of Marginal costing	Students will be able to understand meaning and concept of marginal costing.			Flip Cxs	[R01] Marginal Costing I, Introduction I, Techniques I, Examples I, Formula I, Cost & Management Accounting - YouTube	CO1	Students PPT	PDF Notes		
34	L34	3	Concept of Variable Costing	Students will be able to understand meaning and concept of variable costing.			Flip Cxs	[R01] Variable Costing (the Variable Costing method in Managerial Accounting) - YouTube	CO1	Students PPT	PDF Notes		
35	L35	3	Concept of Absorption Costing	Students will be able to understand meaning and concept of absorption costing.			Flip Cxs	[R01] Absorption Costing, Example - YouTube	CO1	Students PPT			
36	L36	3	Problem Solving Session	Discuss the problems related to different types of costing.		Numericals			CO1			Numericals	
37	L37	3	Project work on costing system	Discuss with students the project work on costing system.			Flip Cxs		CO1	Students PPT			
38	L38	3	Concept of Cost-Volume - Profit Analysis	Student will be able to understand the meaning and concept of Cost Volume Profit analysis.	Case Study				CO1	PPT		Case Study/ Assignment	
39	L39	3	P/V Ratio, Break-even analysis	Discuss the numerical problems of P/V Ratio and Break-even analysis.	Case Study			[R01] Break-Even Analysis, explained - YouTube	CO1	PPT		Case Study/ Assignment	
40	L40	3	Algebraic And Graphic Methods	Explain the concept by using algebraic and graphic methods.					CO1	PPT			
41	L41	3	Calculating Angle of Incidence	Students will be able to understand and calculate the angle of incidence.				[R01] Calculator of angle of incidence	CO1	Class Lecture			
42	L42	3	Margin of Safety - Concept, uses and application	Students will be able to understand the concept and of margin of safety with its uses and application.				[R01] Margin of Safety and Margin of Safety Percentage - YouTube	CO1	PPT	Research Paper		
43	L43	3	Problem Solving Session	Students will be able to clear their doubts.					CO1				
44	L44	3	Revision	Discuss the previous year questions with students.					CO1				
45	L45	3	Discussion	Students will be able to understand the concept by discussing various problems.					CO1				
46	L46	4	Decision Making Aspects based on Marginal Cost Analysis	Students will be able to understand decision making aspects on marginal cost analysis.				[R01] Marginal Cost Explained I, A, Level and B, Economics - YouTube	CO1	Class Notes			
47	L47	4	Profitable product mix based on cost analysis	Explain the profitable product mix based on cost analysis.					CO1	Class Notes			
48	L48	4	Tutorial	Discuss the problems related to marginal cost analysis.					CO1				
49	L49	4	Make or Buy decisions based on cost analysis	Students will be able to understand make or buy decisions by considering cost.					CO1	Class Notes			
50	L50	4	Tutorial	Discuss the problems related to make or buy decisions.					CO1				
51	L51	4	Analyse the cost effect of addition or elimination of a product line.	Students will be able to analyse the cost effect of addition or elimination of a product line with examples.					CO1	Class Notes			
52	L52	4	Decision taken on selling or further processing of a business concerns	Explain the decision taken on selling or further processing of business concerns.				[R01] Sell or Process Further, Decision - YouTube	CO1	Class Notes			
53	L53	4	Taking Decisions related with operate or shut down of a business unit.	Students will be able to understand whether it is optimal to operate or shut down a business unit.				[R01] The Shutdown Decision - YouTube	CO1	Class Notes			
54	L54	4	Using spreadsheets for taking managerial decisions	Explain the concept by using spreadsheets for taking managerial decisions.					CO1				
55	L55	4	Tutorial	Explain the problem related to operating and shut down of a business unit.					CO1				
56	L56	4	Simulation Exercise	Students will perceive the concept by using simulation exercise.				[R01] Solving Simultaneous Equations by Elimination 2of2, more complex - YouTube	CO1				
57	L57	4	Presentation Session	Students will be able to understand the concept by presentation session.		Group Presentation			CO1			Student Performance	
58	L58	4	Contemporary Issue Session	Students will be able to understand the concept by presentation session.		Group Discussion			CO1			Student Performance	
59	L59	4	Problem Solving Session	Students will be able to clear their doubts.		Group Presentation			CO1			Student Performance	
60	L60	4	Revision	Discuss the previous year questions with students.					CO1			Student Performance	



Lesson Plan

Code: BBA-213	Paper: Business Research Methodology LAB	Type: Skill Enhancement	L: 30	credit 2
Name of Faculty: Dr Archana Dixit				

Sr. No.	Lecture No.	Unit No.	Topic	Sessional Outcome	Experiential Learning	Participative Learning	Problem Solving Methodology	ICT	Mapping with CO	Additional Material	Mode of Delivery	Mode of Assessment
1	1	1	Introduction, Definition etc	The student will be able to Recognize the purpose of course, and understand Research meaning		presentation		ppt	CO 1		Lectures	observation
2	2	1	Purpose and scope of for Research	The student will be able to understand objective of Study Research		presentation		ppt	CO 2	https://www.scribd.com/document/405712345/research-process/	Lectures	DISCUSSION
3	3	1	Literature review and its significance	Students will be able to learn how to review Literature	live project			ppt	CO 4	https://www.researchgate.net/publication/353447440_The_Criteria_of_a_Good_Research/links/5f9e42e16b3a4010b83694/download	Practicals	Q/A
4	4	1	Objectives of Research	The Student will be able to understand objective of Study Research	live project			Excel	CO4	https://www.researchgate.net/publication/353447440_The_Criteria_of_a_Good_Research/links/5f9e42e16b3a4010b83694/download	Lectures	observation
5	5	1	Research Design Concept	The student will be able to apply Research Design	live project			graph	CO 4	https://www.vocso.com/blog/	Lectures	DISCUSSION
6	6	1	Types of Research Design - Exploratory, Descriptive and Experimental	Student will be able to differentiate Exploratory, Descriptive and Experimental	live project			E resources	CO2 CO3		Practicals	oral test
7	7	1	Research Design Process	Students will be able to learn how to design research process	live project			graph	CO 1, CO 2	https://www.scribd.com/document/405712345/research-process/	Practicals	discussion
8	8	1	Research Design Process -2	Students will be able to learn how to design research process	live project			E resources	CO 1, CO 2	https://www.scribd.com/document/405712345/research-process/	Practicals	Q/A
9	9	1	Methods of Data Collection, Introduction to Secondary Data Source	Students will be able to learn how to collect data	live project			E resources	CO2 CO3		Practicals	Q/A
10	10	2	Excel Tools -1	Students will be able to apply data on excel sheet	live project			Excel Tools	CO1 CO2	https://www.smartwebolution.com/	Practicals	Q/A
11	11	2	Excel Tools -2 counta	Students will be able to apply excel tool	live project			Excel Tools	CO2 CO1	https://www.smartwebolution.com/	Practicals	observation
12	12	2	Excel Tools -1 if	Students will be able to apply excel tool	live project			Excel Tools	CO2 CO1	https://www.smartwebolution.com/	Practicals	observation
13	13	2	Excel Tools -1 VLOOKUP	Students will be able to apply Excel Tools -1 VLOOKUP	live project			Excel Tools	CO2 CO1	https://www.smartwebolution.com/	Practicals	Q/A
14	14	2	Reliability and Validity Scale	Students will be able to apply Reliability and Validity Scale	live project			Discussion	CO 3	https://socialsci.libretexts.org/	Practicals	class test
15	15	2	Sampling -Steps,	Students will be able to understand concept of sampling	live project			Lecture	CO4	https://corporatefinanceinstitute.com/	Practicals	Q/A
16	16	2	Sampling Types , Sample Size Decision	Students will be able to select sample for further study and Students will be able to understand how to decide		Discussion		Discussion	CO 4	https://corporatefinanceinstitute.com/	Practicals	observation
17	17	2	Data sources- organizations like NSSO,	Students will be able to understand data sources	live project			E resources	CO 2	https://www.youtube.com/watch?v=...	Practicals	Q/A
18	18	2	Hypothesis Formulation and Testing	Students will be able to understand hypothesis	live project			E resources	CO2 CO3	file:///C:/Users/ics/Downloads/	Practicals	observation
19	19	3	ANOVA, Chi-square test	Students will be able to understand ANOVA , Chi-square test	live project			Video Lecture	CO2		Practicals	Q/A
20	20	3	Detailed format of report .	Students can prepare format of report	live project			ppt	CO1		Practicals	Q/A
21	21	3	Research paper	Students can understand Research paper	live project			E resources	CO 4	https://www.youtube.com/watch?v=...	Practicals	DISCUSSION
22	22	3	review of literature	Students will be able to write review of literature	live project			E resources	CO4	https://www.youtube.com/watch?v=...	Practicals	oral test
23	23	3	Introduction of SPSS	Students will be able to understand	live project			software	CO1	https://www.youtube.com/watch?v=...	Practicals	discussion
24	24	3	SPSS TOOLS	Students will be able to Apply	live project			software	CO1	https://www.youtube.com/watch?v=...	Practicals	Q/A
25	25	3	SPSS TEST	Students will be able to Apply	live project			software	CO1	https://www.youtube.com/watch?v=...	Practicals	DISCUSSION
26	26	3	introduction of Eviews software	Students will be able to understand	live project			software	CO1	https://www.youtube.com/watch?v=...	Practicals	oral test
27	27	3	application of Eview software	Students will be able to determine	live project			software	CO 1	https://www.youtube.com/watch?v=...	Practicals	discussion
28	28	3	Meaning, types and layout of research report	Students will be able to understand how to prepare layout of research	live project			E resources	CO4		Practicals	Q/A
29	29	3	Steps in report writing	Students will be able to understand all steps for writing report	live project			E resources	CO 4		Practicals	observation
30	30	3	Citations (Styles like APA, IEEE etc) Bibliography	Students will be able to understand Bibliography	live project			E resources	CO 2	https://www.youtube.com/watch?v=...	Practicals	observation

Sl. No.	Lesson No.	Unit No.	Lecture Outlines	Sessional Outcome	Experiential Learning	Problem Solving Methodology	Participative Learning	ICT Tools/ Resources used	Mapping with CO	Class Material	Additional Material	Mode of Assessment	References
<p>Code: IBA-301 Paper: Income Tax Law and Practice Type: Core Discipline L1 Credits: 1</p> <p>Name of Faculty: Ms. NAYINDA SHARMA</p>													
1	1.1	1	The introduction of Income Tax Act, 1961	Student will be able to comprehend the basics of income Tax Act, 1961	Lecture, Simulate Discussion				CO1	PPT		Class participation	Ahija, Girish and Gupta, Ravi (5th Ed., 2018). Systematic Approach to Income Tax, Writers Khawar, Pg 9
2	1.2	1	Basic concepts and important definitions of Income Tax	Student will understand important definitions and concepts of income Tax Act, 1961	Lecture, Simulate Discussion			https://www.youtube.com/watch?v=...	CO1	PPT		Class participation	Ahija, Girish and Gupta, Ravi (5th Ed., 2018). Systematic Approach to Income Tax, Writers Khawar, Pg 12
3	1.3	1	Concept of previous year and assessment year	Student will be able to recognise the previous year and assessment year	Lecture, Simulate Discussion				CO1	PPT			
4	1.4	1	Residential status of different persons	Student will be able to understand residential status of different persons	Lecture, Simulate Discussion				CO2	PPT		Individual assessment	
5	1.5	1	Numericals of Residential Status	Explain the numericals of residential status					CO2	PPT			
6	1.6	1	Numericals of Residential Status	Explain the numericals of residential status					CO2	PPT		CASELETS	
7	1.7	1	Scope of Total Income	Determine the total income of a person based on his residential status					CO2	PPT		Individual assessment	Ahija, Girish and Gupta, Ravi (5th Ed., 2018). Systematic Approach to Income Tax, Writers Khawar, Pg 27-30
8	1.8	1	Scope of Total Income	Apply the relevant provisions to determine the total income of a person based on his residential status					CO2	PPT	https://www.youtube.com/watch?v=...	GROUP DISCUSSION	
9	1.9	1	Scope of Total Income	Discuss the numerical problems of total income					CO2	PPT		Self	
10	1.10	1	Self exempted income under section 10	Student will be able to identify the incomes which do not form part of total income wholly					CO2	PPT			
11	1.11	1	Agricultural Income	Student will understand the meaning and scope of agricultural income	Assignment				CO1,CO2	PPT		Assignment	
12	1.12	1	Provident Fund	Understand the meaning & types of provident fund					CO1,CO2	PPT			
13	1.13	1	Partially exempted income	Student will be able to identify the incomes which do not form part of total income partially					CO2	PPT			
14	1.14	1	Numerical Problems	Discuss the numerical problems of wholly and partially exempted income					CO2	PPT			
15	1.15	1	Revision	Discuss the previous year questions with students	Lecture, Simulate Discussion				CO2	PPT			
16	1.16	2	Introduction of various heads of income	Make the student understand about various heads of income					CO3	PPT			
17	1.17	2	Income under the head salary	Discuss about the income under the head salary					CO3	PPT			
18	1.18	2	Income under the head salary - Perquisites	Explain the meaning and scope of perquisites					CO3	PPT			
19	1.19	2	Income under the head salary - Perquisites, Numericals	Student will understand about perquisites and solve numericals					CO3	PPT			
20	1.20	2	Income under the head salary - Allowances	Describe the meaning of various allowances	Lecture, Simulate Discussion				CO3	PPT		Classroom Observation and Question Answer	Ahija, Girish and Gupta, Ravi (5th Ed., 2018). Systematic Approach to Income Tax, Writers Khawar, Pg 75-80
21	1.21	2	Income under the head salary - Allowances, Numericals	Make the students understand about the allowances and solve numericals					CO3	PPT			
22	1.22	2	Income under the head salary - Retirement benefits	Explain the meaning of retirement benefits					CO3	PPT			
23	1.23	2	Income under the head salary - Retirement benefits, Numericals	Make the students understand the numericals					CO3	PPT			
24	1.24	2	Income under the head house property	Describe the meaning and concept of income from house property	Case Study				CO3	PPT		Case Study with Question and Answers	https://www.youtube.com/watch?v=...
25	1.25	2	Income under the head house property, Numericals	Make the students understand the numericals of income from house property					CO3	PPT			https://www.youtube.com/watch?v=...
26	1.26	2	Income under the head Business & Profession	Discuss the meaning of 'business' and 'profession' and income chargeable to tax	Lecture, Simulate Discussion				CO3	PPT			
27	1.27	2	Income under the head Business & Profession, Numericals	Examine the business income by applying the charging provisions					CO3	PPT			
28	1.28	2	Income under the head Capital Gain	Describe the meaning and scope of income chargeable under capital gain					CO3	PPT			
29	1.29	2	Income under the head Capital Gain - Numericals	Discuss numericals and compute tax liability on long term and short term capital gain					CO3	PPT			
30	1.30	2	Income from other sources	Explain the income chargeable to tax under the head 'income from other sources'	Case Study				CO3	PPT		Case Study	
31	1.31	3	Introduction of deductions of income	Make the students understand about the deductions allowable from gross total income					CO3,CO4	PPT		Flip Classroom	
32	1.32	3	Deductions u/s 80 C	Explain the deductions u/s 80 C with examples					CO3,CO4	PPT			
33	1.33	3	Deductions u/s 80 D	Explain the deductions u/s 80 D with examples					CO3,CO4	PPT			
34	1.34	3	Clubbing of Income	Describe the clubbing provisions under total income of the assessee	Lecture, Simulate Discussion				CO3,CO4	PPT			
35	1.35	3	Clubbing of Income	Examine the nature of income clubbed with the income of the individual					CO3,CO4	PPT			
36	1.36	3	Clubbing of Income - Numericals	Discuss numericals in computing total income under clubbing of income	Assignment				CO3,CO4	PPT		Assignment	https://www.youtube.com/watch?v=...
37	1.37	3	Revision	Discuss the previous year questions of clubbing of income with students	Lecture, Simulate Discussion				CO3,CO4	PPT			
38	1.38	3	Meaning of Set off and Carry Forward of Losses	Explain the meaning and scope of set off and carry forward of losses					CO4,CO5	PPT			
39	1.39	3	Provision of Set off and Carry Forward of Losses	Make the students understand the provision under set off of losses					CO4,CO5	PPT			
40	1.40	3	Provision of Set off and Carry Forward of Losses	Make the students understand the provision under carry forward of losses					CO4,CO5	PPT			
41	1.41	3	Provision of Set off and Carry Forward of Losses - Numericals	Discuss numerical problems of set off and carry forward of losses					CO4,CO5	PPT			
42	1.42	3	Provision of Set off and Carry Forward of Losses - Numericals	Discuss numerical problems of set off and carry forward of losses	Lecture, Simulate Discussion				CO4,CO5	PPT			
43	1.43	3	Revision	Discuss with students about the previous year questions					CO4,CO5	PPT			
44	1.44	3	Revision	Discuss with students about the previous year questions					CO4,CO5	PPT			
45	1.45	3	Case Study Discussion	Students will understand the concept more clear with case study					CO4,CO5	PPT		Case Study with Question and Answers	
46	1.46	4	Introduction of deduction of Tax or Sources	Explain the meaning and scope of deduction of tax or sources	Case Study				CO4,CO5	PPT			
47	1.47	4	Introduction of Advance Tax	Describe the concept of advance tax					CO4,CO5	PPT		Group Discussion	
48	1.48	4	Payment of advance tax	Students will understand how the payment of advance tax is done					CO4,CO5	PPT			
49	1.49	4	Practical on payment of advance tax	Discuss practical problems on payment of advance tax					CO4,CO5	PPT			
50	1.50	4	Computation of Gross Total Income	Explain the meaning and concept of Gross Total Income					CO5	PPT			
51	1.51	4	Computation of Gross Total Income	Explain the computation of gross total income					CO5	PPT			
52	1.52	4	Calculation of Tax Liability	Make the students understand the calculation of tax liability	Assignment				CO5	PPT		Assignment	
53	1.53	4	Numericals of Tax liability Calculation	Discuss the numericals of tax liability calculation	Case Study				CO5	PPT		Case Study with Question and Answers	
54	1.54	4	Procedure of filing of income tax return	Students will understand the procedure of filing of income tax return					CO5	PPT		Self	
55	1.55	4	Procedure of filing of income tax return	Make the students understand the provisions for filing return and self assessment					CO5	PPT			
56	1.56	4	Practical exercise on filing of income tax return	Discuss the practical problems of income tax return	Lecture, Simulate Discussion				CO5	PPT			Ahija, Girish and Gupta, Ravi (5th Ed., 2018). Systematic Approach to Income Tax, Writers Khawar, Pg 652
57	1.57	4	Practical exercise on filing of income tax return	Discuss the practical problems of income tax return					CO5	PPT			
58	1.58	4	Case Study Discussion	Make the students understand the concept with the help of case study	Case Study				CO5	PPT		Case Study with Question and Answers	
59	1.59	4	Revision	Discuss the previous year questions with students					CO5	PPT		Classroom Observation and Question Answer	
60	1.60	4	Revision	Discuss the previous year questions with students					CO5	PPT		Classroom Observation and Question Answer	

Course Delivery Plan

Sr. No.	Lecture No.	Unit No.	Lecture Contents	Sessional Outcome	Experiential Learning	Problem Solving Methodologies	Participative Learning	ICT Tools/resources used	Mapping with CO	Class Material	Additional Material	Mode of Assessment	REFERENCES
Code: BBA-303													
Paper: Production and Operation Management													
Name of Faculty: MS VAISHALI PRASAD													
Type: Generic (Elective I)													
L: 4													
Credits: 4													
1	L1	1	Introduction of Production and Operation Management	Students would able to understand the			TUTORING	PPT	CO1	E-Book	https://www.researchgate.net/publication/322929241		
2	L2	1	Scope and Functions of Operations Mgmt	Students would able to understand the			TUTORING	PPT	CO1	Notes and E.			
3	L3	1	Transformation Process Model, Systems Perspectives of Operations Mngt	Students would able to understand the			TUTORING	PPT	CO1	Notes and E.			
4	L4	1	Relationship with other functional areas	Students would able to understand the			TUTORING	PPT	CO1	Notes and E.			
5	L5	1	Production Planning and Control: Objectives, Importance	Students would able to understand the			TUTORING	VIDEO Lecture	CO1	Notes and E.	https://www.youtube.com/watch?v=UWV6Bj3142c	ASSIGNMENT and QUIZ	
6	L6	1	Levels and Procedures of Production Planning and Control	Students would able to understand the			TUTORING	PPT	CO1	Notes and E.			
7	L7	1	Production Design and Development	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
8	L8	1	Product Design, Factors determining the Design of a Product	Students would able to understand the	CASE STUDY		TUTORING	PPT	CO1,CO2	Notes and E.			
9	L9	1	Approaches to Product Design, Product Development Process	Students would able to understand the			Rip Classroom	Presentation	CO1	Notes and E.			
10	L10	1	Revision	Students will able to revise the whole unit		QUIZ							
11	L11	1	Tutorial										
12	L12	1	TUTORIAL										
13	L13	1	DOUBT SESSION										
14	L14	1	PREVIOUS YEAR QUESTION PAPER DISCUSSION										
15	L15	1	CLASS TEST										
16	L16	2	Plant Location: Issues and Factors in Facility Location	Students would able to understand the			Group Discussion	Presentation	CO2	Notes and E.			
17	L17	2	Criteria of site selection and Plant Location Methods	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
18	L18	2	Factor Rating, Centre of Gravity Methods	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
19	L19	2	Weighted Factor rating method	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
20	L20	2	Objectives and factor affecting for Plant Layout	Students would able to understand the			TUTORING	VIDEO Lecture	CO2	Notes and E.	https://www.youtube.com/watch?v=6p0p07271M		
21	L21	2	Types of layout: Process Layout	Students would able to understand the			Debate	PPT	CO2	Notes and E.		ASSIGNMENT	
22	L22	2	Product layout	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
23	L23	2	Fixed position Layout	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
24	L24	2	Objectives and Importance of Material Management	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
25	L25	2	Organisation of Material Management	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
26	L26	2	Factors responsible for providing economy in Material Management	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
27	L27	2	Steps in purchasing procedure, and Methods of Purchasing	Students would able to understand the			TUTORING	PPT	CO2	Notes and E.			
28	L28	2	Tutorial	Students will able to revise the whole unit		QUIZ							
29	L29	2	Tutorial										
30	L30	2	TUTORIAL										
31	L31	2	DOUBT SESSION										
32	L32	2	PREVIOUS YEAR QUESTION PAPER DISCUSSION										
33	L33	2	CLASS TEST										
34	L34	3	ECG Re-order Level	Students would able to understand the			TUTORING	PPT	CO3	Notes and E.			
35	L35	3	ABC analysis, VED analysis, SON analysis, HML analysis and FSN analysis	Students would able to understand the			TUTORING	PPT	CO3	Notes and E.			
36	L36	3	Just in Time Implementation Requirements	Students would able to understand the			TUTORING	PPT	CO3	Notes and E.			
37	L37	3	Quality Management systems: Principles of Quality Control and Specification of Quality, Quality at Source, Zero Defects	Students would able to understand the	CASE STUDY		Group Discussion	PPT	CO3	Notes and E.			
38	L38	3	Cost of Quality	Students would able to understand the			TUTORING	PPT	CO3	Notes and E.			
39	L39	3	Tutorial										
40	L40	3	TUTORIAL										
41	L41	3	DOUBT SESSION										
42	L42	3	PREVIOUS YEAR QUESTION PAPER DISCUSSION										
43	L43	3	CLASS TEST										
44	L44	3	Revision	Students will able to revise the whole unit		QUIZ							
45	L45	4	Importance of Maintenance Management, Types of Maintenance	Students would able to understand the			TUTORING	VIDEO Lecture	CO4	Notes and E.	https://www.youtube.com/watch?v=7wv7v074E		
46	L46	4	Material Handling	Students would able to understand about			TUTORING	PPT	CO4	Notes and E.			
47	L47	4	IT in Modern Production Managements	Students would able to understand about			Group Discussion	PPT	CO4	Notes and E.			
48	L48	4	Supply Chain Management	Students would able to understand about			TUTORING	PPT	CO4	Notes and E.			
49	L49	4	CAD / CAM Systems	Students would able to understand about			TUTORING	PPT	CO4	Notes and E.			
50	L50	4	ERP in Manufacturing Systems	Students would able to understand about			TUTORING	PPT	CO4	Notes and E.			
51	L51	4	Tutorial										
52	L52	4	Tutorial										
53	L53	4	TUTORIAL										
54	L54	4	DOUBT SESSION										
55	L55	4	PREVIOUS YEAR QUESTION PAPER DISCUSSION										
56	L56	4	CLASS TEST										
57	L57	1	Tutorials	Students will able to clear their doubts			TUTORING						
58	L58	2	Tutorials	Students will able to clear their doubts			TUTORING						
59	L59	3	Tutorials	Students will able to clear their doubts			TUTORING						
60	L60	4	Tutorials	Students will able to clear their doubts			TUTORING						

Cost Accounting

COST – MEANING

Cost means the amount of expenditure (actual or notional) incurred on, or attributable to, a given thing.

Cost Accounting– Meaning

- ▶ Cost accounting is concerned with recording, classifying and summarizing costs for determination of costs of products or services, planning, controlling and reducing such costs and furnishing of information to management for decision making

Definition

- ▶ “Cost accountancy” as the application of costing and cost accounting principles, method and techniques to the science, art and practice of cost control and the ascertainment of profitability

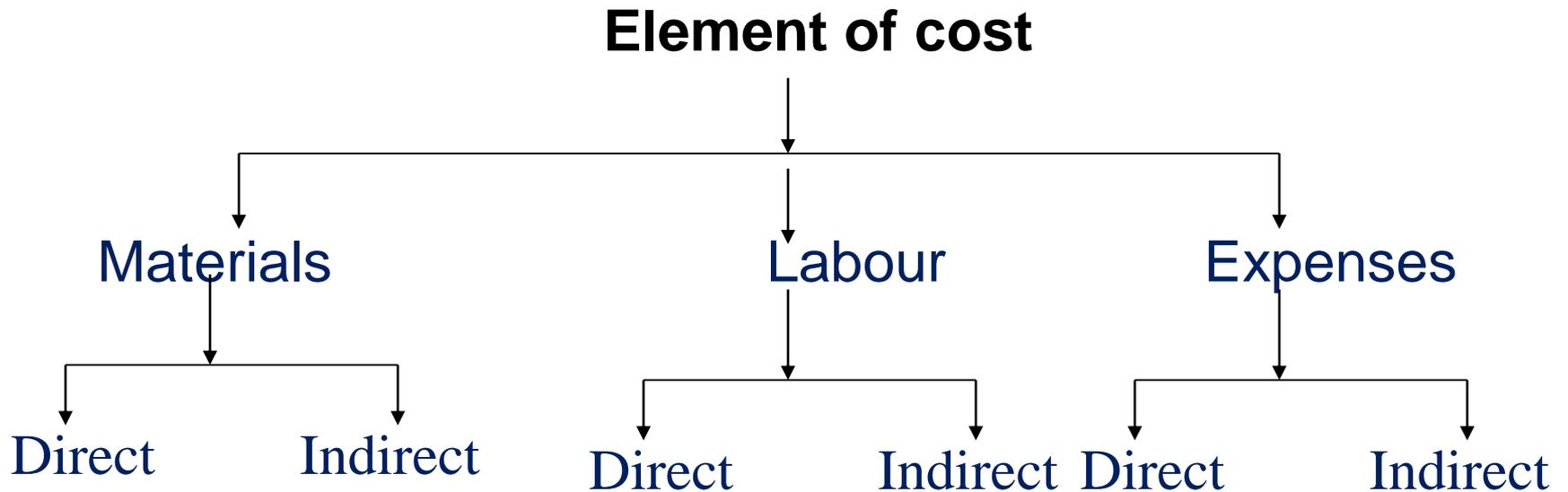
2. OBJECTIVES OF COST ACCOUNTING

- Ascertainment of costs
- Estimation of costs
- Cost control
- Cost reduction
- Determining selling price
- Facilitating preparation of financial and other statement
- Providing basis for operating policy

3. COST TERMINOLOGY

- **COST:** Cost means the amount of expenditure incurred on a particular thing.
- **COSTING:** Costing means the process of ascertainment of costs.
- **COST ACCOUNTING:** The application of cost control methods and the ascertainment of the profitability of activities carried out or planned”.
- **COST CONTROL:** Cost control means the control of costs by management. Following are the aspects or stages of cost control.
- **JOB COSTING:** It helps in finding out the cost of production of every order and thus helps in ascertaining profit or loss made out on its execution. The management can judge the profitability of each job and decide its future courses of action.
- **BATCH COSTING:** Batch costing production is done in batches and each batch consists of a number of units, the determination of optimum quantity to constitute an economical batch is all the more important.

ELEMENTS OF COST



MATERIAL: The substance from which the finished product is made is known as material.

(a) **DIRECT MATERIAL:** is one which can be directly or easily identified in the product
Eg: Timber in furniture, Cloth in dress, etc.

(b) **INDIRECT MATERIAL:** one which cannot be easily identified in the product.

EXAMPLES OF INDIRECT MATERIAL

At factory level – lubricants, oil, consumables, etc.

At office level – Printing & stationery, Brooms, Dusters, etc.

At selling & dist. level – Packing materials, printing & stationery, etc.

LABOUR: *The human effort required to convert the materials into finished product is called labour.*

(a) **DIRECT LABOUR**: is one which can be conveniently identified or attributed wholly to a particular job, product or process.
Eg:wages paid to carpenter, fees paid to tailor,etc.

(b) **INDIRECT LABOUR**: is one which cannot be conveniently identified or attributed wholly to a particular job, product or process.

EXAMPLES OF INDIRECT LABOUR

At factory level – foremen's salary,
works manager's salary, gate
keeper's salary, etc

At office level – Accountant's salary,
GM's salary, Manager's salary, etc.

At selling and dist.level – salesmen
salaries, Logistics manager salary,
etc.

OTHER EXPENSES: are those expenses other than materials and labour.

DIRECT EXPENSES: are those expenses which can be directly allocated to particular job, process or product. Eg : Excise duty, royalty, special hire charges, etc.

INDIRECT EXPENSES: are those expenses which cannot be directly allocated to particular job, process or product.

Examples of other expenses

At factory level : factory rent, factory insurance, lighting, etc.

At office level : office rent, office insurance, office lighting, etc.

At sales & dist.level : advertising, show room expenses like rent, insurance, etc.

4. COST CLASSIFICATION

Classification On basis of :

- ▶ **Nature**
- ▶ **Function**
- ▶ **Direct & indirect**
- ▶ **Variability**
- ▶ **Controllability**
- ▶ **Normality**
- ▶ **Financial accounting classification**
- ▶ **Time**
- ▶ **Planning and control**
- ▶ **Managerial decision making**

ON THE BASIS OF NATURE

- **Materials**
- **Labor**
- **Expenses**

ON THE BASIS OF FUNCTION

- **Manufacturing costs**
- **Commercial costs – ADM and S&D Costs**

ON THE BASIS OF DIRECT AND INDIRECT

- **Direct costs**
- **Indirect costs**

ON THE BASIS OF VARIABILITY

- **Fixed costs**
- **Variable costs**
- **Semi variable costs**

ON THE BASIS OF CONTROLLABILITY

- **Controllable costs**
- **Uncontrollable costs**

ON THE BASIS OF NORMALITY

- **Normal costs**
- **Abnormal costs**

ON THE BASIS OF FINANCIAL ACCOUNTS:

- **Capital costs**
- **Revenue costs**
- **Deferred revenue costs**

ON THE BASIS OF TIME:

- Historical costs
- Pre determined costs

ON THE BASIS OF PLANNING AND CONTROL:

- Budgeted costs
- Standard costs

ON THE BASIS OF MANAGERIAL DECISION MAKING

- **Marginal costs**
- **Out of pocket costs**
- **Sunk costs**
- **Imputed costs**
- **Opportunity costs**
- **Replacement costs**
- **Avoidable costs**
- **Unavoidable costs**
- **Relevant and irrelevant costs**
- **Differential costs**

Thank You

DECISION TECHNIQUES FOR BUSINESS

1. Course Description:

The purpose of this course is to introduce *Operations Research (OR) / Management Science (MS)* techniques for manufacturing, services, and public sector.

OR/MS includes a variety of techniques used in modeling business applications for both better understanding the system in question and making best decisions.

OR/MS techniques have been applied in many situations, ranging from inventory management in manufacturing firms to capital budgeting in large and small organizations.

Public and Private Sector Applications

The main objective of this course is to provide engineers with a variety of decisional tools available for modeling and solving problems in a real business and/or nonprofit context.

In this class, each individual will explore how to make various business models and how to solve them effectively.

2. Text and References :

Text:

(1) Hillier and Lieberman

Introduction to Operations Research (2001),

Seven Edition, McGraw-Hill. (滄海)

(2) 潘昭賢 葉瑞徽 譯

作業研究(上) (2003) (滄海)

References :

(1) Lawrence and Pasternack

Applied Management Science (2001)

Second Edition, John Wiley&Sons. (西書)

(2) Hillier, Hillier and Lieberman,

Introduction to Management Science: A Modeling
and Case Studies Approach with Spreadsheets

(2000), McGraw-Hill. (華泰)

3. Grading:

Quizzes 40%

Midterm 25%

Final 25%

Homework/Attendance 10%



Total 100%

4. Topic Outline:

Unit	Topic(s)
1	Introduction and Overview
2	Linear Programming Formulation
3	Solving Linear Programming
4	Theory of Simplex
5	Duality Theory
6	Project Scheduling: PERT-CPM
7	Game Theory

Unit

Topic(s)

8	Decision Analysis
9	Markov Chain Model
10	Queuing Theory
11	Inventory Theory
12	Forecasting
13	Simulation

Linear Programming (LP):

A mathematical method that consists of an objective function and many constraints.

LP involves the planning of activities to obtain an optimal result, using a mathematical model, in which all the functions are expressed by a linear relation.

A standard Linear Programming Problem

$$\begin{array}{ll} \text{Maximize} & 3x_1 + 5x_2 \\ \text{subject to} & 1x_1 + 0x_2 \leq 4 \\ & 0x_1 + 2x_2 \leq 12 \\ & 3x_1 + 2x_2 \leq 18 \\ & x_1 \geq 0, x_2 \geq 0 \end{array}$$

Applications: Man Power Design, Portfolio Analysis

Simplex method:

A remarkably efficient solution procedure for solving various LP problems.

Extensions and variations of the simplex method are used to perform postoptimality analysis (including sensitivity analysis).

(a) Algebraic Form

$$(0) \quad Z - 3x_1 - 5x_2 = 0$$

$$(1) \quad x_1 + x_3 = 4$$

$$(2) \quad x_2 + x_4 = 12$$

$$(3) \quad 3x_1 + 2x_2 + x_5 = 18$$

(b) Tabular Form

Basic Variable	Eq.	Coefficient of:						Right Side
		Z	x_1	x_2	x_3	x_4	x_5	
Z	(0)	1	-3	-5	0	0	0	0
x_3	(1)	0	1	0	1	0	0	0
x_4	(2)	0	2	0	0	1	0	12
x_5	(3)	0	3	2	0	0	1	18

Duality Theory:

An important discovery in the early development of LP is Duality Theory.

Each LP problem, referred to as "a primal problem" is associated with another LP problem called "a dual problem".

One of the key uses of duality theory lies in the interpretation and implementation of sensitivity analysis.

Primal Problem

Maximize

$$Z = \sum_{j=1}^n c_j x_j,$$

subject to

$$\sum_{j=1}^n a_{ij} x_j \leq b_i,$$

for $i = 1, 2, \dots, m$

$$x_j \geq 0,$$

for $j = 1, 2, \dots, n$.

Dual Problem

Minimize

$$W = \sum_{i=1}^m b_i y_i,$$

subject to

$$\sum_{i=1}^m a_{ij} y_i \geq c_j,$$

for $j = 1, 2, \dots, n$

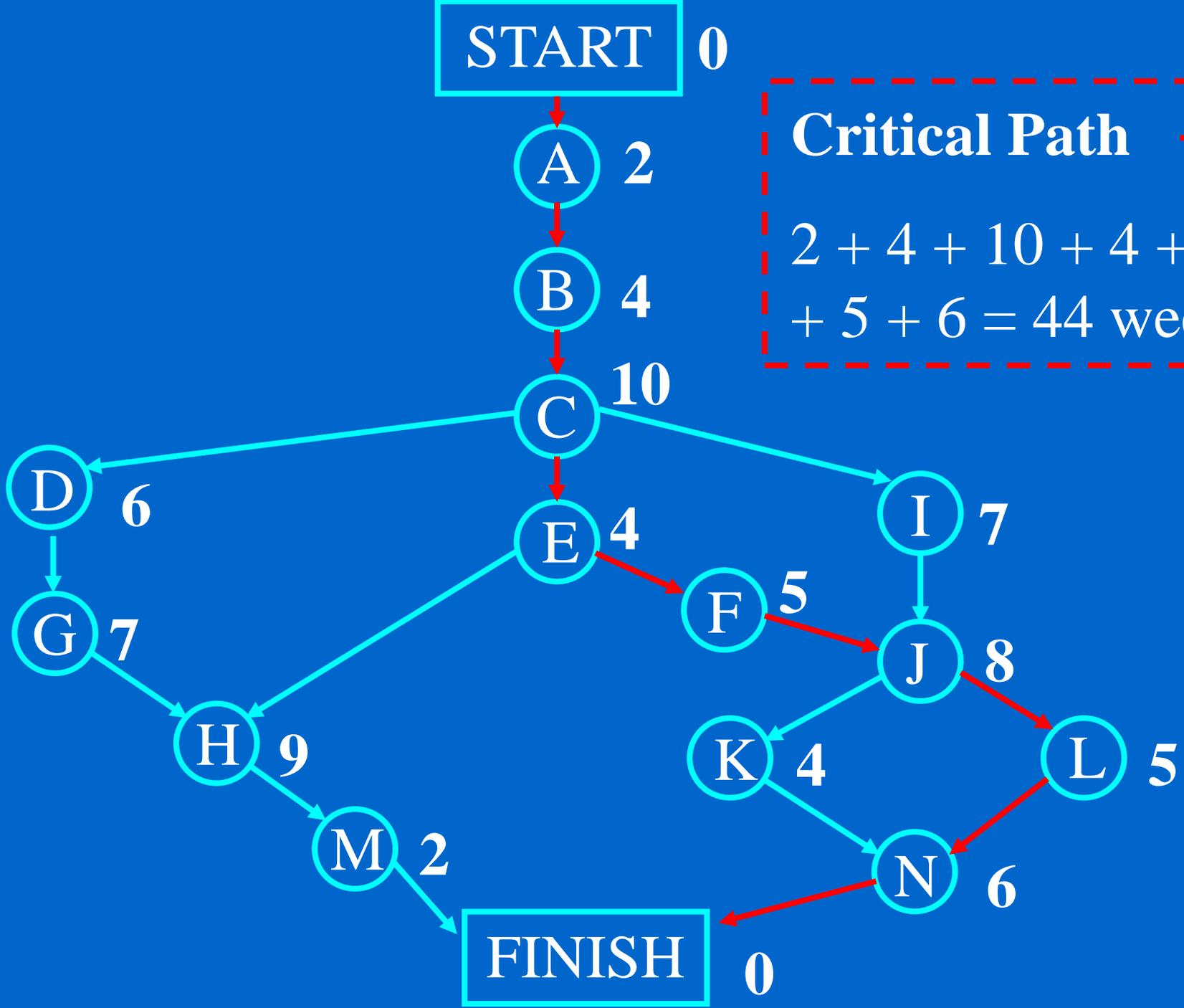
$$y_i \geq 0,$$

for $i = 1, 2, \dots, m$.

PERT (Program Evaluation and Review Technique)-CPM (Critical Path Method):

PERT and CPM have been used extensively to assist project managers in planning, scheduling, and controlling their projects.

Applications: Project Management, Project
Scheduling



Critical Path →

$2 + 4 + 10 + 4 + 5 + 8 + 5 + 6 = 44$ weeks

Game Theory:

A mathematical theory that deals with the general features of competitive situations (in which the final outcome depends primarily upon the combination of strategies selected by the opponent).

Each player shows either one finger or two fingers. If the total number is even, player 1 wins the bet \$1 to player 2. If the total number is odd, then player 1 pays \$1 to player 2.

Payoff table for the odds and evens game

		Player 2	
		1	2
Player 1	1	1	-1
	2	-1	1

Applications: Corporate Scheduling, Group Ware, Strategy

Decision Analysis:

An important technique for decision making in uncertainty.

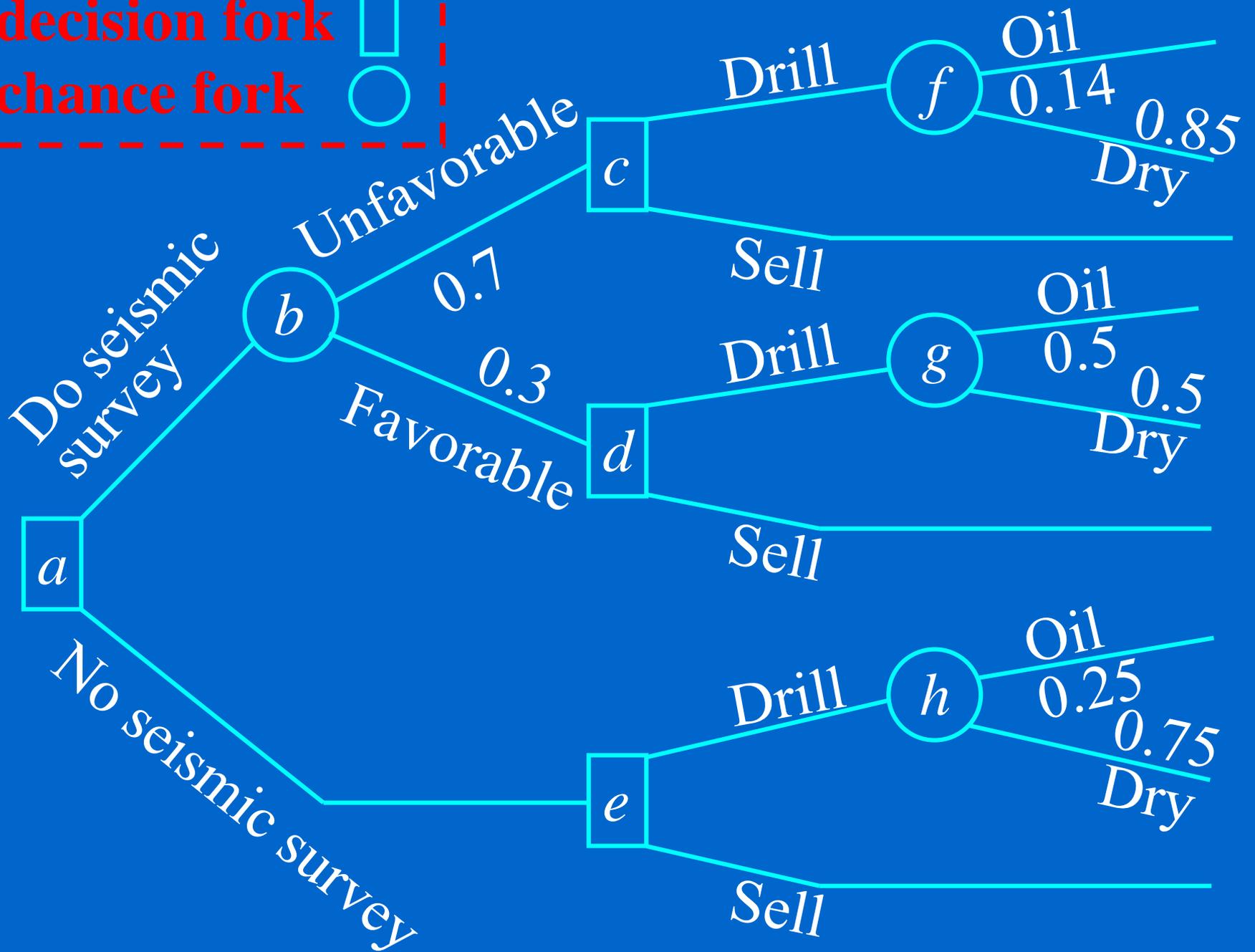
It divides decision making between the cases of without experimentation and with experimentation.

Applications: Decision Making, Planning

decision fork



chance fork



Markov Chain Model:

A special kind of a stochastic process.

It has a special property that probabilities, involving how a process will evolve in future, depend only on the present state of the process, and so are independent of events in the past.

Applications: Inventory Control, Forecasting

Suppose that two players (A and B), each having \$2, agree to keep playing the game and betting \$1 at a time until one player is broke.

The probability of A winning: $\frac{1}{3}$

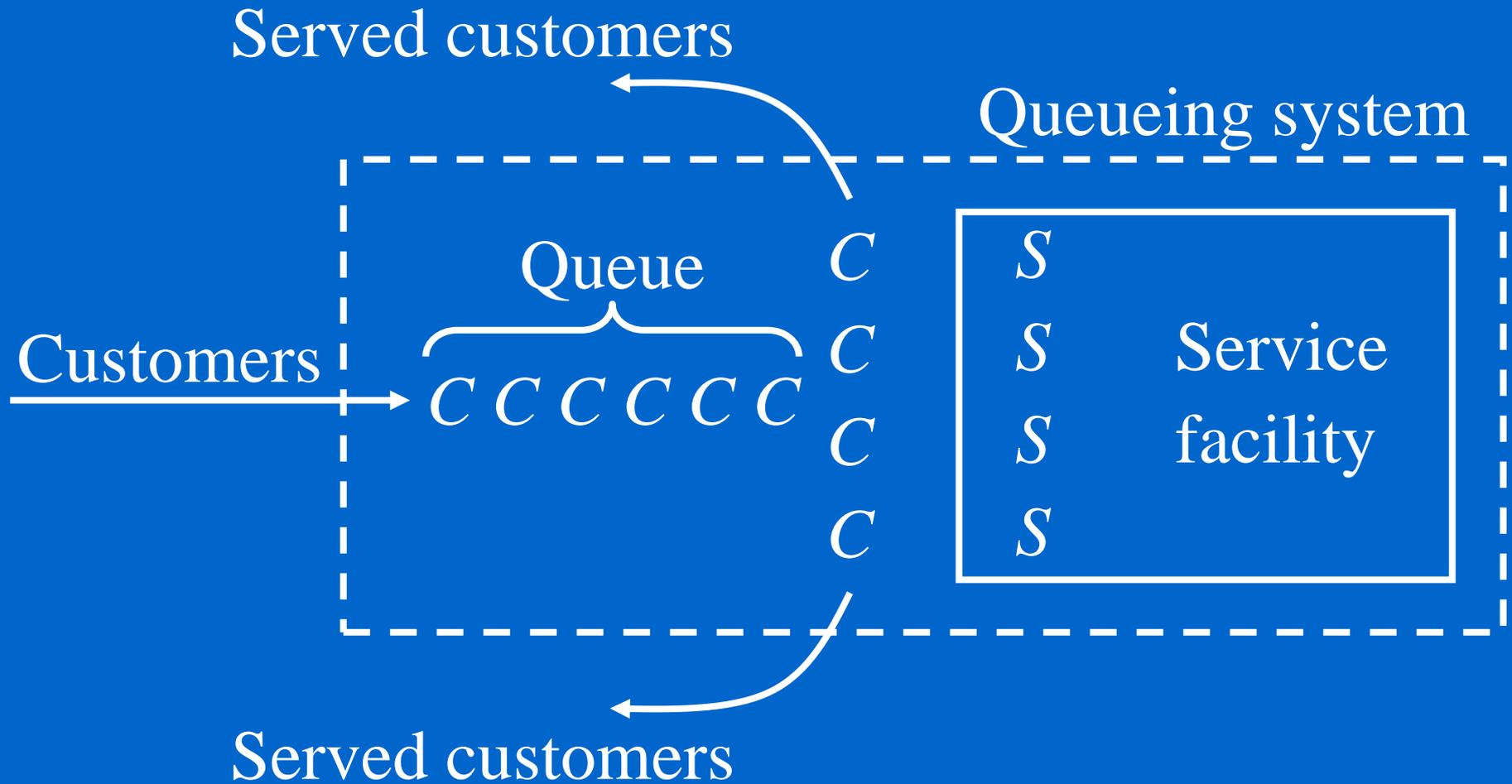
The probability of B winning: $\frac{2}{3}$

$$\mathbf{p} = \begin{array}{c} \text{State} \\ 0 \\ 1 \\ 2 \\ 3 \\ 4 \end{array} \begin{array}{ccccc} 0 & 1 & 2 & 3 & 4 \\ \left[\begin{array}{ccccc} 1 & 0 & 0 & 0 & 0 \\ \frac{2}{3} & 0 & \frac{1}{3} & 0 & 0 \\ 0 & \frac{2}{3} & 0 & \frac{1}{3} & 0 \\ 0 & 0 & \frac{2}{3} & 0 & \frac{1}{3} \\ 0 & 0 & 0 & 0 & 1 \end{array} \right] .
 \end{array}$$

Queueing Theory:

This theory studies queueing systems by formulating mathematical models of their operation and then using these models to derive measures of performance.

This analysis provides vital information for effectively designing queueing systems that achieve an appropriate balance between the cost of providing a service and the cost associated with waiting for the service.



Applications: Waiting Line Design, Banking,
Network Design

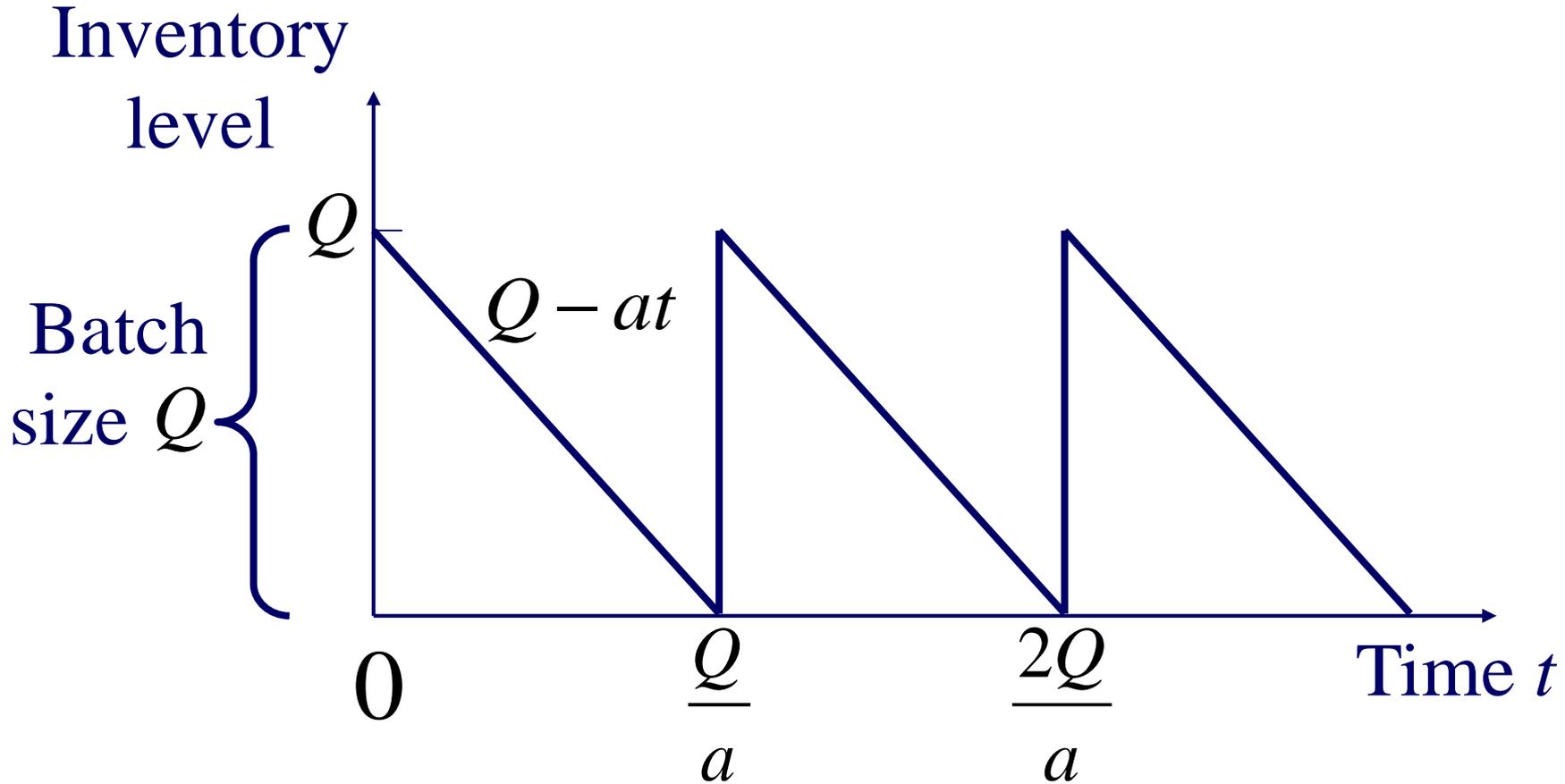
Inventory Theory:

This theory is used by both wholesalers and retailers to maintain inventories of goods to be available for purchase by customers.

The *just-in-time inventory system* is such an example that emphasizes planning and scheduling so that the needed materials arrive “just-in-time” for their use.

Applications: Inventory Analysis, Warehouse Design

Economic Order Quantity (EOQ) model



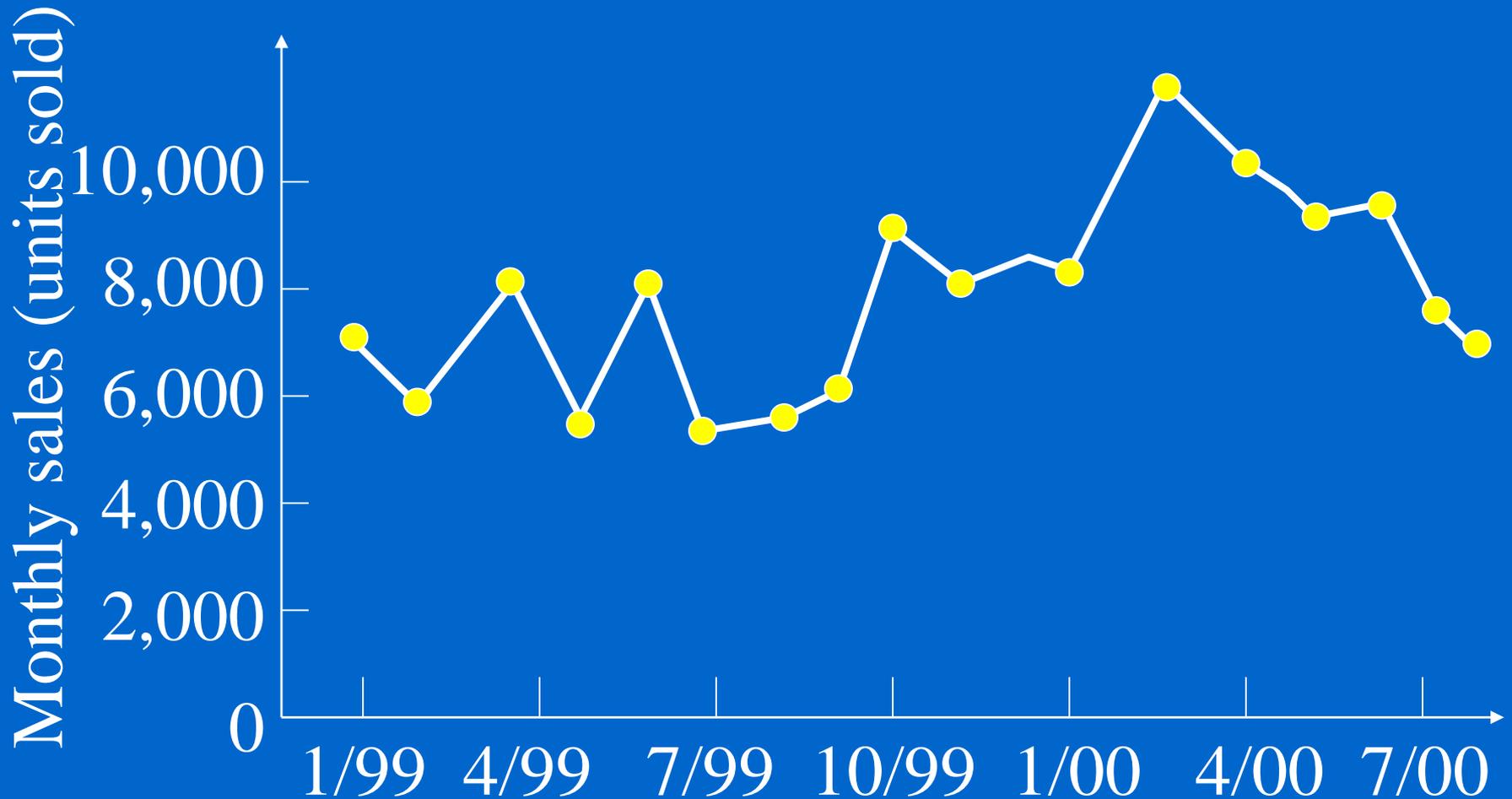
Forecasting:

When historical sales data are available, statistical forecasting methods have been developed for using these data to forecast future demand.

Several judgmental forecasting methods use expert judgment.

Applications: Future Prediction, Inventory Analysis

The evolution of the monthly sales of a product illustrates a time series

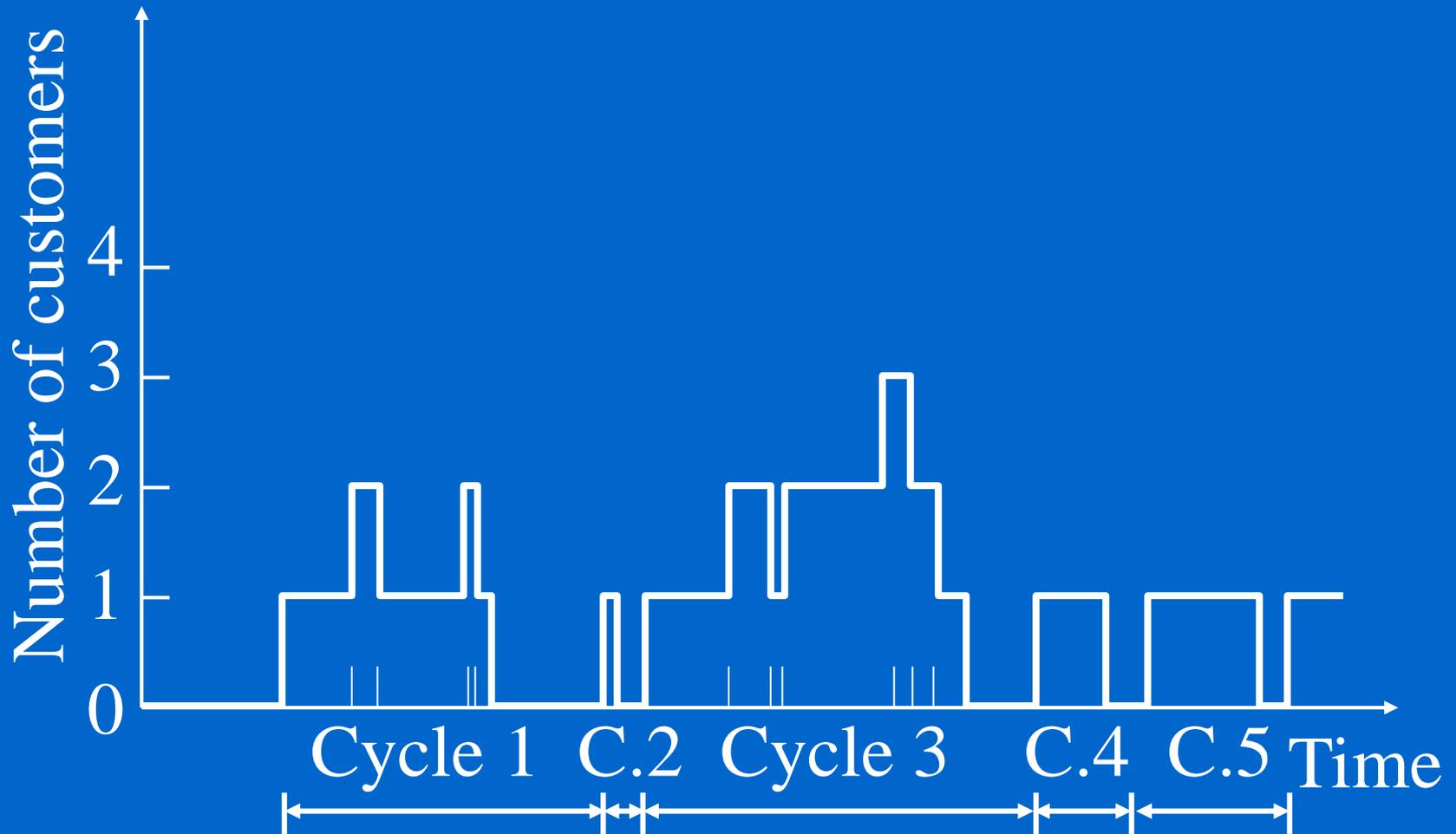


Simulation:

This technique is widely used for estimating the performance of complex stochastic systems if contemplated designs or operating policies are to be used.

Applications: Risk Analysis, Future Prediction

Outcome of the simulation run for a queueing system



Introduction to MS/OR

MS: Management Science

OR: Operations Research

Key components: (a) Modeling/Formulation

(b) Algorithm

(c) Application

OR/MS:

(1) A discipline that attempts to aid managerial decision making by applying a *scientific* approach to managerial problems that involve *quantitative* factors.

(2) OR/MS is based upon mathematics, computer science and other social sciences like economics and business.

General Steps of OR/MS:

Step 1: Define problem and gather data

Step 2: Formulate a mathematical model to
represent the problem

Step 3: Develop a computer based procedure
for deriving a solution(s) to the
problem

Step 4: Test the model and refine it as needed

Step 5: Apply the model to analyze the
problem and make recommendation
for management

Step 6: Help implementation

Origin of OR/MS:

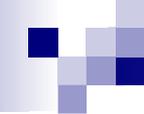
WWII: The British and U.S. Military
Operations

The Simplex Method: George Dantzig, 1947

Computer Revolution (Hardware/Software).

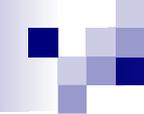
Business Environment

The slide features a decorative graphic on the left side consisting of a grid of overlapping squares in various shades of blue and purple. A solid dark blue horizontal bar spans the width of the slide, positioned below the main title. The background is white, and the text is in a large, bold, black sans-serif font.



Learning Objective

- What is Business
- What is Environment
- Business Environment- Nature, Objective
- Types of Business Environment
- Interaction between Internal and External Environment
- Importance of Business Environment



□ **Business:**

Business is a human activity carried out by the unified efforts of different categories of people, to produce the wealth through production and distribution of the goods and services.

According to **Malvin Anshen** :

“ Business is the way by which men make their living.”

According to **Bayard O’Wheeler** :

“ Business is an institution organized and operated to provide goods and services to society under the incentive of private gain.”



□ Environment:

The birth, growth and continuous development of organization are influenced by a wide range of variables like employees, customers, suppliers, producers, competition etc.

□ Business Environment:

Business Environment refers to those aspects of the surroundings of business enterprise, which affect or influence its operations and determine its effectiveness.

According to Keith Davis:

“Business environment is the aggregate of all conditions, events and influence that surrounds and affects it”

Nature of Business Environment

- **Complex:**

Environment consists of a number of factors, events, conditions arising from different sources which impact business thus making the business complex.

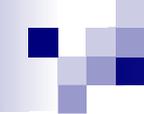
- **Interdependence :**

Factors affecting business environment like social, economic, legal, cultural etc are inter dependent.

E.g. A rich country can make sufficient expenditure on the research and development.

- **Dynamic:**

Business environment is dynamic as it keeps on changing in terms of technological improvement, changes in consumer preferences, entry of new competitors.



- **Uncertainty:**

Business environment is largely uncertain as it is very difficult to predict future happenings.

- **Relativity:**

Business environment is a relative concept as it differs from country to country and region to region.

e.g. Demand of saree is high in India comparative to other countries.

- **Specific and General forces:**

Specific forces affects individual enterprises directly and immediately whereas general forces have impact on all business enterprises.

- **Forecasting is not possible for all developments:**

Many developments such as interest rate fluctuations, the rate of inflation etc are difficult to predict on long term basis which makes difficult to maintain business environment.

Objectives of Business Environment

- **Knowledge of Information:**

Every businessman should be aware about the current environment of the business to change accordingly.

- **Basis of Decision:**

It contains all the information which is needed for taking good decision.

e.g. If a business knows about its competitors, suppliers and customers they take decision about price, purchase, salary etc.

- **Helpful in making of policies:**

For making good business policies one needs to know and scan business through business environment.



- **Technological Planning:**

In today's environment it is really important for the business houses to keep themselves changing according to the technological changes in the market.

- **Survive in the business:**

Sometimes industry may face recession. In such condition only those business will survive who estimate this entire situation in advance through business environment study.

Types of Business Environment

```
graph TD; A[Types of Business Environment] --> B[Internal Environment]; A --> C[External Environment]; B --> D["• Financial Resources  
• Physical and human Resources  
• Objectives of Business  
• Work Environment  
• Corporate Image  
• Labour management Relationship  
• 7) Technological Capabilities"]; C --> E[Micro Environment]; C --> F[Macro Environment]
```

Internal Environment

- Financial Resources
- Physical and human Resources
- Objectives of Business
- Work Environment
- Corporate Image
- Labour management Relationship
- 7) Technological Capabilities

External Environment

Micro Environment

Macro Environment

Internal Environment:

Internal environment refers to factors existing within a business firm. These factors are generally regarded as controllable factors because the company has control over these factors.

□ **Financial Factors:**

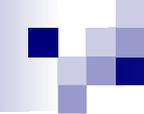
Factors like financial policies, financial procedures and capital structure are also important internal environment affecting business performance, strategies and decisions.

□ **Physical and Human Resources:**

The characteristics of the human resources like skill, quality, moral, commitment etc., contribute to the strength and weakness of an organization.

□ **Objectives of Business:**

The business domain of the company, direction of development, business policy etc., are guided by the objectives of the company



- **Work Environment:**

The organisational structure, company policies, extent of professionalism in management etc., are important factors influencing business decisions.

- **Company Image and Brand:**

The image of the company matters while raising finance, forming joint ventures, entering purchase or sales contract etc.

- **Labour Management Relationship:**

Factors like the amount of support top management enjoys from different level of employees, and other participants influences company decisions and their implementations.

- **R&D and Technological Capabilities:**

It determines a company's ability to innovate and compete.



□ External Environment

The external environment refers to the factors existing outside the business firm. The external factors are beyond the control of a company, hence its success depends to the adaptability of the environment.

Again external environment is divided in two parts:

- 1) Micro Environment
- 2) Macro Environment

□ Micro Environment

The factors which are close to the company and affects its ability to work constitutes micro environment. It is known as the operating environment of business.

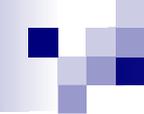
When competing form in the industry have the same micro elements, the success of the firm depends on their relative effectiveness in dealing with these elements.

□ **Suppliers:**

Suppliers are those who supply the inputs like raw material and components to the company. Uncertainties regarding the supply constraints the company to maintain high inventories causing cost increase.

□ **Customers:**

Success of any business depends upon identifying customers, their needs, likes etc., and enhancing the level of customer satisfaction. The major task of a business is to create and sustain customers.



- **Competitors:**

Competitors means other business units which are marketing or producing similar products or a very close substitute of our product. Business has to adjust its various activities according to the action and reactions of competitors.

- **Marketing Intermediaries:**

These are the firms that aid the company in promoting, selling and distributing its goods to final buyers. They are the vital links between the company and the final consumers.

Public:

A public is any group that has an actual or potential interest in or impact on an organization's ability to achieve its interest. Some companies are seriously affected by such public.

E.g. Media

Macro Environment

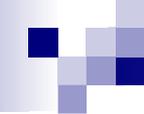
Macro environment means general environment of business. Macro forces are uncontrollable in comparison to the micro forces of environment. The growth and survival of business depends upon its adaptability to macro environmental factors.

The important macro environment are:

- 1) Economic Environment
- 2) Non Economic Environment

□ **Economic Environment:**

To know the economic environment of a country or a business one has to understand the economic policies of the nation. These policies put direct impact on the working and success of the business. Economic conditions, economic policies (Industrial policies, monetary and fiscal policy etc) and the economic system are the important factors that constitute economic environment of the business.



□ **Non Economic Environment**

□ **Socio cultural Environment:**

The socio-cultural environmental factors consist of human relationship and the development. Some of the important factors in the social environment are the buying and consumption habit of people, their languages, beliefs and values, custom and traditions, etc that effects the business.

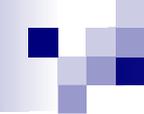
□ **Legal Environment:**

Every country follows its own system of law. The companies operating in the global market have to take into account the provisions with respect to the legal environment prevalent in the countries which they do business. These law and regulations affect the day-to-day operations of business.

□ **International Environment:**

The international environment is particularly important for industries directly depending on imports or exports.

E.g. Import export policies of various countries.



- **Political Environment:**

The political environment consists of factors related to the management of public affairs that have a considerable impact on the business of an organization. It impacts the legislations and government rules and regulations under which business organizations operate in a country.

- **Technological Environment:**

Technological environment comprises both machines (hard technology) and scientific thinking (soft technology) used to solve problems and promote progress. It also represents the degree of advancement of goods and services that are prevalent in a country or a region.

- **Natural Environment:**

Geographical factors such as natural resources endowments, weather and climatic conditions, location aspects in the global context, port facilities etc., are all relevant to business.

□ Significance of Business Environment

□ **First Mover Advantage:**

Awareness of environment helps an enterprise to take advantage of early opportunities instead of losing them to competitors.

E.g. Maruti Udyog became leader in small car

□ **Early Warning Signal:**

Environmental awareness serves as an early warning signal. It makes a firm aware of the future threats or crisis so that the firm can take timely action to minimize the adverse effects.

□ **Customer Focus:**

Environmental understanding makes the management sensitive to the changing needs and expectations of the consumers.

E.g. Apps in mobile



- **Strategy Formulation:**

Environmental monitoring provides relevant information about the business opportunities on the basis of which firms make their strategies.

e.g. ITC in travel and tourism sector

- **Public Image:**

A business firm can improve its image by showing that it is sensitive to its environment and responsive as per the need of customers.

- **Continuous Learning:**

Environmental analysis serves as broad and ongoing education for business executives so that they can react in an appropriate manner to the changing scenario and thereby increase the success of their organization.

Environment Scanning

- The word scanning means to look carefully into or to examine. The term Environmental Scanning in business means to “Carefully analyze the various factors influencing the business”.
- Environmental Scanning is a continuous process. It is a process by which the organizations monitor their relevant environment to identify opportunities and threats affecting their business.

According to **B.W.Denning** “The advocates of systematic corporate planning (strategic management process) base their case on the view that the determination of the future can be improved by a systematic analytical approach which reviews the business as a whole in relation to the environment.”

Need of Environment Scanning

- **Effective Utilization of Resources:**

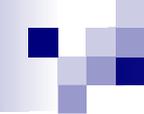
The key to business success is the most effective utilization of resources. Companies which fails to do so are doomed to failure.

- **Helps in Converting threats into Opportunities:**

Environmental scanning allows the strategies to anticipate opportunities and plan alternative responses to these opportunities. Environmental scanning helps in preventing the threats or develop strategies that can turn threats to opportunities for the benefits of organization. If all the companies were able to do that, then every company would have earned good profits, growth and reputation.

- **Useful for the managers:**

A business manger should be able analyze the environment to grasp the



- **Strategic Management Starts with Environmental Scanning:**

Environmental scanning is the starting point of strategic management. Strategy formulation and strategy implementation are the outcome of environment scanning. To implement the strategy, the first thing is formulation of strategy. Again this strategy formulation is based on what impact the environment has on organization in terms of opportunities and threats.

- **Constant Monitoring of the Environment:**

Environmental scanning provides a clear idea about the existing environment. Without environment scanning it would not be possible to know the change in customers tastes, preferences, competitors moves, latest policies etc.

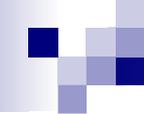
opportunities or face the threats.

- **Narrowing Down the Opportunities:**

An in-depth and meaningful environmental scanning assists the strategists to reduce the range of available alternatives and eliminate options that are totally inconsistent with the forecast opportunities or threats. Of these alternatives and options, which is the viable and promising has to be traced out.

Process of Environment Scanning





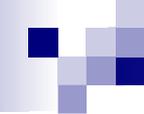
Environmental analysis process is not static but a dynamic process. It may differ depending on the situation. However general process with few common steps can be identified as the process of environmental analysis they are:

□ **Identifying Environmental Factors:**

All strategist should identify all the relevant factors that might affect their business. In this process, one should first know what the internal areas (internal structure, culture, labour management) of the business are. Similarly, a business daily interacts with the close environmental components outside the business such as customers, competitors. Furthermore, general factors such as political, legal, economic etc. are to be identified.

□ **Scanning and Selecting Relevant Key Factors:**

Out of all the business environmental factors, a strategist should focus on the relevant factors for analysis. This step basically avoids the overload of unnecessary information.



- **Defining Variables for Analysis:**

Selected environmental factors are to be further specified into the variables. For example, political situation can be measured using few variables such as instability, reliability and long term effect. Economic environment might cover many variables such as per capita, GDP etc.

- **Using Different Methods, Techniques and Tools:**

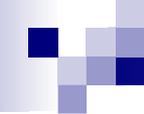
Some of the major methods of analysis can be Scenario building, Benchmarking, Network methods.

Scenario presents overall picture of its total system with affecting factors. Benchmarking is to find the best standard in an industry and to compare the one's strength and weakness with the standard.

Network method is to assess organizational system and its outside environment to find out the SWOT of an organization.

Some of the techniques are Survey, Brainstorming, Historical Enquiry.

Analysis tools can be statistical such as general descriptive tools as mean, median, mode, frequency. Finance & accounting use mostly profitability, leverages and other similar financial tools for analysis.



- **Forecasting Environmental Factors:**

Collecting relevant information and to identify the variables are basics of analysis. Analyzing the past information to predict the future is the main objective of this step.

- **Designing Profile:**

After analyzing the environmental factors they are recorded into the profiles. Such profile record each component or variable into left side and their positive, negative or neutral indicators including their statement in the right side.

Internal areas are recorded in Strategic Advantage Profile (SAP) and external areas are recorded in Environmental Threat and Opportunity Profile (ETOP).

Strength, Weakness, Opportunity and Threat (SWOT) profile can be designed combining both of these two profiles into one.



Strategic Position and Report Writing:

After preparing the profiles strategists prepare formal report that describes the business environment. The report might present issues and best strength of business environment. Based on this report future strategies can be made effectively.

SWOT Analysis

A SWOT analysis is structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

SWOT ANALYSIS



**Chapter 1:
Introduction to Electronic Commerce**

E-Commerce

Objectives

In this chapter, you will learn about:

- What electronic commerce is and how it is experiencing a second wave of growth with a new focus on profitability
- Why companies now concentrate on revenue models and the analysis of business processes instead of business models when they undertake electronic commerce initiatives

Objectives (continued)

- How economic forces have created a business environment that is fostering the second wave of electronic commerce
- How businesses use value chains and SWOT analysis to identify electronic commerce opportunities
- The international nature of electronic commerce and the challenges that arise in engaging in electronic commerce on a global scale

Electronic Commerce: The Second Wave

- Electronic commerce (e-commerce)
 - Businesses trading with other businesses and internal processes
- Electronic business (e-business)
 - Term used interchangeably with e-commerce
 - The transformation of key business processes through the use of Internet technologies

Categories of Electronic Commerce

- Five general e-commerce categories:
 - Business-to-consumer
 - Business-to-business
 - Business processes
 - Consumer-to-consumer
 - Business-to-government
- Supply management or procurement
 - Departments are devoted to negotiating purchase transactions with suppliers

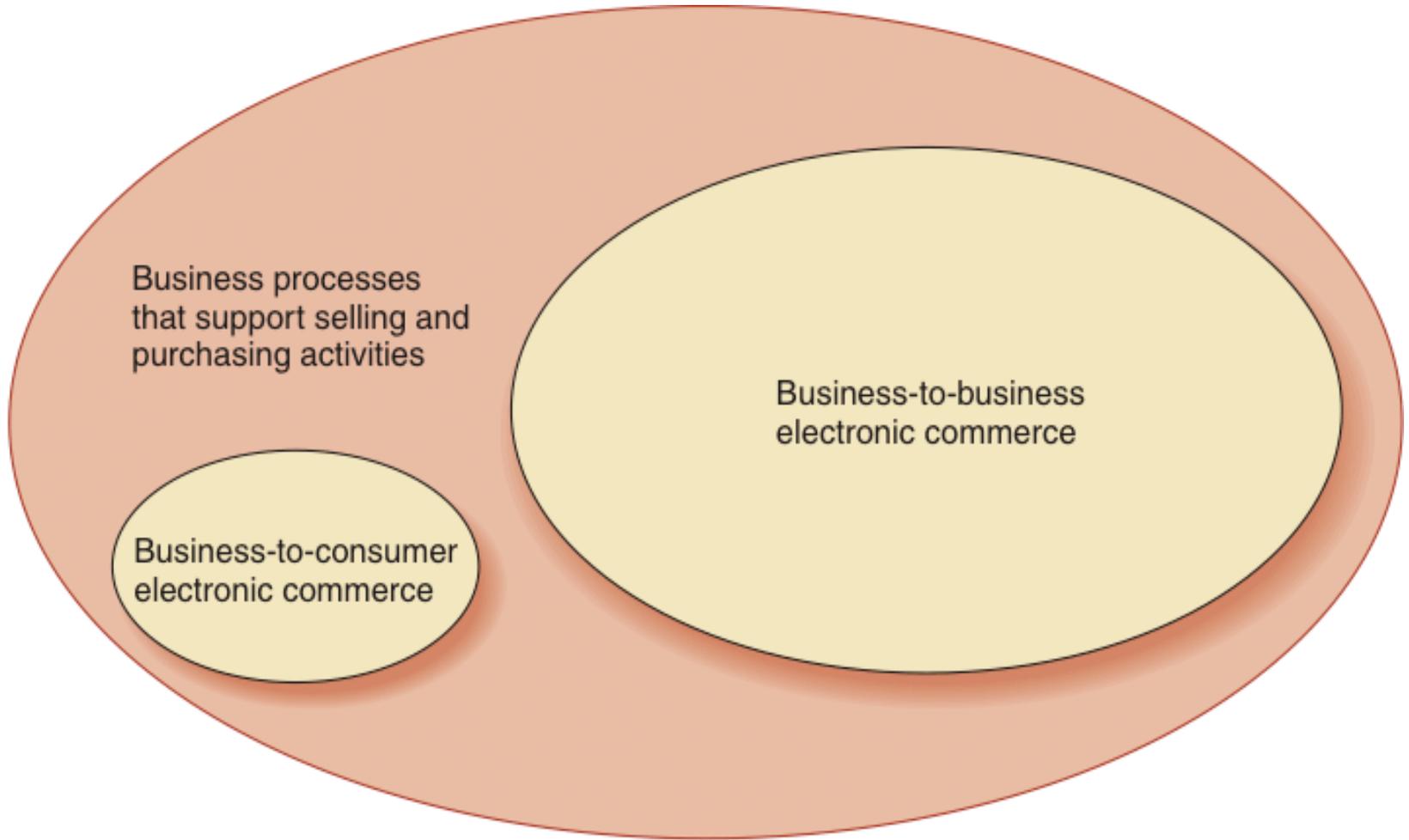


FIGURE 1-1 Elements of electronic commerce

Categories of Electronic Commerce (continued)

- Transaction
 - An exchange of value
- Business processes
 - The group of logical, related, and sequential activities and transactions in which businesses engage
- Telecommuting or telework
 - Employees log in to company computers through the Internet instead of traveling to the office

Category	Description	Example
Business-to-consumer (B2C)	Businesses sell products or services to individual consumers.	Walmart.com sells merchandise to consumers through its Web site.
Business-to-business (B2B)	Businesses sell products or services to other businesses.	Grainger.com sells industrial supplies to large and small businesses through its Web site.
Business processes that support buying and selling activities	Businesses and other organizations maintain and use information to identify and evaluate customers, suppliers, and employees. Increasingly, businesses share this information in carefully managed ways with their customers, suppliers, employees, and business partners.	Dell Computer uses secure Internet connections to share current sales and sales forecast information with suppliers. The suppliers can use this information to plan their own production and deliver component parts to Dell in the right quantities at the right time.

FIGURE 1-2 Electronic commerce categories

Category	Description	Example
Consumer-to-consumer (C2C)	Participants in an online marketplace can buy and sell goods to each other. Because one party is selling, and thus acting as a business, this book treats C2C transactions as part of B2C electronic commerce.	Consumers and businesses trade with each other in the eBay.com online marketplace.
Business-to-government (B2G)	Businesses sell goods or services to governments and government agencies. This book treats B2G transactions as part of B2C electronic commerce.	CAL-Buy portal allows businesses to sell online to the state of California.

FIGURE 1-2 Continued Electronic commerce categories

The Development and Growth of Electronic Commerce

- Electronic funds transfers (EFTs)
 - Also called wire transfers
 - Electronic transmissions of account exchange information over private communications networks
- Electronic data interchange (EDI)
 - Transmitting computer-readable data in a standard format to another business

The Development and Growth of Electronic Commerce (continued)

- Trading partners
 - Businesses that engage in EDI with each other
- Value-added network (VAN)
 - Independent firm that offers connection and transaction-forwarding services to buyers and sellers engaged in EDI

Year	B2C Sales: Actual and Estimated \$ Billions	B2B Sales (including EDI): Actual and Estimated \$ Billions
2007	240	6800
2006	190	5300
2005	150	4100
2004	130	2800
2003	100	1600
2002	80	900
2001	70	730
2000	50	600
1999	25	550
1998	10	520
1997	5	490
1996	Less than 1	460

Adapted from reports by ClickZ Network (http://www.clickz.com/stats/stats_toolbox/); eMarketer (<http://www.emarketer.com/>); Forrester Research (<http://www.forrester.com/>); and the *Statistical Abstract of the United States*, 2004–2005, Washington: U.S. Census Bureau.

FIGURE 1-3 Actual and estimated online sales in B2C and B2B categories

The Second Wave of Electronic Commerce

- Defining characteristics of the first wave:
 - Dominant influence of U.S. businesses
 - Extensive use of the English language
 - Many new companies started with outside investor money
 - Unstructured use of e-mail
 - Over-reliance on advertising as a revenue source

The Second Wave of Electronic Commerce (continued)

- Second wave:
 - Global enterprises in many countries are participating in electronic commerce
 - Established companies fund electronic commerce initiatives with their own capital
 - Customized e-mail strategies are now integral to customer contact

Business Models, Revenue Models, and Business Processes

- Business model
 - A set of processes that combine to yield a profit
- Revenue model
 - A specific collection of business processes used to:
 - Identify customers
 - Market to those customers
 - Generate sales to those customers

Role of Merchandising

- Merchandising
 - Combination of store design, layout, and product display knowledge

Product/Process Suitability to Electronic Commerce

- Commodity item
 - Hard to distinguish from the same products or services provided by other sellers
 - Features have become standardized and well known

Product/Process Suitability to Electronic Commerce (continued)

- Shipping profile
 - Collection of attributes that affect how easily a product can be packaged and delivered
- High value-to-weight ratio
 - Can make overall shipping cost a small fraction of the selling price

Advantages of Electronic Commerce

- Electronic commerce can increase sales and decrease costs
- If advertising is done well on the Web, it can get a firm's promotional message out to potential customers in every country
- Using e-commerce sales support and order-taking processes, a business can:
 - Reduce costs of handling sales inquiries
 - Provide price quotes

Advantages of Electronic Commerce (continued)

- It increases purchasing opportunities for buyers
- Negotiating price and delivery terms is easier
- The following cost less to issue and arrive securely and quickly:
 - Electronic payments of tax refunds
 - Public retirement
 - Welfare support

Disadvantages of Electronic Commerce

- Perishable grocery products are much harder to sell online
- It is difficult to:
 - Calculate return on investment
 - Integrate existing databases and transaction-processing software into software that enables e-commerce
- Cultural and legal obstacles also exist

Economic Forces and Electronic Commerce

- Economics
 - Study of how people allocate scarce resources
- Two conditions of a market
 - Potential sellers of a good come into contact with potential buyers
 - A medium of exchange is available

Transaction Costs

- Transaction costs are the total costs that a buyer and seller incur
- Significant components of transaction costs:
 - Cost of information search and acquisition
 - Investment of the seller in equipment or in the hiring of skilled employees to supply products or services to the buyer

Using Electronic Commerce to Reduce Transaction Costs

- Businesses and individuals can use electronic commerce to reduce transaction costs by:
 - Improving the flow of information
 - Increasing coordination of actions

Network Economic Structures

- Network economic structures
 - Neither a market nor a hierarchy
 - Companies coordinate their strategies, resources, and skill sets by forming long-term, stable relationships with other companies and individuals based on shared purposes
- Strategic alliances (strategic partnerships)
 - Relationships created within the network economic structure

Network Economic Structures (continued)

- Virtual companies
 - Strategic alliances that occur between or among companies operating on the Internet
- Strategic partners
 - Entities that come together as a team for a specific project or activity

Network Effects

- Law of diminishing returns
 - Most activities yield less value as the amount of consumption increases
- Network effect
 - As more people or organizations participate in a network, the value of the network to each participant increases

Identifying Electronic Commerce Opportunities

- Firm
 - Multiple business units owned by a common set of shareholders
- Industry
 - Multiple firms that sell similar products to similar customers

Strategic Business Unit Value Chains

- Value chain
 - A way of organizing the activities that each strategic business unit undertakes
- Primary activities include:
 - Designing, producing, promoting, marketing, delivering, and supporting the products or services it sells
- Supporting activities include:
 - Human resource management and purchasing

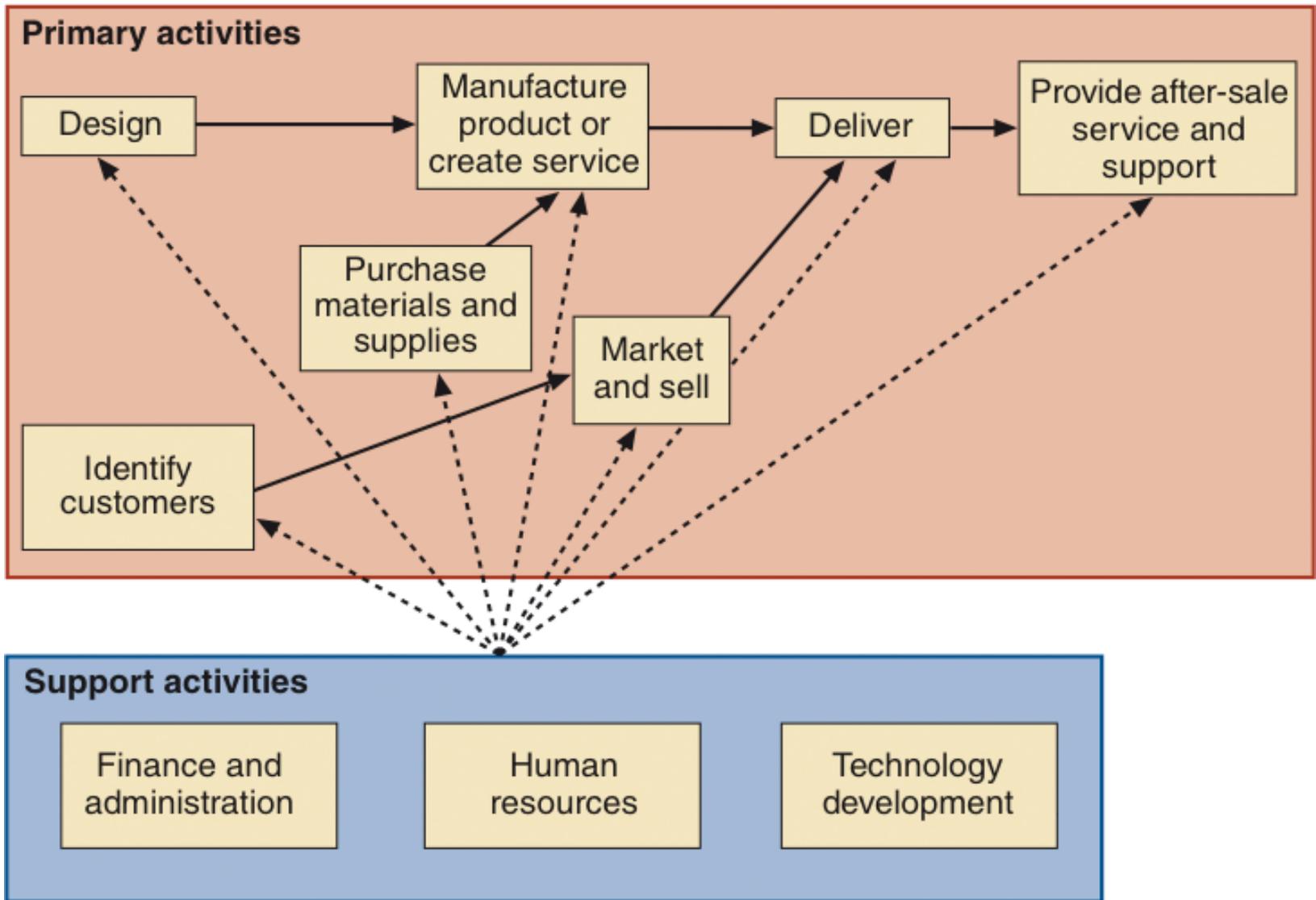


FIGURE 1-9 Value chain for a strategic business unit

Industry Value Chains

- Value system
 - Larger stream of activities into which a particular business unit's value chain is embedded
 - Also referred to as industry value chain

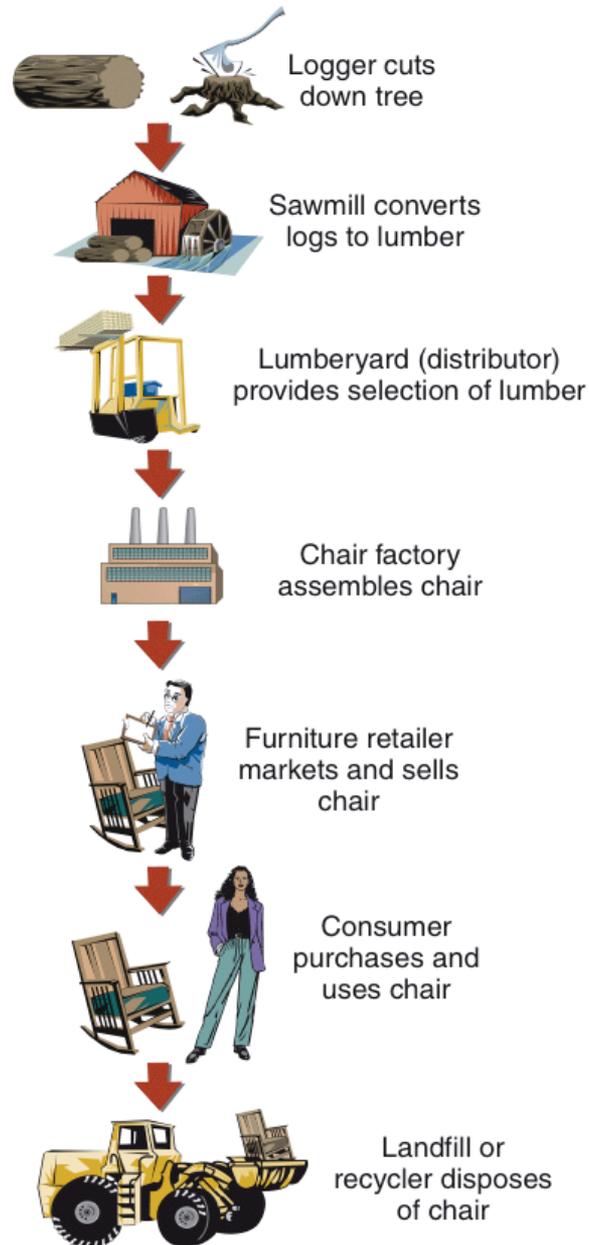


FIGURE 1-10 Industry value chain for a wooden chair

SWOT Analysis: Evaluating Business Unit Opportunities

- In SWOT analysis:
 - An analyst first looks into the business unit to identify its strengths and weaknesses
 - The analyst then reviews the operating environment and identifies opportunities and threats

Strengths

- What does the company do well?
- Is the company strong in its market?
- Does the company have a strong sense of purpose and the culture to support that purpose?

Weaknesses

- What does the company do poorly?
- What problems could be avoided?
- Does the company have serious financial liabilities?

Opportunities

- Are industry trends moving upward?
- Do new markets exist for the company's products/services?
- Are there new technologies that the company can exploit?

Threats

- What are competitors doing well?
- What obstacles does the company face?
- Are there troubling changes in the company's business environment (technologies, laws, and regulations)?

FIGURE 1-11 SWOT analysis questions

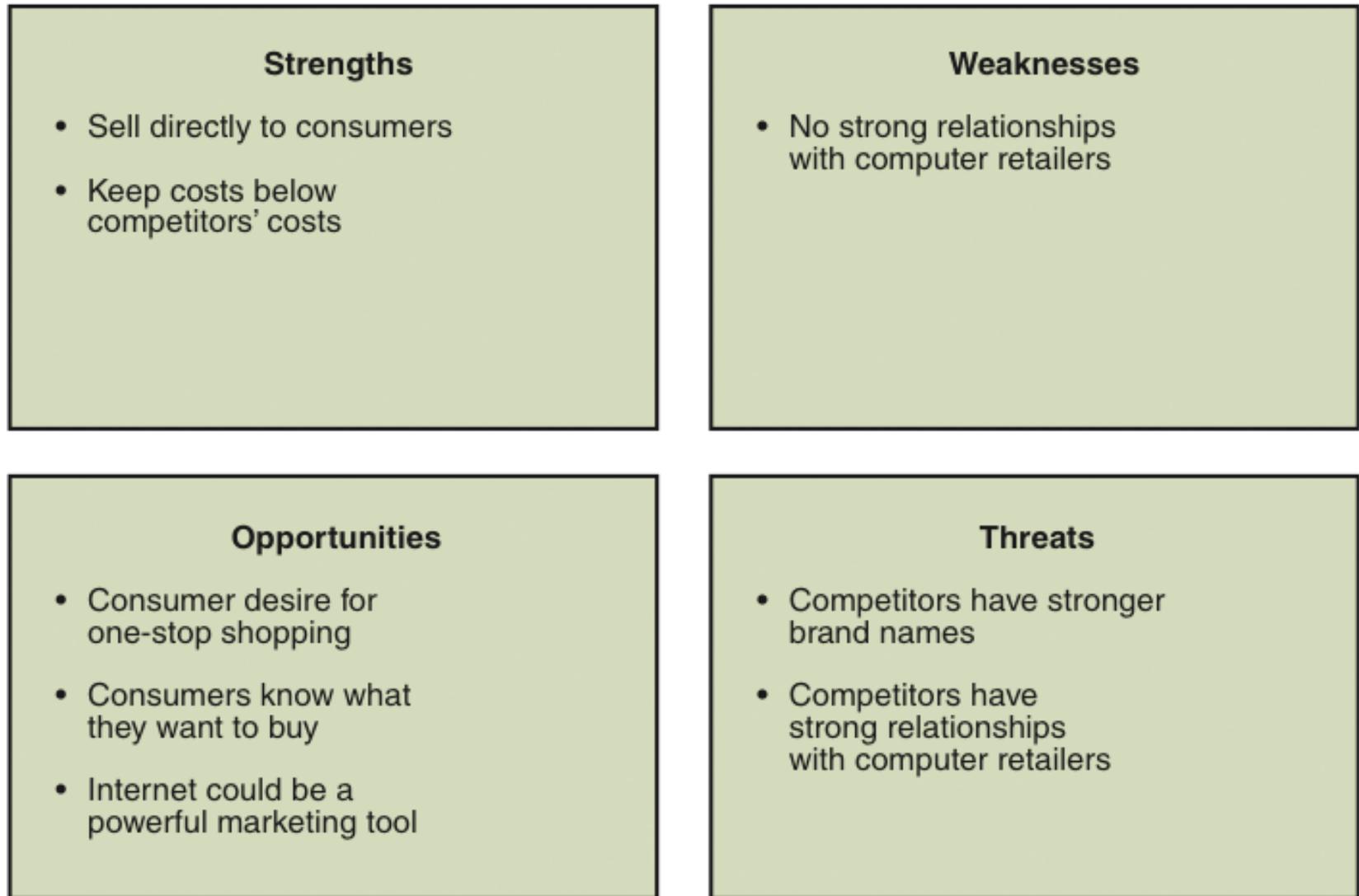


FIGURE 1-12 Results of Dell's SWOT analysis

International Nature of Electronic Commerce

- Companies with established reputations:
 - Often create trust by ensuring that customers know who they are
 - Can rely on their established brand names to create trust on the Web
- Customers' inherent lack of trust in "strangers" on the Web is logical and to be expected

Language Issues

- To do business effectively in other cultures a business must adapt to those cultures
- Researchers have found that customers are more likely to buy products and services from Web sites in their own language
- Localization
 - Translation that considers multiple elements of the local environment

Culture Issues

- An important element of business trust is anticipating how the other party to a transaction will act in specific circumstances
- Culture:
 - Combination of language and customs
 - Varies across national boundaries
 - Varies across regions within nations

Infrastructure Issues

- Internet infrastructure includes:
 - Computers and software connected to the Internet
 - Communications networks over which message packets travel
- Organization for Economic Cooperation and Development's (OECD) Statements on Information and Communications Policy deal with telecommunications infrastructure development issues

Infrastructure Issues (continued)

- Flat-rate access system
 - Consumer or business pays one monthly fee for unlimited telephone line usage
 - Contributed to rapid rise of U.S. electronic commerce
- Targets for technological solutions include paperwork and processes that accompany international transactions

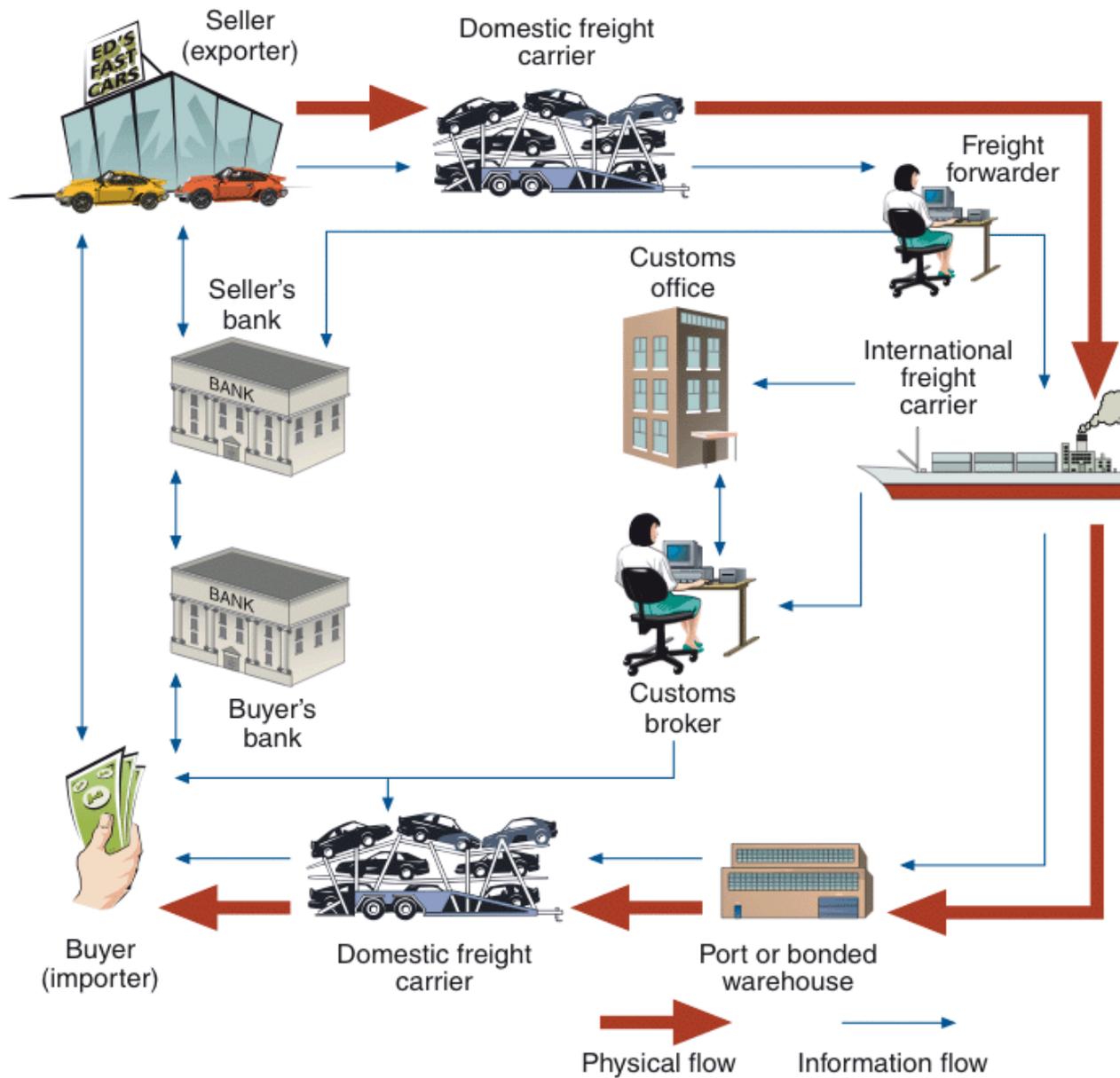


FIGURE 1-14 Parties involved in a typical international trade transaction

Summary

- Commerce
 - Negotiated exchange of goods or services
- Electronic commerce
 - Application of new technologies to conduct business more effectively
- First wave of electronic commerce
 - Ended in 2000
- Second wave of electronic commerce
 - New approaches to integrating Internet technologies into business processes

Summary (continued)

- Using electronic commerce, businesses have:
 - Created new products and services
 - Improved promotion, marketing, and delivery of existing offerings
- The global nature of electronic commerce leads to many opportunities and few challenges
- To conduct electronic commerce across international borders, you must understand the trust, cultural, language, and legal issues



Communication



Communication

It is a process of exchanging –

- Information
- Ideas
- Thoughts
- Feelings
- Emotions

Through –

- ☐ Speech
- ☐ Signals
- ☐ Writing
- ☐ Behaviour



Meaning of Communication

- ❑ The word communication has originated from a Latin word 'communis' which means 'to share'.
- ❑ In general, communication refers to the process of sharing information, ideas and attitudes between individual.
- ❑ It is the process of imparting or exchanging of information, ideas, facts, opinions, beliefs, feelings & attitudes through verbal or nonverbal means between two people or within a group of people, usually with the intent to motivate or influence behavior.
- ❑ The means of transferring the information from the sender to the receiver so that it is understood in the right context.



Communication - Definitions

□ According to Webster's Dictionary,

“Communication is a process by which information is exchanged between individuals through a common system of symbols & signs of behavior.”

□ According to Herbert,

“Without communication there can be no organization, for there is no possibility then of the group influencing the behavior of the individual.”

□ According to Fred Luthans,

“Communication involves more than just linear information flows; it is a dynamic, interpersonal process that involves behavioral exchanges.”

□ According to Moorhead and Griffin,

“Communication is the process in which two or more parties exchange information and share meaning.”



Communication - Definitions

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Communication - Definitions

- ❑ According to Moorhead and Griffin,
“Communication is the process in which two or more parties exchange information and share meaning.”
- ❑ According to American Management Association,
“Communication is any behaviours that results in an exchange of information.”
- ❑ According to Chappel and Reid,
“Communication is any means by which thought is transferred from one person to another.”



Nature of Business Communication

1. Communication is a two-way process. Information not only has to be sent but also received and understood. Feedback is an essential part of communication.
2. Communication is an ongoing process. It is essential for human activity to exist.
3. Communication is essential in all types of organisations and at all levels of management.
4. The Basic purpose of communication is to create mutual understanding by giving/seeking information, persuading/influencing others and generation response.
5. Communication is more than words. It consists not only of facts but ideas and emotions also.



Nature of Business Communication (Cont.)

6. In organisations communication flows through numerous networks for information sharing, socialising, workflow and problem solving.
7. There should be a sender and receiver of communication. It takes two to complete communication.
8. Communication is a dynamic process. It is characterized by continuous change, activity or process. The way a message is received depends upon which of the five sensory organs (eyes, ears, nose, tongue and touch) of the receiver are the most active at that time.
9. Communication is a goal-oriented process. Both the sender and receiver should be aware of the goal of their communication.

[NOTE: The opposite of dynamic is static. Dynamic means continuous and flowing.]



Nature of Business Communication (Cont.)

10. Communication is an inter-disciplinary science. Knowledge obtained from several sciences is utilized while communicating.

11. Communication is contextual. It differs according to the circumstances in which it occurs.

[Note: Contextual - Con-tex-tu-al means pertaining to or depending on a context.]



Need for Business Communication

- **For success in Business effective communication has always been essential.**

In modern times communication has become really essential due to the following reasons:

- 1. Increase in size of organisations:** Business firms nowadays are employing thousands of employees. They have operations in different parts of the world. An effective communication is needed to manage the offices in different parts of the world.
- 2. Growing Specialisation:** The division of work has resulted in different activities being handled by different departments. Sound communication is essential for ensuring mutual co-operation and understanding between the various departments.



Need for Business Communication (Cont.)

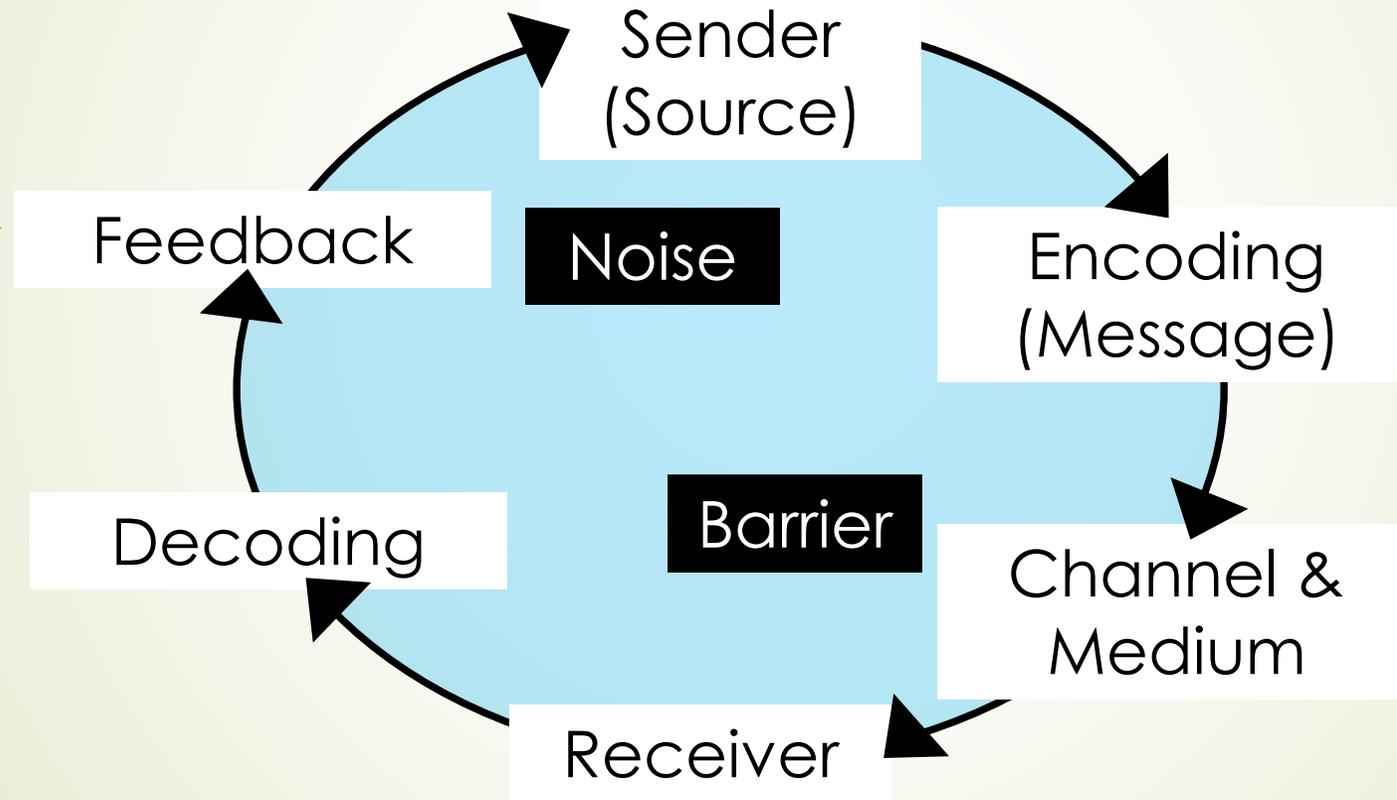
- 3. Technological Advancements:** Due to old technology becoming obsolete due to rapid technological growth the employees need to be upgraded to modern technology and processes. Therefore regular training of staff becomes essential to update their knowledge and skills.
- 4. Cut-throat Competition:** Globalisation has led to severe competition between organisations in the public sector, private sector and foreign sector. Persuasive communication in the form of advertisements and publicity have become necessary to survive in the competitive environment.
- 5. Trade Union Movement:** Employee unions are very strong and powerful nowadays. To maintain healthy relations a regular exchange of ideas and information among the employees and management is essential.



Need for Business Communication (Cont.)

6. Human Relations: To develop a sense of belonging and loyalty among the employees effective communication between management and employees is necessary. Participation of employees in decision making process helps develop mutual trust and understanding.
7. Public Relations: Public relations help business firms to improve their image in society. Large organisations require professional experts to keep governments, distributors, suppliers, investors and other sections of society aware about their contributions to society in order to build their social image.
8. Personal Asset: Communication skill is a personal asset as it is essential for success in any job. Effective oral and written skills are needed to rise up in the corporate ladder.

The Communication Process





The Communication Process

- ❑ **Sender:** **Sender** is the source of communication. The process of communication begins when the sender feels the need for it. The sender conveys the message to the receiver. The receiver can be an individual, group or organization.
- ❑ **Message:** **Message** is what is to be communicated, an idea, a purpose, expressed, as a message to be conveyed, must exist. It passes between a source (the sender) and a receiver. Message is the heart of communication.
- ❑ **Encoding:** The message which is being converted to symbolic form is called **Encoding**. The symbols can be words, sounds, numbers, pictures, gestures etc. It also involves the choice of appropriate media for transmission of the message.



The Communication Process

- ❑ **Message Channel and Medium:** It is the medium of message transmission from the sender to receiver. It connects the sender with the receiver. A medium is different from a channel. **Channels** are audio-visual, print media, mechanical, face to face contact etc. A letter or speech is a **medium**. In written communication there is a time gap between sending and receiving the message.



The Communication Process

- ❑ **Receiver:** The **Receiver** is the target point or location of communication. It is the object to whom the message is directed. He may be a listener, a reader or a viewer.
- ❑ **Decoding:** The receiver translates the sender's message. When the message is received, the symbols in it must be translated into a form so that the message can be understood by the receiver. The message is translated into ideas etc. to interpret its meaning. This step is known as **decoding** of the message. Decoding is opposite of encoding.
- ❑ **Noise:** Any disturbances that interfere with and disturb the message flow and lead to distortion come from external factors and are known as **Noise**. Noise reduces the effectiveness of communication.



The Communication Process

- ❑ **Feedback: Feedback** is the check on how successful we have been in transferring the message as originally intended. It determines whether understanding has been achieved. After deriving the meaning of the message the receiver reacts or responds to the message. He sends back his response to the sender. This return flow of information is called **Feedback**.
- ❑ The process of communication is incomplete until the sender receives the feedback.
- ❑ Communication is said to be effective if the feedback is in tune with the message.
- ❑ Feedback is the key element in communication as it is the only way of judging the effectiveness of the message.

**The Seven C's
of
Effective
Communication**

1. Completeness

A. Provide All Necessary Information

B. Answer All Questions Asked

**C. Give Something Extra,
When Desirable**

2. Conciseness

A. Eliminate Wordy Expressions

B. Include Only Relevant Material

C. Avoid Unnecessary Repetition

Wordy

Due to the fact that

In due course

At this time

Few in number

On a weekly basis

Inspite of the fact that

Until such time as

Meet together

Concise

Because

Soon

Now

Few

Weekly

Although

Until

Meet

3. Consideration

A. Focus on 'You' Instead of 'I' or 'We'

B. Show Audience Benefit or Interest in the Receiver

C. Emphasize Positive, Pleasant Facts



**Negative Emotion /
Expression**

Anxious

Confused

Destroyed

Disgusted

Failure

Transforms Into

**A Little Concerned,
expectant**

Curious

Set back

Surprised

Learning



**Negative Emotion /
Expression**

I hate

Insulted

Lost

Painful

Stressed

Transforms Into

I prefer

Misunderstood

Searching

Uncomfortable

Busy

GOOD WORD

Attractive

Confident

Curious

Fast

Fortunate

GREAT WORD

Gorgeous

Unstoppable

Fascinated

Ballistic

Blessed



GOOD WORD

Interesting

Like

Nice

Quick

Smart

GREAT WORD

Captivating

Relish

Fantastic

Explosive

Gifted

4. Concreteness

A. Use Specific Facts and Figures

B. Put Action in Your Verbs

**C. Choose Vivid,
Image-Building Words**

5. Clarity

**A. Choose Precise, Concrete,
and Familiar Words**

**B. Construct Effective
Sentences and Paragraphs**

6. Courtesy

- A. Be Sincerely Tactful,
Thoughtful, and Appreciative**
- B. Use Expressions That
Show Respect**
- C. Choose Nondiscriminatory
Expressions**

7. Correctness

A. Use the Right Level of Language

B. Check Accuracy of Figures, Facts and Words

C. Maintain Acceptable Writing Mechanics



Verbal
and
Non-Verbal
Communication

VERBAL COMMUNICATION

It means communicating with words, written or spoken. Verbal communication consists of speaking, listening, writing and reading.

CHARACTERISTICS OF EFFECTIVE VERBAL COMMUNICATION

- ❑ Consider the objective
- ❑ Be sincere
- ❑ Use simple language, familiar words
- ❑ Be brief and precise
- ❑ Assume nothing
- ❑ Use polite words and tone
- ❑ Say something interesting and pleasing

MERITS

- **More personal and informal**
- **Makes immediate impact**
- **Provides opportunity for interaction and feedback**
- **Help us correct ourselves (our messages according to the feedback and non-verbal cues from the listener)**
- **It is fastest and less expensive**

DEMERITS

- **It can be quickly forgotten.**
- **A word once uttered cannot be taken back**
- **There is no legal evidence of oral communication**
- **Impact may be short lived**
- **Very difficult to be conscious of our body language**

BARRIERS TO EFFECTIVE VERBAL COMMUNICATION

- **STATUS-** formal and informal status levels affects effectiveness of face to face communication
- **COMPLEXES-** lack of confidence or sense of superiority.
- **ABSTRACTING-** it is partial and selective listening, leading to loss of information
- **LANGUAGE BARRIER-** listener should be familiar with the language used by the speaker.

NON-VERBAL COMMUNICATION

Non-verbal communication includes all unwritten and unspoken messages, both intentional and unintentional.



TYPES OF NON-VERBAL COMMUNICATION

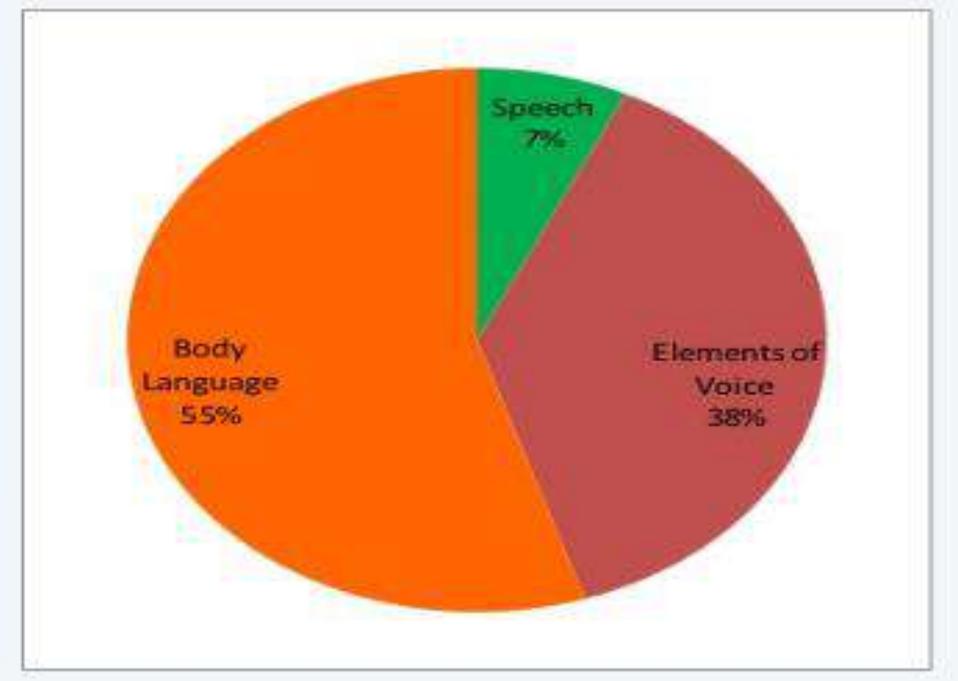
Kinesics Communication

- **Body Language**
- **Kinesics is the interpretation of body motion communication such as facial expressions and gestures, nonverbal behavior related to movement of any part of the body or the body as a whole.**

Meta Communication

- **It is all the non-verbal cues (tone of voice, body language, gestures, facial expression, etc.) that carry meaning that either enhance or disallow what we say in words.**
- **There's a whole conversation going on beneath the surface.**

NON-VERBAL COMMUNICATION



Forms of Non-Verbal Communication

```
graph TD; A[Forms of Non-Verbal Communication] --> B[Facial Expression]; A --> C[Body Movement]; A --> D[Gestures]; A --> E[Eye Contact]; A --> F[Voice]; A --> G[Touch];
```

**Facial
Expression**

**Body
Movement**

Gestures

**Eye
Contact**

Voice

Touch

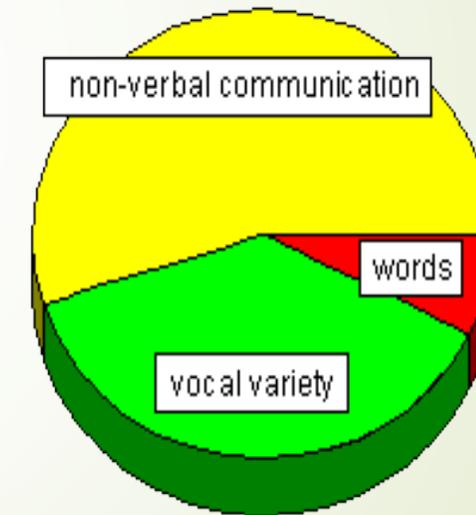
FEATURES :

- ❑ **Non-verbal communication flows through all acts of speaking or writing.**
- ❑ **Non-verbal communication are the wordless messages.**
- ❑ **It is a creative activity , which comes through stimuli produced by the mind.**

Importance of Non- Verbal Communication

A person to have quality communication skills must possess the knowledge of non-verbal communication. As compared to words and vocal variety non-verbal communication matters a lot.

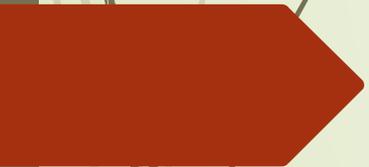
Communication Skills



55% 38% 7%



Inter-Personal Communication



Inter-personal communication

- **Inter-personal communication** is the process by which people exchange information through **verbal** and **non-verbal** messages.
- Inter-personal skills also includes :
 - ability to listen and understand
 - problem solving
 - decision making
 - personal stress management



Importance of Inter-personal Communication

- Effective communication is very helpful in work place where we need to interact with different types of people.
- It is important in maintaining good relationship within family and with friends.
- Inter-personal communication skills are also known as **life skills**.



Principles of Inter-personal Communication

- ➔ Inter-personal communication is **inescapable**.
- ➔ Inter-personal communication is **irreversible**.
- ➔ Inter-personal communication is **complicated**.
- ➔ Inter-personal communication is **contextual**.

Elements of Inter-personal Communication

- ➔ The Communicators - Sender and Receiver
- ➔ The Message
- ➔ Feedback
- ➔ Channel
- ➔ Context
- ➔ Noise

Inter-personal Communication skills

- 1. Listening Skills**
- 2. Communication Skills**
- 3. Verbal Communication or Speaking Skills**
- 4. Persuasive Skills**
- 5. Non-Verbal Communication**
- 6. Conflict Handling Skills**
- 7. Assertiveness**

Listening Skills

- **Listening is more important than just verbal communication.**
- **Listening is not the same as hearing.**
- **Listening means paying attention not only to the story, but how it is told, the use of language and voice, and how the other person uses his or her body to communicate.**
- **Listening requires you to concentrate and use your other senses in addition to simply hearing the words spoken.**

Communication Skills

- **Communication is not just about what is actually said and the language used but how it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language.**
- **Interpersonal communication is face to face.**
- **People receive a message even when communication is not taking place. This is called non-verbal behaviour.**

Verbal Communication or Speaking Skills

Opening Communication

- **The first few minutes are extremely important as first impressions have a significant impact on the success of further communication.**
- **Everyone has some expectation how things should take place.**
- **If inter-personal expectation is mismatched, communication will not be effective nor run smooth.**

Verbal Communication or Speaking Skills (Cont.)

- We need good speaking ability to express our ideas and opinions effectively to others.
- A pleasant voice, good tone, appropriate speed make speaking effective.
- To speak effectively you must be fully clear about what you want to say.
- What you say must be clear, audible and easy to understand.
- In face-to-face communication you can reinforce what you say by your body language.



Persuasive Skills

- As a speaker you need to convince the listener about what message, ideas or opinions you want to convey.
- Tact, patience and courtesy are required to persuade people.
- A manager has to persuade employees to do the job well, a salesman has to convince the customers, a politician the voters, a company owner has to convince the investors to invest in his company and so on.

Conflict Handling Skills

A conflict arises due to misunderstanding and lack of mutual trust.

- Differences in goals, interests, perceptions etc. create conflicts in inter-personal relations.
- In order to develop mutual trust, understanding and cooperation, one must know how to handle conflicts.
- Respect for others, careful listening, looking at things from others' perspective, give and take, continuous dialogue, giving and receiving feedback etc. are effective for managing conflicts.

Non-Verbal Communication

- Inter-personal communication not only involves the explicit meaning of words, but also refers to implicit messages, which may be expressed through non-verbal behaviour.
- Non-verbal communication includes:
 - facial expressions
 - tone and pitch of the voice
 - gestures displayed through body language
 - physical distance between communicators

Non-verbal messages allow individuals to:

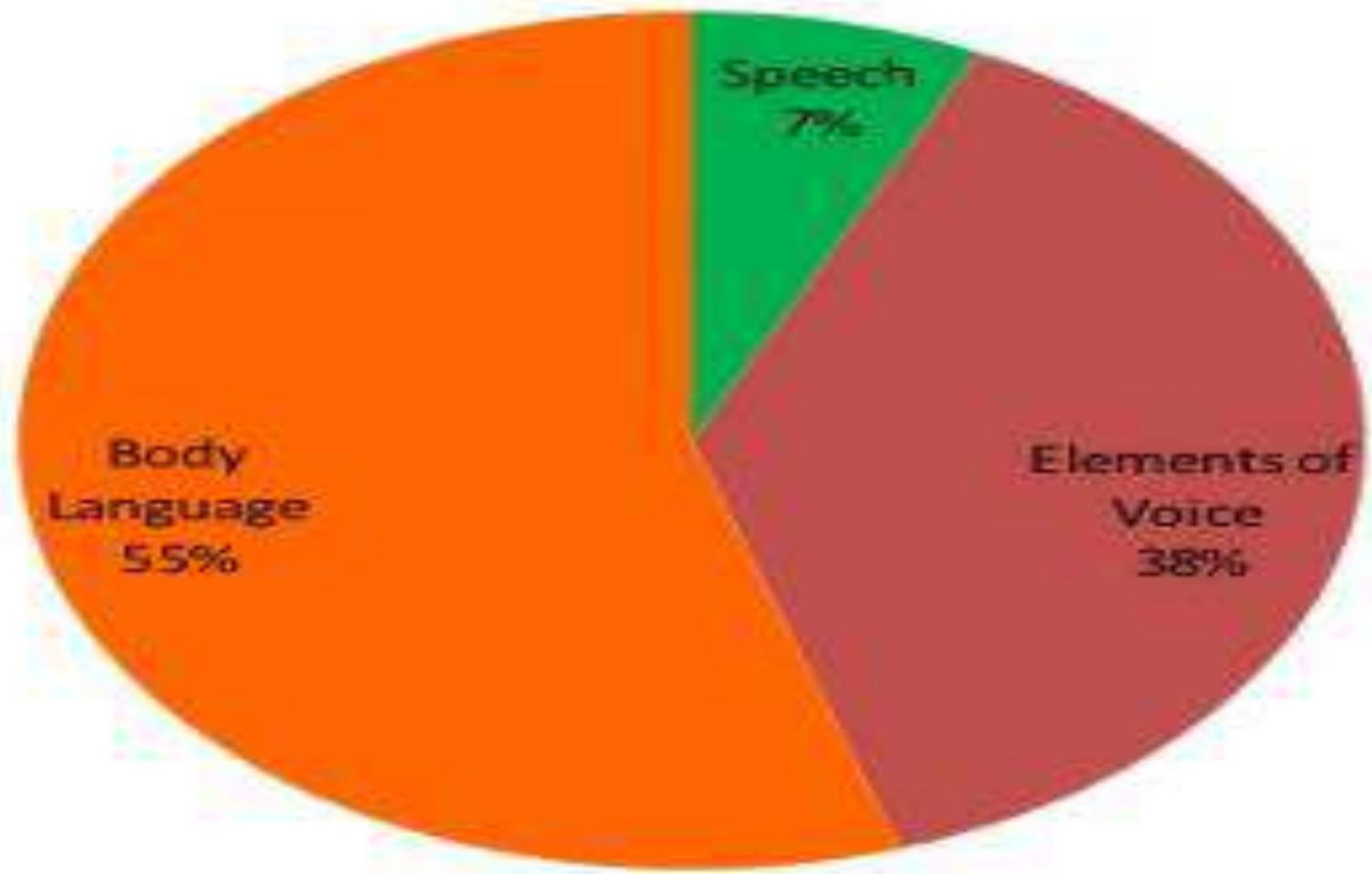
- **Reinforce or modify what is said in words.**
- **Convey information about their emotional state.**
- **Define or reinforce the relationship between people.**
- **Provide feedback to the other person.**
- **Regulate the flow of communication.**

Communication is more than just verbal...

► Non-Verbal Communication:

Emotional impact of a message:

- Words account for - only 7%
- Voice tones - 38%
- Facial Expressions - 55%



Categories of Non-Verbal Messages

- 1. Environment**
- 2. Interpersonal Distance**
- 3. Posture**
- 4. Gestures**
- 5. Facial Expressions**
- 6. Voice Quality**
- 7. Personal Appearance**

Skills and Best Practices: Advice to Improve Non-verbal Communication Skills

Positive Non-verbal Actions Include:

- **Maintain eye contact.**
- **Nod your head to convey that you are listening or that you agree.**
- **Smile and show interest.**
- **Lean forward to show the speaker you are interested.**
- **Use a tone of voice that matches your message.**

Advice to Improve Non-verbal Communication Skills (cont.)

Negative Non-verbal Actions Include:

- **Avoiding eye contact and looking away from the speaker.**
- **Closing your eyes or tensing your facial muscles.**
- **Excessive yawning.**
- **Using body language that conveys indecisiveness or lack of confidence (e.g. slumped shoulders, head down, flat tones and inaudible voice).**
- **Speaking too fast or too slow.**

Assertiveness

- ▶ Assertiveness means standing up for your personal rights in expressing thoughts, feelings and beliefs in direct, honest and appropriate ways.
- ▶ Assertiveness is misunderstood as aggressiveness.
- ▶ Being assertive means we should also respect the thoughts, feelings and beliefs of other people.
- ▶ Assertiveness aims to be neither passive nor aggressive.

Being Passive

- **Many people adopt a passive response because they have a strong need to be liked by others.**
- **Being passive results in failure of communication.**
- **Being passive allow others to take responsibility, to lead and make decisions for them.**
- **It bring inferior feeling.**

Being Aggressive

- ▶ By responding in an aggressive way, the rights and self-esteem of the other person are undermined.
- ▶ Aggressive responses can includes behaviours like imposing yourself on someone unnecessarily, telling or ordering rather than asking, or not considering another's feelings.
- ▶ Aggressive responses result in the other person responding either aggressively or passively or ignoring the order or command.



Gender Differences

➤ Women

- Prefer conversation for rapport building
- Want empathy, not solutions
- Are more likely to compliment
- Emphasize politeness
- More conciliatory



Gender Differences

➤ Men

- Talk as a means to preserve independence and status by displaying knowledge and skill
- Work out problems on an individualized basis
- Are more directive in conversation
- Are more intimidating
- Call attention to their accomplishments
- Tend to dominate discussions during meetings

Listening

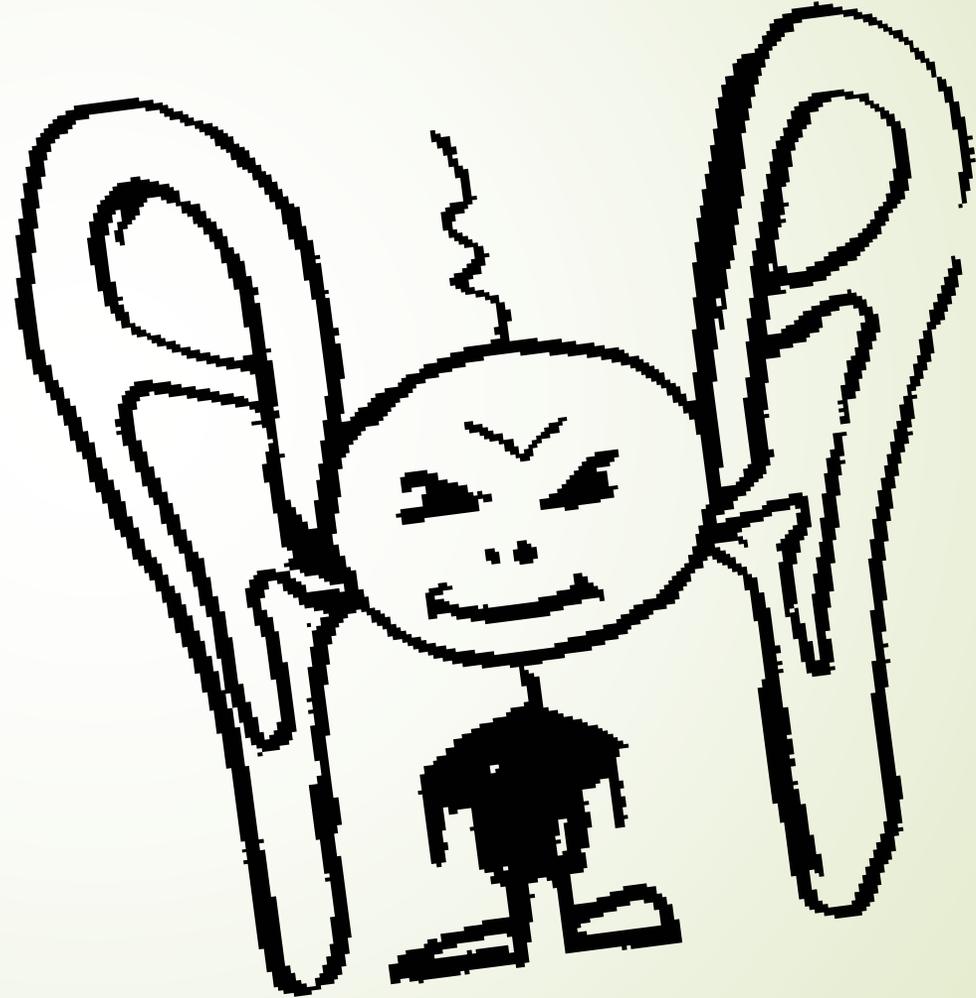


Objectives

- **Study about listening**
- **Types of listening**
- **Process involved in listening**
- **Deterrents to listening process**
- **Benefits of listening process**
- **Essentials of good listening**

What is listening?

- **Look**
- **Identify**
- **Set-Up**
- **Tune in**
- **Examine**
- **Note**



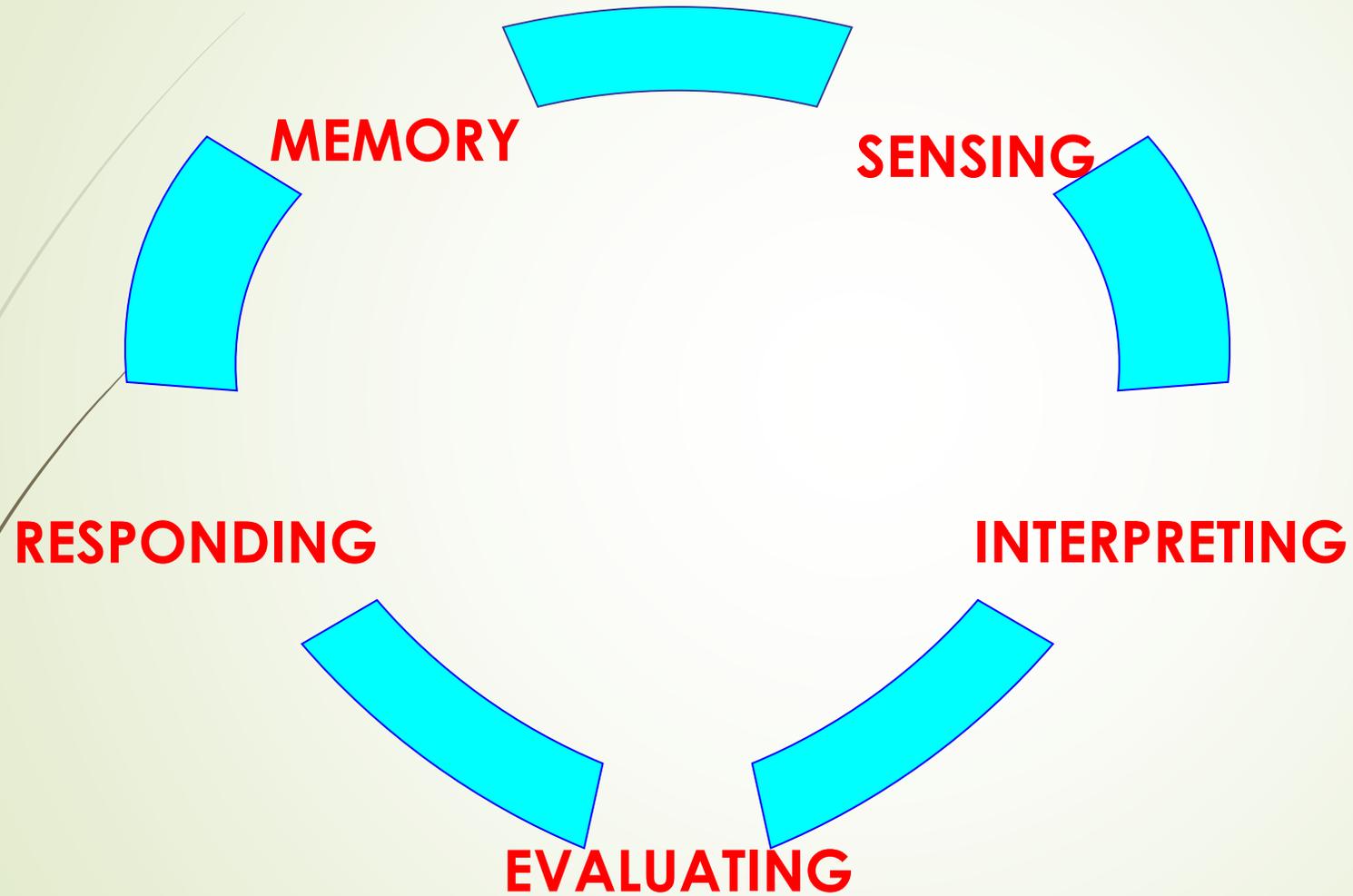
Facts About Listening

- **10% WORDS**
- **55% BODY LANGUAGE**
- **35% TONE OF VOICE**
- **10 % IS CONTENT ; 90% IS INTENT**

Importance of effective listening

- Better work environment
- Effective problem solving
- Time saving
- Reduction in Hostilities
- Industrial harmony
- Higher earnings
- Customer satisfaction
- Employees training
- Public Relations

Listening Process



The Sensing Stage

- **The listener selects from multiple stimuli, the one that seems important.**
- **Converts that stimuli into a message.**

The Interpreting Stage

- **The listener decodes the message.**
- **The listener also faces multiple barriers that could be semantic, linguistic, emotional or environmental.**

The Evaluating Stage

- **The listener assigns a meaning to the message, draws inferences, takes an overview of the message and seeks accuracy of information.**
- **The listener is often disturbed by prior experiences, beliefs and emotions.**

The Responding Stage

- ➔ **The listener is ready to respond.**
- ➔ **This stage is important for speaker because the listener's response tells the speaker whether he/she has been understood or not.**

The Memory Stage

- **The listener retains the chunks of what they have heard.**
- **Unfortunately, no matter how brilliant a speaker is, most listeners can retain only 10 - 25% of a talk or presentation the day after.**

Types of Listening

- **Passive Listening**
- **Marginal Listening**
- **Projective Listening**
- **Sensitive Listening**
- **Active Listening**

Types of Listening

S. NO.	TYPES	MANNER
1.	Passive	Hearing but not listening
2.	Marginal	Superficial Listening
3.	Projective	Listening within the listener's own frame of reference
4.	Sensitive	Attempt made to match the receiver's perception
5.	Active	The message is assimilated through the listener's participation

Deterrents to Listening Process

- **Lack of interest**
- **Closed mind**
- **Ego**
- **Fear**
- **Stress**
- **Noise**
- **Hasty Judgment**
- **Content**
- **Speaker**
- **Medium**
- **Distractions**
- **Mindset**
- **Language**
- **Listening Speed**

Essentials of Good Listening

- **Positive Attitude**
- **Concentration**
- **Interaction**
- **Right Body language**
- **Stop Talking**
- **Put the speaker at ease**
- **Be patient**
- **Show desire to listen**
- **Ask questions**

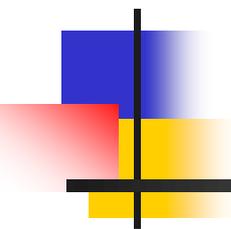
Benefits of Listening

- **Gaining knowledge**
- **Receiving better work and cooperation from others**
- **Wining friends**
- **Solving problems**
- **Reducing tension**
- **Preventing trouble**

Conclusion

Good listening skills are a prerequisite for success in ones professional and personal life. It is a critical area of effective communication skills, and when we listen carefully, we succeed in developing a rapport with people.

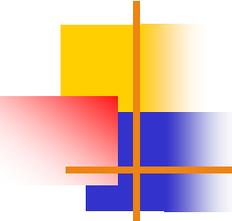
However, this is not an easy task and like any tough skill, requires lot of hard work and dedication.



Business Analytics

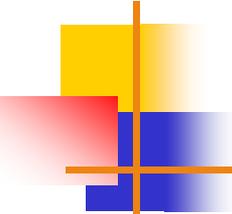
Chapter 1:

Introduction to Business Analytics



Learning Objectives

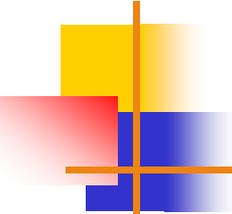
- Understand today's turbulent business environment and describe how organizations survive and even excel in such an environment (solving problems and exploiting opportunities)
- Understand the need for computerized support of managerial decision making
- Describe the business Analytics (BI) methodology and concepts and relate them to decision support systems (DSS)
- Understand the issues in implementing BI



Opening Vignette...

“Norfolk Southern Uses BI for Decision Support to Reach Success”

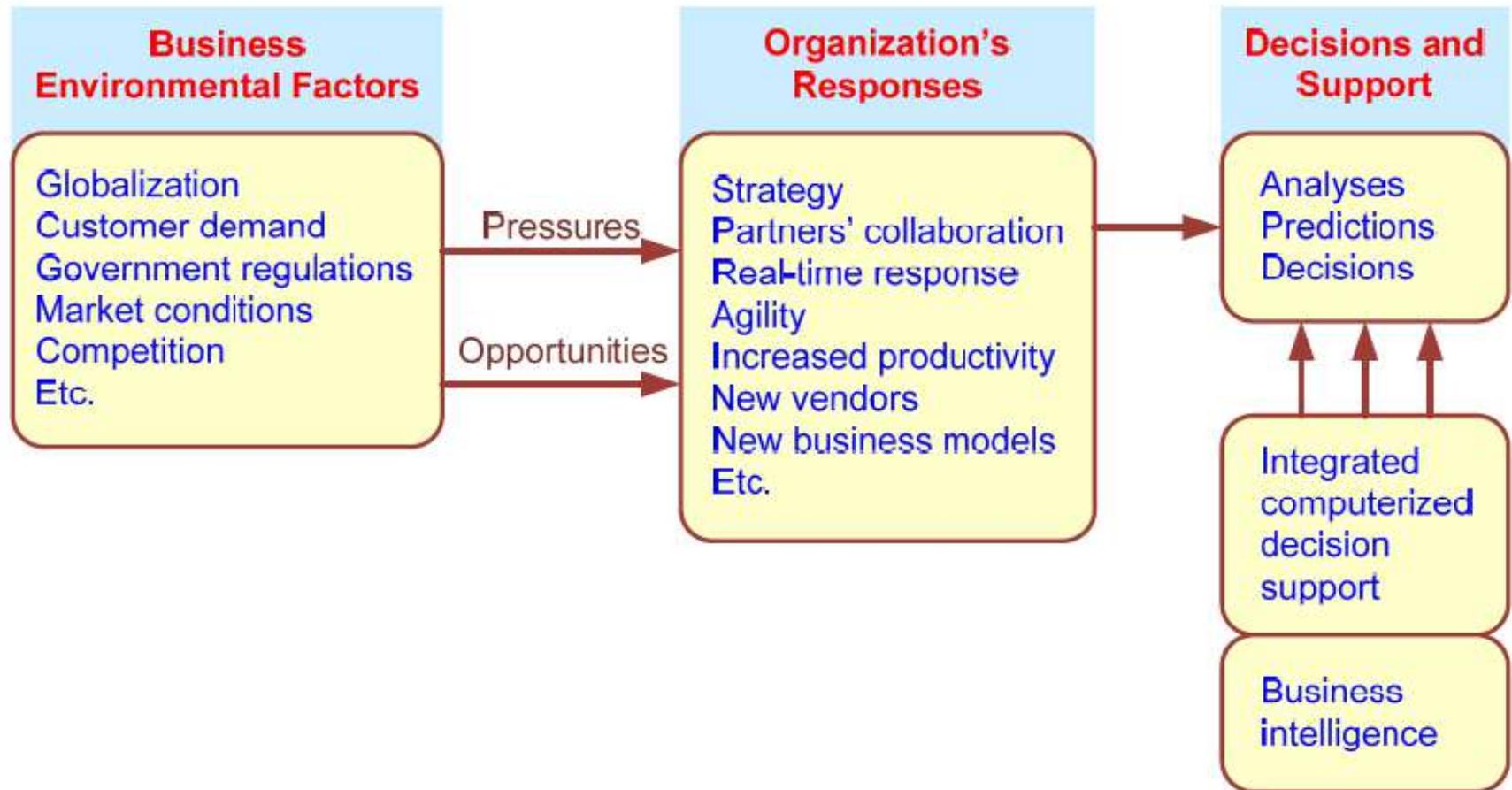
- Company background
- Problem
- Proposed solution
- Results
- Answer & discuss the case questions.

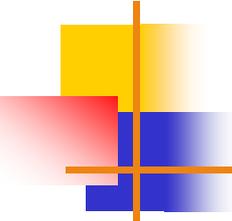


Changing Business Environment & Computerized Decision Support

- Companies are moving aggressively to computerized support of their operations => Business Analytics
- Business Pressures–Responses–Support Model
 - **Business pressures** result of today's competitive business climate
 - **Responses** to counter the pressures
 - **Support** to better facilitate the process

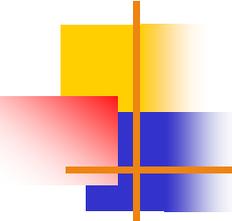
Business Pressures–Responses–Support Model





The Business Environment

- The environment in which organizations operate today is becoming more and more complex, creating:
 - opportunities, and
 - problems.
 - Example: globalization.
- Business environment factors:
 - markets, consumer demands, technology, and societal.



Business Environment Factors

FACTOR

DESCRIPTION

Markets

Strong competition
Expanding global markets
Blooming electronic markets on the Internet
Innovative marketing methods
Opportunities for outsourcing with IT support
Need for real-time, on-demand transactions

Consumer demand

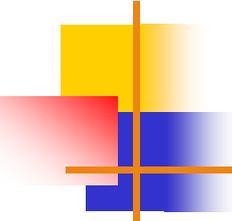
Desire for customization
Desire for quality, diversity of products, and speed of delivery
Customers getting powerful and less loyal

Technology

More innovations, new products, and new services
Increasing obsolescence rate
Increasing information overload
Social networking, Web 2.0 and beyond

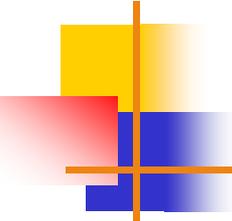
Societal

Growing government regulations and deregulation
Workforce more diversified, older, and composed of more women
Prime concerns of homeland security and terrorist attacks
Necessity of Sarbanes-Oxley Act and other reporting-related legislation
Increasing social responsibility of companies
Greater emphasis on sustainability



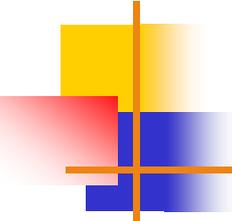
Organizational Responses

- Be Reactive, Anticipative, Adaptive, and Proactive
- Managers may take actions, such as:
 - Employing strategic planning.
 - Using new and innovative business models.
 - Restructuring business processes.
 - Participating in business alliances.
 - Improving corporate information systems.
 - Improving partnership relationships.
 - Encouraging innovation and creativity. ...cont...>



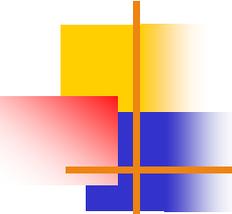
Organizational Responses, continued

- Improving customer service and relationships.
- Moving to electronic commerce (e-commerce).
- Moving to make-to-order production and on-demand manufacturing and services.
- Using new IT to improve communication, data access (discovery of information), and collaboration.
- Responding quickly to competitors' actions (e.g., in pricing, promotions, new products and services).
- Automating many tasks of white-collar employees.
- Automating certain decision processes.
- Improving decision making by employing analytics.



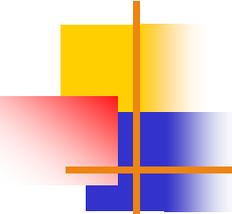
Closing the Strategy Gap

- One of the major objectives of computerized decision support is to facilitate closing the gap between the current performance of an organization and its desired performance, as expressed in its mission, objectives, and goals, and the strategy to achieve them.



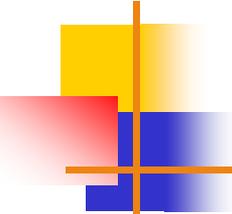
Business Analytics (BI)

- BI is an evolution of decision support concepts over time.
 - Meaning of EIS/DSS...
 - **Then:** Executive Information System
 - **Now:** Everybody's Information System (BI)
- BI systems are enhanced with additional visualizations, alerts, and performance measurement capabilities.
- The term BI emerged from industry apps.



Definition of BI

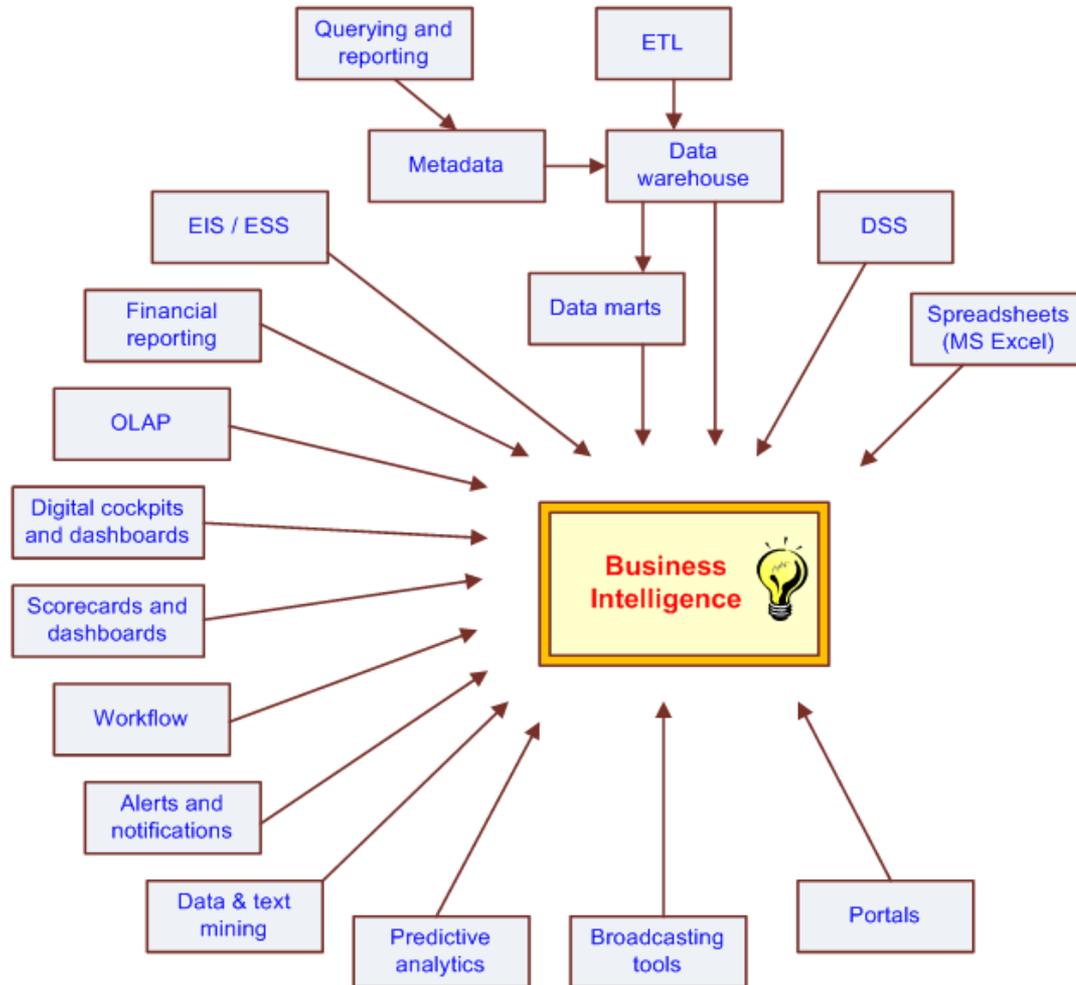
- BI is an umbrella term that combines architectures, tools, databases, analytical tools, applications, and methodologies.
- BI a content-free expression, so it means different things to different people.
- BI's major objective is to enable easy access to data (and models) to provide business managers with the ability to conduct analysis.
- BI helps *transform* data, to information (and knowledge), to decisions and finally to action.

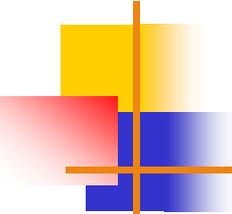


A Brief History of BI

- The term BI was coined by the Gartner Group in the mid-1990s
- However, the concept is much older
 - 1970s — MIS reporting — static/periodic reports
 - 1980s — Executive Information Systems (EIS)
 - 1990s — OLAP, dynamic, multidimensional, ad-hoc reporting -> coining of the term “BI”
 - 2005+ — Inclusion of AI and Data/Text Mining capabilities; Web-based Portals/Dashboards
 - 2010s — Yet to be seen

The Evolution of BI Capabilities

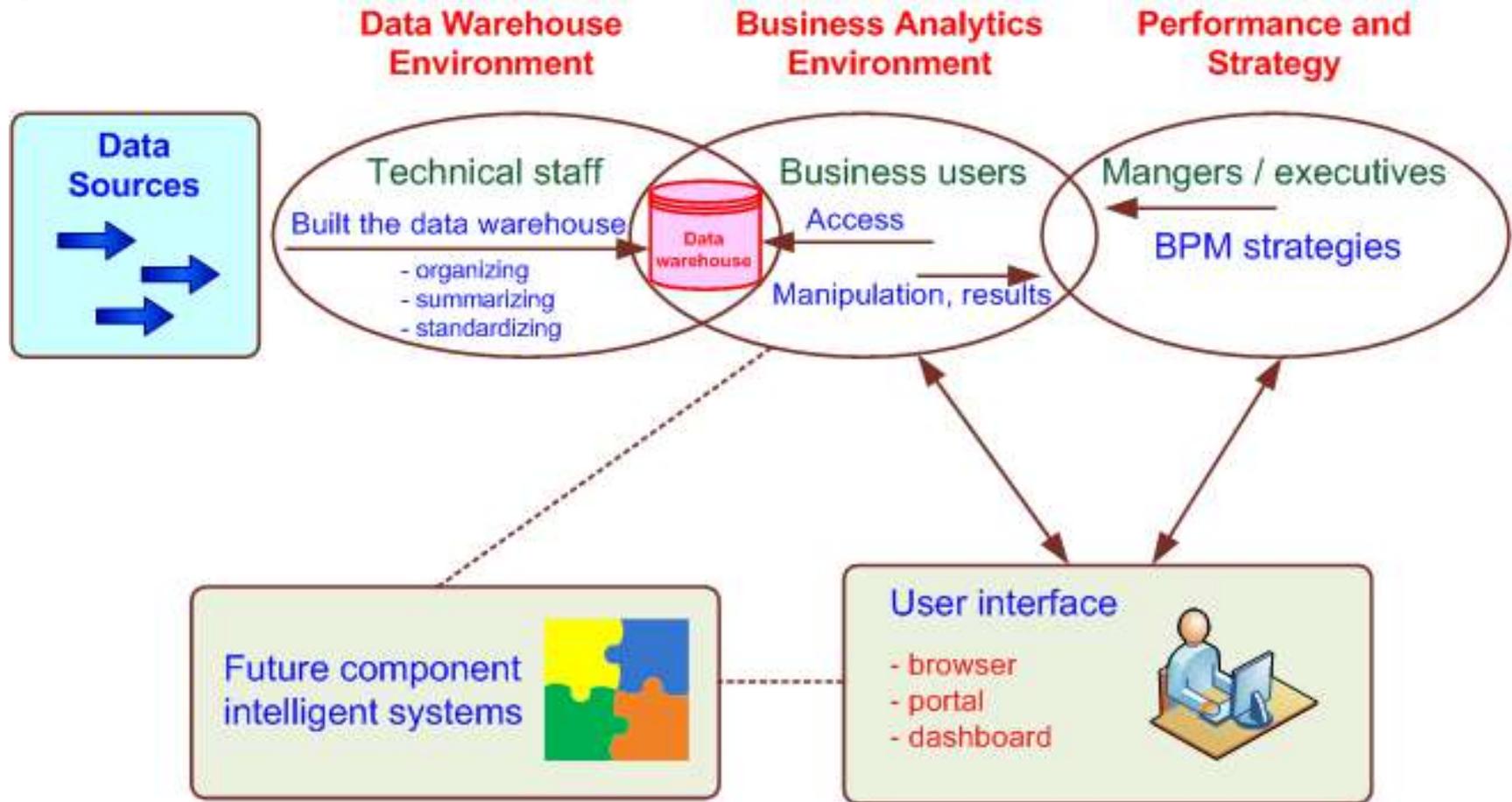


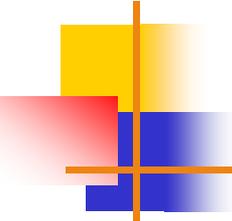


The Architecture of BI

- A BI system has four major components:
 - a data warehouse, with its source data
 - business analytics, a collection of tools for manipulating, mining, and analyzing the data in the data warehouse;
 - business performance management (BPM) for monitoring and analyzing performance
 - a user interface (e.g., dashboard)

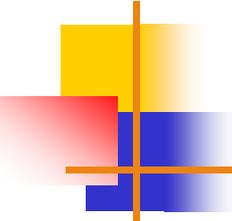
A High-level Architecture of BI





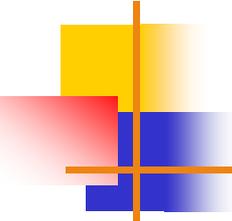
Components in a BI Architecture

- The **data warehouse** is the cornerstone of any medium-to-large BI system.
 - Originally, the data warehouse included only historical data that was organized and summarized, so end users could easily view or manipulate it.
 - Today, some data warehouses include access to current data as well, so they can provide real-time decision support (for details see Chapter 2).
- **Business analytics** are the tools that help users transform data into knowledge (e.g., queries, data/text mining tools, etc.).



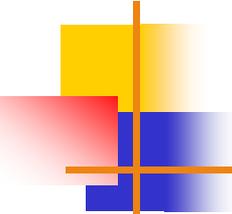
BI Examples

- Epagogix is an analytics based BI system that specializes in predicting success of movies based on a detailed analysis of movie scripts.
- National Australia Bank uses data mining to aid its marketing initiatives.
- Hoyt Highland Partners, a marketing Analytics firm, assists health care providers with growing their businesses.



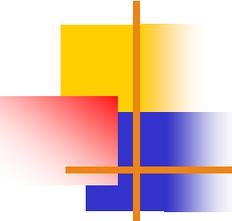
Components in a BI Architecture

- **Business Performance Management (BPM)**, which is also referred to as corporate performance management (CPM), is an emerging portfolio of applications within the BI framework that provides enterprises tools they need to better manage their operations (for details see Chapter 3).
- **User Interface** (i.e., dashboards) provides a comprehensive graphical/pictorial view of corporate performance measures, trends, and exceptions.



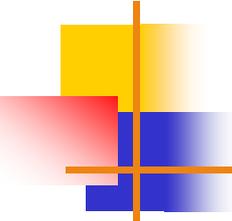
Styles of BI

- MicroStrategy, Corp. distinguishes five styles of BI and offers tools for each:
 1. report delivery and alerting
 2. enterprise reporting (using dashboards and scorecards)
 3. cube analysis (also known as slice-and-dice analysis)
 4. ad-hoc queries
 5. statistics and data mining



The Benefits of BI

- The ability to provide accurate information when needed, including a real-time view of the corporate performance and its parts
- A survey by Thompson (2004)
 - Faster, more accurate reporting (81%)
 - Improved decision making (78%)
 - Improved customer service (56%)
 - Increased revenue (49%)
- See Table 1.2 for a list of **BI analytic applications**, the **business questions** they answer and the **business value** they bring.

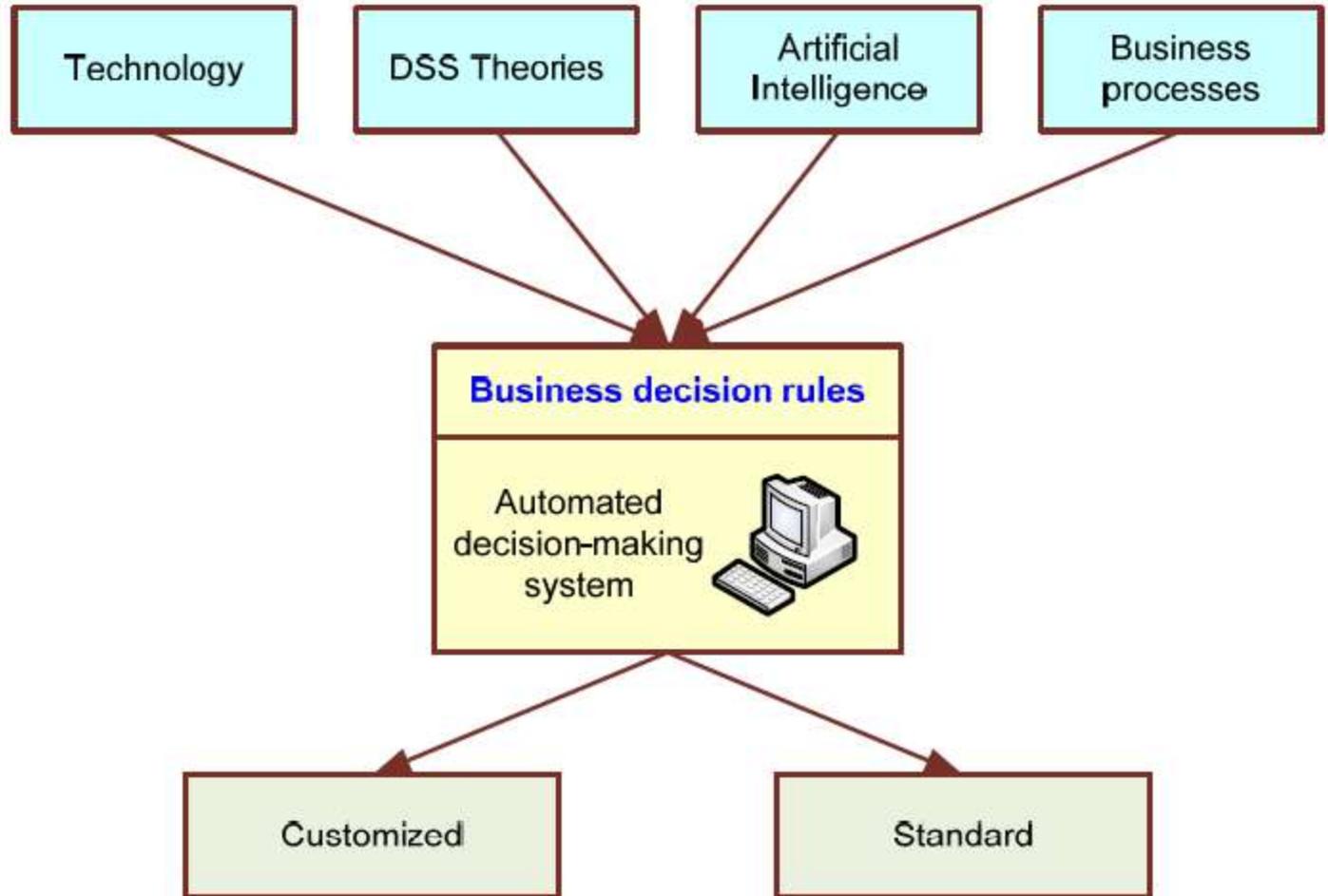


Automated Decision Making

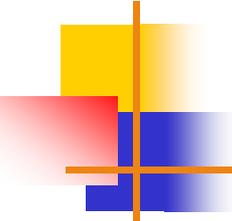
- A relatively new approach to supporting decision making
- Applies to highly structured decisions
- Automated decision systems (ADS) (or decision automation systems)
- An ADS is a rule-based system that provides a solution to a repetitive managerial problem in a specific area.
 - e.g., simple-loan approval system

Automated Decision-Making Framework

Foundations
and Sources



Types



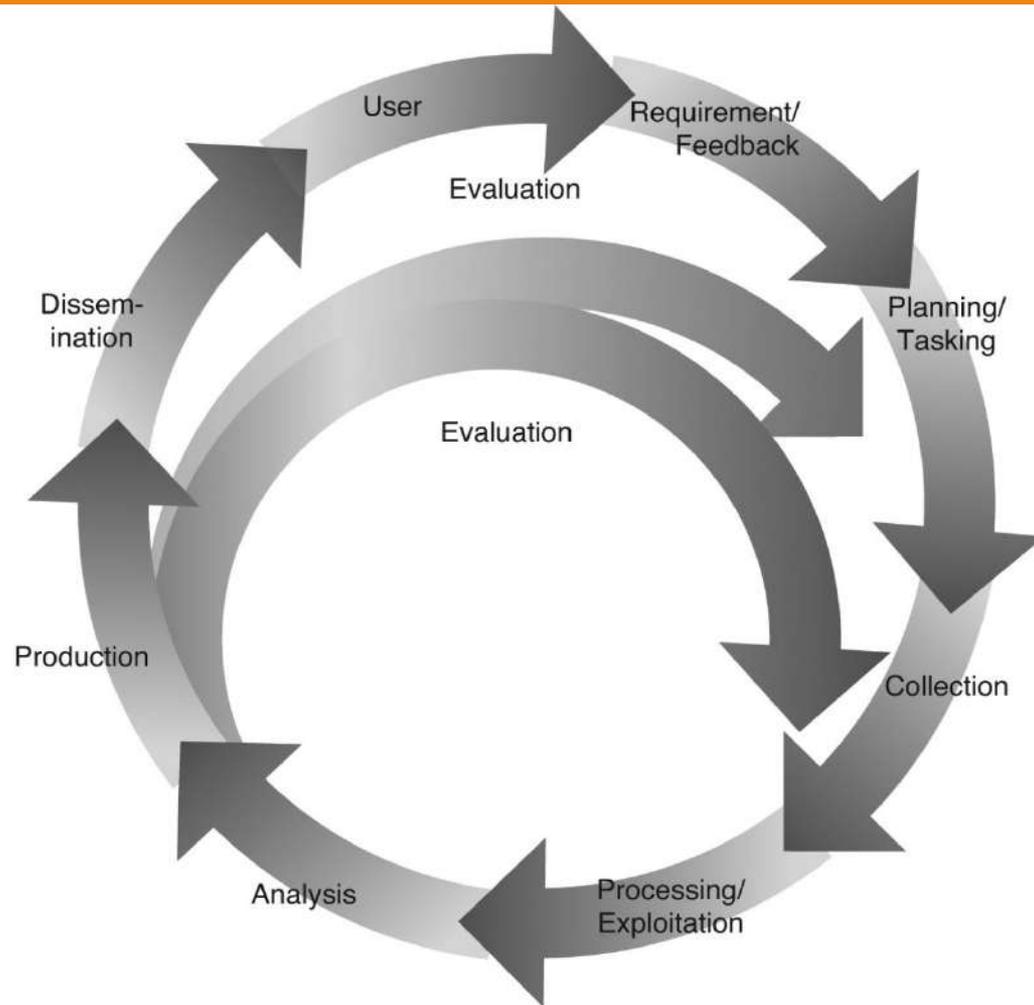
Automated Decision Making

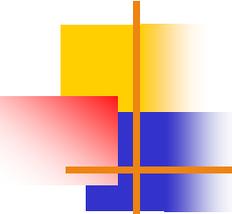
- ADS initially appeared in the airline industry called revenue (or yield) management (or revenue optimization) systems.
 - dynamically price tickets based on actual demand
- Today, many service industries use similar pricing models.
- ADS are driven by business rules!

Analytics Creation and Use

A Cyclical Process of Analytics Creation And Use

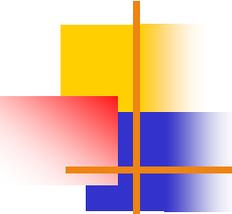
✓ BI practitioners often follow the national security model depicted in this figure.





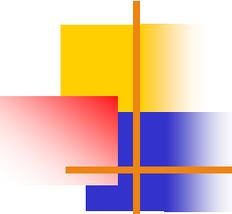
Analytics Creation and Use

- Steps Involved
 - Data warehouse deployment
 - Creation of Analytics
 - Identification and prioritization of BI projects
 - By using ROI and TCO (cost-benefit analysis)
 - This process is also called BI governance
- BI Governance
 - Who should do the prioritization?
 - Partnership between functional area heads
 - Partnership between customers and providers



BI Governance Issues/Tasks

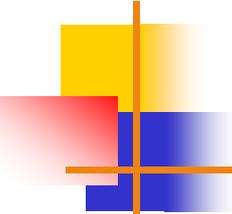
1. Create categories of projects (investment, business opportunity, strategic, mandatory, etc.)
2. Define criteria for project selection
3. Determine and set a framework for managing project risk
4. Manage and leverage project interdependencies
5. Continuously monitor and adjust the composition of the portfolio



Analytics and Espionage

- Stealing corporate secrets, CIA, ...
 - Analytics vs. Espionage
- **Analytics**

The way that modern companies ethically and legally organize themselves to glean as much as they can from their customers, their business environment, their stakeholders, their business processes, their competitors, and other such sources of potentially valuable information
- Problem – too much data, very little value
 - Use of data/text/Web mining (see Chapter 4, 5)

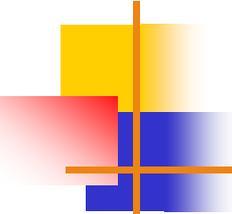


Transaction Processing Versus Analytic Processing

- Transaction processing systems are constantly involved in handling updates (add/edit/delete) to what we might call operational databases.
 - ATM withdrawal transaction, sales order entry via an ecommerce site – updates DBs
 - Online analytic processing (OLTP) handles routine on-going business
 - ERP, SCM, CRM systems generate and store data in OLTP systems
 - The main goal is to have high efficiency

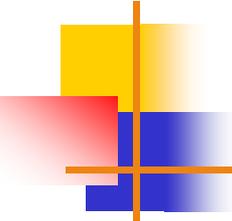
Transaction Processing Versus Analytic Processing

- Online analytic processing (OLAP) systems are involved in extracting information from data stored by OLTP systems
 - Routine sales reports by product, by region, by sales person, etc.
 - Often built on top of a data warehouse where the data is not transactional
 - Main goal is effectiveness (and then, efficiency) – provide correct information in a timely manner
 - More on OLAP will be covered in Chapter 2



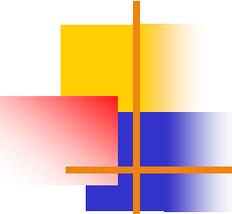
Successful BI Implementation

- Implementing and deploying a BI initiative is a lengthy, expensive and risky endeavor!
- Success of a BI system is measured by its widespread usage for better decision making.
- The typical BI user community includes
 - All levels of the management hierarchy (*not* just the top executives, as was for EIS)
 - Provide what is needed to whom he/she needs it
- A successful BI system must be of benefit to the enterprise as a whole.



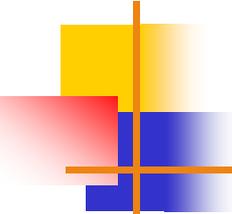
BI and Business Strategy

- To be successful, BI must be aligned with the company's business strategy.
 - BI cannot/should not be a technical exercise for the information systems department.
- BI changes the way a company conducts business by
 - improving business processes, and
 - transforming decision making to a more data/fact/information driven activity.
- BI should help execute the business strategy and not be an impediment for it!



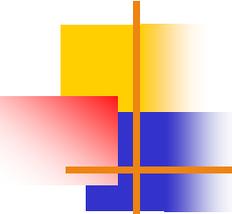
BI for Business Strategy

- Strategy should be aligned with BI/DW – has the capability to execute the initiative by establishing a BI Competency Center (BICC) which can:
 - Demonstrate linkage – BI to strategy.
 - Encourage interaction between the potential business users and the IS organization.
 - Both sides have a lot to learn from each other
 - Serve as a repository and disseminator of best BI practices among the different lines of business.
 - Advocate and encourage standards of excellence.
 - Help stakeholders understand the crucial role of BI.



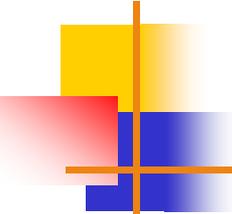
Real-time, On-demand BI

- The demand for “real-time” BI is growing!
- Is “real-time” BI attainable?
- Technology is getting there...
 - Automated, faster data collection (RFID, sensors,...)
 - Database and other software technologies (agent, SOA, ...) are advancing
 - Telecommunication infrastructure is improving
 - Computational power is increasing while the cost for these technologies is decreasing
- Trent -> Business Activity Management



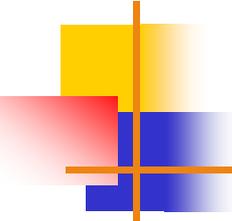
Issues for Successful BI

- Developing vs. Acquiring BI systems
 - Developing everything from scratch
 - Buying/leasing a complete system
 - Using a shell BI system and customizing it
 - Use of outside consultants?
- Justifying via cost-benefit analysis
 - It is easier to quantify costs
 - Harder to quantify benefits
 - Most of them are intangibles



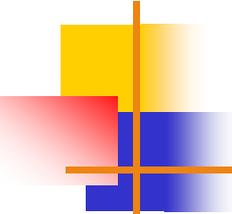
Issues for Successful BI

- Security and Privacy
 - Still an important research topic in BI
 - How much security/privacy?
- Integration of Systems and Applications
 - BI must integrate into the existing IS
 - Often sits on top of ERP, SCM, CRM systems
 - Integration to outside (partners of the extended enterprise) via internet –
 - customers, vendors, government agencies, etc.



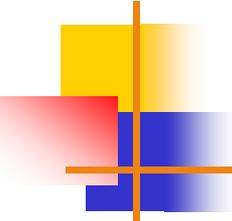
Major BI Tools and Techniques

- Tool categories
 - Data management
 - Reporting, status tracking
 - Visualization
 - Strategy and performance management
 - Business analytics
 - Social networking & Web 2.0
 - New/advanced tools/techniques to handle massive data sets for knowledge discovery



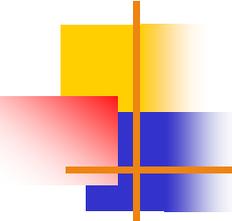
Major BI Vendors

- In recent years, the landscape of BI vendors has changed
 - **Cognos** acquired by IBM in 2008
 - IBM also acquired SPSS in 2009
 - **Hyperion** acquired by Oracle in 2008
 - **Business Objects** acquired by SAP in 2009
- Microstrategy
 - May be the only independent large BI vendor
- Others include Microsoft, SAS, Teradata (mostly considered a DW vendor)



BI Resources

- Teradata University Network
 - A great and free academic resource for BI (the available resources include cases, articles, tools including Microstrategy, datasets, exercises, etc.)
- The Data Warehousing Institute (tdwi.org)
- The OLAP Report (olapreport.com)
- DSS Resources (dssresources.com)
- Business Analytics Network (b-eye-network.com)
- AIS World (isworld.org)
- Microsoft Enterprise Consortium (enterprise.waltoncollege.uark.edu/mec)



End of the Chapter

- Questions / Comments...



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CONCEPT OF FINANCIAL MANAGEMENT

What is Finance

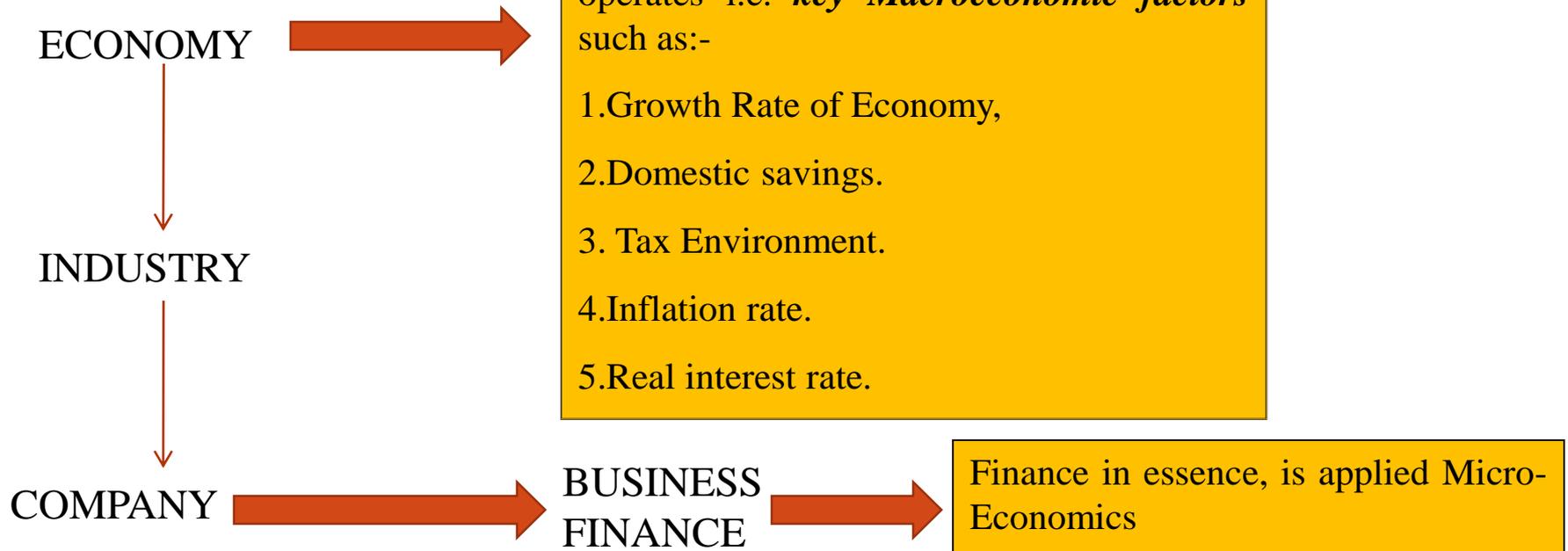
1. SUB-SET OF ECONOMICS AND IN ESSENCE IS ALSO TERMED AS APPLIED MICRO-ECONOMICS.
2. IMPORTANT BUSINESS ACTIVITY.
3. FUND MANAGEMENT SCIENCE.
4. FOCUSES IN WEALTH MAXIMIZATION GOAL/ENHANCING FIRM'S VALUE.
5. FOCUSES ON FUTURE DECISION BASED ON ACCOUNTING FINANCIAL STATEMENTS.
6. ALSO REFERRED AS CORPORATE FINANCE OR MANAGERIAL FINANCE.

BASIC CONCEPT OF NATIONAL INCOME AND ECONOMIC INDICATORS

1. **GDP:** A measure of the final goods and services, produced by the residents of the country with resources located in that country. $GDP=(C+I+G)+(X-M)$ {Domestic Economy}; 5.3% India's GDP growth during Jan-March 2011-12, slowest in 9 years.
2. **GNP:** The value measured at market prices, of all final goods and services produced by an economy in one year. $GNP=(C+I+G)+(X-M)+(R+P)$ {Open Economy}
3. **IIP:** Index of Industrial production, released monthly, is a measure of capturing production across factories in India. It records output in factories across three categories-mining, electricity, manufacturing, IIP was flat at 0.1% in April.
4. **WPI:** Wholesale price Index; This is India's most watched cost of living index. Calculated on a monthly basis, the index gives trends in inflation rate or the rate at which wholesale prices of goods such as vegetables, fuel, manufactured items and food grains are changing. It rose to worrisome 7.55% in May.
5. **CPI:** Consumer Price Index; released monthly, gives retail prices of almost all everyday products and services from food to footwear and movie tickets to medicine. It is more realistic cost-of-living index because it captures shop-end prices. It rose 10.36% in May, showing government inability to cool prices.
6. **Sensex:** The Bombay Stock Exchange's (BSE) benchmark 30-share index (reflects the weighted arithmetic average of price relatives of 30 sensitive shares) is a barometer for equity markets, perhaps the first indicator (base year for calculation of sensensex is 1978-79; value 100) about the health of the economy and investor sentiments. The Sensensex closed up 76 pts. at 17,538.67 on Thursday (5th July), a three-month high, amid strong expectations about reformist moves in the coming weeks.

SUB-SET OF ECONOMICS

The fundamental Approach says



Defines the environment in which the firm operates i.e. *key Macroeconomic factors* such as:-

1. Growth Rate of Economy,
2. Domestic savings.
3. Tax Environment.
4. Inflation rate.
5. Real interest rate.

Finance in essence, is applied Micro-Economics

key Microeconomic tools

principal of marginal analysis according to which a decision should be guided by a comparison of incremental Benefits and Cost

1. *Economics Focuses on optimization of Valued Goals.*
2. *Finance Focuses on Wealth Maximization*
3. *To Sum up, a basic knowledge of macro-economics is necessary for understanding the environment in which company/firm operates.*
4. *Good grasp of micro-economic principles is helpful in sharpening the tools of financial decision making*

IMPORTANT BUSINESS ACTIVITIES

Major Business Activities in a Firm is categorized as:-

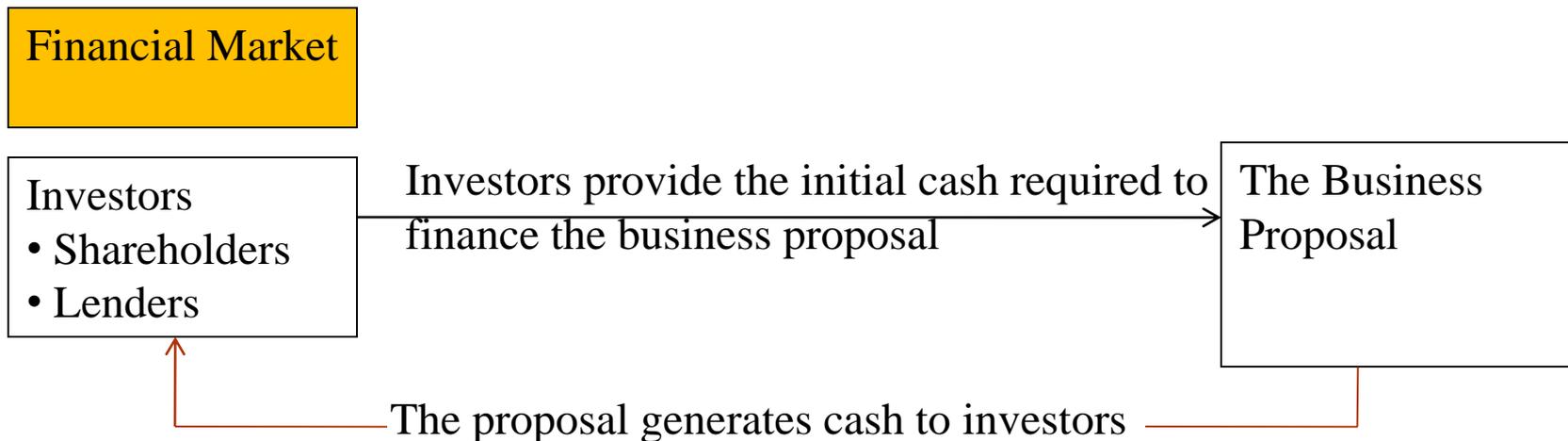
1.PRODUCTION

2.MARKETING

3.**FINANCE**

FUND MANAGEMENT SCIENCE

1. CHOICE OF FINANCIAL MARKET
2. CHOICE OF FINANCIAL INSTRUMENT---
FINANCING DECISION
3. OPTIMUM CAPITAL STRUCTURE DECISION
4. OPTIMIZATION OF COST OF CAPITAL



FUND MANAGEMENT SCIENCE

FINANCE FUNCTION



**FINANCING
DECISION**



**INVESTMENT
DECISION**

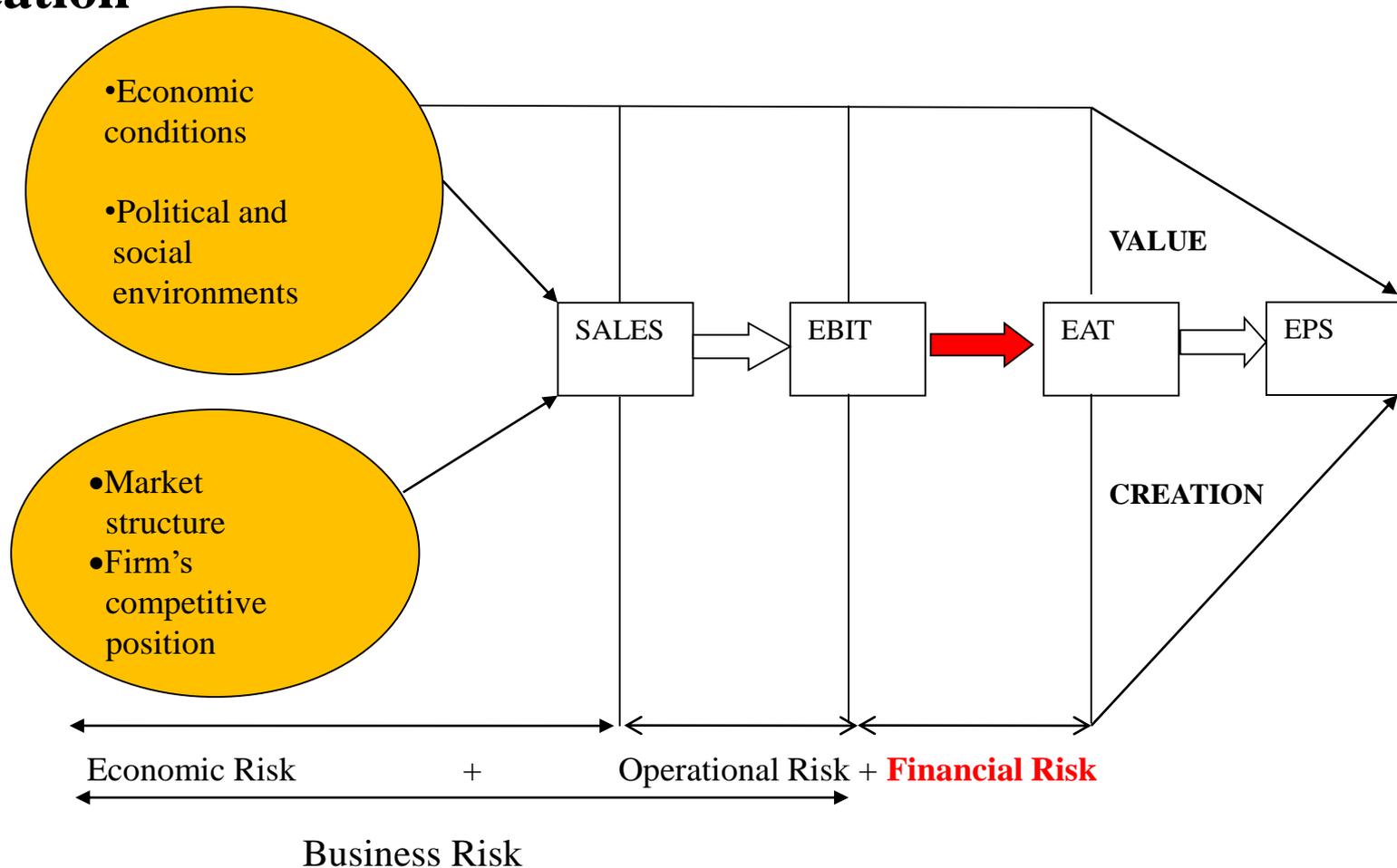


**LIQUIDITY
DECISION**

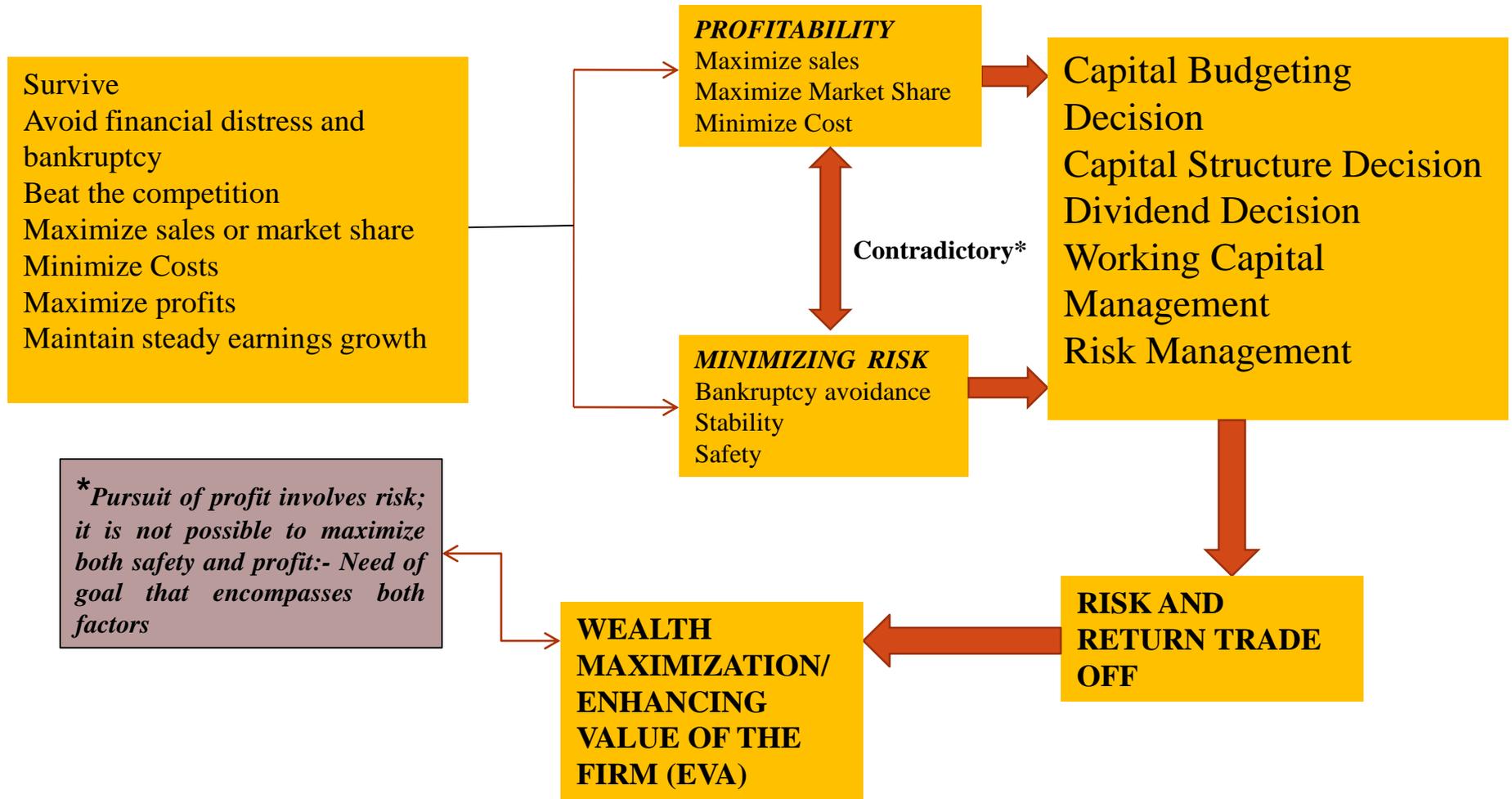
1. Investment or Long Term Asset Mix Decision
2. Financing or Capital Mix Decision
3. Dividend or Profit Allocation Decision
4. Liquidity or Short Term Asset Mix Decision

FOCUSES IN WEALTH MAXIMIZATION

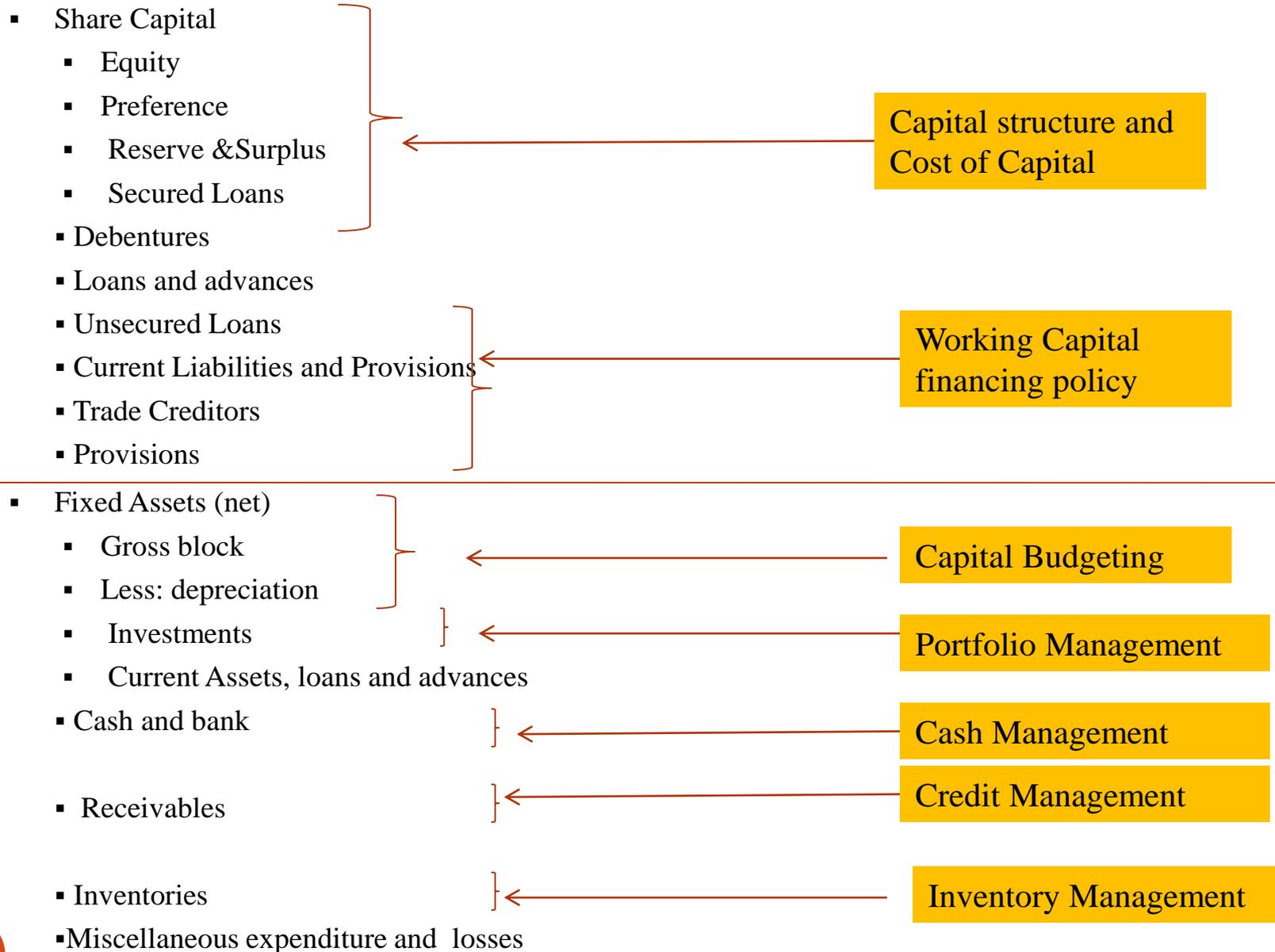
GOAL/ENHANCING FIRM'S VALUE -The process of value creation



RISK-RETURN PARADOX



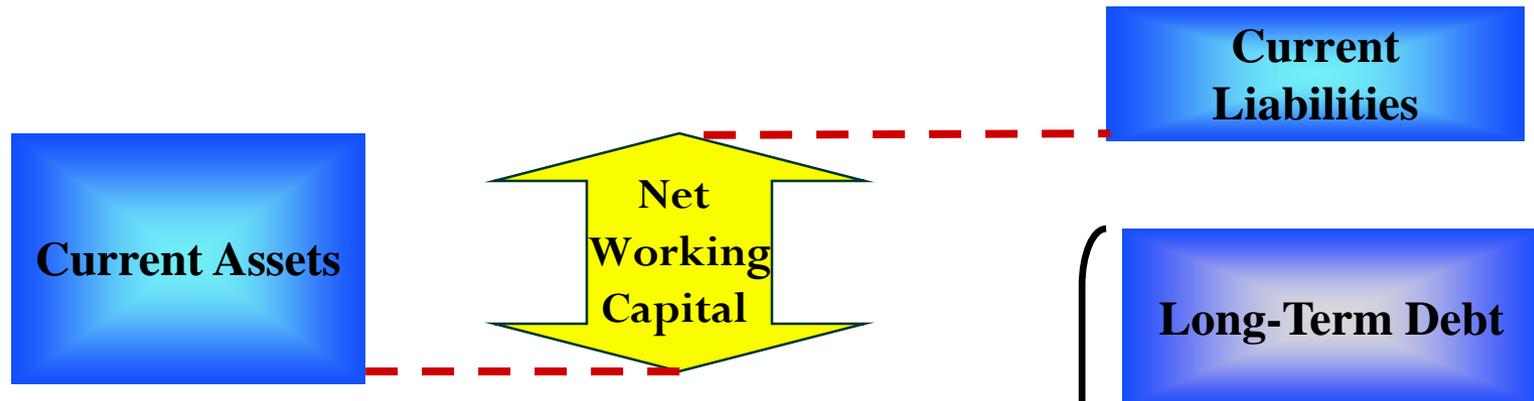
FOCUSES ON FUTURE DECISION BASED ON ACCOUNTING FINANCIAL STATEMENTS



ALSO REFERRED AS CORPORATE FINANCE OR MANAGERIAL FINANCE
The Role of The Financial Manager

The Balance-Sheet Model of the Firm-Traditional Approach

The Net Working Capital Investment Decisions



Investment Decisions

◆ “Capital Budgeting”

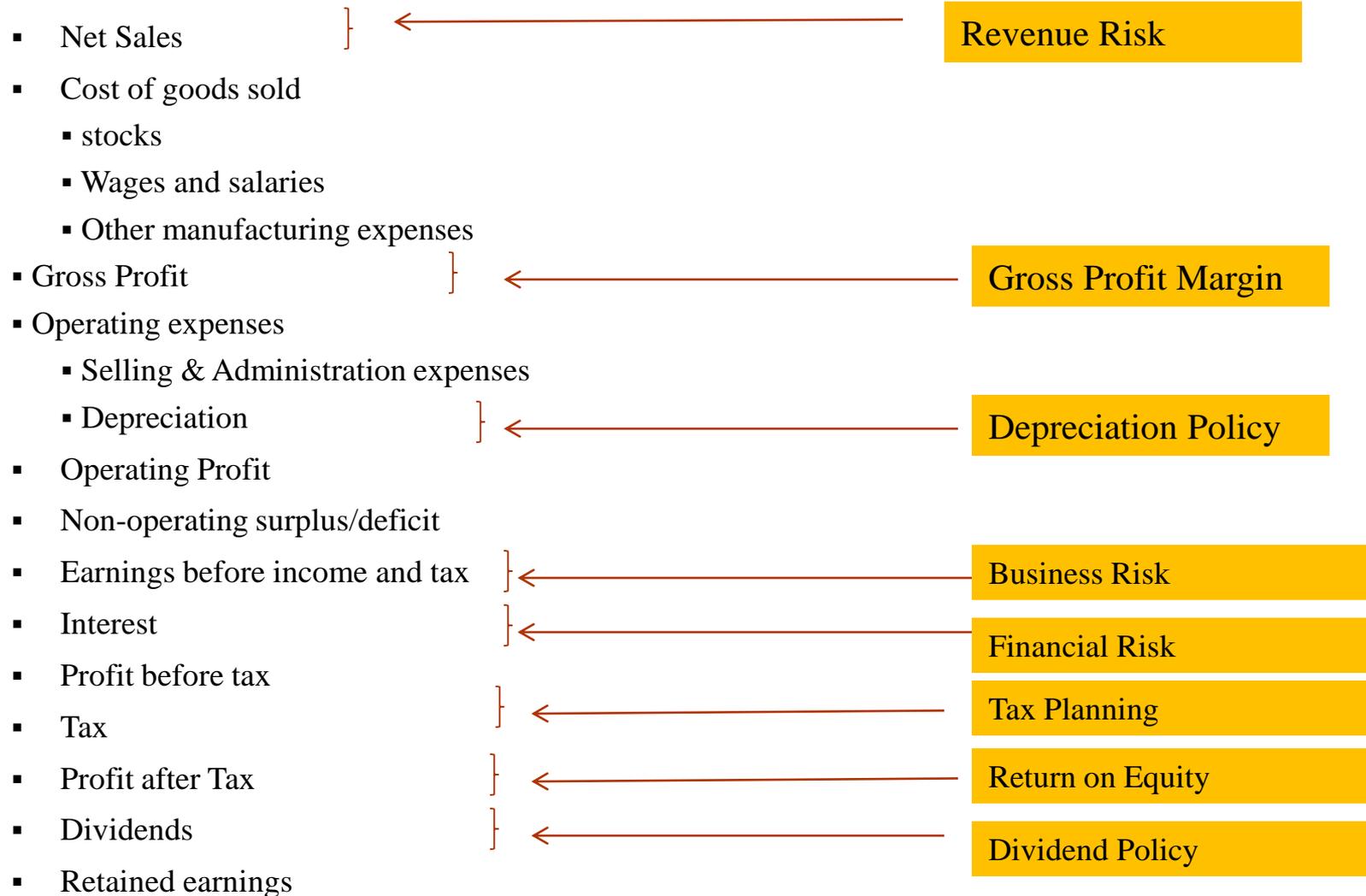


Financing Decisions

◆ “Capital Structure”

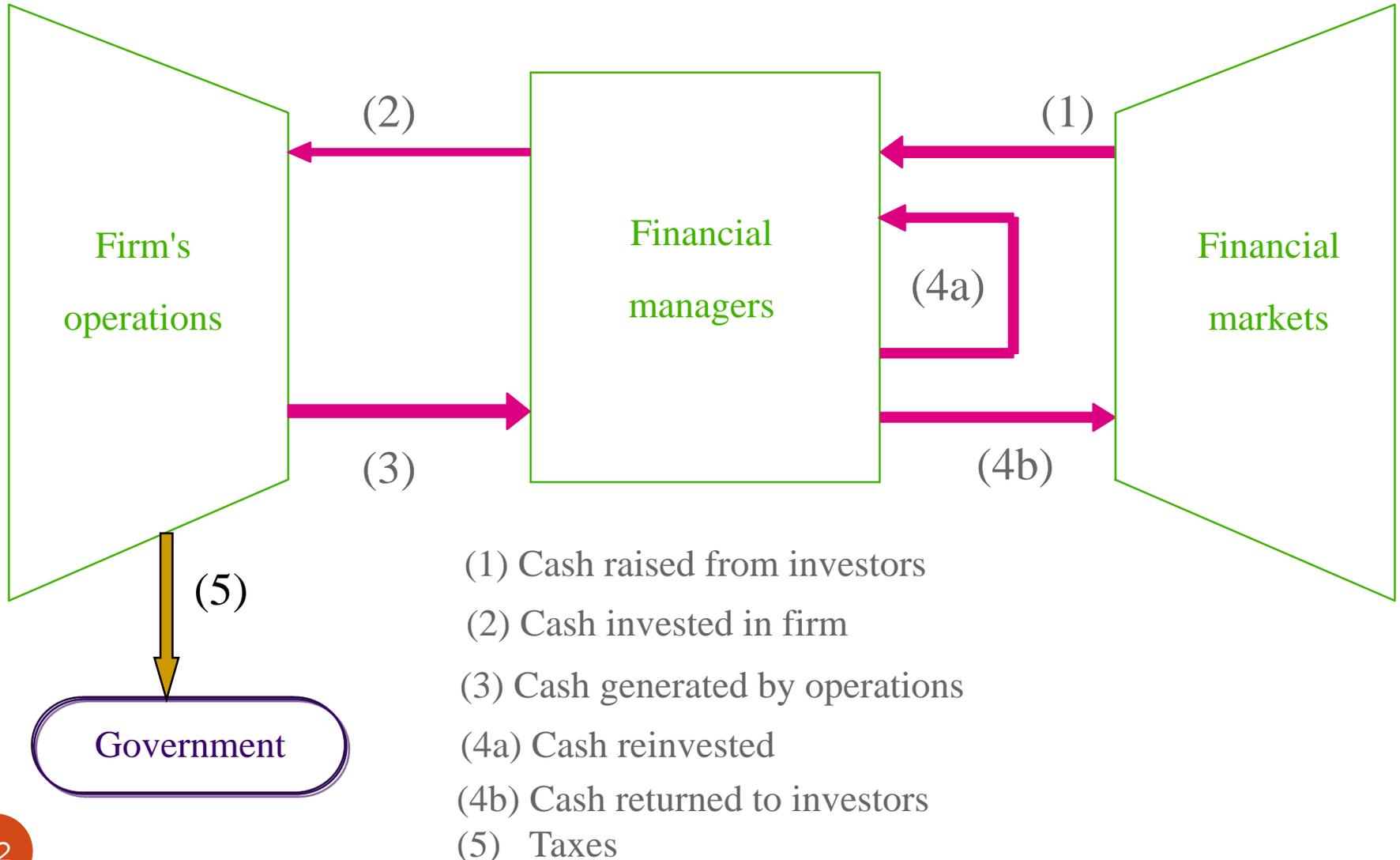


FOCUSES ON FUTURE DECISION BASED ON ACCOUNTING FINANCIAL STATEMENTS



ALSO REFERRED AS CORPORATE FINANCE OR MANAGERIAL FINANCE

The Role of The Financial Manager



ALSO REFERRED AS CORPORATE FINANCE OR MANAGERIAL FINANCE
The Role of The Financial Manager

Contemporary Approach

- Concern on **Institutional Imperatives** referred as the focus which lead to divergence between the goals of Managers and Shareholders. Instead of merely focusing on the efficient allocation of funds among various assets and the acquisition of funds on favorable terms.
- A fundamental change in financial management is the direct result of two recent trends: the **Globalization of Competition** and the **Integration of World financial markets** facilitated by **Improved ability to collect and analyze information.**
- A common element, which distinguishes the recent Financial Management tools from the earlier ones have emerged predominantly *from practice and from consultants.* **The modern approaches also have developed concerning the pursuit of shareholder value.**

ALSO REFERRED AS CORPORATE FINANCE OR MANAGERIAL FINANCE
The Role of The Financial Manager

Competencies

Business Knowledge

Effective Costing, Planning & Evaluation

Risk Management

Standards Compliance

Effective Communication

Performance Management

Forecasting, Planning and Budgeting

Accounting/ Financial Knowledge



**Valued-added
Advice**



**Strategic
Focus**



**Value-
for-
Money**

CONCEPT OF ECONOMIC VALUE ADDED

1. Traditional approaches to measuring 'Shareholders' Value Creation used parameters such as earnings capitalisation, market capitalisation and present value of estimated future cash flows.
2. Extensive equity research has now established that it is not earnings *per se*, but value which is important.
3. A new measure called "Economic Value Added" (EVA) is increasingly being applied to understand and evaluate financial performance.
4. $EVA = NOPAT - COCE$ (Net operating profit after taxes – Cost of Capital Employed)

NPOAT = Profits after depreciation and taxes but before interest costs. NOPAT thus represents the total pool of profits available on an ungeared basis to provide a return to lenders and shareholders;

COCE = Weighted average cost of capital (WACC x Average capital employed)

CONCEPT OF ECONOMIC VALUE ADDED

What does EVA show ?

EVA is residual income after charging the Company for the cost of capital provided by lenders and shareholders. It represents the value added to the shareholders by generating operating profits in excess of the cost of capital employed in the business.

When will EVA increase ?

- (a) Operating profits can be made to grow without employing more capital, i.e. greater efficiency.
- (b) Additional capital is invested in projects that return more than the cost of obtaining new capital, i.e., profitable growth.
- (c) Capital is curtailed in activities that do not cover the cost of capital, i.e., liquidate unproductive capital.

Utility of EVA

- (i) EVA represents the value added to the shareholders by generating operating profits over and above the cost of capital employed in the business. Hence it is a measure of financial performance.

CONCEPT OF ECONOMIC VALUE ADDED

Utility of EVA Continued

(ii) EVA is a management tool that discloses the impact of both strategic as well as operational decision of the management. The examples of strategic decisions are: what investment to make, which business to exist, which financial structure is optimal, etc. While operational decision include, whether to make in house or out source, repair or replace equipment or, make short or long production runs, etc.

(iii) EVA can prove as an effective tool for increasing shareholders' wealth, through integrating EVA framework in four key areas, viz., to measuring business performance, guiding managerial decision-making, aligning managerial incentives with shareholder interests and improving the financial and business literacy throughout the organisation.

The Foreign Exchange Market

- The **foreign exchange market** is the market where the currency of one country is exchanged for the currency of another country. Most currency transactions are channelled through the world-wide interbank market. **Interbank market** is the wholesale market in which major banks trade with each other.
- **Participants**
 - *Speculators*
 - *Arbitrageurs*
 - *Traders*
 - *Hedgers*

Foreign Exchange Rates

- A **foreign exchange rate** is the price of one currency quoted in terms of another currency.
- When the rate is quoted per unit of the domestic currency, it is referred to as **direct quote**. Thus, the US\$ and INR exchange rate would be written as US\$ 0.02538/INR.
- When the rate is quoted as units of domestic currency per unit of the foreign currency, it is referred to as **indirect quote**.
- A **cross rate** is an exchange rate between the currencies of two countries that are not quoted against each other, but are quoted against one common currency.
- Suppose that German DM is selling for \$ 0.62 and the buying rate for the French franc (FF) is \$ 0.17, what is the DM/FF cross-rate? It is:

$$\frac{US\$ 0.62}{DM} \times \frac{FF}{US\$ 0.17} = \frac{FF 3.65}{DM}$$

Foreign Exchange Rates

- The **spot exchange rate** is the rate at which a currency can be bought or sold for immediate delivery which is within two business days after the day of the trade.
- **Bid-ask spread** is the difference between the bid and ask rates of a currency.
- The **forward exchange rate** is the rate that is currently paid for the delivery of a currency at some future date.
- The forward rate may be at a premium or at a discount.
- For a *direct quote*, the annualised forward discount or premium can be calculated as follows:

$$\text{Forward premium (discount)} = \left[\frac{\text{Spot rate} - \text{Forward rate}}{\text{Spot rate}} \right] \times \frac{360}{\text{Days}}$$

International Parity Relationships

- There are the following four international parity relationships:
 - Interest rate parity (IRP)
 - Purchasing power parity (PPP)
 - Forward rates and future spot rates parity
 - International Fisher effect (IFE).

Currency Appreciation and Depreciation

“We frequently hear things like “the dollar strengthened (or weakened) in financial Markets today” or the dollar is expected to appreciate (or depreciate) relative to the Rupee.” When we say that the dollar strengthens or appreciates, we mean that the value of a dollar rises, so that it takes more foreign currency to buy a dollar.

What happens to the exchange rates as currencies fluctuate in value depends on how exchange rates are quoted. Since we are quoting them as units of foreign currency per Rupee, the exchange rate move in the same direction as the value of the Rupee: it rises as the rupee strengthens, and it falls as the rupee weakens.

Relative PPP tells that the exchange rate will rise if the India’s inflation rate is lower than the foreign country’s. This happens because the foreign currency depreciates in value and therefore weakens relative to the Rupee.

Depreciation of Rupee against US Dollar

1. Rupee has depreciated a record low of Rs. 57.32 on June 22-2012 against US dollar.
2. Loss of potential European export market. Due to Euro-zone debt crises. Financial crunch and insolvency. The main countries are Greece, Ireland, Portugal, Spain and Italy and France.
3. Export leads to foreign exchange inflow.
4. Huge oil bills due to import of crude oil.
5. FII's turned bearish due to implementation of GAAR* retroactively.
6. The above mentioned reasons lead to scarcity of US dollar and depreciated partially convertible rupee to a record low.
7. Gradual strengthening of Rupee started form 4th July 2012.
8. Offloading of dollars by banks and exporters.
9. The government increased foreign investment limits in government debt by \$ 5 billion to \$ 20 billion.
10. FII's turned bullish due to announcement that application of GAAR will not be retrospectively.

**General Anti Avoidance Rule aimed at preventing deals or incomes that are structured to avoid taxes*

GAAR jarrs

1. What is GAAR? General Anti Avoidance Rule is aimed at preventing deals or incomes that are structured only to avoid paying taxes.
2. Why is GAAR Required? Isn't Tax Planning and Tax Savings Legitimate ; In India the courts have ruled that savings of taxes through permissible instruments of Tax planning is legitimate. But Tax Avoidance is illegal.
3. Why are Anti-Avoidance measures necessary? According to some expert in an environment of moderate rates of tax, it is necessary that the correct tax base be used for calculating taxes in the face of aggressive planning and use of opaque low tax jurisdictions for residents as well as for sourcing capital.
4. Whom does GAAR Affect ? Almost anybody and everybody. Corporations may be forced to re-structure salaries of employees if Taxmen conclude that these were structured only to avoid Taxes. (FII's) who invest through countries such as Mauritius to exploit bilateral Tax Treaties will be effected after GARR comes into force. It's feared that once GAAR is invoked FII's will have to pay capital gain tax for their investment in Indian equities.
5. The committee has proposed to implement GARR on P-Notes. (Participatory Notes are offshore derivative instruments issued by foreign broking houses to overseas investors who wish to invest in the Indian stock market without registering themselves with the market regulator, SEBI.

Critical Policies Awaiting Approval

1. India's is suffering from stagflation of its own version; Morgen and Stanley
2. P.M. is rated as under-achiever; Times Magazine.
3. Indian economy downgraded from stable to negative; Standard & Poors.
4. Raising FDI Limit in insurance sector from 29% to 49%.
5. Introduce the Direct Tax Code (DTC) to overhaul archaic income tax laws.
6. Banking laws (Amendment) Bill to empower RBI to supersede banks' boards; grant license to new private sector banks.
7. Introduce a uniform Goods and Services (GST).
8. Legislate the Pension Fund Regulatory and Development Authority (PFRDA) Bill to ensure social security for employees.
9. Allow FDI in multi-brand retail.

PERPLEXING FACTS

1. PM promises in G20 summit at Los Cabos, Mexico, to provide \$ 10 billion (Appx Rs 56,000 crore) under deficit economy when the people are subjected to growing economic burdens.
2. The three major rating agencies forced India to allow International Capital flows by the recent reform witnessed. There is a strong suspicions that these agencies promote agenda of international finance capital by manipulating their ratings.
3. These agencies had earlier given AAA rating to mortgage-based debt of companies like Enron.
4. In 2008, on the eve of the global financial meltdown, they had given a similar rating to Lehman Brothers and the insurance giant AIG-the main players in the Wall street collapse.
5. Reforms undertaken; opening Retail trade sector, reducing subsidy, decontrolling fuel prices, increase foreign investment ceiling in thr insurance sector, allowing foreign banks to take over Indian private banks, allowing foreign investment in pension funds to go in for maeket investment i.e., speculation

PERPLEXING FACTS

1. The retail sector in India conservatively contributes 11% of the GDP and employs over 40 million people. According to the 4th Economic census, 38.2% of rural and 46.4% of urban employment is generated in this sector.
2. Permitting multinational giants in retail will only displace these millions into poverty and misery.
3. India to a large extent protected itself from the global financial meltdown because it did not allowed its financial sector to be open to international speculation.
4. After the proposed reforms, India may subject itself to international volatility and thus, become extremely vulnerable.
5. Allowing international speculation in pension funds and the insurance sector will ruin the lives of millions of working people.

THANK YOU



CORPORATE GOVERNANCE

Corporate Governance

- . It is the technique by which companies are directed and managed.
- It means carrying the business as per the stakeholders' desires. It is actually conducted by the board of Directors and the concerned committees for the company's stakeholder's benefit. It is all about balancing individual and societal goals, as well as, economic and social goals.
- Specifies the distribution of rights and responsibilities among different participants in the corporation

- **It is about promoting corporate fairness, transparency and accountability**
- **Milton Friedman**, *‘Corporate Governance is to conduct the business in accordance with owner or shareholders’ desires, which generally will be to make as much money as possible, while conforming to the basic rules of the society embodied in law and local customs’.*



Board of Directors



Shareholders

Corporate Governance is the key responsibilities of the Board of Directors

- It is the Board of Directors of each company that is legally responsible for the governance of the company
- The shareholder's role in corporate governance is to appoint the directors (and the auditors where required) and to satisfy themselves that an appropriate governance structure is in place

Key Responsibilities of the Board of Directors

- Setting the company's **objectives and aims**
- Determining the **strategy** to achieve those aims and objectives
- Providing the **leadership** and put them into effect
- **Supervising the management** of the business
- **Reporting to shareholders** on their stewardship of the business

Need for Corporate Governance

- *Wide Spread of Shareholders*
- *Changing Ownership Structure*
- Corporate Scams or Scandals
- Greater Expectations of Society of the Corporate Sector
- Hostile Take-Overs
- Huge Increase in Top Management Compensation
- Globalisation
- Companies Act 2013
- SEBI

Parties to Corporate Governance

- Primary social stakeholders
 - Customers
 - Suppliers
 - Investors
 - Managers and Employees
 - Local Communities
 - Business Partners
 - Global citizens
- Secondary social stakeholders
 - Government
 - Society
 - Unions
 - Media and Communicators
 - Trade bodies
 - Competitors

Parties to Corporate Governance

- Primary non-social stakeholders
 - Natural Environment
 - Non-human species
 - Future Generations
- Secondary non-social stakeholders
 - Environmental pressure groups
 - Animal welfare pressure groups

Why Corporate Governance?

- Better access to external finance
- Lower costs of capital – interest rates on loans
- Improved company performance – sustainability
- Higher firm valuation and share performance
- Reduced risk of corporate crisis and scandals

Principles of Corporate Governance

- **Sustainable development of all stake holders-** to ensure growth of all individuals associated with or effected by the enterprise on sustainable basis
- **Effective management and distribution of wealth** – to ensue that enterprise creates maximum wealth and judiciously uses the wealth so created for providing maximum benefits to all stake holders and enhancing its wealth creation capabilities to maintain sustainability

- **Discharge of social responsibility-** to ensure that enterprise is acceptable to the society in which it is functioning
- **Application of best management practices-** to ensure excellence in functioning of enterprise and optimum creation of wealth on sustainable basis
- **Compliance of law in letter & spirit-** to ensure value enhancement for all stakeholders guaranteed by the law for maintaining socio-economic balance
- **Adherence to ethical standards-** to ensure integrity, transparency, independence and accountability in dealings with all stakeholders

Four Pillars of Corporate Governance

- Accountability
- Fairness
- Transparency
- Independence

Accountability

- Ensure that management is accountable to the Board
- Ensure that the Board is accountable to shareholders

Fairness

- Protect Shareholders rights
- Treat all shareholders including minorities, equitably
- Provide effective redress for violations

Transparency

- Ensure timely, accurate disclosure on all material matters, including the financial situation, performance, ownership and corporate governance

Independence

- Procedures and structures are in place so as to minimise, or avoid completely conflicts of interest
- Independent Directors and Advisers i.e. free from the influence of others

Need for Corporate Governance

- *Wide Spread of Shareholders*
- *Changing Ownership Structure*
- Corporate Scams or Scandals
- Greater Expectations of Society of the Corporate Sector
- Hostile Take-Overs
- Huge Increase in Top Management Compensation
- Globalisation
- Companies Act 2013
- SEBI



Thank You

INCOME TAX LAW AND PRACTICE

Basic Concepts Unit 1

BY: Dr. Preeti Jindal
Associate Professor

WHAT IS A TAX?

- ❖ Tax is a fee charged by a government on a product, income or activity.
- ❖ There are two types of taxes . Direct taxes and indirect taxes.
- ❖ If tax is levied directly on the income or wealth of a person, then it is a direct tax e.g. income–tax, wealth tax.
- ❖ If tax is levied on the price of a good or service, then it is called an indirect tax e.g. excise duty, Goods and Services Tax.

In the case of indirect taxes, the person paying the tax passes on the incidence to another person.

WHY ARE TAXES LEVIED?

The reason for levy of taxes is that they constitute the basic source of revenue to the government.

Revenue so raised is utilised for meeting the expenses of government like defence, provision of education, health-care, infrastructure facilities like roads, dams etc.

OVERVIEW OF INCOME-TAX LAW IN INDIA

Income-tax is the most significant direct tax. The income-tax law in India consists of the following components.

- ❖ Income Tax Act, 1961
 - ❖ Annual Finance Acts
 - ❖ Income Tax Rules, 1962
 - ❖ Circulars/Notifications
 - ❖ Legal decisions of Courts
- 

Income tax Act, 1961

- ❑ The levy of income-tax in India is governed by the Income-tax Act, 1961.
 - ❑ This Act came into force on 1st April, 1962.
 - ❑ The Act contains 298 sections and XIV schedules.
 - ❑ These undergo change every year with additions and deletions brought about by the Finance Act passed by Parliament.
 - ❑ In pursuance of the power given by the Income-tax Act, rules have been framed to facilitate proper administration of the Income-tax Act.
- 

Annual Finance Act

- ❑ Every year, the Finance Minister of the Government of India presents the Budget to the Parliament.
 - ❑ Part A of the budget speech contains the proposed policies of the Government in fiscal areas.
 - ❑ Part B of the budget speech contains the detailed tax proposals.
 - ❑ In order to implement the above proposals, the Finance Bill is introduced in the Parliament.
 - ❑ Once the Finance Bill is approved by the Parliament and gets the assent of the President, it becomes the Finance Act.
- 

Income tax Rules, 1962

- ❑ The administration of direct taxes is looked after by the Central Board of Direct Taxes (CBDT).
- ❑ The CBDT is empowered to make rules for carrying out the purposes of the Act.
- ❑ For the proper administration of the Income-tax Act, the CBDT frames rules from time to time. These rules are collectively called Income-tax Rules, 1962. It is important to keep in mind that along with the Income-tax Act, these rules should also be studied.

Circulars and Notifications

- ❑ Circulars are issued by the Central Board Direct Taxes (CBDT) from time to time to deal with certain specific problems and to clarify doubts regarding the scope and meaning of the provisions.
 - ❑ These circulars are issued for the guidance of the officers and/or assessees.
 - ❑ The department is bound by the circulars. While such circulars are not binding the assessees they can take advantage of beneficial circulars.
- 

Case Laws

- ❑ The study of case laws is an important and unavoidable part of the study of income-tax law.
 - ❑ It is not possible for Parliament to conceive and provide for all possible issues that may arise in the implementation of any Act. Hence the judiciary will hear the disputes between the assessee and the department and give decisions on various issues.
 - ❑ The Supreme Court is the Apex Court of the country and the law laid down by the Supreme Court is the law of the land.
 - ❑ The decisions given by various High Courts will apply in the respective states in which such High Courts have jurisdiction.
- 

LEVY OF INCOME-TAX

Income-tax is a tax levied on the total income of the previous year of every person. A person includes

- ❑ An individual,
- ❑ Hindu Undivided Family (HUF),
- ❑ Association of Persons (AOP),
- ❑ Body of Individuals (BOI),
- ❑ A firm,
- ❑ A company,
- ❑ Artificial Juridical Persons.

TOTAL INCOME AND TAX PAYABLE

Income-tax is levied on an assessee's total income. Such total income has to be computed as per the provisions contained in the Income-tax Act, 1961. Let us go step by step to understand the procedure of computation of total income for the purpose of levy of income-tax.

- ▶ Step 1 Determination of residential status
- ▶ Step 2 Classification of income under different heads
- ▶ Step 3 Exclusion of income not chargeable to tax
- ▶ Step 4 Computation of income under each head
- ▶ Step 5 Clubbing of income of spouse, minor child etc.
- ▶ Step 6 Set-off or carry forward and set-off of losses
- ▶ Step 7 Computation of Gross Total Income.
- ▶ Step 8 Deductions from Gross Total Income
- ▶ Step 9 Total income
- ▶ Step 10 Application of the rates of tax on the total income
- ▶ Step 11 Surcharge
- ▶ Step 12 Education cess and secondary and higher education cess
- ▶ Step 13 Advance tax and tax deducted at source

Thank you



Training & Development

Topics

- ◆ Why do we Need Training?
- ◆ What is Training & Training Principles?
- ◆ A Systematic Approach to Training
- ◆ A Training Lesson Plan

Your Objectives

Following this presentation you should be able to complete the following objectives:

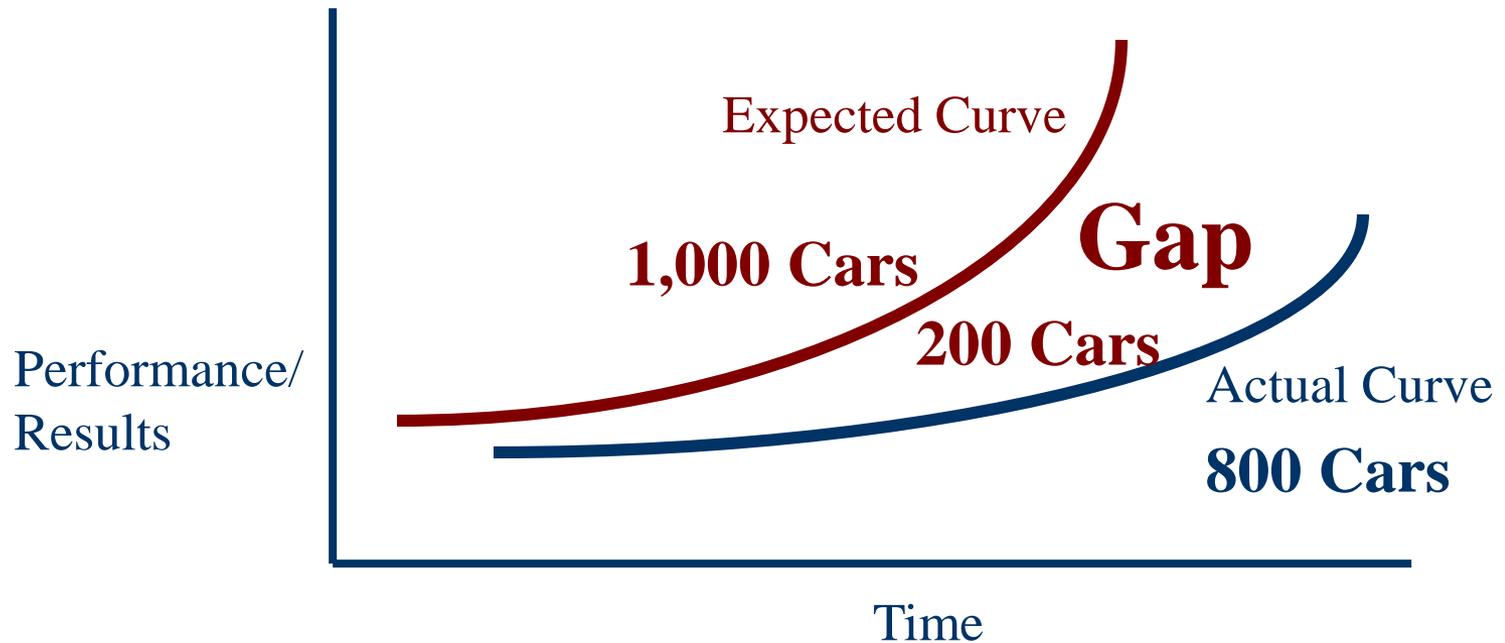
- 1. Describe why training is important and distinguish amongst training, education and development**
- 2. Define the ASK concept, and comment upon the relative difficulty in developing people's attitudes, skills and knowledge**
- 3. List the nine steps in the training process and be able to explain each step with reference to hospitality examples**
- 4. Develop an appropriate training lesson plan.**

Do Organizations Need Training

- ◆ The answer is “YES”
- ◆ However, we must know the **purpose** and **functions** of training before we can use it.



The Gap Concept



In training terms this means we need to develop programs to fill the Gap

Training Needs

The reasons for not making the 1,000 cars:

- ◆ Not enough resources
- ◆ Poor machines
- ◆ Poor staff skills

As training experts we must analyze the situation to determine if:

- ◆ Expected result too high
- ◆ Target achievable
- ◆ Is training the only way to make it happen
- ◆ Are there other factors.

Exercise 1

- ◆ Imagine you are the managing director of a full service restaurant. One day you receive a complaint letter from a guest reporting s/he was not satisfied with the follow up regarding their criticism of being overcharged in one of your restaurants.
 - **Why was the complaint made?**
 - **Is there a training need?**

3 Reasons to Consider Conducting an Internal Needs Analysis

1. Employee obsolescence/out-dated –
 - Technical advancements, cultural changes, new systems, computerization
2. Career plateaus
 - Need for education and training programs
3. Employee Turnover
 - Development plan for new employees

Importance of Training

- ◆ Maintains qualified products / services
- ◆ Achieves high service standards
- ◆ Provides information for new comers
- ◆ Refreshes memory of old employees
- ◆ Achieves learning about new things; technology, products / service delivery
- ◆ Reduces mistakes - minimizing costs
- ◆ Opportunity for staff to feedback / suggest improvements
- ◆ Improves communication & relationships - better teamwork

Benefits of Training

- ◆ Most training is targeted to ensure trainees “learn” something they apply to their job.



What is Training?

- ◆ Training is a systematic process through which an organization's human resources gain knowledge and develop skills by instruction and practical activities that result in improved corporate performance.

Differences between Training, Education & Development

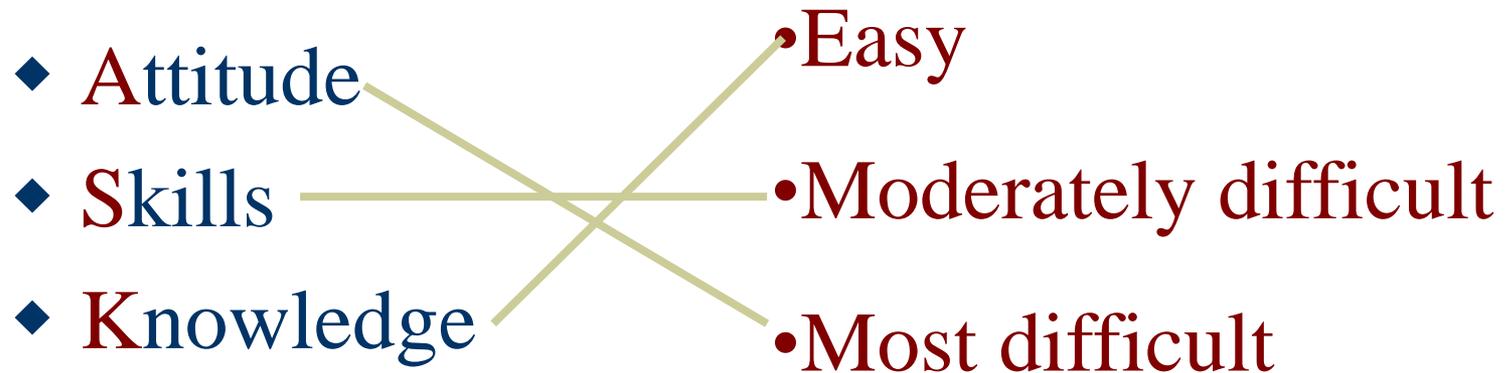
- ◆ **Training** is short term, task oriented and targeted on achieving a change of attitude, skills and knowledge in a specific area. It is usually job related.
- ◆ **Education** is a lifetime investment. It tends to be initiated by a person in the area of his/her interest
- ◆ **Development** is a long term investment in human resources.

The ASK Concept

- ◆ If we follow the GAP concept, training is simply a means to use activities to fill the gaps of performance between the actual results and the expected results.
- ◆ This GAP can be separated into 3 main themes
 1. **A**ttitude
 2. **S**kills
 3. **K**nowledge

Exercise 2

Rank **ASK** by difficulty to develop in people



Five Principles of Learning

- ◆ Participation: involve trainees, learn by doing
- ◆ Repetition: repeat ideas & concepts to help people learn
- ◆ Relevance: learn better when material is meaningful and related
- ◆ Transference: to real world using simulations
- ◆ Feedback: ask for it and adjust training methods to audience.

A Systematic Approach to Training

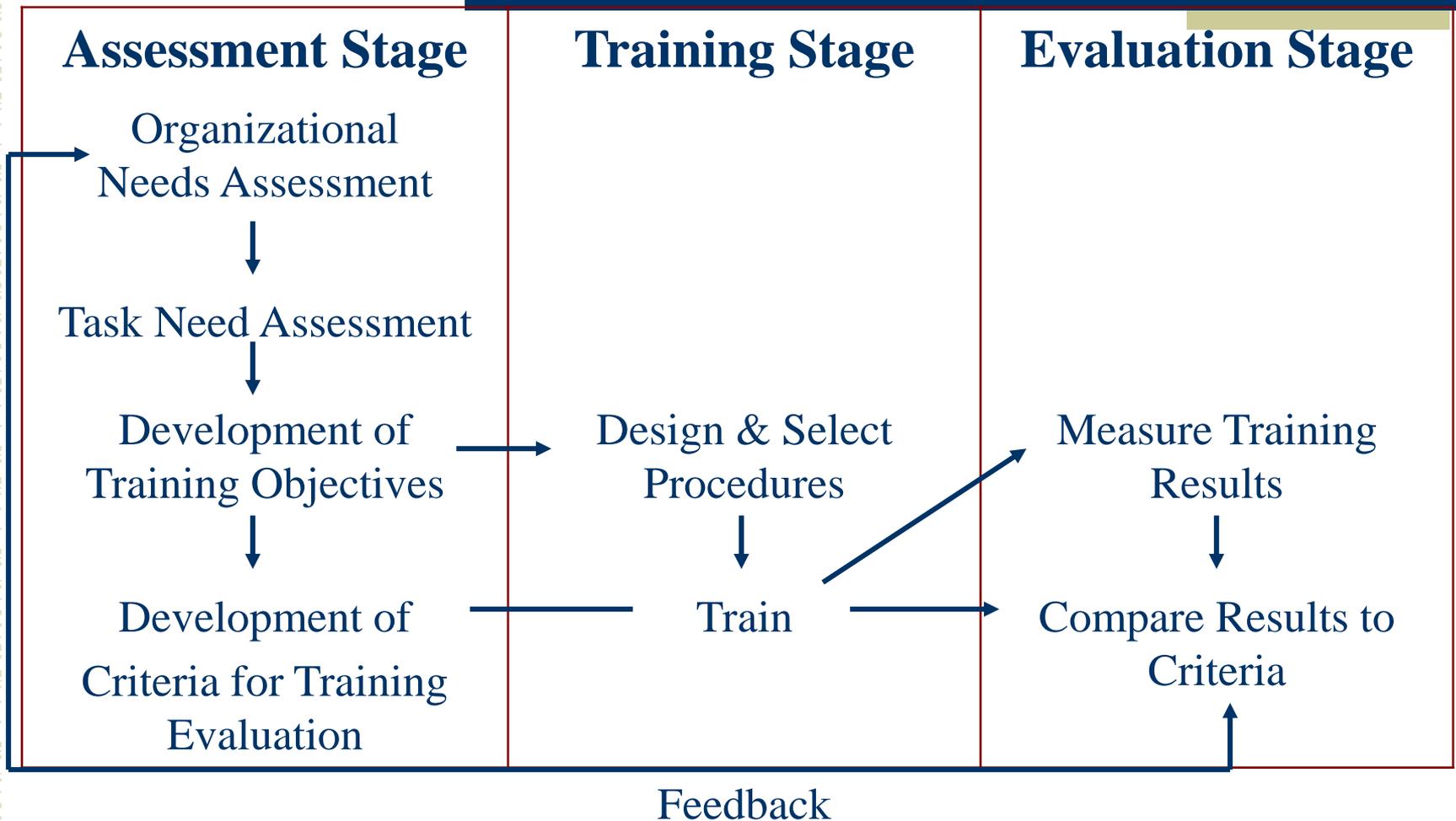
Key Concepts in Preparing a Training Plan

Before you train and develop people identify what:

- **They must know** - before they can perform job
- **They should know** - to improve performance
- **Would be nice for them to know** – but not necessary to perform duties.

Model of the Training Process*

*Goldstein, I. (2002) Training in Organizations 4th Ed.



Nine Steps in the Training Process

1. Assessing training needs
2. Preparing training plan
3. Specifying training objectives
4. Designing the training program(s)
5. Selecting the instructional methods
6. Completing the training plan
7. Implementing the training program
8. Evaluating the training
9. Planning future training

1) Assessing Training Needs

Conduct a training needs analysis by either one, or both, of the following

- ◆ External approach (company, guests, society)
- ◆ Internal approach – using a staff opinion survey.

Exercise 3

- ◆ Imagine you are the manager of a factory with 500 workers making ice cream for export to Europe.
- ◆ What information and evidence do you need before you can say the employees need training?
- ◆ Try to list 5 ideas.

Response to exercise 3

- ◆ Accidents report
- ◆ Sick leave report
- ◆ Employee compensation statistics
- ◆ Product quality control report
- ◆ Wastage report
- ◆ Efficiency report
- ◆ Machinery out-of-order report
- ◆ Staff discipline report
- ◆ Staff enquiries & complaints
- ◆ Guests complaints
- ◆ Refusal of orders made
- ◆ Quality of product report
- ◆ Market needs & trends
- ◆ Demographic data & background of employees

2) Preparing Training Plan

Consider whether to design a long (5-10 years), medium (3-5 years) or short (1 year) term plan.

- ◆ Ask your self “What are we going to achieve in the time period?”
- ◆ Use a holistic approach by using a calendar for inputting your training activities.

Training Calendar Example

Training Area

Month in the year

	1	2	3	4	5	6	7...
Attitude							
Train the trainer							
Job competency							
Sales techniques							
Telephone manner							
...							

Individual Plans

- ◆ For individual personalized training, we must assess the trainees' weakness and strengths first before setting up appropriate programs.
- ◆ Training areas maybe tailor-made.
 - **Trainee should receive an individual timetable for self progress.**

3) Specifying Training Objectives

Training Objectives must be specific & measurable.

Why? Very difficult to measure effectiveness after course is finished.

- What should trainees **be able to accomplish** after participating in the training program?
- What is **the desired level** of such accomplishment, according to industry or organizational standards?
- Do you want to develop **attitudes, skills, knowledge or some combination** of these three?

4) Designing the Training Program(s)

1. Program duration
2. Program structure
3. Instruction methods
4. Trainers qualification
5. Nature of trainees
6. Support resources – materials, OHP, classroom
7. Training location & environment
8. Criteria & methods for assessing participant learning and achievement
9. Criteria & methods for evaluating the program

5) Selecting Instructional Methods

Note: This is the most important step

On-the job-training (OJT)

- learn while you're working

Off -the job-training

- In house, training or classroom
- External, consultancies or attending external classes
- Independent bodies, such as government talks
- Distance learning, from books or notes
- Computer-assisted learning
- Interactive-video training
- Video conferencing, same as classroom except teachers and students are in different locations.

Exercise 4

- ◆ Imagine you are the training manager of a hotel that will open next year. Your GM asks you to develop a training program that aims to boost the team spirit of the newly formed Executive Committee Members.
- ◆ Your GM suggests you organize a two-day course in a resort location from 9 to 5 for both days.
- ◆ Your task is to suggest 3 training methods that suit the training theme described above.

Hint: *this is attitude, not skills nor knowledge training*

Response to exercise 4

Remember your training theme was to change the individuals attitudes

Employ exercises that trainees can:

- ◆ Participate in
- ◆ React to
- ◆ Provide feedback in
- ◆ Receive inspiration to move on

Suitable training methods you might have listed:

- ◆ Role-play
- ◆ Games
- ◆ Simulation exercises
- ◆ Discussion/debate formats
- ◆ Experiential exercises
- ◆ Self evaluation (e.g. video tape trainees performance & let them evaluate their own behaviors).

6) Completing the Training Plan

- ◆ **Target group** – assess your audience
- ◆ **Topic** – task, skill or attitude ingredient
- ◆ **Method** – direct (one way communication) or indirect (discussion, games, experimental exercises...). Important as evaluation of trainees usually lies on the perception on what they did in the training session
- ◆ **Time** – length, period, breaks important to consider
- ◆ **Location** – away from the office?

7) Implementing the Training Program

Besides trainers qualifications and experience:

- ◆ Participant selection
- ◆ Group comfort - physical & psychological
- ◆ Trainer enthusiasm & skills
- ◆ Effective communication
- ◆ Feedback mechanism
- ◆ The need to learn new training skills
- ◆ Preparation by trainers

8) Evaluating the Training

Three Levels of Evaluation

1. Immediate Feedback

- Survey or interview directly after training

2. Post-Training Test

- Trainee applying learned tasks in workplace?

3. Post-Training Appraisals

- Conducted by immediate supervisors of trainees

9) Planning Future Training

Last step in the training process

- ◆ After taking all evaluated comments, trainers should modify the programs to keep good things and make suggested improvements
 - Remember, even with the same topic for different trainees, trainers should address many parts of the training process again and consider new approaches.

A Training Lesson Plan

- ◆ Topic
- ◆ Summary of Key Points
- ◆ Training Objectives
- ◆ Duration of Each Activity in Each Session
- ◆ Training Contents
- ◆ Training Methods / Activities
- ◆ Break(s)
- ◆ Exercise to Warm Up
- ◆ Questions to test Understanding
- ◆ Conclusion

e.g. New Employee Orientation

Time	Topic	Method	Activity
9:00-9:30 AM	Welcome Speech by GM	Speech	Talk & hand shake
9:30-10:00 AM	Intro to Company Background	Slide Presentation	Slide Show & Video Tape
3:00-4:00 PM	Fire Safety Talk	Security Manager	Fire Drill & Equipment

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What is Sales Management?

Introduction to Personal Selling

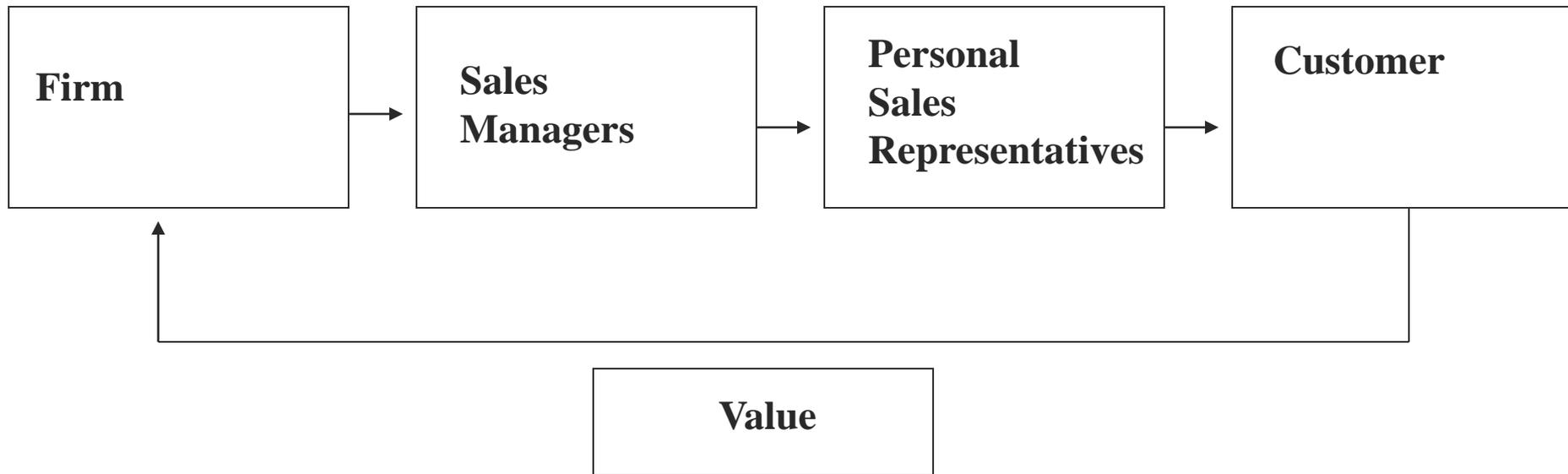
[Objectives]

- Provide an introduction to sales management
- Who does a sales manager manage?
- Where does sales management fit into the integrated marketing communication process

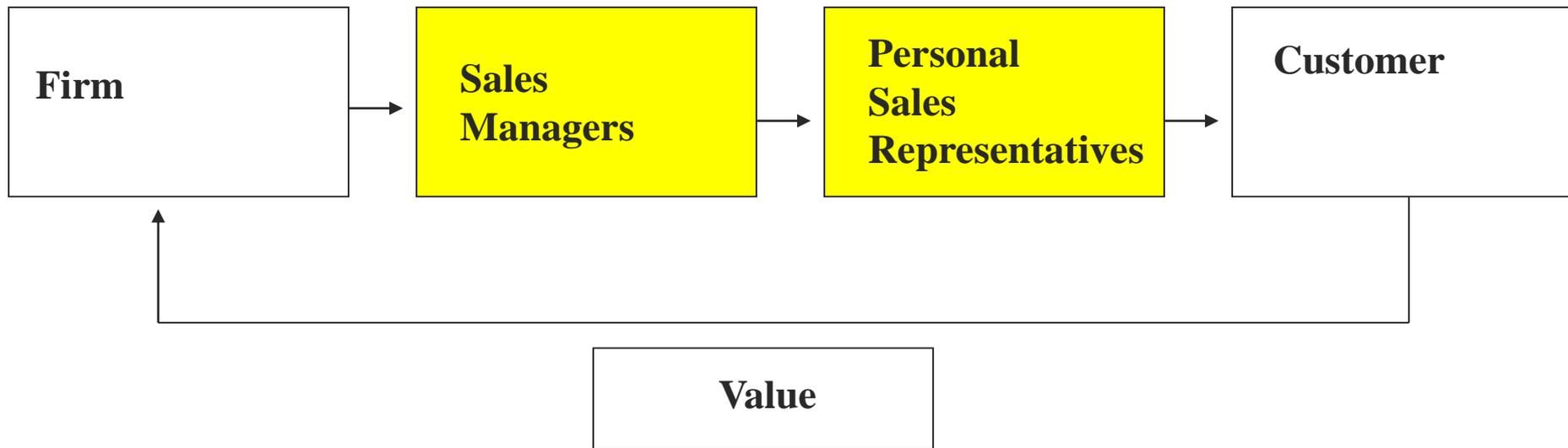
[The Sales Force]

- **Sales Management-** is the attainment of sales force goals in an effective and efficient manner through planning, staffing, training, leading, and controlling organizational resources (Futrell1998)
- Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

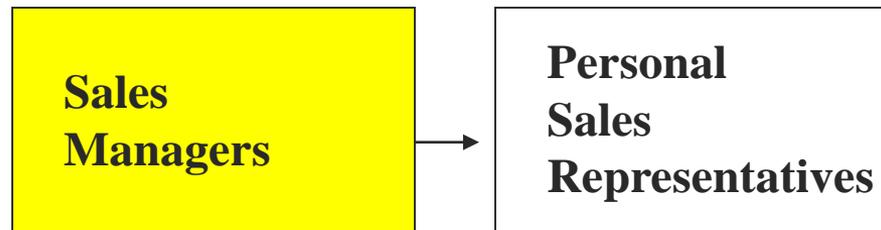
[Sales Management]



[Sales Management]

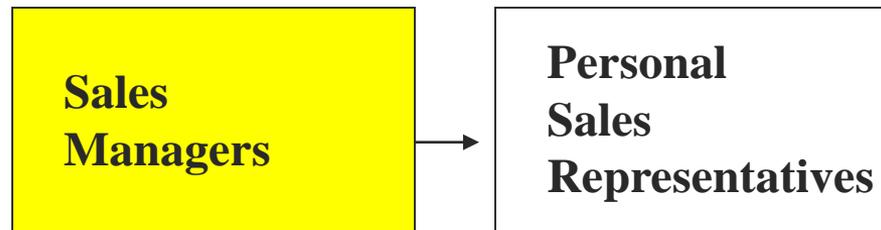


Sales Management



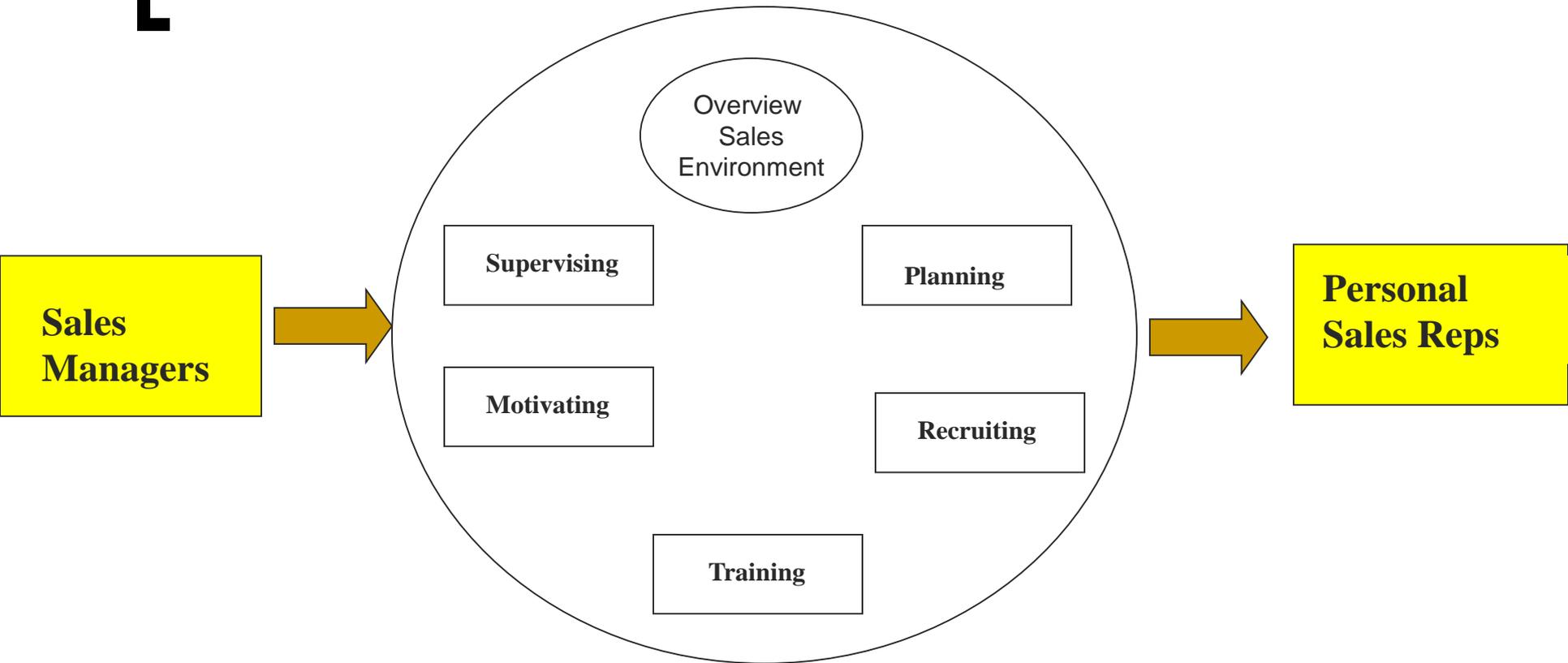
- What are the sales managers goals?
 - Sales
 - Revenues
 - Profits
 - Market Share
 - Controlling internal costs

Sales Management



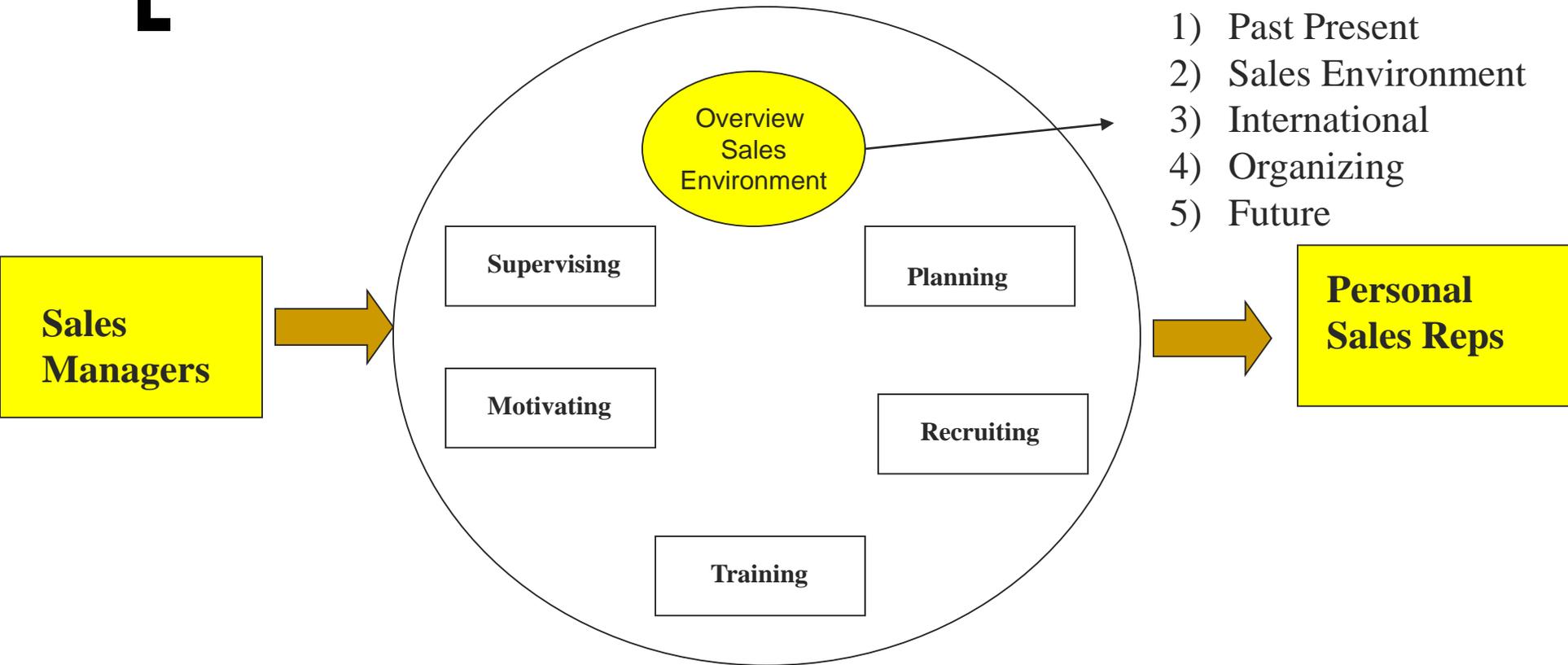
- How do they obtain their goals?
 - Knowledge of the sales environment
 - Planning for sales
 - Recruiting the sales force
 - Training the sales force
 - Motivating the sales force
 - Supervising the sales force

Sales Management



- Managing a sales force involves **recruiting**, hiring, **training**, **supervising**, compensating salespeople, **motivating** them to become problem solvers, and providing the proper **planning** and backup support so they can perform their jobs properly.

Sales Management



- Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

[Sales Environment]

- **Past (L9)**

- Industrial Revolution
- After WWI the need for mass distribution became evident
- 1950s and the marketing concept

[Sales Environment]

- **Present (L9)**

- Relational Approach
- Current Jobs in Sales
- Opportunities in Sales Management

[Sales Environment]

■ Organizing the Sales Force (L10)

- **Organizing-** the assignment of tasks, the grouping of task into departments, and the allocation of resources to departments

(Source: Futrell)

- Structure of the sales managers job
- Chain of command

(Source: Hite and Johnston)

Sales Environment

- **The Sales Environment (L11)**
 - **Legal Issues**
 - Consumer protection laws
 - Antitrust laws
 - Unfair trade practices
 - Fraud and misrepresentation
 - Uniform Commercial Code
 - Direct-to-consumer sales
 - Antidiscrimination laws
 - **Ethical Issues**
 - Creating ethical corporate structures
 - Relationships with customers
 - Relationships with competitors
 - Relationships with the firm
 - Relationships with society

(Source: Hite and Johnston)

Sales Environment

■ International (L12)

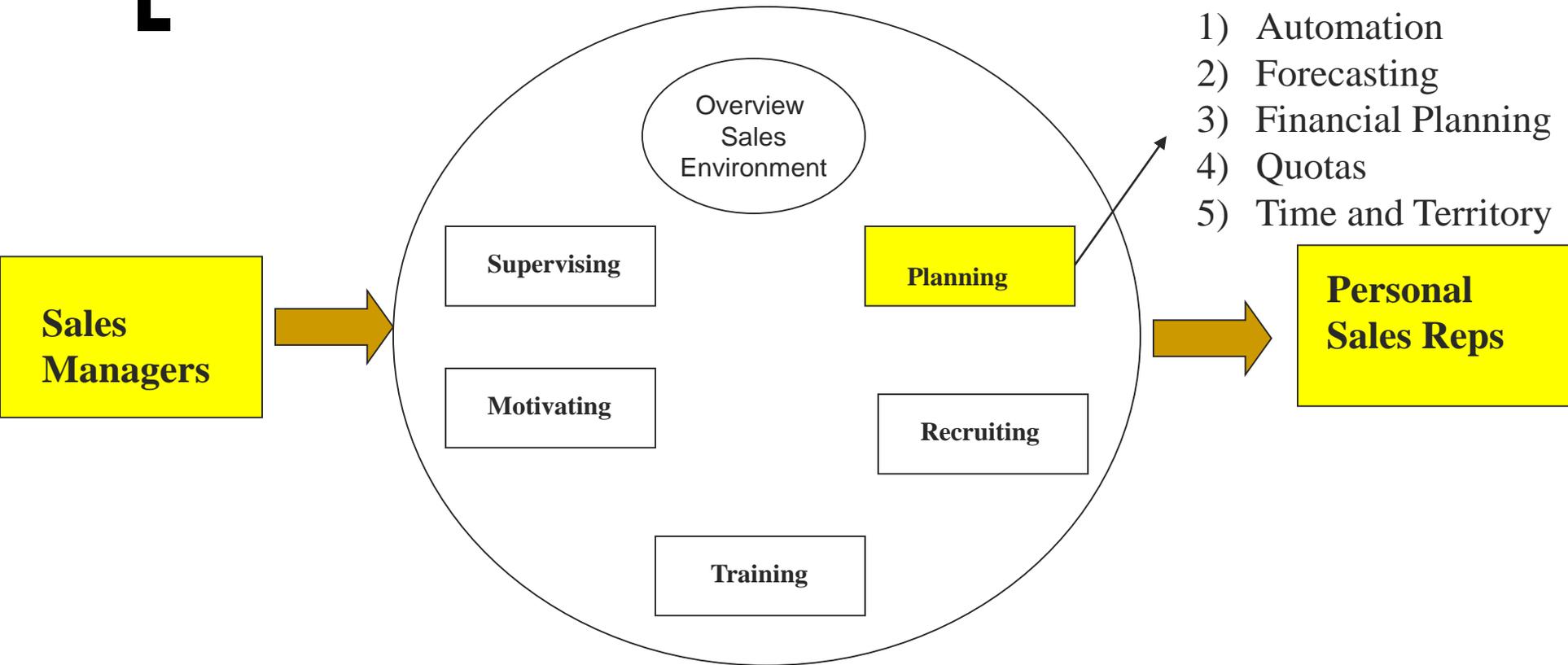
- Ethnic composition
- Religious orientation
- Social class environment
- Education
- Gender bias
- Differences in negotiating styles
- Differences in decision making
- Job status and company protocol
- Social aspects
- Perceptions of time
- Personal relationships

(Source: Hite and Johnston)

[Sales Environment]

- **Future (L27)**
- **What does the sales organization of the future look like?**

Sales Management



- **Managing a sales force involves** recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and **providing the proper planning and backup support** so they can perform their jobs properly.

[Planning]

- Planning-is the conscious, systemic process of making decisions about goals and activities that an individual, group, work unit, or organization will pursue in the future and the use of resources needed to attain them

(Source: Futrell)

[Planning]

- **Automating the Sales Force (L13)**
- Hardware
 - Type of computers, printers, copiers, phones, etc.
- Software
 - What type software does the sales force need?

[Planning]

- **Sales Forecasting (L14)**
- How do we forecast sales?
 - Sales force composite
 - Jury of executive opinion
 - Survey of buyer intentions
 - Trend projections
 - Moving averages
 - Exponential smoothing
 - Regression
 - Econometric models

[Planning]

■ Financial Planning for Sales (15)

○ Budgeting

- Salespeople expenses
- Administrative expenses
- Other selling payroll
- Other selling expenses
- Communication expenses

○ Profit objectives

- Break-even analysis
- Controlling the budget
- Selling the budget to top management

(Source: Hite and Johnston)

[Planning]

■ Quotas (L16)

- **Sales quota-** the specific sales or profit objective a salesperson is expected to achieve

(Source: Perreault and McCarthy)

- Dollar sales
- Unit volume
- Margin
- Selling effort
- Product type

(Source: Kotler)

- **Other types of quotas**
 - Expense quotas
 - Profit quotas
 - Activity quotas

(Source: Hite and Johnston)

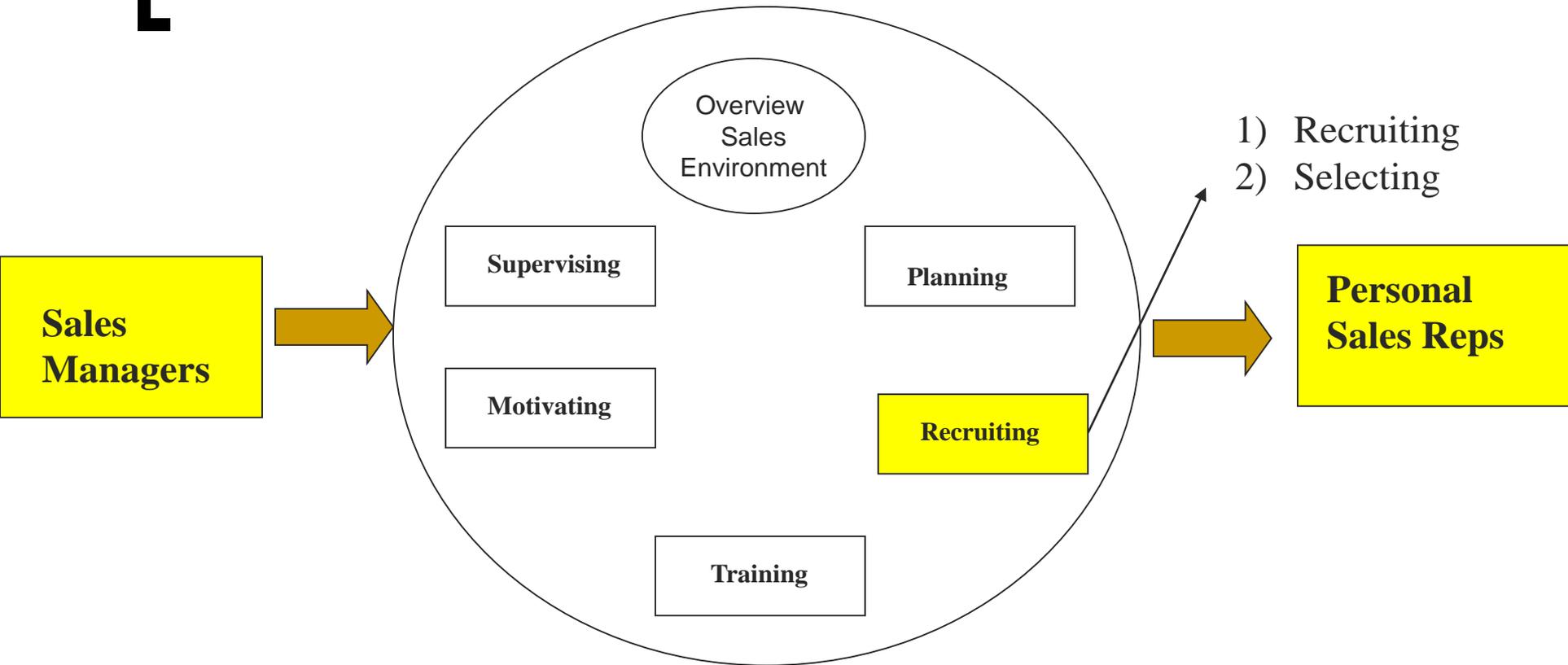
[Planning]

■ Time and Territory Management (L17)

- **Optimum time must be spent with those prospects with the greatest potential**
- Territory management involves:
 - Identification and classification of prospects
 - Analysis and development of the salespeople's work loads
 - How many salespeople will the territory support
 - Territory's boundaries
 - Optimum way to travel from one prospect to the next

(Source: Hite and Johnston)

Sales Management



- **Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.**

[Recruiting]

- Recruitment- set of activities and processes used to legally obtain a sufficient number of individuals that takes the people's and the sales force's best interests into consideration

(Source: Futrell)

[Recruiting]

■ Recruiting (L18)

- **The sales manager should recruit individuals whose values and goals match those of the firm**

(Source: Hoffman et al)

- **Where do you find sales recruits**

- Other departments Recommendations Institutions
- Professional associations Armed Forces Classifieds
- Employment agencies Unsolicited applicants

(Source: Hite and Johnston)

[Recruiting]

- **Selecting (L19)**

- What is the firm looking for?

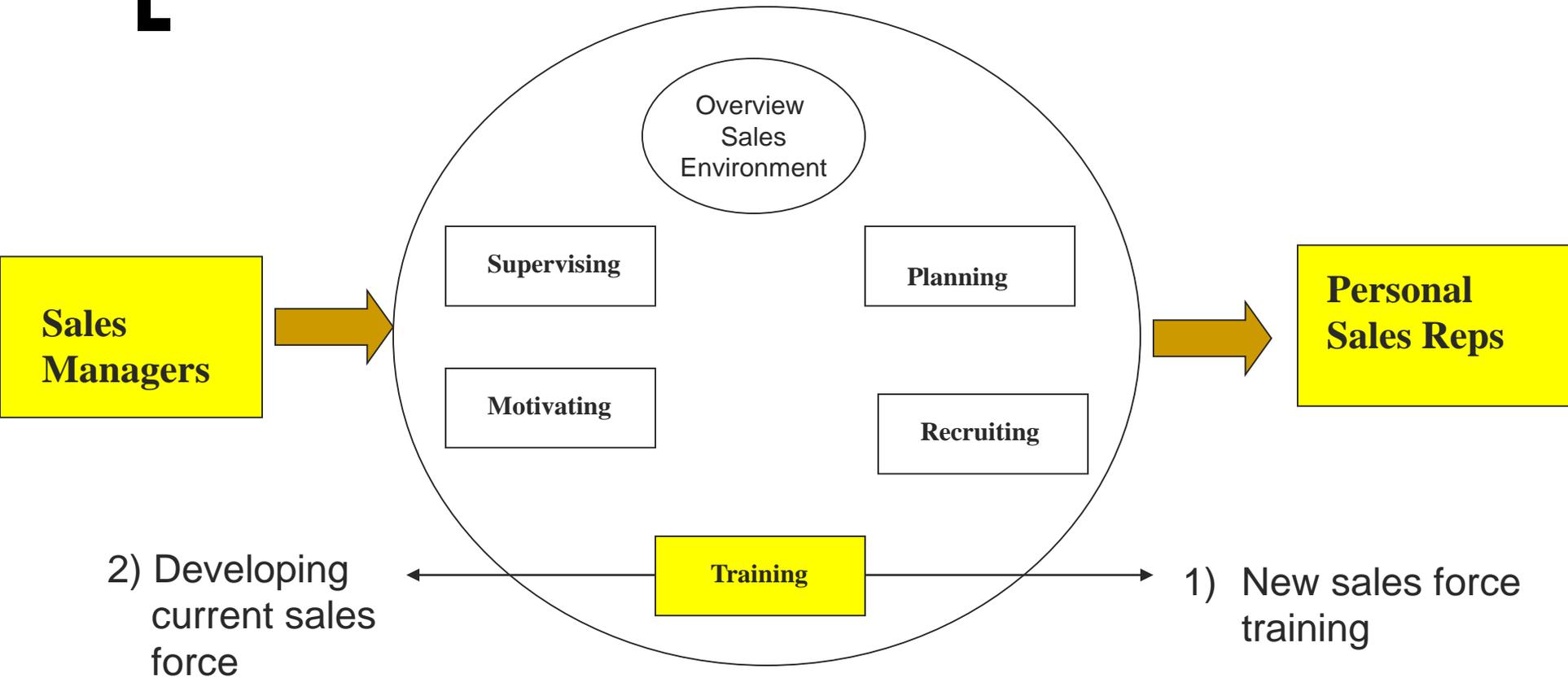
- People that can sell successfully
- Remain with the company over a long period of time

- Problems

- Legal and ethical restrictions
- Firm must maintain a good image
- Must have a valid job description

(Source: Hite and Johnston)

Sales Management



- **Managing a sales force involves** recruiting, hiring, **training**, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

[Training]

- **Sales Training-** effort put forth by an employer to provide the salesperson job related culture, skill, knowledge, and attitudes that result in improved performance in the selling environment

(Source: Futrell)

[Training]

■ Training (L20)

- **What is needed for a training program to work?**
 - Provide a job description
 - Provide product knowledge
 - Provide company knowledge
 - Provide market knowledge
 - Selling techniques

- **Why train**
 - Decreased turnover
 - Increased sales
 - Enhanced customer relationships
 - Decreased costs

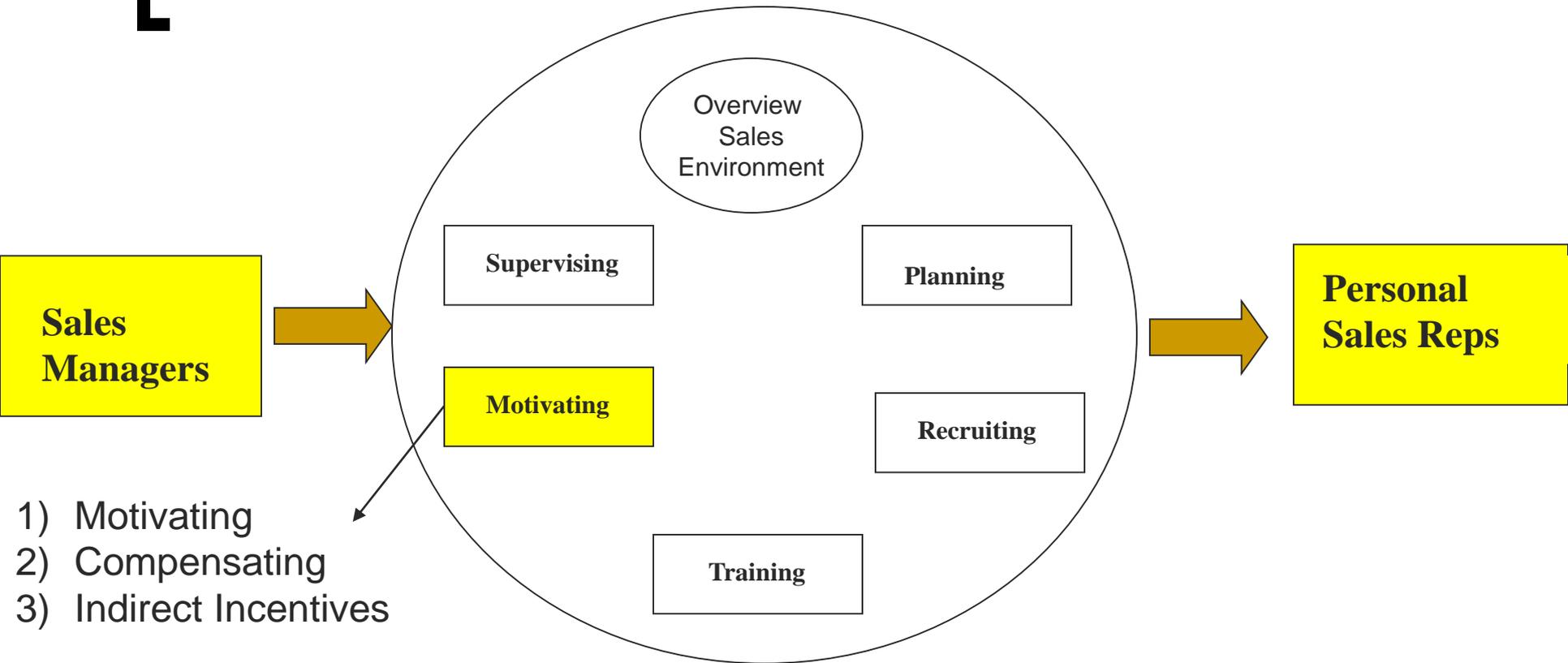
(Source: Hite and Johnston)

[Training]

- **Developing (L21)**

- Everything changes over time so constant training is needed
- When can advanced training techniques be used?

Sales Management



■ **Managing a sales force involves** recruiting, hiring, training, supervising, **compensating salespeople, motivating them to become problem solvers,** and providing the proper planning and backup support so they can perform their jobs properly.

[Motivating]

The most commonly used definitions of salesperson motivation include three dimensions: (1) **intensity**, referring to the amount of mental and physical effort put forth by salespeople, (2) **persistence**, describing the salesperson's choice to expend effort over a period of time, and (3) **direction**, implying that salespeople choose where their efforts will be spent among various activities.

(Source: Ford, Walker, and Churchill)

[Motivating]

- **Motivating (L22)**

- Recognition
- Awards
- Special communications

(Source: Hite and Johnston)

[Motivating]

- **Compensating (L23)**

- Salary
- Commission
- Bonus
- Combinations

(Source: Hite and Johnston)

[Motivating]

- **Indirect Incentives (L24)**

- **Expenses allowances**

- **Sales contests**

- Themes
- Prizes
- Advantages
- Disadvantages

(Source: Hite and Johnston)

Sales Management



- **Managing a sales force involves** recruiting, hiring, training, **supervising**, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so they can perform their jobs properly.

[Supervising]

■ Leadership (L25)

- Leadership- the process of getting things done through others
- Leadership Styles
- Types of leadership

(Source: Hite and Johnston)

■ Supervision (L25)

- Supervision- the actual oversee and directing of the day-to-day activities of salespeople

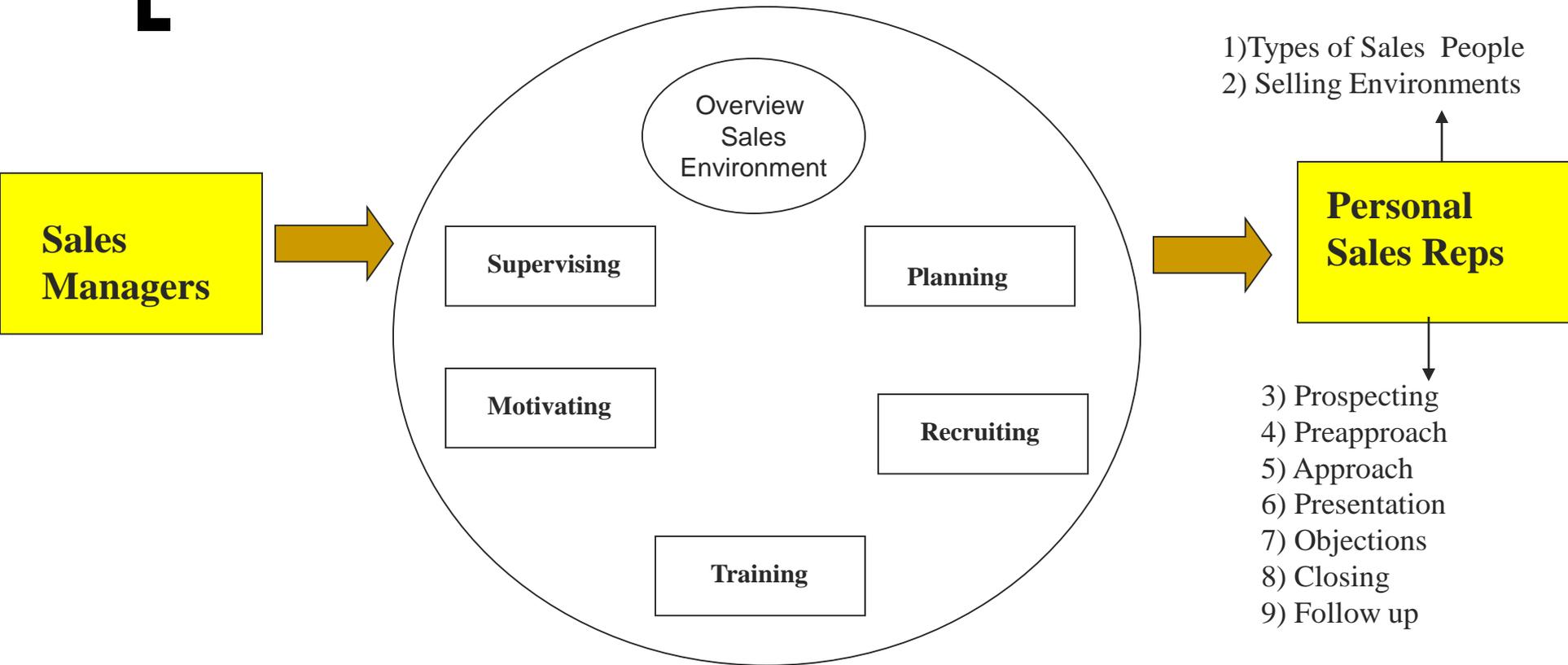
(Source: Futrell)

[Supervising]

- **Evaluating (L26)**

- Analysis of sales volume
- Marketing cost analysis

Sales Management



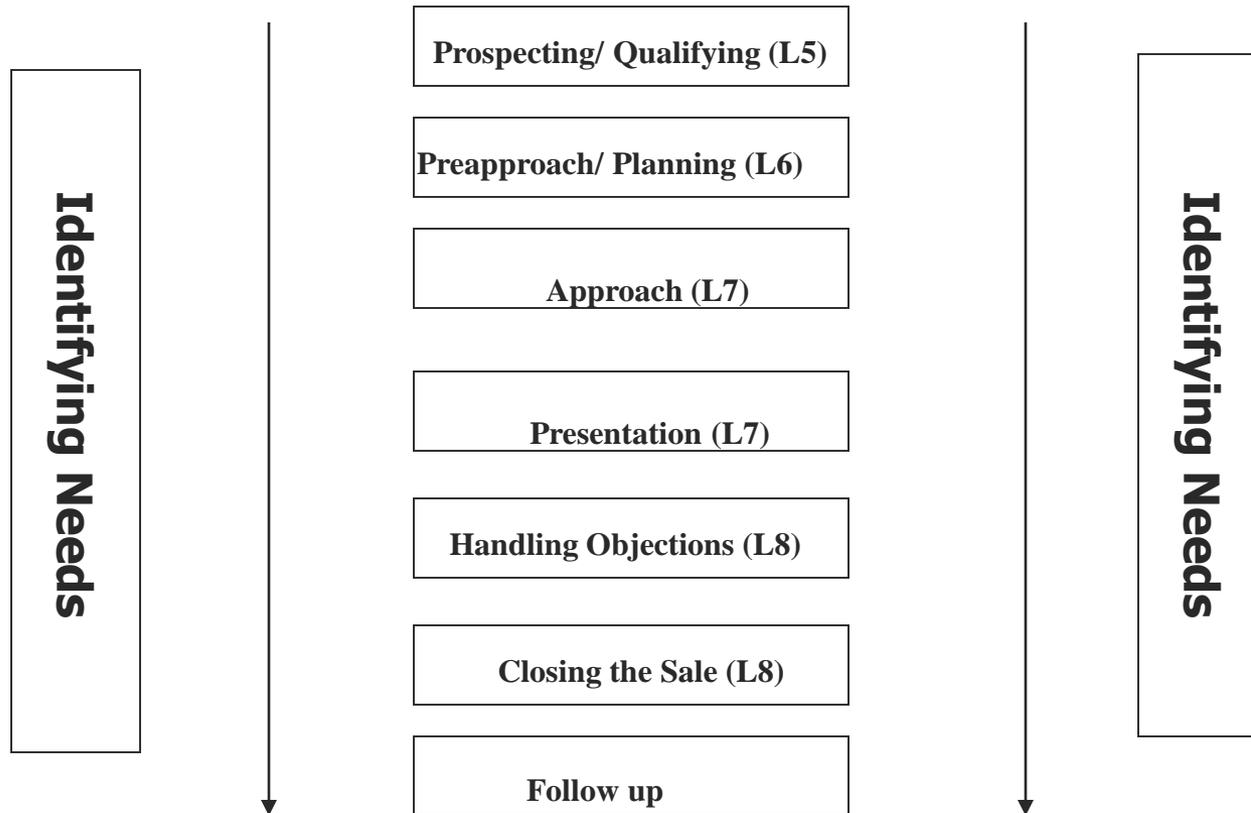
- Managing a sales force involves recruiting, hiring, training, supervising, compensating salespeople, motivating them to become problem solvers, and providing the proper planning and backup support so **they can perform their jobs properly.**

[Definition]

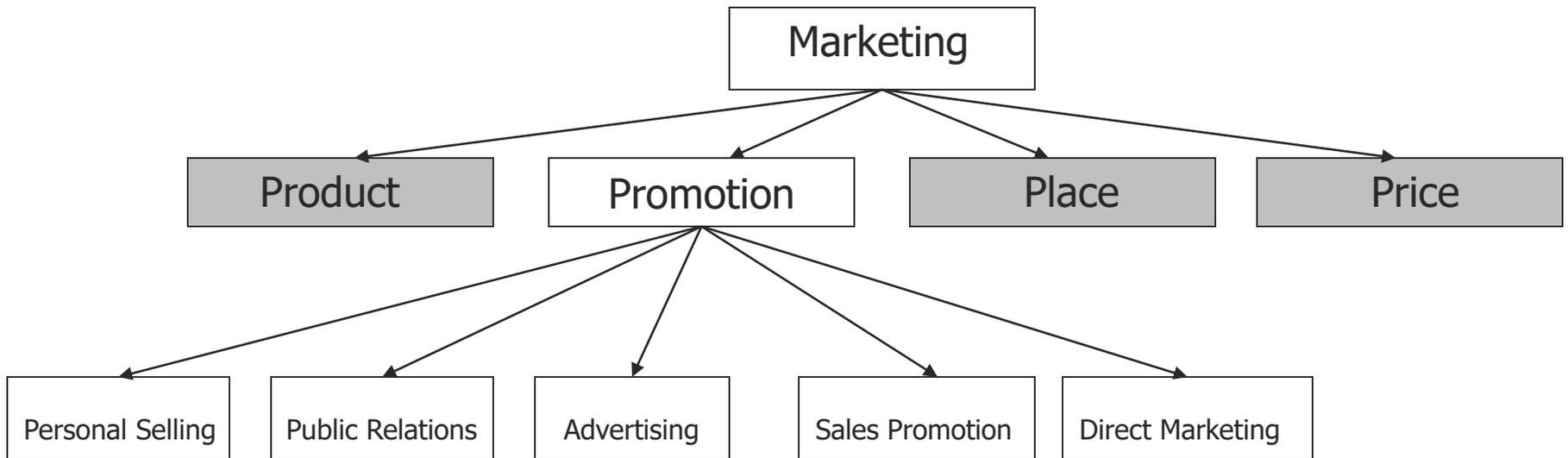
- **Personal Selling (L4)**
- Personal Selling- is direct oral communication designed to explain how an individual's or firm's goods, services, or ideas fit the needs of one or more prospective customers

(Source: Hoffman et al)

[The Sales Process]



[Types of Communication]

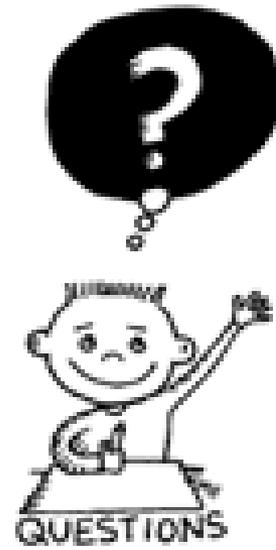


Managing the Marketing Communication Process

Integrated marketing communications (L3)

- **Integrated marketing communications-** the intentional coordination of every communication from a firm to a target customer to convey a consistent and complete message

(Source: Hoffman et al)



Stephen G. CECCHETTI • Kermit L. SCHOENHOLTZ



Chapter Three

Financial Instruments, Financial Markets, and Financial Institutions

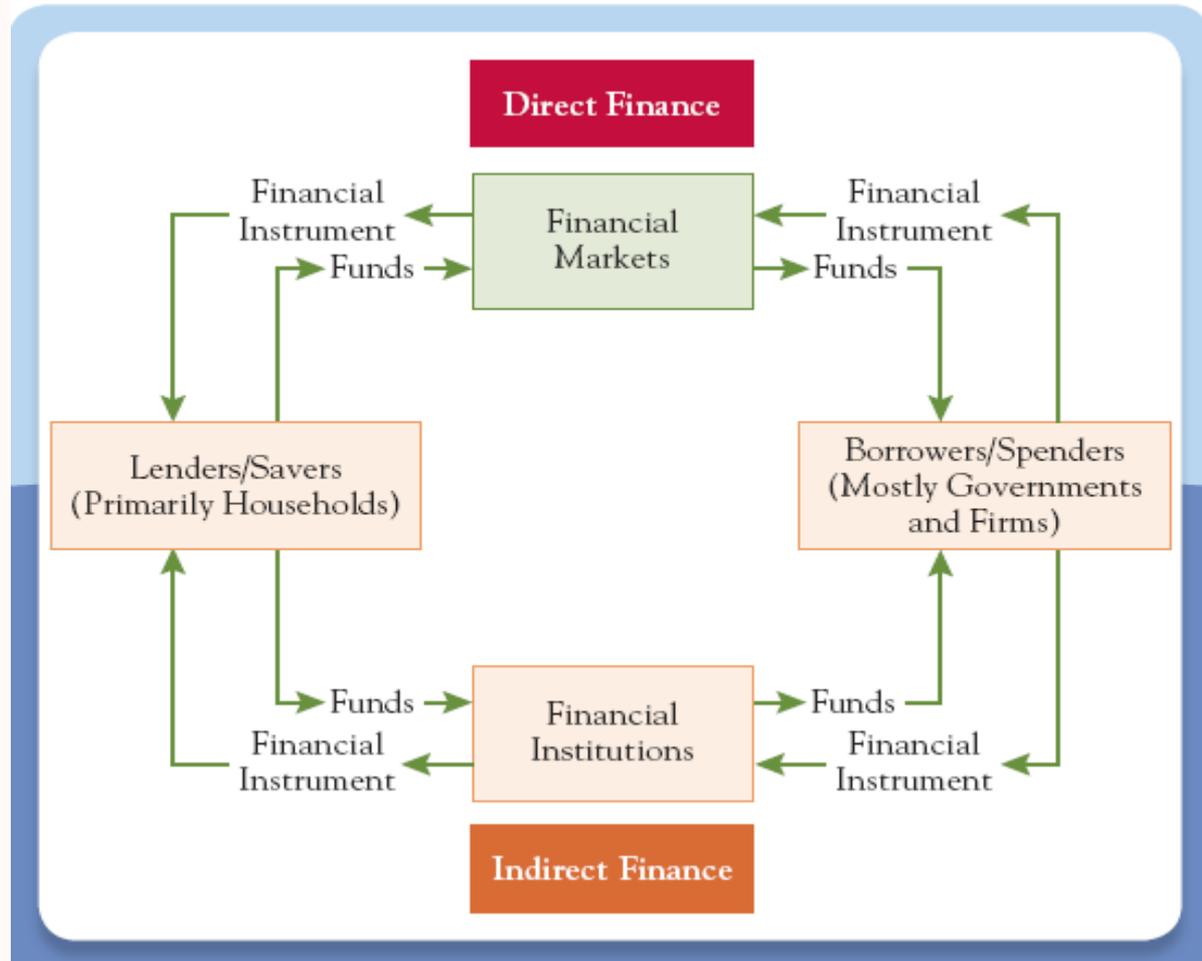
Introduction

- The international financial system exists to facilitate the design, sale, and exchange of a broad set of contracts with a very specific set of characteristics.
- We obtain financial resources through this system:
 - Directly from markets, and
 - Indirectly through institutions.

Introduction

- **Indirect Finance:** An institution stands between lender and borrower.
 - We get a loan from a bank or finance company to buy a car.
- **Direct Finance:** Borrowers sell securities directly to lenders in the financial markets.
 - Direct finance provides financing for governments and corporations.
- **Asset:** Something of value that you own.
- **Liability:** Something you owe.

Figure 3.1: Funds Flowing through the Financial System



Introduction

- Financial development is linked to economic growth.
- The role of the financial system is to facilitate production, employment, and consumption.
- Resources are funneled through the system so resources flow to their most efficient uses.

Introduction

We will survey the financial system in three steps:

1. Financial instruments or securities
 - Stocks, bonds, loans and insurance.
 - What is their role in our economy?
2. Financial Markets
 - New York Stock Exchange, Nasdaq.
 - Where investors trade financial instruments.
3. Financial institutions
 - What they are and what they do.

Financial Instruments

Financial Instruments: *The written legal obligation of one party to transfer something of value, usually money, to another party at some future date, under certain conditions.*

- The enforceability of the obligation is important.
- Financial instruments *obligate one party* (person, company, or government) to transfer something to another party.
- Financial instruments specify payment will be made at *some future date*.
- Financial instruments *specify certain conditions* under which a payment will be made.

Uses of Financial Instruments

- Three functions:
 - Financial instruments act as a means of payment (like money).
 - Employees take stock options as payment for working.
 - Financial instruments act as stores of value (like money).
 - Financial instruments generate increases in wealth that are larger than from holding money.
 - Financial instruments can be used to transfer purchasing power into the future.
 - Financial instruments allow for the transfer of risk (unlike money).
 - Futures and insurance contracts allows one person to transfer risk to another.



LESSONS FROM THE CRISIS

LEVERAGE

- The use of borrowing to finance part of an investment is called *leverage*.
 - Leverage played a key role in the financial crisis of 2007-2009.
- How did this happen?
 - The more leverage, the greater the risk that an adverse surprise will lead to bankruptcy.
 - The more highly leveraged, the less net worth.



LESSONS FROM THE CRISIS

LEVERAGE

- How did this happen? (cont.)
 - Some important financial institutions, during the crisis, were leveraged at more than 30 times their net worth.
 - When losses are experienced, firms try to *deleverage* to raise net worth.
 - When too many institutions deleverage, prices fall, losses increase, net worth falls more.
 - This is called the “paradox of leverage”.



LESSONS FROM THE CRISIS

LEVERAGE

- The “paradox of leverage” reinforces the destabilizing liquidity spiral from Chapter 2.
- Both spirals feed the cycle of falling prices and widespread deleveraging that was the hallmark of the financial crisis of 2007-2009.

Characteristics of Financial Instruments

- These contracts are very complex.
- This complexity is costly, and people do not want to bear these costs.
- *Standardization* of financial instruments overcomes potential costs of complexity.
 - Most mortgages feature a standard application with standardized terms.

Characteristics of Financial Instruments

- Financial instruments also communicate *information*, summarizing certain details about the issuer.
 - Continuous monitoring of an issuer is costly and difficult.
- Mechanisms exist to reduce the cost of monitoring the behavior of *counterparties*.
 - A counterparty is the person or institution on the other side of the contract.

Characteristics of Financial Instruments

- The solution to high cost of obtaining information is to standardize both the instrument and the information about the issuer.
- Financial instruments are designed to handle the problem of *asymmetric information*.

Underlying Versus Derivative Instruments

- Two fundamental classes of financial instruments.
 - **Underlying instruments** are used by savers/lenders to transfer resources directly to investors/borrowers.
 - This improves the efficient allocation of resources.
 - Examples: stocks and bonds.

Underlying Versus Derivative Instruments

- **Derivative instruments** are those where their value and payoffs are “derived” from the behavior of the underlying instruments.
 - Examples are futures and options.
 - The primary use is to shift risk among investors.

A Primer for Valuing Financial Instruments

Four fundamental characteristics influence the value of a financial instrument:

1. Size of the payment:
 - Larger payment - more valuable.
2. Timing of payment:
 - Payment is sooner - more valuable.
3. Likelihood payment is made:
 - More likely to be made - more valuable.
4. Conditions under which payment is made:
 - Made when we need them - more valuable.

A Primer for Valuing Financial Instruments

We organize financial instruments by how they are used:

- Primarily used as stores of value
 1. Bank loans
 - Borrower obtains resources from a lender to be repaid in the future.
 2. Bonds
 - A form of a loan issued by a corporation or government.
 - Can be bought and sold in financial markets.

A Primer for Valuing Financial Instruments

3. Home mortgages

- Home buyers usually need to borrow using the home as **collateral** for the loan.
 - A specific asset the borrower pledges to protect the lender's interests.

4. Stocks

- The holder owns a small piece of the firm and entitled to part of its profits.
- Firms sell stocks to raise money.
- Primarily used as a stores of wealth.

A Primer for Valuing Financial Instruments

5. Asset-backed securities

- Shares in the returns or payments arising from specific assets, such as home mortgages and student loans.
- **Mortgage backed securities** bundle a large number of mortgages together into a pool in which shares are sold.
 - Securities backed by *sub-prime mortgages* played an important role in the financial crisis of 2007-2009.

A Primer for Valuing Financial Instruments

Primarily used to Transfer Risk

1. Insurance contracts.
 - Primary purpose is to assure that payments will be made under particular, and often rare, circumstances.
2. Futures contracts.
 - An agreement between two parties to exchange a fixed quantity of a commodity or an asset at a fixed price on a set future date.
 - A *price* is always specified.
 - This is a type of derivative instrument.

A Primer for Valuing Financial Instruments

3. Options

- Derivative instruments whose prices are based on the value of an underlying asset.
- Give the holder the right, not obligation, to buy or sell a fixed quantity of the asset at a pre-determined price on either a specific date or at any time during a specified period.
- These offer an opportunity to store value and trade risk in almost any way one would like.



YOUR FINANCIAL WORLD

Disability Income Insurance

- The biggest risk we all face is becoming disabled and losing our earning capacity.
 - Insuring against this should be one of our highest priorities.
 - More likely than our house burning down.
- It is important to assess to make sure you have enough insurance.
- One risk better transferred to someone else.

Financial Markets

- Financial markets are places where financial instruments are bought and sold.
- These markets are the economy's central nervous system.
- These markets enable both firms and individuals to find financing for their activities.
- These markets promote economic efficiency:
 - They ensure resources are available to those who put them to their best use.
 - They keep transactions costs low.

The Role of Financial Markets

1. Liquidity:

- Ensure owners can buy and sell financial instruments cheaply.
- Keeps transactions costs low.

2. Information:

- Pool and communication information about issuers of financial instruments.

3. Risk sharing:

- Provide individuals a place to buy and sell risk.

The Structure of Financial Markets

1. Distinguish between markets where new financial instruments are sold and where they are resold or traded: primary or secondary markets.
2. Categorize by the way they trade: centralized exchange or not.
3. Group based on the type of instrument they trade: as a store of value or to transfer risk.

Primary versus Secondary Markets

- A **primary market** is one in which a borrower obtains funds from a lender by selling newly issued securities.
 - Occurs out of the public views.
 - An investment bank determines the price, purchases the securities, and resells to clients.
 - This is called *underwriting* and is usually very profitable.

Primary versus Secondary Markets

- **Secondary financial markets** are those where people can buy and sell existing securities.
 - Buying a share of IBM stock is not purchased from the company, but from another investor in a secondary market.
 - These are the prices we hear about in the news.

Centralized Exchanges, OTC's, and ECN's

- **Centralized exchanges** - buyers and sellers meet in a central, physical location.
- **Over-the-counter markets (OTC's)** - decentralized markets where dealers stand ready to buy and sell securities electronically.
- **Electronic communication networks (ECN's)** - electronic system bringing buyers and sellers together without the use of a broker or dealer.

Centralized Exchanges, OTC's, and ECN's

- History
 - The New York Stock Exchange (NYSE) is a place with an address where trading takes place in person on the floor of the exchange.
 - A firm purchases a license issued by the Exchange.
 - Others were acquired by specialists who oversaw the trading.

Centralized Exchanges, OTC's, and ECN's

- History (cont.)
 - In the past, the only alternative was an OTC market.
 - Networks of physically dispersed dealers, who buy and sell electronically.
 - The largest is the Nasdaq.
 - In 2005, the NYSE merged with Archipelago (now NYSE Arca), and Nasdaq merged with Instinet.

Centralized Exchanges, OTC's, and ECN's

- History (cont.)
 - Market continues to globalize.
 - In 2007, the NYSE merged with Paris-based Euronext becoming the first international operator of major exchanges.
 - Nasdaq attempted to acquire the London Stock Exchange but dropped its bid in 2007 right before the financial crisis.



TOOLS OF THE TRADE

Trading in Financial Markets

- Trading is what makes financial markets work.
- Placing an order in a stock market has the following characteristics:
 - The stock you wish to trade.
 - Whether you wish to buy or sell.
 - The size of the order - number of shares.
 - The price you would like to trade.



TOOLS OF THE TRADE

Trading in Financial Markets

- You can place a market order.
 - Your order is executed at the most favorable price currently available.
 - Values speed over price.
- You can place a limit order:
 - Places a maximum on the price to buy or a minimum price to sell.



TOOLS OF THE TRADE

Trading in Financial Markets

- Executing a trade requires someone on the other side.
 - Broker
 - Direct access to electronic trading network through an ECN like Acra or Instinet.
 - Customer orders interact automatically without an intermediary.
 - Liquidity is provided by customers.



TOOLS OF THE TRADE

Trading in Financial Markets

- For a well known stock, the NYSE is another place from which to order.
 - Liquidity is supplemented by designated market makers (DMMs).
 - The person on the floor charged with making a market.
 - To make the market work, they often buy and sell on their own account.

Debt and Equity versus Derivative Markets

- Used to distinguish between markets where *debt and equity* are traded and those where *derivative instruments* are traded.
- **Equity markets** are the markets for stocks.
- **Derivative markets** are the markets where investors trade instruments like futures and options.

Debt and Equity versus Derivative Markets

- In debt and equity markets, actual claims are bought and sold for immediate cash payments.
- In derivative markets, investors make agreements that are settled later.
- Debt instruments categorized by the loan's maturity
 - Repaid in less than a year - traded in **money markets**.
 - Maturity of more than a year - traded in **bond markets**.



IN THE NEWS

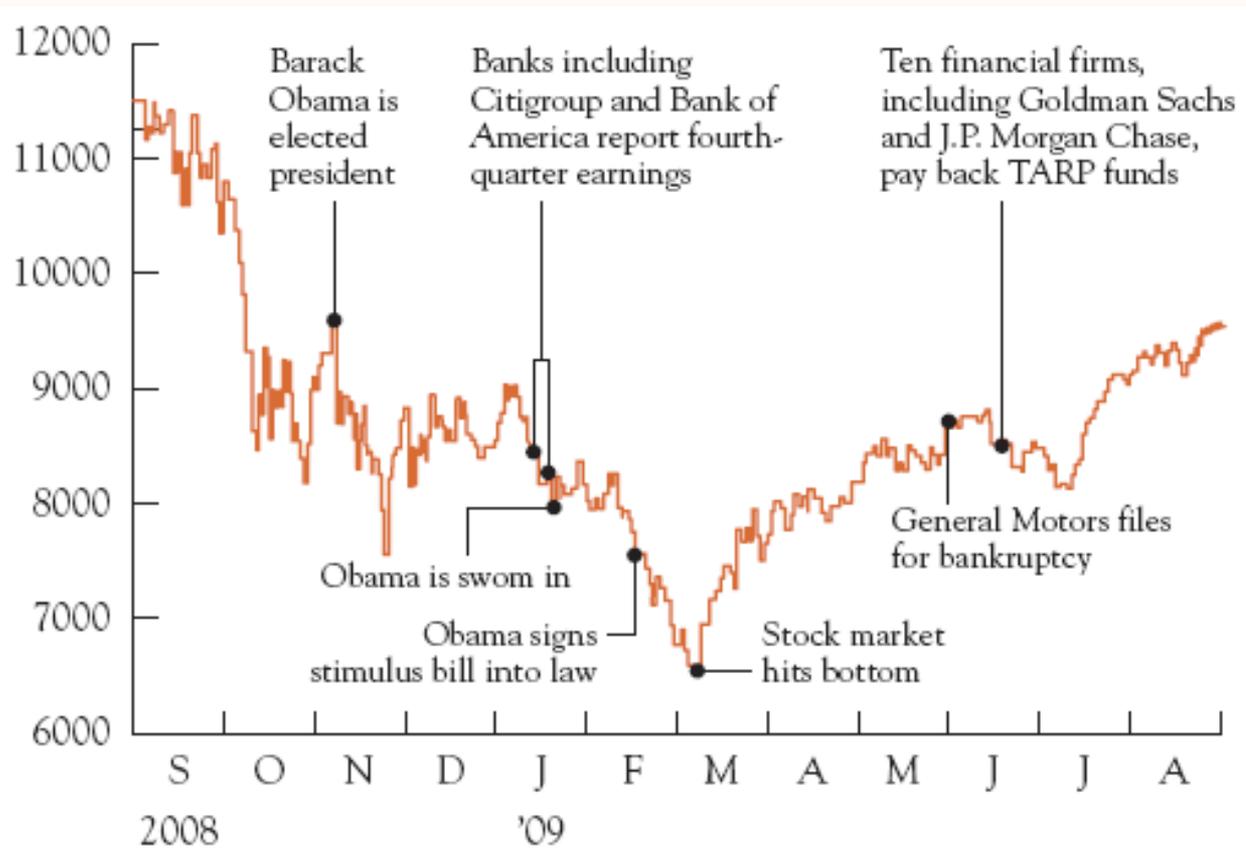
Lessons of the Financial Crisis—One Year Later

- This article highlights large swings in financial markets during the financial crisis from 2007-2009.
- Before the crisis, professional investors made their own institutions and the overall financial system vulnerable by taking on too much risk.
- When the crisis hit, they faced a shortfall of liquidity.
- Liquidity swings caused many financial markets to plunge and rebound together.



IN THE NEWS

Lessons of the Financial Crisis—One Year Later



Characteristics of a Well-Run Financial Market

- Essential characteristics of a well-run financial market:
 - Must be designed to keep transaction costs low.
 - Information the market pools and communicates must be accurate and widely available.
 - Borrowers promises to pay lenders much be credible.

Characteristics of a Well-Run Financial Market

- Because of these criteria, the governments are an essential part of financial markets as they enforce the rules of the game.
 - Countries with better investor protections have bigger and deeper financial markets.



LESSONS FROM THE CRISIS

INTERBANK LENDING

- Liquid, interbank loans are the marginal source of funds for many banks, with their cost guiding other lending rates.
- The financial crisis of 2007-2009 strained interbank lending.
 - Anxious banks preferred to hold their liquid assets in case their own needs arose.
 - They also were concerned about the safety of their trading partners.



LESSONS FROM THE CRISIS

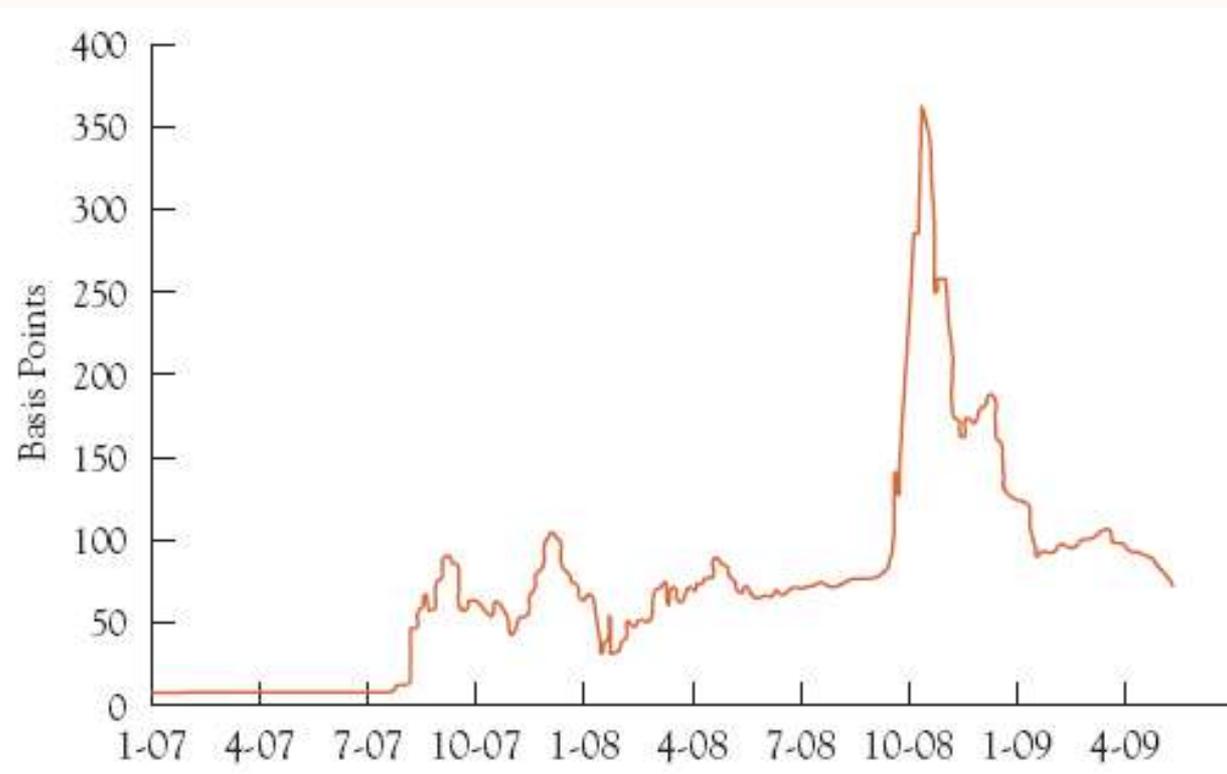
INTERBANK LENDING

- The rising cost and reduced availability of interbank loans created a vicious circle of:
 - increased caution,
 - greater demand for liquid assets,
 - reduced willingness to lend, and
 - higher loan rates.



LESSONS FROM THE CRISIS

INTERBANK LENDING



Financial Institutions

- Firms that provide access to the financial markets, both
 - to savers who wish to purchase financial instruments directly and
 - to borrowers who want to issue them.
- Also known as financial intermediaries.
 - Examples: banks, insurance companies, securities firms, and pension funds.
- Healthy financial institutions open the flow of resources, increasing the system's efficiency.

The Role of Financial Institutions

- To reduce transaction costs by specializing in the issuance of standardized securities.
- To reduce the information costs of screening and monitoring borrowers.
 - They curb asymmetries, helping resources flow to most productive uses.
- To give savers ready access to their funds.



LESSONS FROM THE CRISIS

SHADOW BANKS

- Financial intermediation and leverage in the US have shifted away from traditional banks and toward other financial institutions less subject to government regulations.
 - Brokerages, insurers, hedge funds, etc.
- These have become known as shadow banks.
 - Provide services that compete with banks but do not accept deposits.
 - Take on more risk than traditional banks and are less transparent.



LESSONS FROM THE CRISIS

SHADOW BANKS

- The rise of highly leveraged shadow banks, combined with government relaxation of rules for traditional banks, permitted a rise of leverage in the financial system as a whole.
 - This made the financial system more vulnerable to shocks.
- Rapid growth in some financial instruments made it easier to conceal leverage and risk-taking.



LESSONS FROM THE CRISIS

SHADOW BANKS

- The financial crisis transformed shadow banking.
 - The largest US brokerages failed, merged, or converted themselves into traditional banks to gain access to funding.
- The crisis has encouraged the government to scrutinize any financial institution that could, by risk taking, pose a threat to the financial system.

The Structure of the Financial Industry

- We can divide intermediaries into two broad categories:
 - Depository institutions,
 - Take deposits and make loans
 - What most people think of as banks
 - Non-depository institutions.
 - Include insurance companies, securities firms, mutual fund companies, etc.

The Structure of the Financial Industry

1. Depository institutions take deposits and make loans.
2. Insurance companies accept premiums, which they invest, in return for promising compensation to policy holders under certain events.
3. Pension funds invest individual and company contributions in stocks, bonds, and real estate in order to provide payments to retired workers.

The Structure of the Financial Industry

4. Securities firms include brokers, investment banks, underwriters, and mutual fund companies.
 - Brokers and investment banks issue stocks and bonds to corporate customers, trade them, and advise customers.
 - Mutual-fund companies pool the resources of individuals and companies and invest them in portfolios.
 - Hedge funds do the same for small groups of wealthy investors.

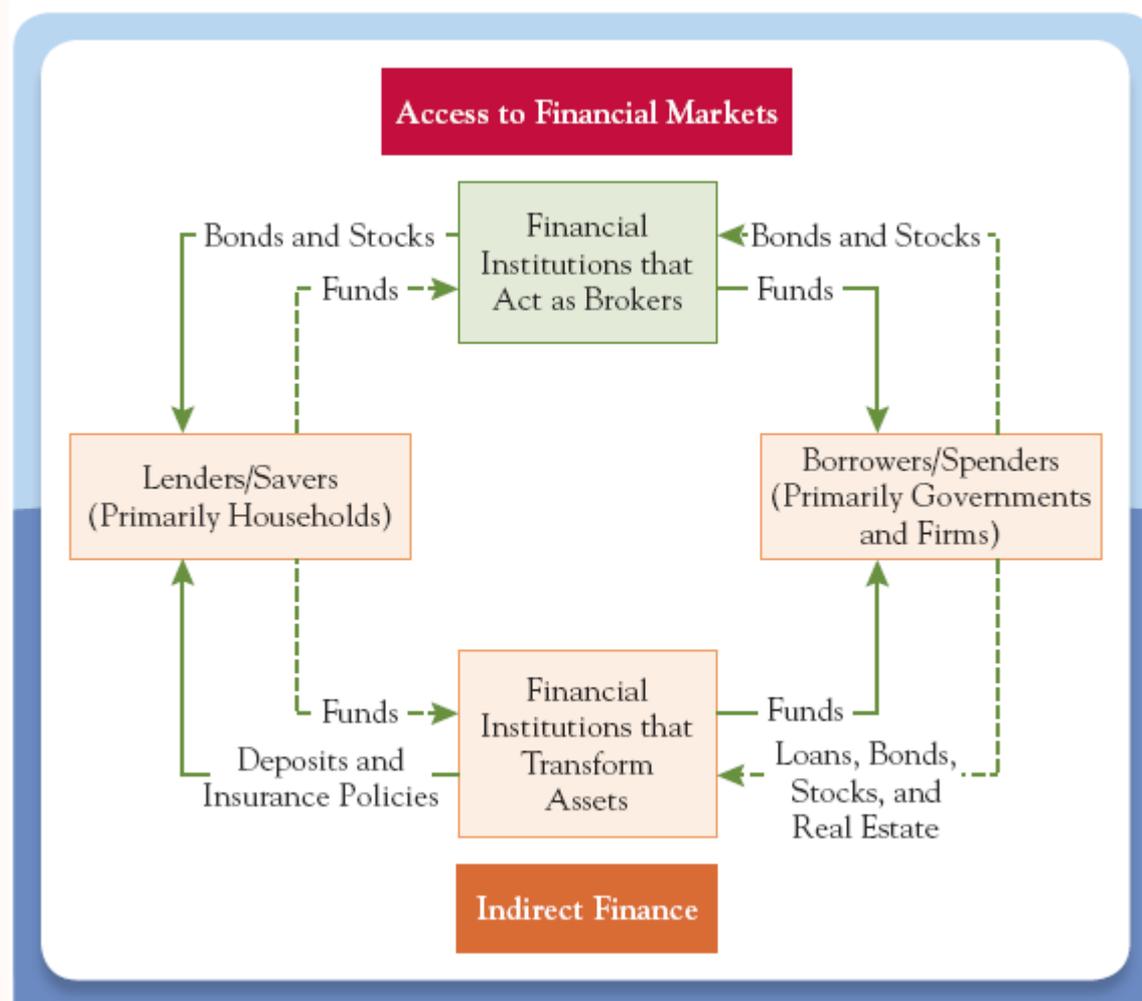
The Structure of the Financial Industry

5. Finance companies raise funds directly in the financial markets in order to make loans to individuals and firms.
 - Finance companies tend to specialize in particular types of loans, such as mortgage, automobile, or business equipment.

The Structure of the Financial Industry

6. Government-sponsored enterprises are federal credit agencies that provide loans directly for farmers and home mortgagors.
 - Guarantee programs that insure loans made by private lenders.
 - Provides retirement income and medical care through Social Security and Medicare.

Figure 3.2: Flow of Funds through Financial Institutions



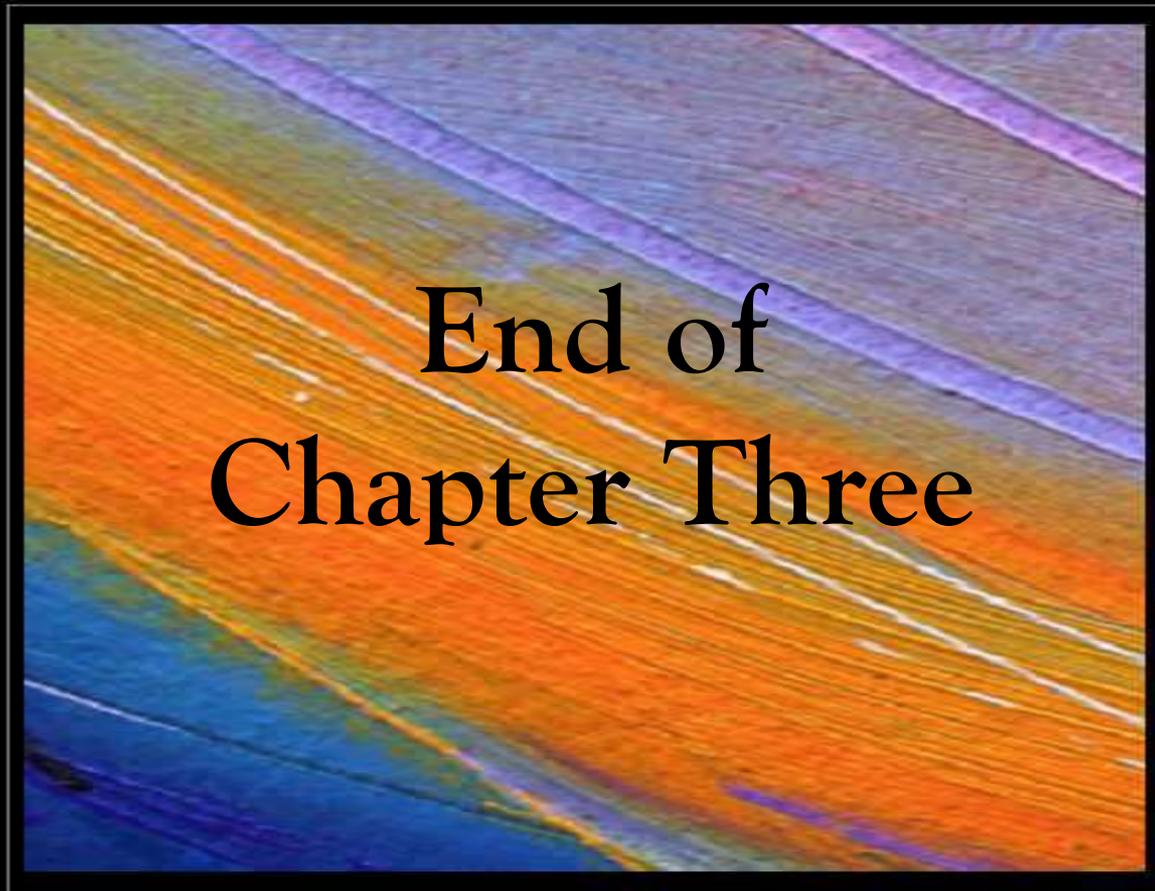


YOUR FINANCIAL WORLD

Shop for a Mortgage

- Most people need to borrow to buy a house.
- Mortgage payment will be your biggest monthly expense so shop around.
- Many offers are from *mortgage brokers* - firms that have access to pools of funds earmarked for use as mortgages.
- Who offers your mortgage is not important - get the best rate you can.

Stephen G. CECCHETTI • Kermit L. SCHOENHOLTZ



Financial Instruments, Financial Markets,
and Financial Institutions



Project Management

By: Dr. Preeti Jindal

What is Project

- A project is a set of tasks that must be completed in order to arrive at a particular goal or outcome.
- According to the Project Management Institute ([PMI](#)), the term Project refers to "any temporary endeavor with a definite beginning and end". Depending on its complexity, it can be managed by a single person or hundreds.

Features of Project

- **Temporary Nature:** All projects are temporary. This means that once the project's objective is achieved, it ceases to exist.
- **Definite Timeline:** A project has a definite, measurable, and achievable timeline with a definite start and end. A project cannot continue forever; it has a definite duration.
- **Produces Output:** All projects produce an output. The output can be a unique product or an enhancement, a unique service, or a result.

Types of Project

- According to the **source of capital:**
- **Public:** Financing comes from Governmental institutions.
- **Private:** Financing comes from businesses or private incentives.
- **Hybrid:** Financing comes from a mixed source of both public and private funding.

Types of Project

- According to **Project content:**
- **Construction Project:** These are projects that have anything to do with the construction of civil or architectural work. Predictive methods are used along with agile techniques which will be explained later on. Furthermore, construction is an engineering project and the process of planning its execution must be painstakingly done to achieve the desired outcome.
- **IT Project:** Any project which falls under software development, web development, ERP installation, database management falls are categorized as IT projects.
- **Business Project:** These projects involve the development of a business plan and they usually follow a commercial strategy.
- **Production Project:** These are projects that involve the development of an innovative product or service, design of a new product, etc. They are often used in the R & D department.

Types of Project

- **Social Projects:** Social projects are also called public service projects and they usually come at little or no cost. Social projects include social security, social housing, and social services such as road repairs, building infrastructures, and relief efforts after natural disaster.

Types of Project

- **Educational projects aim at improving the learning process for students by utilizing harnessed and gathered knowledge over time.**
- **Research Projects:** This involves the extensive use of scientific means to find solutions to questions. Research projects can either be scientific, social, economic, or technological. Extensive research work conducted to invent the vaccination of COVID-19.

Types of Project

- **Maintenance projects:** They are the projects involved in keeping organization facilities or structures in good and sound working conditions. The conduct of root-cause failure analysis is an example of a maintenance project.

Example of Successful Projects

- The UIDAI (Unique Identification Authority of India) was established in 2016. This project was initiated in 2009, and its goal was to bring India's 1.23+ billion citizens under the world's largest biometric system, Aadhaar.

Project performance dimensions

- Boundaries are limitations on projects, and all projects have limitations; these are called constraints. The three main constraints are known as triple constraints. These triple constraints are:
- **Scope:** The scope of a project determines what exactly is to be delivered. This determines the requirements that need to be met in order to complete the project.
- **Time:** Projects are temporary and must finish within a specified duration. A project crossing its duration is known as a delayed project, and the client can ask for a penalty for not completing the project on time.
- **Cost:** Most projects have fixed budgets, and the project manager must complete the project within it. Going over budget is not desirable and can cause project failure.
- If you want to complete a project on time, you need to manage it well. You also need to make sure you are within budget. Not only must you work to meet deadlines but you also have to make sure that quality does not suffer

Project Management

- Project management is the discipline of planning, executing and completing projects.
- According to PMI “Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project”.

Project Management

- Throughout human history, project management has always been practiced informally, but it began to emerge as a distinct profession in the mid-20th century when a group of forward-thinking individuals from the aerospace, engineering, pharmaceutical, and telecommunications fields realized a changing world needed new tools. Motivated by the need to address the scheduling and resource issues associated with increasingly complex projects, they met to begin to set down and standardize the tools for a new profession. And in 1969, the Project Management Institute (PMI) was born.

Stages of Project Management

- In general, the project management process involves five stages:
- Initiation
- Planning
- Execution
- Closing

Initiation Phase

- This is the starting phase where the project manager must prove that the project has value and is feasible. Important activities in this phase are:
- **Business case:** A [business case](#) justifies the need for the project, project objectives and return on investment.
- **Feasibility study:** A [feasibility study](#) proves that the project can be executed within a reasonable time and cost.
- **Project charter:** A [project charter](#) conveys what the project is going to deliver.
- **Assemble Project Team:** Resources are needed to execute any project. Before a project schedule can be made, a [project team](#) must be created. This includes creating job descriptions, roles and responsibilities. All this information can be later put into a team charter.
- **Set Up Project Management Office (PMO):** The [project management office](#) is usually a physical space set up for the project manager and support staff. So, the infrastructure for the project management office includes having project management software and any equipment needed.

Planning Phase

- Project planning phase follows the project initiation phase. Countless hours during the succeeding phases can be saved with proper planning.
- The purpose of the project planning phase is to:
 - Determine project requirements
 - Decide project cost and schedules
 - Search for sources of all resources

Planning Phase

- The basic processes of the project planning phase are:
- **Defining the scope:** Define the scope of the project and its limitations.
- **Preparing the work breakdown structure:** Divide the whole project into smaller activities
- **Role assignment:** Assign jobs to individuals or group of individuals as predefined activities or tasks.
- **Project scheduling: Determine optimum schedule of the project.** The schedule of implementation tells all the members of the team when a particular activity should start and end. It will provide the milestones of every activity. The techniques used are PERT, CPM, Gantt chart, crashing resource allocation and resource leveling.
- **Fund allocation: Allocation of funds for individual activities**

Planning Phase

- Other subsidiary processes in the planning stage are:
- **Risk management planning:** It includes identification of possible causes and effect of the risks and trying to reduce the impact of risk.
- **Procurement planning:** Decisions regarding all products, services or resources needed to accomplish the project

Execution Phase

- During this phase, project team is responsible for the following activities:
- Execution of the project plan
- Handle the changes
- Project control

Execution Phase

- The team members perform the tasks allocated in the earlier phase under the supervision of the project manager and report to him.
- Project manager is responsible for performance measurement, which includes finding variances with respect to cost, schedule and scope.
- Project manager is responsible for providing project status report to all key stakeholders. He should specifically inform the deviation to the stakeholders. He should also determine the root cause for the deviations and suggest the alternate actions to encounter the deviation caused or expected.
- This helps stakeholders to decide the corrective action to be taken.

Execution Phase

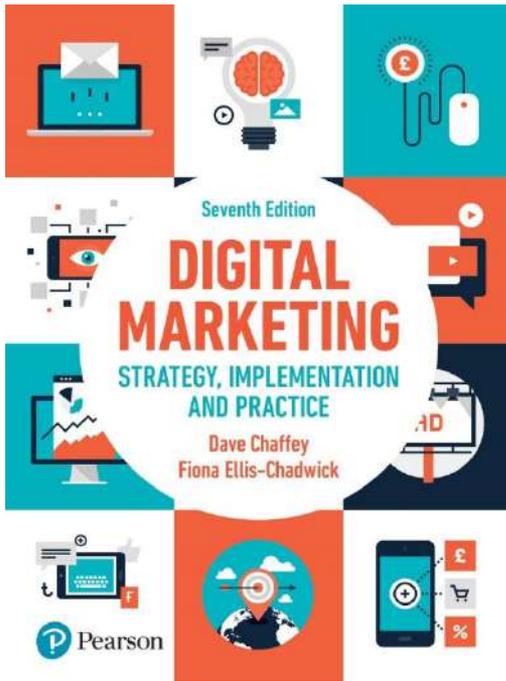
- The subsidiary processes during project execution can be:
- Quality control
- Performance monitoring
- Project administration
- Risk monitoring and control
- Schedule and cost control
- Management of outside agencies (subcontractors)

Closing Phase

- The fifth project management phase is project closure. Key activities during this phase are:
- **Ensure completion and acceptance:** The project manager should ensure that all project related activities are completed and the project is acceptable to all the stakeholders, including owners, customers and the new team for operations.
- **Prepare a final report:** A final report regarding the deviations from scope, cost and schedule should be submitted along with the operations manual and risk perceived during operations.
- **Ensure payments:** The project manager should ensure that all the payments to vendors, contractors and subcontractors have been done.
- **Do a Post-Mortem:** A post-mortem is when the finished project is analyzed to note what worked and what didn't. This is a great way to repeat successes and repair mistakes for the next project. Don't forget to celebrate with the team! They deserve it.



- Thank you



Chapter 1

Introducing Digital Marketing

Chapter 1 – Introducing Digital Marketing



Main Topics:

- How digital marketing has transformed marketing
- What are digital and multichannel marketing
- Introduction to digital marketing strategy
- Introduction to digital marketing communications

Case Study: eBay thrives in the global market place.

How digital marketing has transformed marketing?

Digital marketing is about:

- **Audiences:** What audience interactions we need to understand and manage.

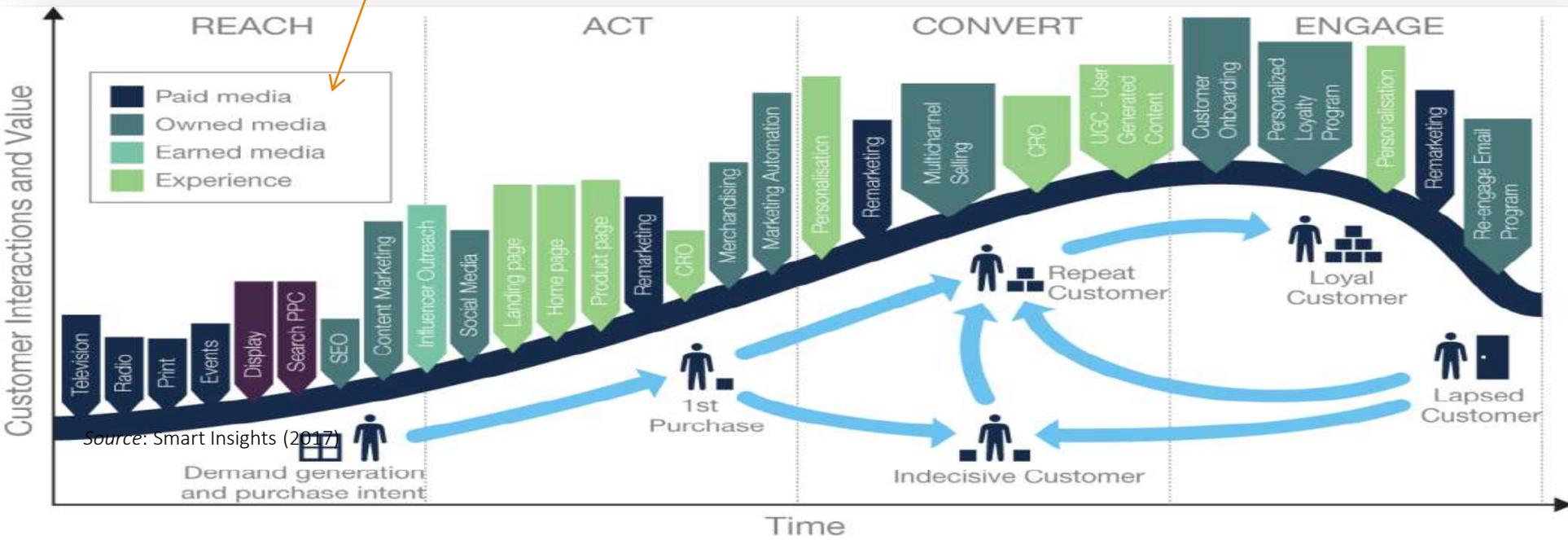
Digital marketing involves the following “5Ds” of managing digital marketing interactions:

- **Digital devices:** Our audiences interact with business using a combination of **smart phones, tablets, desktop computers, gaming devices...**
- **Digital platforms:** Most of interactions on these devices are through a **browser or apps** from the major platforms e.g. Twitter, Instagram...
- **Digital media:** Different **communication channels** for reaching and engaging audiences are available including advertising, email and messaging...
- **Digital data:** The insight businesses collect about their audience profiles and their interactions with businesses now needs to be protected by law in most counties.
- **Digital technology:** The **marketing technology** that businesses use to create interactions from websites and mobile apps to in-store kiosks and email campaigns.

Figure 1.1 Customer lifecycle marketing touchpoint summary for a retailer

The sequence of online and offline touchpoints a customer or buyer takes during a buying process or customer experience. Online this may include a range of digital platforms, communications media, websites, pages and engagement devices.

Many ways available to communicate with prospects and customers across different touchpoints in the customer life cycle



What are digital and multichannel marketing?

- **Digital media:** Communications are facilitated through content and interactive services delivered by different **digital technology platforms** including the Internet, web, mobile phone, TV and digital signage (**electronic signage**).
- **Digital marketing** can be defined as:
 - Achieving marketing objectives **through applying digital media data and technology**.
 - The application of digital media, data and technology integrated with traditional communications to achieve marketing objectives.

- **Online company presence:** Different forms of online media controlled by a company including their website, blogs, email list and social media presences. Today, commonly known as **'owned media'**.
- In practice, digital marketing focuses on managing different forms of **online company presence** , such as **company websites, mobile apps and social media company pages**, integrated with **online communications techniques** including search *engine marketing, social media marketing, online advertising, email marketing and partnership arrangements with other websites*
- These techniques are used to acquire new customers, providing services to existing customers, and develop the customer relationship through **CRM**

- **Customer relationship management (CRM):** Using digital communications technologies to maximise sales to existing customers and encourage continued usage of online services through techniques including a **database, personalised web messaging, customer services, chatbots** (a computer program designed to simulate conversation with human users), **email and social media marketing.**
- **Multichannel (omnichannel) marketing:** Customer communications and product distribution are supported by a **combination of digital and traditional channels at different points in the buying cycle or 'path to purchase'**. With the range of **mobile and IoT touchpoints**, some have expanded the term to omnichannel marketing.

IoT >> Internet of Things

Paid, owned and earned media

To help develop a strategy to reach and influence potential customers online, it's commonplace to refer to **three main types of media** channels that marketers need to consider today:

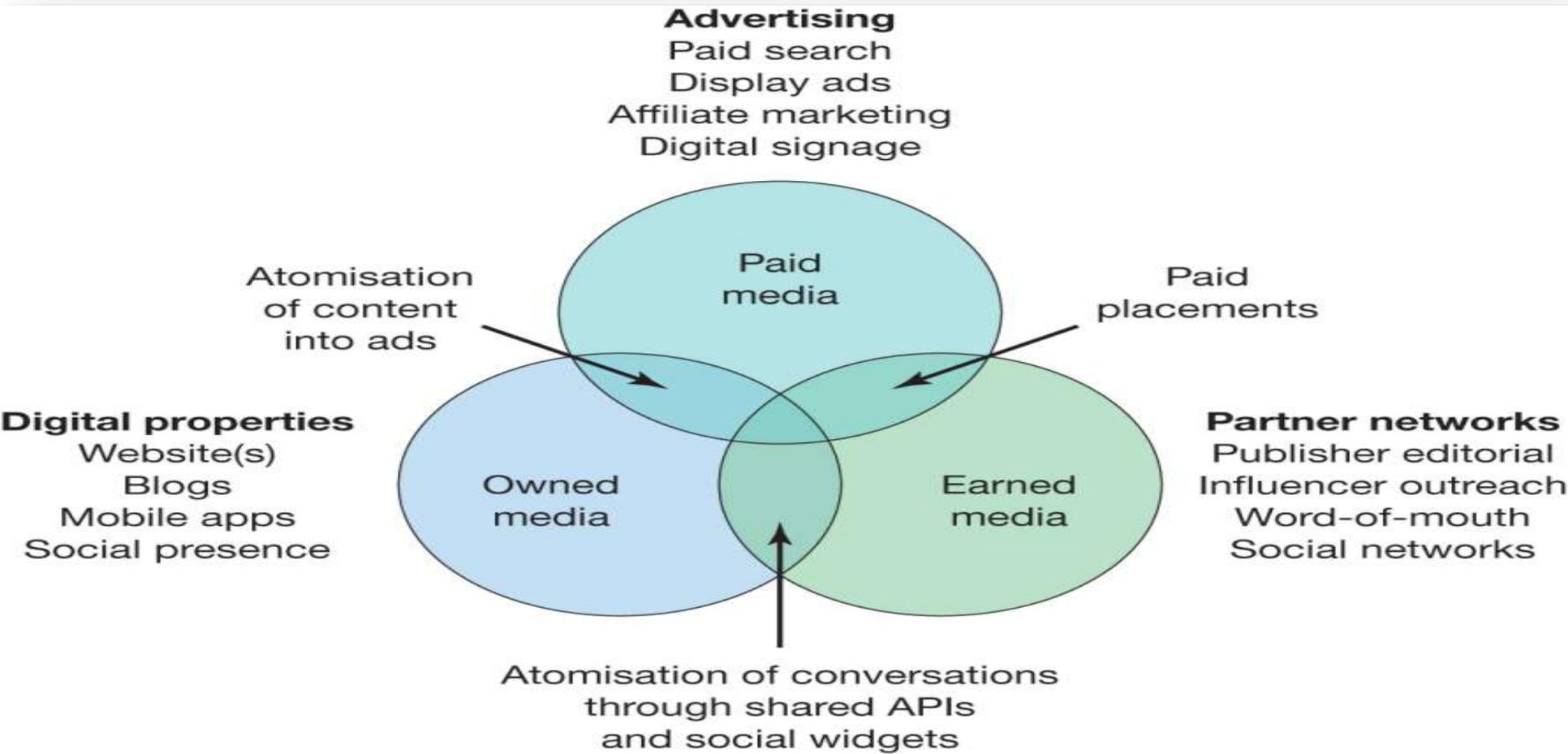
1/ **Paid media:** These are bought media where **there is investment** to pay for visitors, reach or conversions through search, display ad networks or affiliate marketing. **Offline, traditional media** such as print and TV advertising and **direct mail** remain important for some brands such as consumer goods brands.

2/ **Owned media:** This is **media owned by the brand**. **Online** this includes a **company's own websites, blogs, email list, mobile apps or their social presence** on Facebook, LinkedIn or Twitter. **Offline owned media** may include **brochures or retail stores**.

3/ **Earned media:** Traditionally, earned media has been the name given to **publicity** generated through **PR** (public relations) invested in targeting influencers to increase awareness about a brand. Now earned media also includes **word of mouth** that can be stimulated through **viral and social media marketing, and conversations in social networks, blogs and other communities.**

There is an overlap between the 3 different type of media.
This overlap requires **integration of campaigns resources and infrastructure** through **Application programming interfaces** (APIs, e.g. Facebook API) and **widgets** (a simple application extension).

API : Method of exchanging data between systems such as websites services.



The marketing technology landscape

The categories of the modern technology options

Marketing experiences

(Customer experience, digital media channel, voice of customer, personalisation, chat, sales enable, testing and optimisation)

Marketing operations

(Digital analytics, attribution and dashboards asset management, audience and market data)

software that acts as a bridge between database and applications

Marketing middleware

(APIs, data management, tag management, identity)

Marketing backbone platforms

(CRM, marketing automation, content management, e-commerce)

Facebook, twitter,...

Infrastructure

(Databases, big data, cloud, mobile and web development)

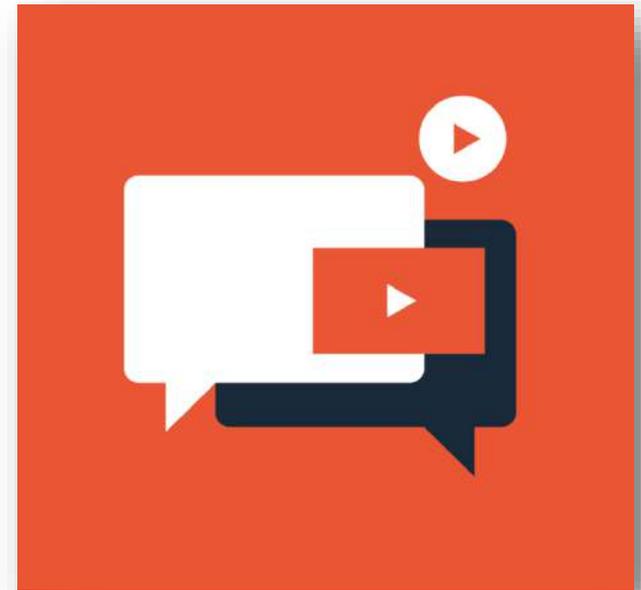
Internet

(Digital platforms)

Introduction to digital marketing strategy

Key considerations:

- Key features of digital marketing strategy
- Applications of digital marketing
- Benefits of digital marketing



Key features of digital marketing strategy

The interaction and integration between digital channels and traditional channels is a key part of digital marketing strategy development.

>> Digital marketing strategy is essentially a channel marketing strategy and it needs to be integrated with other channels as part of multichannel marketing.

Key features of digital marketing strategy

An effective digital marketing strategy should:

- be aligned with business and marketing strategy (for example, many companies use a rolling three-year plan and vision).
- be consistent with the types of customers who use and can be effectively reached through the channel.
- define a compelling, differential value proposition for the channel.
- specify the mix of online and offline communication tools used to attract visitors to the company website.
- support the customer journey through the buying process as they select and purchase products using the digital channel in combination with other channels.
- manage the online customer lifecycle through the stages of attracting visitors to the website, converting them into customers and retention and growth.

Applications of digital marketing

Digital media and technologies can be used as follows:

- **Advertising medium.** Display ads on publisher sites or social networks can be used to create awareness of brands and demands for products or services.
- **Direct-response medium.** Targeted search advertising enables companies to drive visits to a site when consumers shows intent to purchase, such as searching for a flight to a destination.
- **Platform for sales transactions.** Online flight booking is now the most common method for booking flights, both for consumers and business travellers.
- **Lead-generation method.** For booking business flights, tools can be provided that help identify and follow up corporate flight purchases.

- **Distribution channel**, such as for distributing digital products. Today, airlines sell more insurance services than previously.
 - **Customer service mechanism**. For example, customers may 'self-serve' more cost-effectively by reviewing frequently asked questions.
 - **Relationship-building medium**. A company can interact with its customers to better understand their needs and publicise relevant products and offers. For example, easyJet™ uses its email newsletter and tailored alerts about special deals to encourage repeat flight bookings.
-

Benefits of digital marketing

- **Identifying.** The Internet can be used for marketing research to find out customers' needs and wants.
- **Anticipating.** The Internet provides an additional channel by which customers can access information and make purchases.
- **Satisfying.** A key success factor in e-marketing is achieving customer satisfaction through the electronic channel, which raises issues, such as is **the site easy to use**, does it perform adequately.

Benefits of digital marketing

The benefits of digital marketing and how the **5Ss** of digital marketing can be applied:

- 1) **Sell**– Grow sales : Includes direct online sales and sales from offline channels influenced online
- 2) **Serve**– Add value : Achieved through giving customers extra benefits online
- 3) **Speak**– Get closer to customers: Creating a two-way dialogue through web interactions
- 4) **Save**– Save costs : Achieved through online email, reduce staff, print and postage costs.
- 5) **Sizzle**– Extend the brand online: Achieved through providing new propositions, new offers and new experiences online

Mini Case 1.2 Zalando exploits the power of digital media and distribution to grow a multi-billion Euro business in less than 5 years.



Alternative digital business models

Business and consumer business models:

Organisations require clarity on the **type of business model they will develop.**

Digital marketing opportunities are often described in terms of the extent to **which an organisation is transacting with consumers**

- **Business-to-consumer (B2C):** Commercial transactions between an organisation and consumers
- **Business-to-business (B2B):** Commercial transactions between an organisation and other organisations (inter-organisational marketing).

- **Direct-to-customer model:** A brand which has previously communicated to its customers via intermediaries such as media sites or wholesalers communicates directly via digital media such as social networks, email and websites.
- **Consumer-to-consumer (C2C):** Informational or financial transactions between consumers, but usually mediated through a business site.
- **Consumer-to-business (C2B):** Consumers approach the business with an offer.
- **E-government:** The use of Internet technologies to provide government services to citizens.

Figure 1.5 Summary and examples of transaction alternatives between businesses, consumers and governmental organisations

		From: Supplier of content/service		
		<i>Consumer or citizen</i>	<i>Business (organisation)</i>	<i>Government</i>
To: Consumer of content/service	<i>Consumer or citizen</i>	Consumer-to-consumer (C2C) <ul style="list-style-type: none"> • eBay • Peer-to-peer (Skype) • Blogs and communities • Product recommendations • Social network (Bebo™, Facebook, Google+) 	Business-to-consumer (B2C) <ul style="list-style-type: none"> • Transactional: Amazon • Relationship-building: BP • Brand-building: Unilever™ • Media-owned – News Corp • Comparison intermediary: Kelkoo™, Pricerunner™ 	Government-to-consumer (G2C) <ul style="list-style-type: none"> • National government transactional: tax – HM Revenue & Customs • National government information • Local government information • Local government services
	<i>Business (organisation)</i>	Consumer-to-business (C2B) <ul style="list-style-type: none"> • Priceline • Consumer feedback, communities or campaigns 	Business-to-business (B2B) <ul style="list-style-type: none"> • Transactional: Eurooffice • Relationship-building: BP • Media-owned: Emap business productions • B2B marketplaces: EC21 • Social network (LinkedIn, Plaxo™) 	Government-to-business (G2B) <ul style="list-style-type: none"> • Government services and transactions: tax • Legal regulations
	<i>Government</i>	Consumer-to-government (C2G) <ul style="list-style-type: none"> • Feedback to government through pressure groups or individual sites 	Business-to-government (B2G) <ul style="list-style-type: none"> • Feedback to government businesses and non-governmental organisations 	Government-to-government (G2G) <ul style="list-style-type: none"> • Inter-government services • Exchange of information

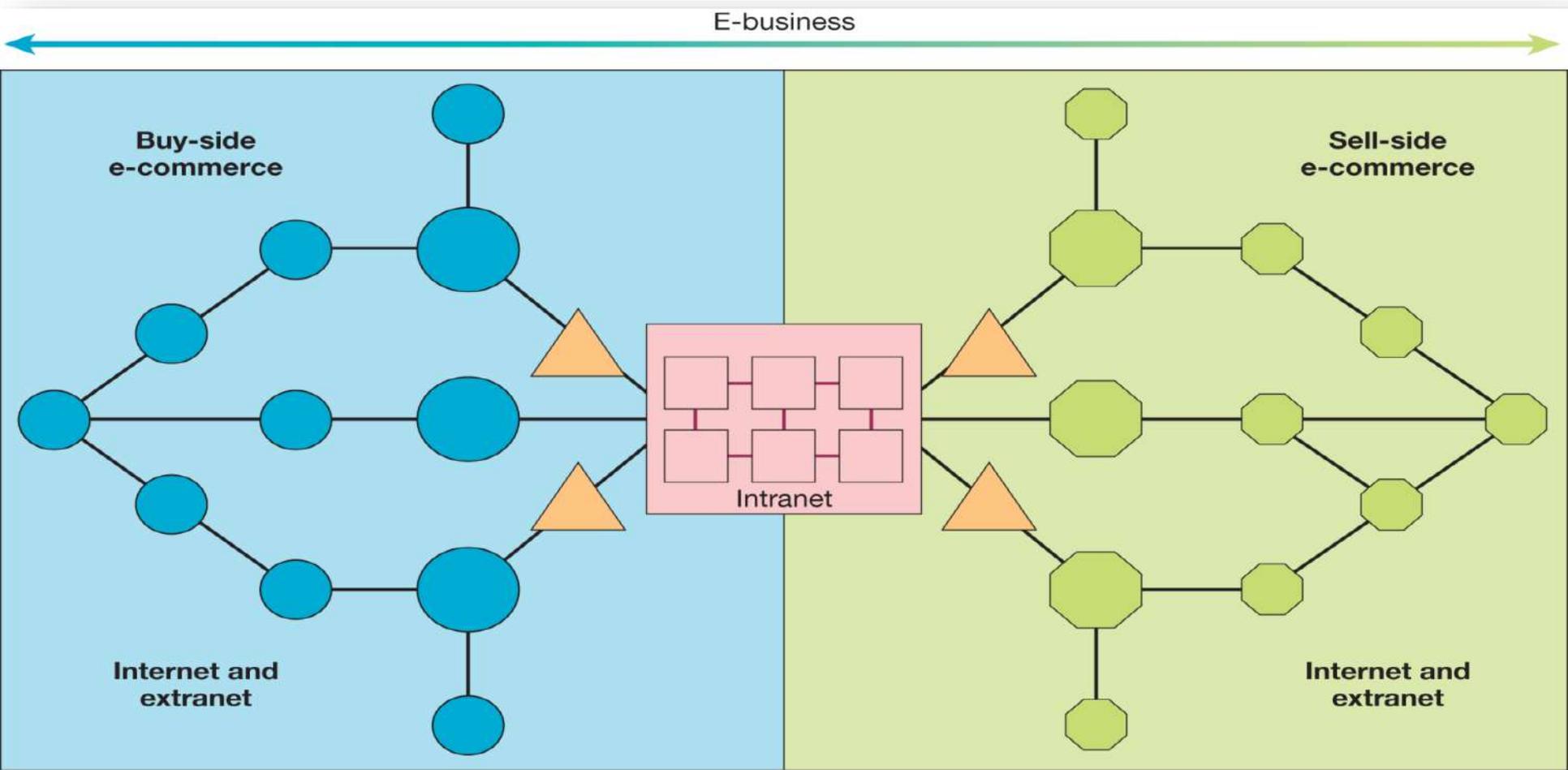
What is the difference between e-commerce and digital business?

Electronic commerce (e-commerce): All financial and informational electronically mediated exchanges between an organisation and its external stakeholders.

>> E-commerce is often further subdivided into:

- **Sell-side e-commerce:** E-commerce transactions between a supplier organisation and its customer.
- **Buy-side e-commerce:** E-commerce transactions between a purchasing organisation and its suppliers.

Figure 1.6 The distinction between buy-side and sell side of e-commerce



● Suppliers	□ Organisational processes and functional units	⬡ Customers
● Suppliers' suppliers	▲ Intermediaries	⬡ Customers' customers

What is the difference between e-commerce and digital business?

- **Social commerce** :Social commerce is a **subset of e-commerce** that encourages participation and interaction of customers in rating, selecting and buying products through group buying. This participation can occur on an e-commerce site or on third-party sites.
- **Electronic business**: (e-business) or **digital business** Electronically mediated information exchanges, both **within an organisation and with external stakeholders** supporting the range of business processes.

Different forms of functionality of digital presence

The **five** main types of site or mobile app functions:

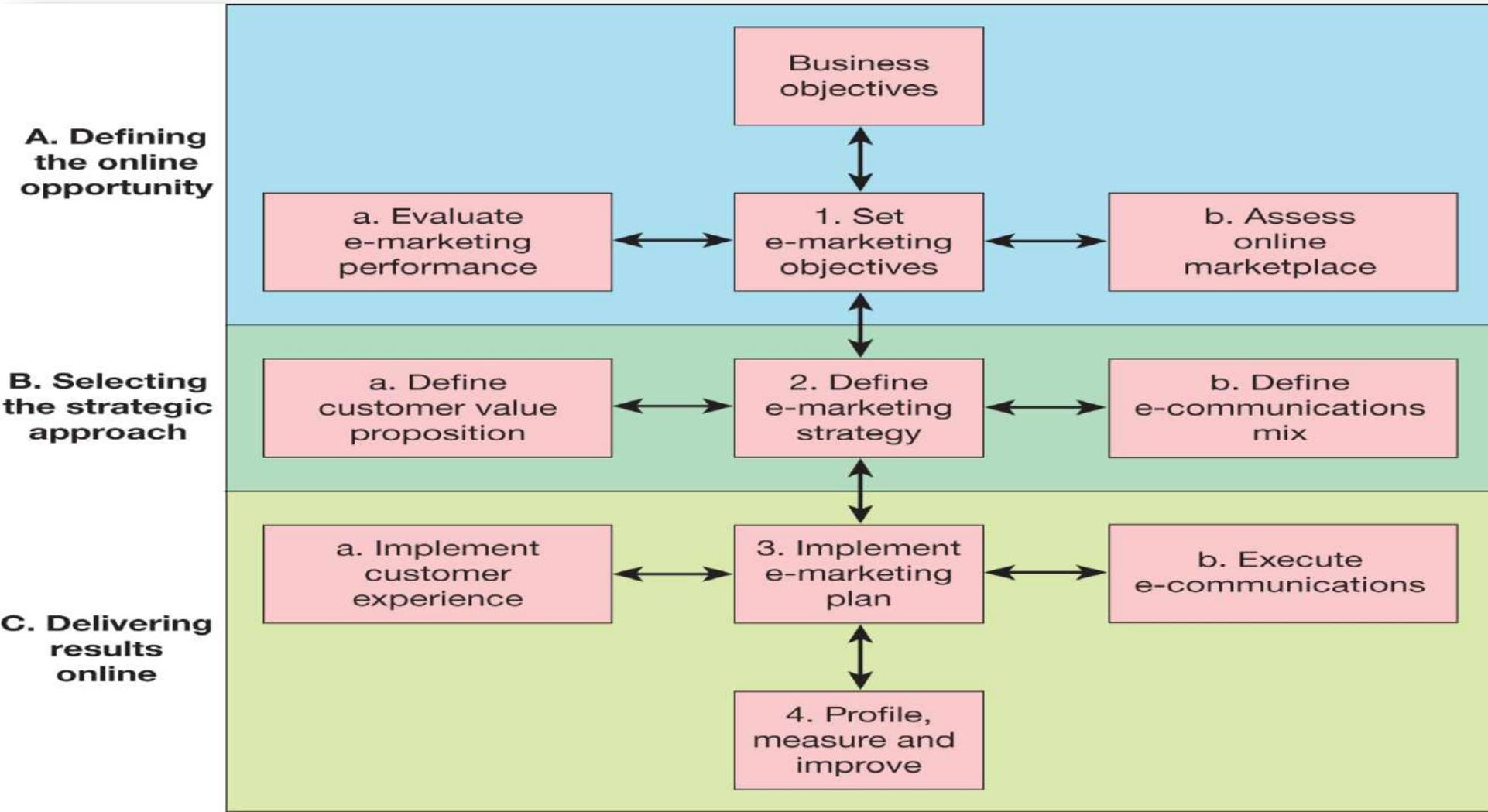
- 1- **Transactional e-commerce** (enable purchase products online)
- 2- **Services-orientated relationship-building for lead-building and support** (This provides information to stimulate purchase and build relationships)
- 3- **Brand-building** (This type of site or app provides an experience to support the brand.)
- 4- **Publisher or media** site (This provides news, entertainment or information or news about a range of topics and typically has an advertising or affiliate revenue model)
- 5 -**Social network or community** (enabling community interactions between different consumers (C2C model))

Challenges in developing and managing digital marketing strategy

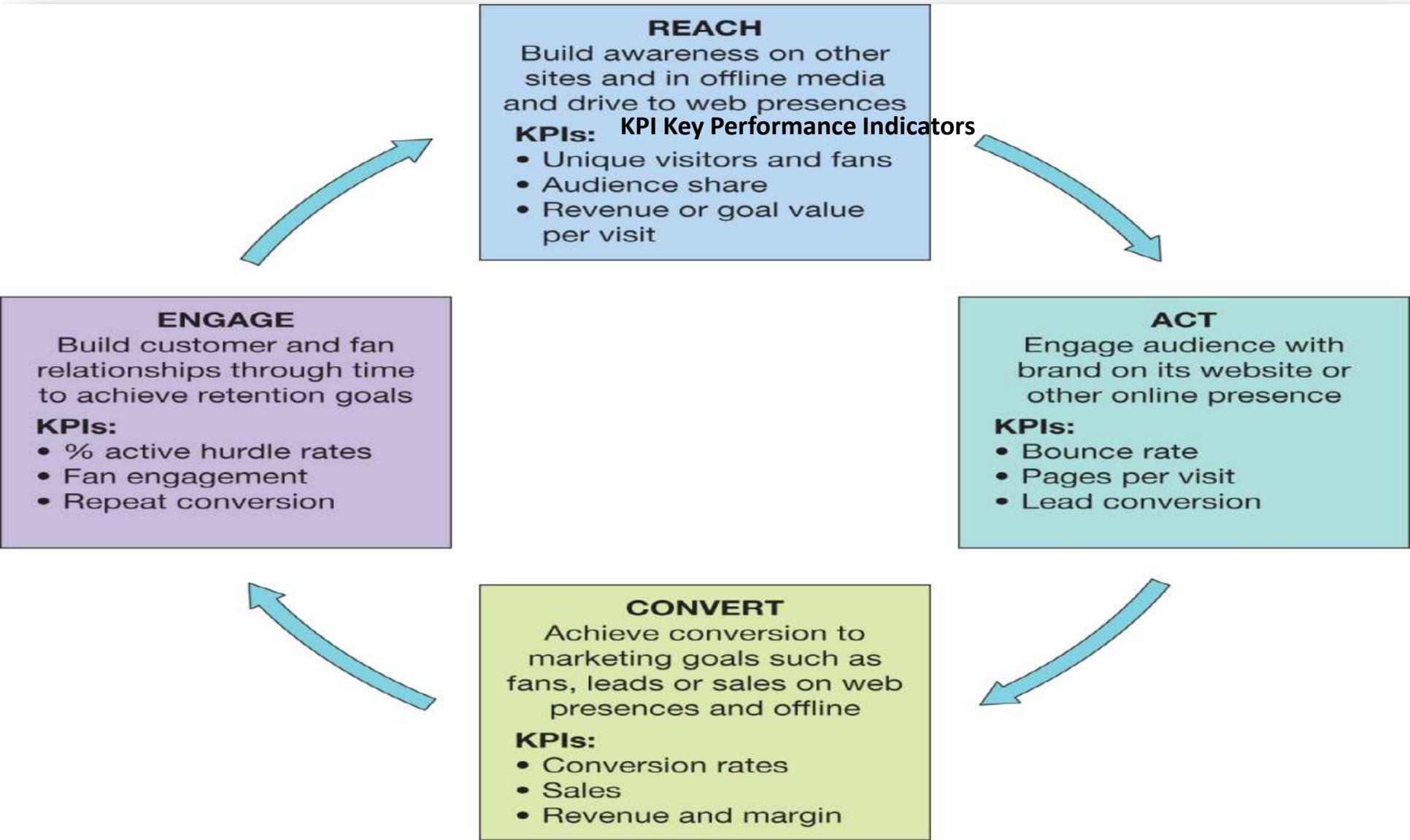
- There are **unclear responsibilities** for the many different digital marketing activities.
- **No specific objectives are set for digital marketing.**
- **Insufficient budget is allocated for digital marketing** because customer demand for online services is under estimated and competitors potentially gain market share through superior online activities.
- **Budget is wasted** as different parts of an organisation experiment with using different techniques, martech (marketing and technology) suppliers without achieving economies of scale.
- **New online value propositions for customers are not developed** since the Internet is treated as 'just another channel to market' without review of opportunities to offer improved, differentiated online services.
- **Results from digital marketing are not measured or reviewed** effectively, so actions can-not be taken to improve effectiveness

Strategic framework for developing a digital strategy

Figure 1.8 A generic digital marketing strategy development process



Introduction to digital marketing communications



RACE (Reach/Act/convert/Engage) is a frame-work developed by Smart Insights (2010) to help marketers manage and improve the commercial value that their organisations gain from digital marketing.

RACE consists of **four steps** designed to help engage prospects, customers and fans with brands throughout the customer lifecycle:

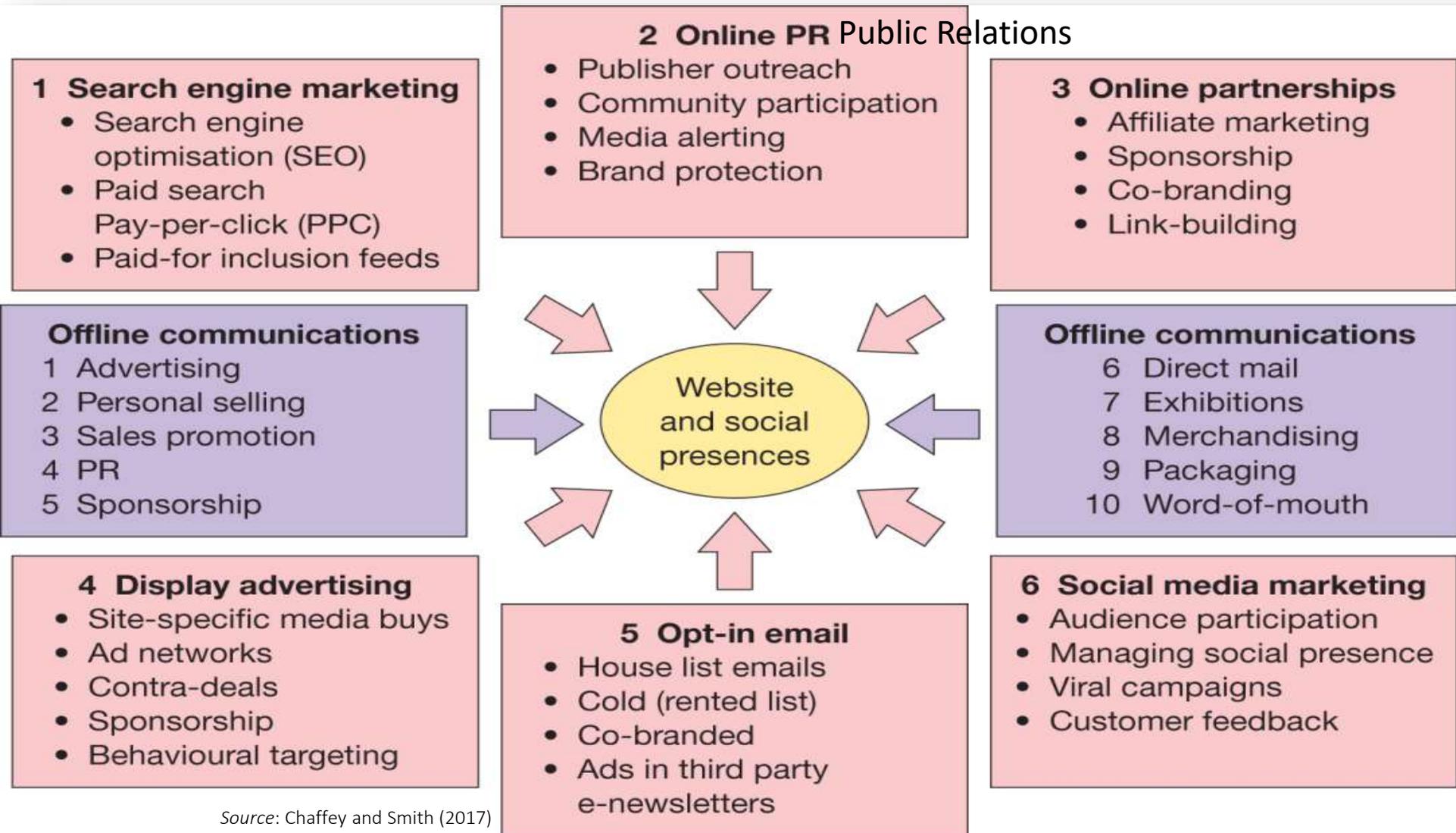
- **Step 1: Reach** – Build awareness of a brand, its products and services on other sites and in offline media and build traffic by driving visits to web and social media presences.

- **Step 2: Act** – Engage audience with brand on its website or other online presence to encourage them to interact with a company or other customers. The aim of the Act stage is **lead generation**, i.e. to gain permission to market to a prospect using email, SMS or mobile app notifications
- **Step 3: Convert** – Achieve conversion to generate sales on web presences and offline.
- **Step 4: Engage** – Build customer relationships through time to achieve retention goals

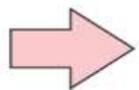
The key types of digital media channels

- There are many online communications tools that marketers must review as part of their communications strategy or as part of planning an online marketing campaign.
- The online marketing tools are divided into **six main groups.**

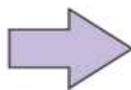
Figure 1.10 Six categories of digital communications tools or media channels



Source: Chaffey and Smith (2017)



Online communications



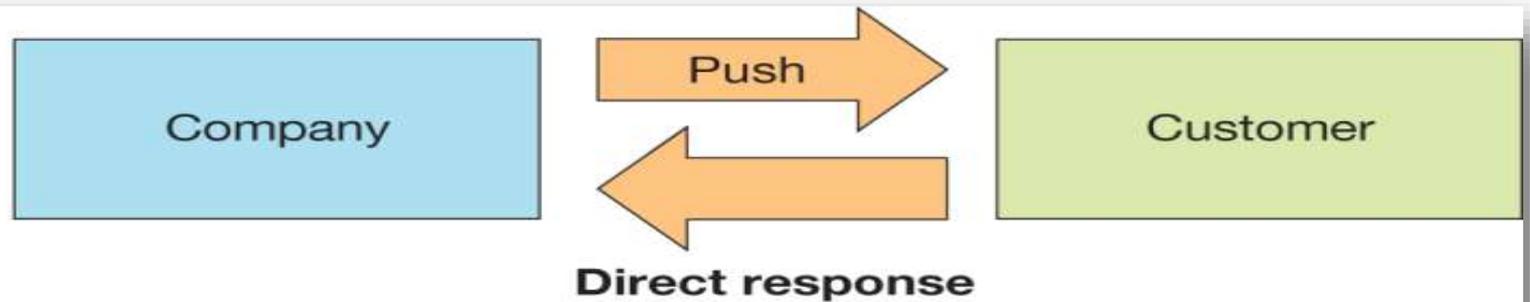
Offline communications

Benefits of digital media

1/ Interactivity :

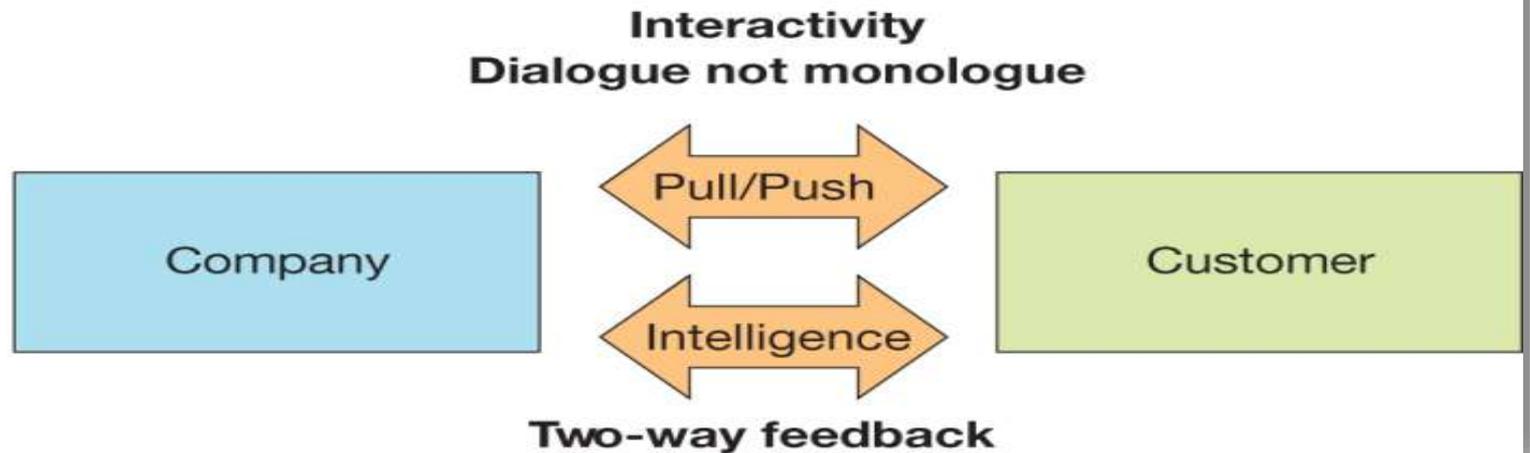
- the customer initiates contact;
- the customer is seeking information or an experience (pull);
- it is a high-intensity medium – the marketer will have 100 per cent of the individual's attention when he or she is viewing a website;
- a company can gather and store the response of the individual;
- individual needs of the customer can be addressed and taken into account in future dialogues.

Figure 1.11 Summary of communication models for (a) traditional media, (b) new media



(a)

**Traditional TV, print, radio media
Direct mail communications**



(b)

Two-way feedback

2/ Intelligence :

Digital media and technology can be used as a relatively low-cost **method of collecting marketing research**, particularly about customer perceptions of products and services.

3/ Individualisation :

Interactive marketing communications can be tailored to the individual at relatively low costs, unlike in traditional media.

4/ Integration :

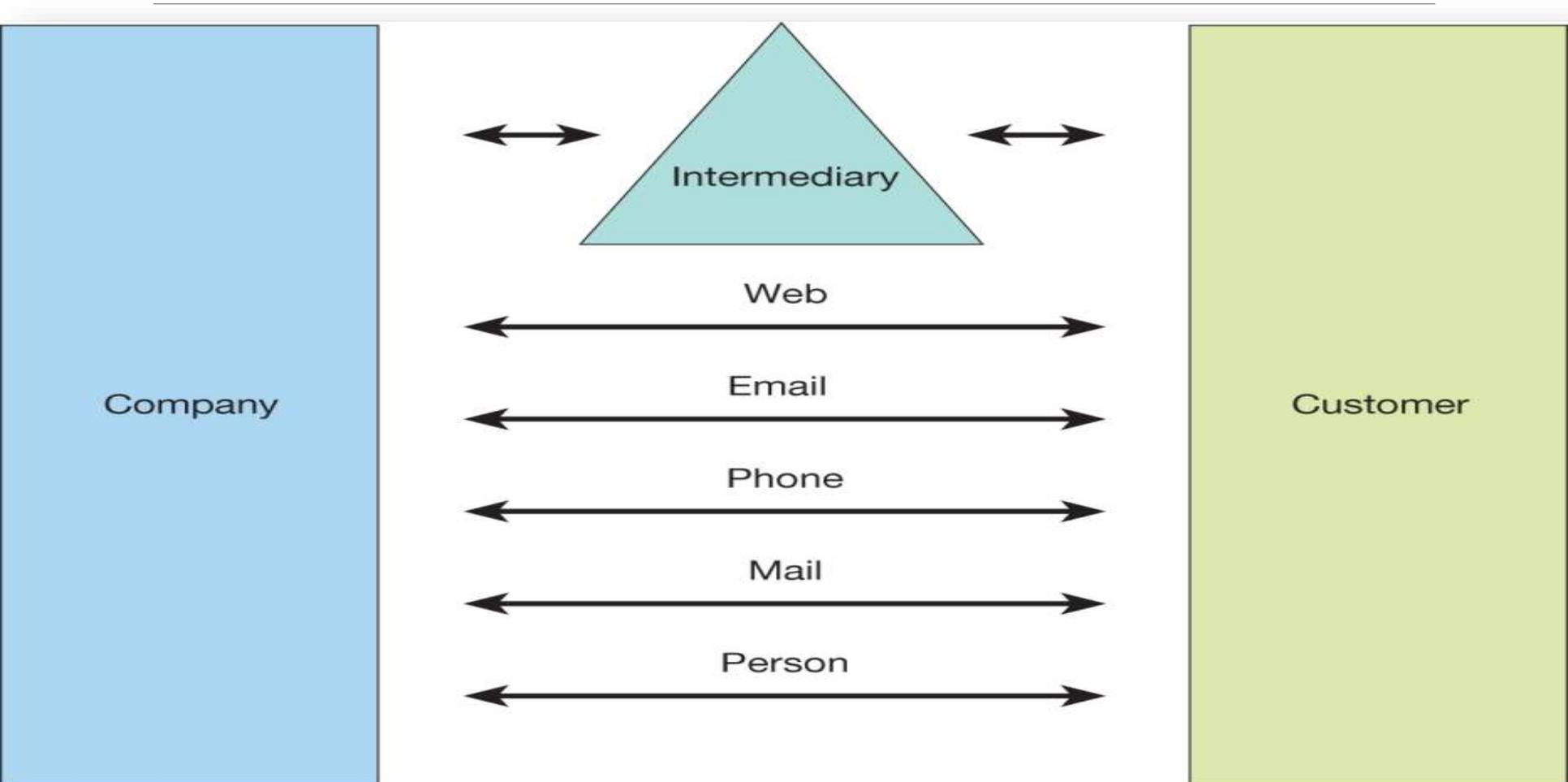
The Internet can be used as an **integrated communications tool** as part of supporting a multichannel customer journey are the following:

- **The Internet can be used as a direct-response tool**, enabling customers to respond to offers and promotions publicised in other media.
- **The website can have a direct response or callback facility built into it.** *

E.g. A customer service representative will contact a customer by phone when the customer fills in the website their name, phone number and a suitable time to ring.

- **The Internet can be used to support the buying decision**, even if the purchase does not occur via the website, through assisted selling via live chat or phone. E.g. Include a web-specific phone number in website that encourages customers to ring a representative in the call centre for support.

Figure 1.13 Channels requiring integration as part of integrated digital marketing strategy



5/ Industry restructuring

The company's should consider its representation on intermediary sites by answering questions such as :

‘Which intermediaries should we be represented on?’ and ‘How do our offerings compare to those of competitors in terms of features, benefits and price?’.

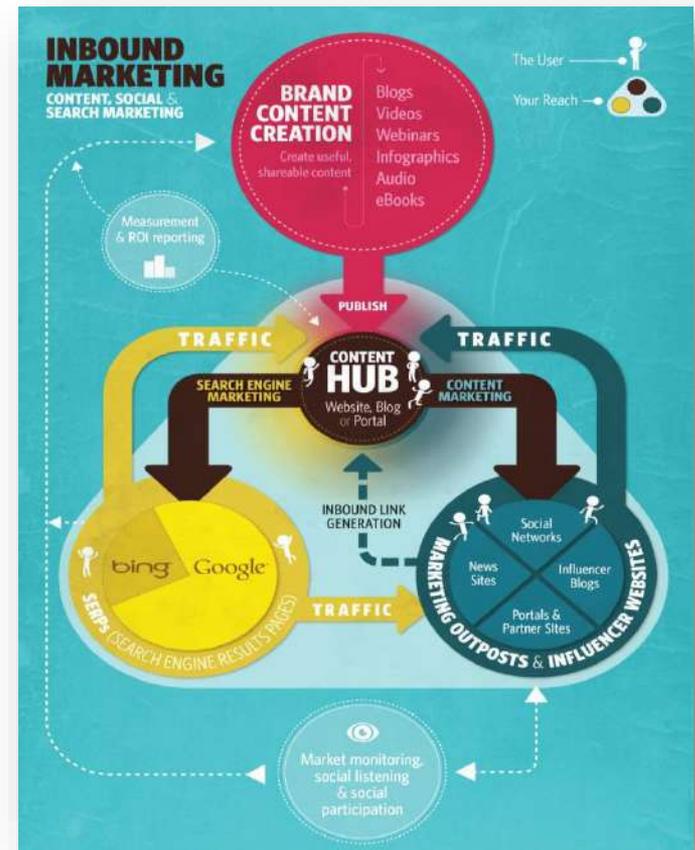
6/ Independence of location

With Electronic media it is possible to reach the global market. This gives opportunities to sell into international markets

The Internet makes it possible to sell to a country without a local sales or customer service force.

Key communication concepts for digital marketing

1. Permission marketing
2. Content marketing
3. Customer engagement



Source: Smart Insights (2015a)

1/ Permission marketing: Customers agree (opt in) to be involved in an organisation's marketing activities, usually as a result of an incentive.

- Permission marketing is about seeking the customer's permission before engaging them in a relationship and providing something in exchange.
- The traditional approach can be viewed as interruption marketing. (without permission)
- **Interruption marketing:** Marketing communications that disrupt customers' activities.

2 /Content marketing: The management of text, rich media, audio and video content aimed at engaging customers and prospects to meet business goals published through print and digital media including web and mobile platforms which is readapted and orgonized to different forms of web presence, such as publisher sites, blogs, social media and comparison sites.

3/ Customer engagement:

Customer engagement: **Repeated interactions** through the customer lifecycle encouraged by online and offline communications aimed at strengthening the long-term emotional, psychological and physical investment a customer has with a brand.

Case study: eBay thrives in a global marketplace

Key content:

Mission

Revenue model

Proposition

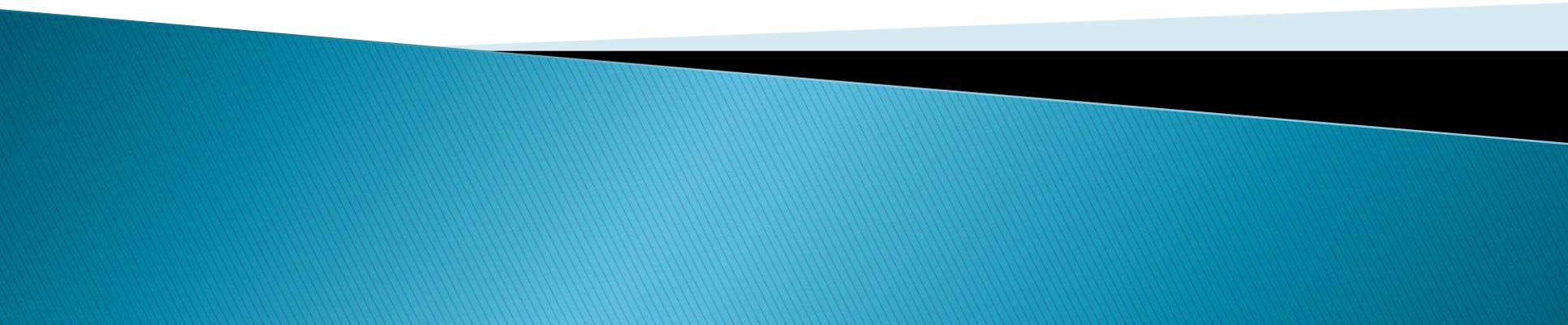
Competition

Objectives and strategy

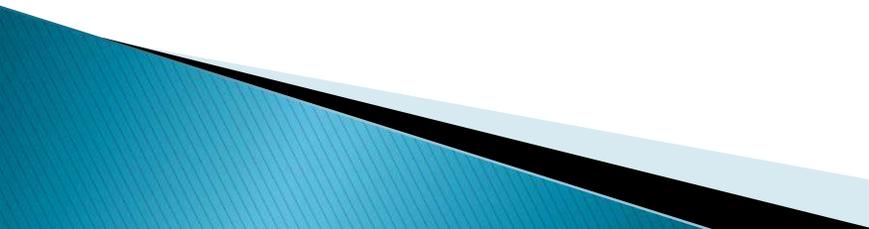
Case Question: Discuss how eBay has had to evolve its online brand proposition and communicate it to achieve continued growth

International Business Management

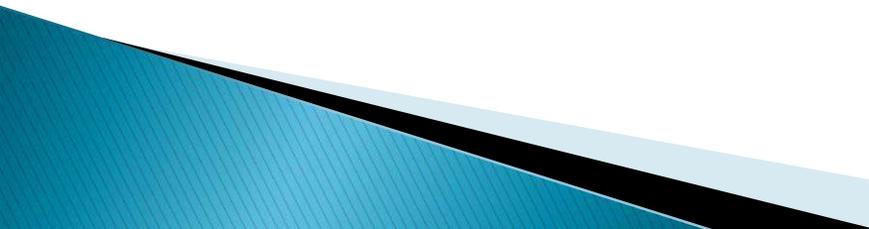
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International Business

- ▶ The exchange of goods and services among individuals and businesses in multiple countries.
 - ▶ A specific entity, such as a multinational corporation or international business company that engages in business among multiple countries.
 - ▶ International Business conducts business transactions all over the world. These transactions include the transfer of goods, services, technology, managerial knowledge, and capital to other countries.
International business involves exports and imports.
- 

Scope of International Business

- ▶ **1. International trade:** International business includes the import and export of goods.
 - ▶ **2. Export and import of Services:** It is also known as invisible commerce. Invisible commerce items include tourism, transportation, telecommunications, banking, warehousing, distribution, and advertising.
 - ▶ **3. Licenses and franchises:** A license is a contractual arrangement that allows one company (licensor) access to its patents, copyrights, trademarks, or technologies to another foreign company (licensee) at a rate called royalties.
- 

Types of Trade

- 1. Export Trade:** It is the sale of goods and services to foreign countries.
 - 2. Import trade:** Purchase goods and services from other countries.
 - 3. Entrepot Trade:** Import of goods and services for re-export to other countries.
- 

Business Policy & Strategic Management

Name – kiran



CONTENT

- Evolution of business policy
- Definition
- four paradigm
- Pointer too future
- features
- Indian scenario
- example of business policy
- essentials
- objectives
- Scope
- From business to strategic management

“Without Business Policy and Strategy, an organisation is just like a ship without rudder, going around in circles. It’s like a trump; it has no place to go”. – **Joel Ross and Michael kami**

EVOLUTION

Origin – 1911- Hayward business school – integrated course in management aimed at providing general management capability.

Hofer: strategic management – A casebook in policy and planning: the business policy evolution has undergone four paradigm shifts. This transition is of overlapping nature.

Development of subject of business policy has always followed the demands of real life business.

1930 -1960: environment change: new products: continuously changing market: ford foundation recommended report, by Gordon and Howell, suggested a “capstone” course of business policy which would give the students an opportunity to pull together what they have learned in the separate business fields and utilise this knowledge in the analysis of complex business problems.

FOUR PARADIGM

Paradigm one: ad-hoc policy – making.

1900 -1930: era of mass production – maximising output, normally a single product, standardised and low cost product, catering to unique set of customers servicing limited geographical area – informal control and co-ordination. The strategic planning was centred on maximising output.

-the need for policy making arose due to the nature of American business firms in that period.

Paradigm two: planned policy formulation.

1930-1940: changes in technology, turbulence in political environment, emergence of new industries, etc. By planned policy formulation and shifting attention towards functional areas in rapid changing environment.

Paradigm three: strategy.

1940- 1960: planned policy became irrelevant due to increasingly complex and accelerating changes. Firms had to anticipate environmental changes. A strategy needed to be formed with critical look at basic concept of business and its relationship to the existing environment then.

Paradigm four- strategic management

1980 's : Shifting of focus to strategic management process and the responsibility of general management in resolving strategic issues.

Everything outside the four walls is changing rapidly and this phenomenon is called as 'discontinuity' by Mr. Peter Ducker.

Past experiences are no guarantee as science and technology is moving faster. The future is no more extension of the past or the present.

Sources of competitive advantage within the firm.

- this approaches and methods of analysis of strategic management 'have not yet coalesced into a theory of "how to manage an enterprise.".

POINTERS TO THE FUTURE

- The resolution of strategic issues that affects the future of a business firms has been the continual Endeavour in the subject of the business policy.
- The Endeavour is based on the development of strategic thinking.
- In this “they very definitely do represent a powerful way of thinking to resolve strategic issues”.
- it is an alternative model of strategic management that may well be pointed to the future development.

Indian scenario

1. Management education received a big boost in early 60's after the setting up of Indian institutes of management (IIM) and the Administrative Staff College of India.
2. Almost all management education institutes offer the strategic management and business policy courses usually in the later part of the degree or diploma programs.
3. 'Business today' and 'Business world' magazines are also devoting more space to developments in the Indian corporate sector.
4. Business policy is the preferred nomenclature but strategic management is being progressively adapted.

DEFINITIONS

BUSINESS
POLICY



BUSINESS POLICY is the study of -

- the roles and responsibilities of the senior management related to those organisational problems ,
- the crucial problems that affect success in the total enterprise and
- the decision that determine the direction of the organizational and shape its future. – By Christensen

It includes guidelines , rules, procedures established to support effort to achieve the stated objectives.

Senior Management Involves ????



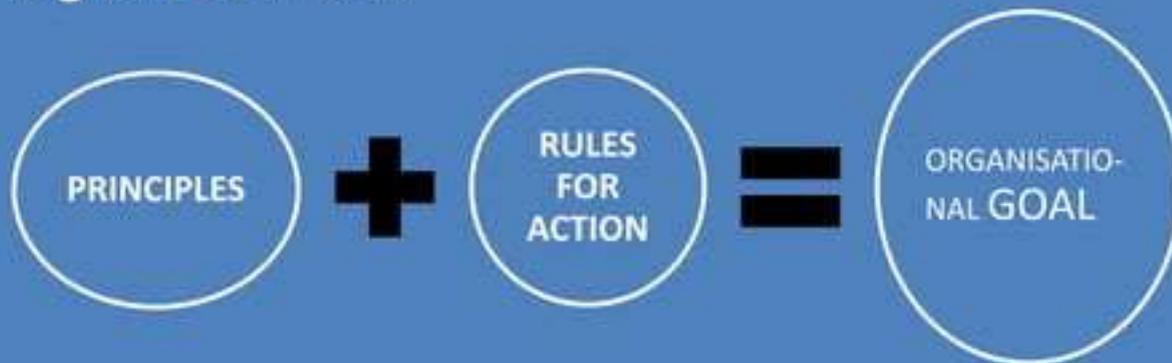
BY DIFFERENT AUTHORS

1. A business policy is the study of the nature and process of choice about the future of independent enterprises by those responsible for decisions and their Implementation (R.E.Thomas).
2. A BUSINESS policy is an implied overall guide setting up boundaries that supply the general limits and directions, in which managerial action will take place. (George Terry)

DEFINES AS

Business policy defines as each policy is principles and rules for action that provide for successful attainment of organisational goals.

Principles is fundamental truth while a Rule of Action is a restrictive statement of the principle in a given situation.



World oil crisis

During 1970s has forced many manufactures all over the globe to reverse the existing practices and pursue a policy of manufacturing fuel efficient cars. Therefore, policies should be changed in response to changing environmental and internal system conditions.

EXAMPLE of BUSINESS POLICY

Google provide lots of benefits to their employees such as

- they provide parental leave policies, retirement policies,
- pay vacations
- employee agreement
- use of company assets



ESSENTIALS OF BUSINESS POLICY

- Objective based

The policy uphold the purposes and objectives and business house. it shows the intentions of the organisation.

- Clarity and Simplification

The policy fails if it is not clear. Clear cut policies minimise the situations.

- Put in black and white

It should be in written because it is conceived as management tool. written policies bring commitment on the part of employees.

- Stable yet flexible

Stable policy is one which matching to the changing situations. policies that change too often create doubt and insecurity that might hamper the very health of the organisation.

- Complementary and supplementary
Policies add value and bring synergist results, should be supplemented to one another.
- Comprehensive
it should be broad enough to include all the issues that are of interest to the business house.
- Consistency
it means that policy is fair, just and reasonable to all people, all the time.
- Pro-ethical
Ethics are a set of moral principles norms or values. ethics speak good and bad. It is in tune with ethical standards of business.
- Individualistic
blind coping leads to the doomsday because a business policy what is good for company A need not be good for company B.

Features of business policy



Objective oriented



Hierarchy studied



Both restrictive and permissive



Long lasting



A Standard For Measurement

OBJECTIVES OF BUSINESS POLICY

- Integrate the knowledge and methods learned in previous course having a functional flavour such as production, finance, marketing, accounting etc.
- Develop analytical skills and decision making capabilities of participants through the extensive use of case, research report industry specific studies.
- Promote positive attitude , genuine ethical values and healthy ways of thinking taking a holistic view of the concerns of internal as well as external stakeholders of an organisations.

SCOPE OF BUSINESS POLICIES

1. The scope of business policy is very broad.
2. Based on the coverage or scope , these business policies can be classified into two broader categories namely by 'major' and 'minor'. These are well called as organisational and functional.
3. Organisational policies relates to organisational level objectives, procedures, control covering entire organisation. EG. Capital structure, pricing structure etc.
4. Functional policies related to raw material, services of workers, shift working etc. these are day to day policies decided by departmental heads.

Strategy vs. policy

The term “policy” should not be considered as synonymous to the term “strategy”. The difference between policy and strategy can be summarized as follows-

1. policy is a blueprint of the organizational activities which are repetitive/routine in nature. While strategy is concerned with those organizational decisions which have not been dealt/faced before in same form.
2. Policy formulation is responsibility of top level management. While strategy formulation is basically done by middle level management.
3. Policy deals with routine/daily activities essential for effective and efficient running of an organization. While strategy deals with strategic decisions.
4. Policy is concerned with both thought and actions. While strategy is concerned mostly with action.
5. A policy is what is, or what is not done. While a strategy is the methodology used to achieve a target as prescribed by a policy.

STRATEGY VS. POLICY

- Deals with strategic decisions that decide the long term health of an enterprise. it is comprehensive plan of action designed to meet certain specific goals.
 - it is means of putting a policy into effect within certain time limit.
 - Deals with those decisions which have not been encountered before.
 - Deals with crucial decisions whose implementation requires constant attention of top management.
- It offers guidelines for managers to take appropriate decisions.
 - It is general course of action with no defined time limit.
 - It is a guide to action in areas of repetitive activity.
 - Once policy decisions are formulated these can be delegated and implemented by others independently.

CASE STUDY



INTRODUCTION

In 1962- "Sam" Walton was an American businessman and entrepreneur best known for founding the retailers Wal-Mart and Sam's club.

First Wal-Mart discount store located in Rogers, Arkansas.

IN 1980- First Sam's club opened, serving small business and individuals and first Wal-Mart supercentre opened.

NOW - Wal-Mart serve more than 200 million customers weekly.

Effects On Competitive Stakeholders

- 1) Wal-Mart Predatory policy.
- 2) Some activist groups and citizen have refused to all Wal-Mart to take up residence in their areas.
- 3) During 2008 -09 economic downturn ,money cards to help low income families in this spending this helped the consumers to purchase with low prices. It increases the sale of Wal-Mart.

 **TARGET**

DOLLAR GENERAL

Problems Face By Wal-Mart

With Revenues Of US\$219.8 Billion And Profits Of US\$6.7 Billion. It Has Remained There Every Year, Except In 2006 TO 2009.

1) FOR EMPLOYEES

They provide low wages to employees.

Fail to provide health insurance for more than 60% of its workers.

Company paid to female workers less than male workers in same position.

2) FOR UNION

No need for union to come between managers and workers.

3) FOR WORKPLACE CONDITION AND DISCRIMINATION

It denies rest breaks and altered time cards to prevent overtime.

SOLUTIONS

IN 2011 , Wal-Mart with revenues of US\$398.5 billion and profits of US\$ 8.2 billion.

- 1) Business practices inspected carefully.
- 2) raise pay to improve relations.
- 3) agree to pay up to settle lawsuits.
- 4) open door policy.
- 5) offering lower deductible to improve its health packages.

MORE SUSTAINABILTY

IN 2010, Wal-Mart has taken sustainability policy for being greener company to address its environmental stakeholders. they take environmental leadership to achieve sustainability objectives. E.g.: "Daylight"., ZERO waste, PALM OIL. With this their revenues is increases by US\$3.5Million.

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Thank
You



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INTRODUCTION TO SALES

UNIT: 1

SALES AND DISTRIBUTION MANAGEMENT

COURSE – BBA – 6th SEM.



Dr. Bhoopendra Bharti
Associate prof
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Introduction to Sales

- **Definition:** The theories of selling implies to the behavior of the salesperson towards the prospect or the customer, which ensures the active sale of goods or services. The selling theories gained significance due to the emerging role of the salesperson in marketing since a seller acts as a marketer too.
- Building a strong relationship with the customers is essential for the salesperson to create the brand image since he/she is the face of the company.

Role of selling in marketing

Selling is one of a number of tactical activities within marketing such as pricing and advertising. Co-ordinating these is essential for effective marketing. Differences in importance depend on the companies and industries involved. A successful sale depends on whether or not the product concerned fulfils the customer requirements and results in satisfied customers.

Relationship with Marketing Research

•Marketing research finds out what people want and why they want it. Information might result in changes in the product. Such information is fed to the sales department and can be used by them to counter competition. Cowan⁵ argues that in the past market research has often failed to identify significant changes in markets or new innovatory products. Because of close contact with customers and markets however, the sales force in particular can be used to provide market intelligence information that feeds into the Marketing Information System (MkIS) and helps shape marketing strategy.

Marketing Concept

- The marketing concept involves orienting your business to meet consumer needs. For example, a company might identify a consumer need and then manufacture a product to meet that specific need. Then, through a coordinated set of marketing activities — such as widespread distribution and attractive pricing — the company creates access to its product. Consumers fulfill their need by buying the product, resulting in a profit for the company.

Selling Concept

- In contrast, the selling concept refers to orienting your business to sell as many products as possible. For example, suppose a company manufactures a product for which there is no current consumer need. To make a profit, the company must use aggressive tactics, such as heavy advertising and pushy sales strategies, to convince consumers to buy the product. Achieving a high sales volume is how the company makes a profit.

Personal selling

- Personal selling can be termed as the oral presentation given by the salesperson to one or more than one consumers face to face to sell the product or service. Personal selling is a highly peculiar form of promotion. It is mostly two-way communication, which not only involves a particular individual but also social behavior.
- The intention is to deliver the right product to the right customers. Depending upon the complexity of product, personal selling plays an important role. Industries manufacturing technical products like laptops, computers, digital phone, gadgets, etc., likely depend on personal selling as compared to the other manufactures.
- The reason behind this is to explain the features of the product, tackle the customer queries and provide the best customer service. The competition in the market has increased today and therefore the importance of the salesperson in the organization.
- Salespersons are also called salesman or salesgirl or sales representative and their payment is made as the commission to push the product in the market by motivating the customer through oral conversation.

Personal selling (Cont.)

Personal selling + / -

Advantages	Disadvantages
High customer attention	High cost
Message is customised	Labour intensive
Interactivity	Expensive
Persuasive impact	Can only reach a limited number of customers
Potential for development of relationship	
Adaptable	
Opportunity to close the sale	

Salesmanship and Sales Manager

- In the words of Peterson and Wright, Salesmanship is the process whereby the seller ascertains and activates the needs or wants of the buyer and satisfies these needs or wants to the mutual continuous advantage of both the buyer and the seller.
- According to the National Association of Marketing Teachers of America, “Salesmanship is the ability to persuade people to buy goods or services at a profit to the seller and with, benefit to the buyer”.
- From these definitions, it is clear that salesmanship is not just handing over of goods to the customers and taking the money for them. True salesmanship is not only an art of inducing the consumers to buy goods, but also an art of guiding them to buy what they need. In short, salesmanship is the process of persuading and assisting a prospective customer to buy a commodity or service.

Salesmanship and Sales Manager (Cont.)

Features of Salesmanship

- Salesmanship has several characteristic features. The main features of salesmanship are:
- Salesmanship is personal selling and is the oldest form of selling.
- It is the most important form of promotional mix.
- It is the art of selling a product or service. It is all about selling a product by presenting the product to the prospects in a convincing and persuasive manner by which the prospect is induced to buy.
- It involves direct and personal contact with the buyers.
- It is a creative art. It creates new wants. A need may be already in existence. But it is the job of a salesman to transform the needs into wants.
- To be very effective, salesmanship also has to be carried on continuously to perpetuate the demand created once.
- Salesmanship basically aims at selling a product. It does not stop at that. Actually it involves selling an idea or one's point of view. For instance, salesmanship, in the case of a paint manufacturing concern, is not just the sale of paints, but the sale of an idea, color, shade beauty or durability.
- It is an educative process. Salesmanship provides information about the products, their special features and their utility.

Salesmanship and Sales Manager (Cont.)

Objectives of Salesmanship

- The main objectives of salesmanship are
- To create demand for a new product.
- To maintain and also expand the demand for an existing product.
- To guide the buyers in the proper selection of goods.
- To build up goodwill or reputation for the seller.

Sales Manager

- The topline objective of a sales manager is to meet company revenue targets through the activities of their sales representatives. In other words, they harness the power of their direct reports, driving sales force productivity and extracting the best performance from each individual employee.
- A sales manager achieves this objective through a mix of approaches. For example they:
- Are responsible for motivating and advising their reps to improve their performance, as well as hiring and training new sales representatives.
- Achieve their objectives through effective planning, setting sales goals, analyzing data on past performance, and projecting future performance.
- Ensure that the sales department works cross functionally with executives from other departments. For example, they collaborate with marketing to generate new lead sources and expand the target customer base, or with product and research teams to make sure customer needs are met.

Salesmanship and Sales Manager (Cont.)

A sales manager simultaneously plays three key roles:

- **People manager:** Recruit, build and nurture a team.
- **Customer manager:** Strategically foster customer engagement.
- **Business manager:** Steer the business.

Salesmanship and Sales Manager (Cont.)

Typical characteristics, skills, and traits of a sales manager include:

- **Communication skills:** they listen first and speak second. They don't chastise in public or private. They are aware of the message they transmit to their team, how it's delivered, and how it's perceived.
- **Integrity and trust:** they never ask their reps to do something immoral, illegal, or something that goes against a company's core values.
- Ability to build relationships with peers, cross-functional counterparts, and upper management: They are committed to helping others be successful.
- Empathy and ability to understand customer viewpoint and customer service
- Ability to unite a team under a shared vision and know what motivates each member.
- Analytical skills: They use data-driven reports to spur sales coaching sessions and empower reps to take ownership of their opportunity pipelines. They understand pricing, margins, and discounting impacts.
- The ability to prioritize and effectively manage time.

Types of Sales Personnel

If you run a business in which sales are a key aspect of profitability, you need to hire staff that has the requisite personality and skill to drive success. There are many different types of salespeople and some are better than others at closing deals. The most successful types of salespeople are the ones that understand how to use their talents to connect with customers and clients. To build your business and watch it grow, you must understand the basic types of salespeople so you can hire the ones that can positively impact your company.

Types of Sales personnel

- The Caretaker Salesperson
- The Professional Salesperson
- The Closer Salesperson
- The Consultant Salesperson

More than a job, successful selling is a result of skill and practice. Like all other skills, great selling techniques cannot be acquired in a day. The most successful salespeople work incessantly toward improvement, practice regularly, and grow incrementally with each experience. Acquiring killer sales skills requires time and dedication. This post outlines the characteristics that, when developed, can turn a good salesperson into a great salesperson

10 Essential Characteristics of Highly Successful Salesman

- Upbeat
- Passionate
- Ingenious
- Empathetic

Characteristics of a Successful Salesman(Cont.)

- Accountable
- Well Prepared
- Tech-Savvy
- Highly Engaged
- Goal-Oriented
- Relationship Driven

Sales Management

Evolution of Sales Management, Scope and Importance

- When it comes to sales management, you're likely to come across two kinds of managers. The first one notices the market declining and decides to manage that over everything else. In this scenario, the only result you can possibly expect is a decline in sales as well.
- The second type of manager is the kind who decides to leverage the decline and increase the brand's market share. This is a bold manager with vision who knows how the game is played. Managers of this kind have no problems achieving results even in the most challenging scenario.

Sales Management (Cont.)

Functions:

- Sales research and planning.
- Demand creation.
- Sales costs and budget.
- Price fixations.
- Development of products.
- Establishing sales territories.
- Co-ordination of sales.

Importance of Sales Management:

Sales management has gained importance to meet increasing competition and the need for improved methods of distribution to reduce cost and to increase profits. Sales management today is the most important function in a commercial and business enterprise.

- **The following are the other factors showing importance of the sales management:**
- (i) Introduction of new products in the market.
- (ii) Increasing the production of existing products.
- (iii) Reducing cost of sales and distribution.
- (iv) Export market.
- (v) Development in the means and communication of transportation within and outside the country.
- (vi) Rise in per capita income and demand for more goods by the consumers.

Process of Effective Selling

Steps in Sales Process

Experts have suggested a five-staged formula known as A-I-D-A-S for effective selling process. However, this formula is more closely related to sales presentation (only one step in selling process), and not the entire selling process.

The formula has been briefly discussed here:

- **'A'** – Attention calls for drawing attention or attracting of prospect. Salesman should try to adjust his talk with the needs of prospect or should talk according to the interest of potential buyers.
- **'I'** – Interest calls for making the customer interested in products. Salesman should do all possible efforts to arouse customer's interest in product.
- **'D'** – Desire calls for arousing and increasing desire for product. Customer can ask for more information. Salesman must handle problems, doubts, and objections with patience. Here, buyer can be prepared to buy the product.
- **'A'** – Action calls for getting positive action of customer in terms of placing order. Here, the prospect becomes the actual buyer.
- **'S'** – Satisfaction calls for taking necessary post-sales steps to satisfy the buyer.

Process of Effective Selling (Cont.)

Presales Preparations

- Presale (before sales) is the step of getting ready to serve customers. A wise sales person must be well-prepared or well-equipped to treat the customers effectively. He must be aware of prospects to be served in terms of their buying motives and buying behaviour.
- He must know about the company's products, pricing policies, promotional efforts, and distribution network. Similarly, he must have complete detail about the company's history, goodwill and reputation, achievements, objectives, and general policies.
- In the same way, he must be familiar with competitors' offers and overall marketing environment. In short, he must prepare himself to deal with customers successfully. It is like the homework before the examination.

Process of Effective Selling (Cont.)

Prospecting

Prospecting means finding or locating the potential customers. A prospect is a probable buyer with unmet needs, ability to pay, and willingness to buy.

Sources:

There are a number of sources to locate prospects, such as:

- Present customers
- Other salesmen
- Company's present employees
- Use of telephone directories
- Directories of professional and other associations
- Customer database prepared by companies or other professional agencies
- Other relevant sources.

Pre-approach

- Once the prospect is located, now, salesman has to collect necessary detail about him. Such detail helps him prepare his plan for sales presentation. Salesman collects adequate information about customer's nature, needs, problems, personal habits, preferences, and other aspects of behaviour.
- Salesman's sales talk and sales presentation must be consistent with the nature of prospect. In brief, a salesman must know everything about the potential buyer to whom he has to meet in the near future.

Process of Effective Selling (Cont.)

Approach

- Now, a sales representative has to seek advance appointment/permission for personal meet. Sometimes, he can use phone or send business (visiting) card to take advance appointment. In many cases, salesman can directly meet prospect without advance permission. Approaching method depends on type of prospects.
- Anyway, this is the step where a salesman comes in a direct (and face-to face) contact with potential customer. At the time of the first meet, he has to greet him in an appropriate manner and has to briefly introduce himself.
- Immediately, he must initiate brief talk and adjust with the situation. The first contact is very critical. Salesman must be able to attract the prospect's attention and get him interested in the product. Note that he must not directly jump to sales talk.

Sales Presentation

- This step calls for a formal presentation of product. It includes sales talk and demonstration. Salesman should describe the offer in a suitable language, show the product, and, if needed, demonstrate it. In case of edible product, he may offer sample to taste. Sales presentation is closely related to buying process.
- In this step, a salesman must get attention of customer and make him interested in the product. Salesman can do it through a lively and interesting sales talk as well as a systematic demonstration of product or offering samples to use and taste. Visual device can be used for sales demonstration. He can produce authentic evidences to prove the product's superiority. All queries must be adequately solved.

Process of Effective Selling (Cont.)

Handling Objections and Complaints

- Once a salesman completes his sales presentation, normally, customer raises objections and place complaints. Salesman may confront objections during his presentation, too. Objections and complaints show that customer is interested in the products, and is more likely to place an order.
- Salesman must always welcome objections, interpret them clearly, and remove tactfully. Unless the objections and complains are satisfactorily answered, the sales cannot take place. Genuine objections should be interpreted correctly and removed tactfully.
- Prospects must be convinced about benefits, superior performance, and strong aspects of the product. A great deal of expertise, experience, skills, and patience are important qualities to face buyer's objections and complaints successfully.

Process of Effective Selling (Cont.)

Closing Sales

- Closing of sales refers to completing sales procedure. It concerns with purchase decision. The close can be defined as: An act of actually getting the prospect's assent. It is the climax, or the desired outcome of the entire sales process. Sales process ends with getting orders. A successful salesman must close the sales. An alert salesman must find out the right moment to get customer's consent, it is called the reaction moment. Salesman must not wait for customer to ask for product, initiative must come from salesman. C

Process of Effective Selling

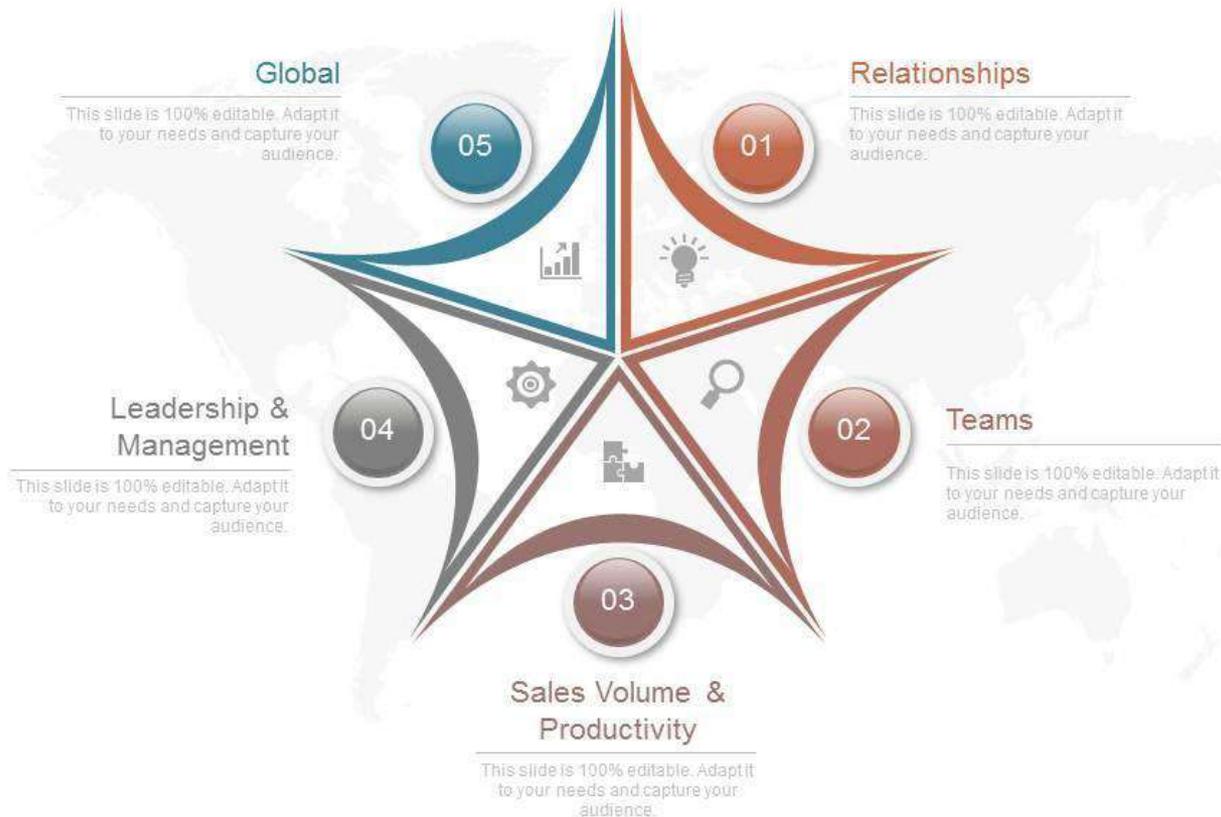
Post-sales Actions

- It is known as follow-up actions. Virtually, sales process ends with getting the order from buyers. But, getting order is not the ultimate goal of salesmanship, the transaction must take place. The step involves two actions – one is, completing of selling formalities and, the second is, taking other post-sales actions.
- Salesman writes order, arranges for dispatch and delivery of the product, and decides on the mode of payment. Sometimes, the product is handed over immediately or is delivered thereafter. Bill and guarantee card are issued. Sometimes, he provides extra guidance for proper and safe use of product. In short, all selling formalities are completed.

Emerging trends in Sales Mgmt

Emerging Trends Of Sales Management PPT Example

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.



Emerging trends in Sales Mgmt

Emerging Trends in Sales Management

•To be successful in a changing market environment, it is important that sales managers understand the importance of emerging trends in the following areas

Global Perspective

•Global competition is intensifying. Domestic companies who never thought about foreign competitors are suddenly finding them in their backyard. This is a challenge which sales managers and salesperson must take on, they have to improve their personal selling efforts not only in their countries but also in foreign countries. Selling goods and services in global markets presents a challenge due to differences in culture, language, needs and requirements.

Technological Revolution

[Digital revolution](#) and [management information system](#) have greatly increased the capabilities of consumers and [marketing](#) organizations. Consumer today can get information about products, compare it with other brand, place an order and place an order instantly over the internet.

Customer Relationship Management [CRM]

Combining information technology with [relationship marketing](#) has resulted in customer relationship management. Interestingly, the concept of relationship marketing came about earlier by bringing quality, [customer service](#) and marketing together.

[Sales Force](#) Diversity

The demographic characteristics of sales force is changing and becoming more varied. For example, more and more women are taking up careers in sales management and selling.

Team Selling Approach

The practice of team selling is more widely followed by most companies in recent years. Team selling approach is used when company wants to build a long term mutually beneficial relationship with major customers, who have high sales and profitable potential.

Managing Multi-Channels

Multi-channel marketing system occurs when organization uses two or more marketing channels to target one or more customer segments. Major benefits of multi-channel marketing system are:

Lower channel cost

Increased market coverage

•Customized selling

•Multi-channel may also lead to conflicts and control problems, as two or more channels may compete for same customer. A successful sales manager will have to effectively manage conflict between the channels.

Emerging trends in Sales Mgmt

Ethical and Social Issues

•Sales managers have ethical and social responsibilities. Sales people face ethical issues such as bribery, deception (or misleading) and high pressure sales tactics.



Sale Forecasting

sales forecasting

A sales forecast is a prediction of future sales revenue. Sales forecasts are usually based on historical data, industry trends, and the status of the current sales pipeline. Businesses use the sales forecast to estimate weekly, monthly, quarterly, and annual sales totals.

Types of Sales Forecasting:

There are two types of forecasting:

- 1. Short-term forecasting and
- 2. Long-term forecasting.

Methods Used for Sales Forecasting:

1. **Survey of Buyers' Views**
2. **Collective Opinion or Sales Force Polling**
3. **Trend Projections**
4. **Economic Indicators**
5. **Statistical Data Helpful in Sales Forecasting:**

Importance of Sales Forecasting

- 1. Sales forecasting enables a business organization to work systematically.
- 2. Forecast enables the production manager to set target for his workers.
- 3. It enables the sales department to fix responsibilities on every salesman.
- 4. In the absence of sales forecast, a business enterprise may work without any focus and this may result in wastage of its resources.
- 5. It helps to cut down wasteful expenditure and as a result the goods can be offered at a fair price.
- 6. Sales forecast enables all the departments of the business to work together in proper co-ordination and co-operation.
- 7. As target is set for each individual and department, it is easy to control performance.
- 8. Sales forecasting is vital for [preparing budget](#).
- 9. It helps to determine the production capacity that is actually required.
- 10. Sales forecast helps in product mix decisions as well. It enables the business to decide whether to add a new product to its product line or to drop an unsuccessful one.

Sales Territory Design

Sales territory design

When designing sales territories, follow the principle “**Structure follows strategy.**” When territories are out of balance, companies spend too much on low-potential customers and too little on high-potential customers. Follow four steps to create territories and account assignments that will increase sales productivity.

Sales territories are established to achieve the following goal:

- (i) To cover the market properly.
- (ii) To deploy the salespeople effectively.
- (iii) To service the customer grouping efficiently.
- (iv) To evaluate the sales representatives.
- (v) To facilitate higher productivity in selling and marketing effort.

Characteristics:

Sales territory is a geographical area containing a number of present and potential customers.

Different groups of customers are formed by a firm through allotment of territories.

It is a group of customers or geographical area assigned to a salesman.

It is the area that can be effectively and economically served by a single salesman.

•Sales Territory Planning and Management:

- 1. Research the geographical area
- 2. Divide the area on the basis of population, accessibility, potential etc.
- 3. Study the consumer behavior of the territory
- 4. Assess the revenue potential from the respective territories
- 5. Analyze the hurdles that may be present in the territories

- Self Made Video Link:
- <https://www.facebook.com/bhoopendrabharti>

- Youtube/other Video Links
- <http://pariso.dresden.rebelli.pw/amQzef41tJOeW-/>
- <https://www.youtube.com/watch?v=exbp30kOx9s>
- <https://www.youtube.com/watch?v=Kcn2h6QnRFA>
- <https://nptel.ac.in/courses/110105122/>

Thank You

What is an Entrepreneur?

An individual who undertakes the risk associated with creating, organizing, and owning a business.

Personal Characteristics of Successful Entrepreneurs

- Persistent
- Creative
- Responsible
- Inquisitive
- Goal-oriented
- Independent
- Self-confident
- Risk taker

Skills Needed by Successful Entrepreneurs

- Communication skills

- Human relations skills
- Math skills
- Problem-solving & Decision-making skills
- Technical skills
- Basic Business skills

Entrepreneurship and the Entrepreneurial Process

Understand entrepreneurship and the entrepreneurial process.

Entrepreneurship vs. Entrepreneurs

ENTREPRENEURSHIP

The process of starting and running one's own business

This involves a considerable amount of risk.

ENTREPRENEUR

An entrepreneur is an individual who undertakes the risk associated with creating, organizing, and owning a business.

5 Steps of the Entrepreneurial Process

1. Discovery
2. Concept Development
3. Resourcing
4. Actualization
5. Harvesting

Step 1: Discovery

The stage in which the entrepreneur generates ideas, recognizes opportunities, and studies the market.

Entrepreneurs consider the following:

Hobbies or Skills

Consumer Needs and Wants

Conduct Surveys and Questionnaires

Study Demographics

Step 2: Concept Development

Entrepreneurs prepare the following in this step:

Develop a Business Plan

- A detailed proposal describing the business idea

Choose Location for the Business

- Is the business online or does it have a physical location for customers to visit to purchase products, services or combinations.

Decide if the idea will need a Patent or Trademark

- Patent –
- Trademark -

Step 3: Resourcing

The stage in which the entrepreneur identifies and acquires the financial, human, and capital resources needed for the venture startup, etc.

Entrepreneurs contemplate the following:

Identify Potential Investors

Apply for loans, grants and financial assistance

Hire employees

Step 4: Actualization

The stage in which the entrepreneur operates the business and utilizes resources to achieve its goals / objectives

Entrepreneurs prepare for the following:

Grand Opening of the Business

Day to Day Operations of the Business

Step 5: Harvesting

The stage in which the entrepreneur decides on venture's future growth, development, or demise.

Entrepreneurs consider the following:

Future Plans for the Business:

- Expansion to additional locations
- Company to change structure

Starting a Business

Understand the procedures and requirements for starting a business.

Starting a Business

1. Develop a Business Plan
2. Acquire Finances
3. Meet Legal Requirements

Develop a Business Plan

A Business Plan is a detailed proposal that describes a new business.

Business Plans are:

- Presented to potential investors and lenders
- Most business plans are 30+ pages

Purposes of a Business Plan

Business Plans are used to:

- Obtain Financing
 - Banks and Potential Lenders require a business plan
- Helps organize and analyze data critical to new business.
- Provides a start-up proposal
 - Provides an outline to follow when starting the business.

Components of a Business Plan

Executive Summary:

- Brief one to two page description of the key points of each section of the business plan

Product/Service Plan:

- Presents Product or Service being offered
- Unique features of the Product or Service

Management Team Plan:

- Qualifications of the Entrepreneur
- Qualifications of any Partners who may be involved in the business venture

Components of a Business Plan

Industry/Market Analysis:

- Analyzes the: Customers / Competition / Industry / Demographic / Geographic and Economic data

Operational Plan:

- Includes all processes involved in producing and/or delivering the product or service to the customer

Organizational Plan:

- Management philosophy of the business
- Key management personnel
- Key employment policies

Components of a Business Plan

Marketing Plan:

- Describes how the business will make its customers aware of its products/ services.
- The Market being served / Marketing Strategies / Promotional Plan / Marketing Budget

Growth Plan:

- Presents plan for future expansion of the business

Financial Plan:

- Includes financial statements that will help forecast the future financial health of the business.

Finance the Business

Identify Potential Investors

Examples:

- Family and Friends
- Other Businesses
- Employees

Contact Financial Agencies for loans, grants and financial assistance:

- Small Business Administration
- Banks / Credit Unions
- Insurance Companies

THANK YOU

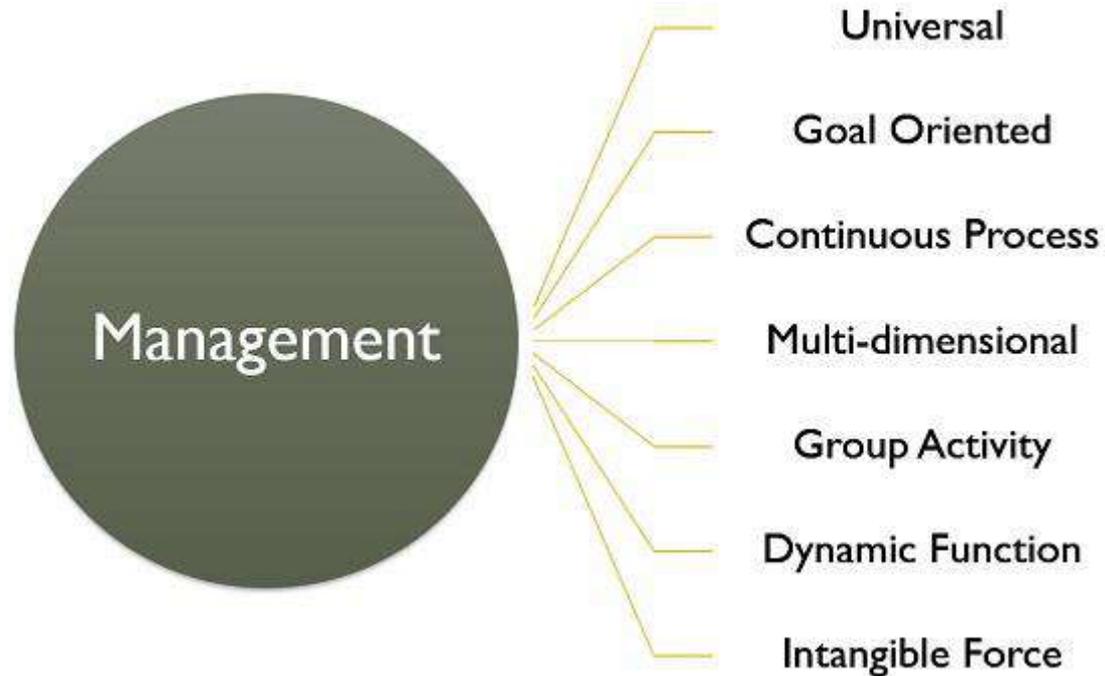
Contents

- Meaning
- Features
- Importance
- Process
- Levels of Management
- Evolution of Management Thoughts
- MBO

MEANING

- Management is an art of knowing what to do when to do and see that it is done in the best and cheapest way - **FW Taylor**
- Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals- **Harold Koontz**
- It is concerned with optimally using 5M's, i.e. men, machine, material, money and methods and, this is possible only when there proper direction, coordination and integration of the processes and activities, to achieve the desired results

Nature/Features



- **Universal:** All the organizations, whether it is profit-making or not, they require management, for managing their activities. Hence it is universal in nature.
- **Goal-Oriented:** Every organization is set up with a predetermined objective and management helps in reaching those goals timely, and smoothly.
- **Continuous Process:** It is an ongoing process which tends to persist as long as the organization exists. It is required in every sphere of the organization whether it is production, human resource, finance or marketing.

- **Multi-dimensional:** Management is not confined to the administration of people only, but it also manages work, processes and operations, which makes it a multi-disciplinary activity.
- **Group activity:** An organization consists of various members who have different needs, expectations and beliefs. Every person joins the organization with a different motive, but after becoming a part of the organization they work for achieving the same goal. It requires supervision, teamwork and coordination, and in this way, management comes into the picture.

- **Dynamic function:** An organization exists in a business environment that has various factors like social, political, legal, technological and economic. A slight change in any of these factors will affect the organization's growth and performance. So, to overcome these changes management formulates strategies and implements them.
- **Intangible force:** Management can neither be seen nor touched but one can feel its existence, in the way the organization functions.



Importance

- Accomplishment of Group Goals
- Sound organization structure
- Meets the challenge of change
- Optimum utilization of Resources
- To face cut throat competition
- Provides a sense of focus and direction
- To reduce workload and get things done

Process

- Planning
- Organizing
- Leading
- Controlling



Levels of Management

- line of demarcation between various managerial positions in an organization
- determines a chain of command, the amount of authority & status enjoyed by any managerial position
- The number of levels in management increases when the size of the business and work force increases and vice versa

Levels of Management



Top Level of Management

- Top management lays down the objectives and broad policies of the enterprise
- It issues necessary instructions for preparation of department budgets, procedures, schedules etc
- It prepares strategic plans & policies for the enterprise
- It appoints the executive for middle level i.e. departmental managers
- It controls & coordinates the activities of all the departments
- It is also responsible for maintaining a contact with the outside world
- It provides guidance and direction

Middle Level of Management

- They execute the plans of the organization in accordance with the policies and directives of the top management.
- They participate in employment & training of lower level management.
- They interpret and explain policies from top level management to lower level.
- They are responsible for coordinating the activities within the division or department.
- It also sends important reports and other important data to top level management.
- They evaluate performance of junior managers.
- They are also responsible for inspiring lower level managers towards better performance.

Lower Level of Management

- Assigning of jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They are also entrusted with the responsibility of maintaining good relation in the organization.
- They communicate workers problems, suggestions, and recommendatory appeals etc to the higher level and higher level goals and objectives to the workers.
- They help to solve the grievances of the workers.

Lower Level of Management

- They supervise & guide the sub-ordinates.
- They arrange necessary materials, machines, tools etc for getting the things done.
- They prepare periodical reports about the performance of the workers.
- They ensure discipline in the enterprise.
- They motivate workers.

EVOLUTION OF MANAGEMENT THOUGHT

The father of evolution of Management Thoughts is JOHN MINER. **Evolution of Management Thoughts** is also known as Organisational Theories

**Classical Approach
(1890-1930)**

•**Scientific Management**

•**Administrative Management**

•**Bureaucracy Management**

**Behavioral Approach
(Neo-Classical)
(1930- 1960)**

Human Relations
or Hawthorne
Experiment

Behavioral
Science

**Modern Management
Approach
(1960- till)**

**Quantitative
approach**

System Approach

**Contingency
Approach**

Evolution of Management Thoughts

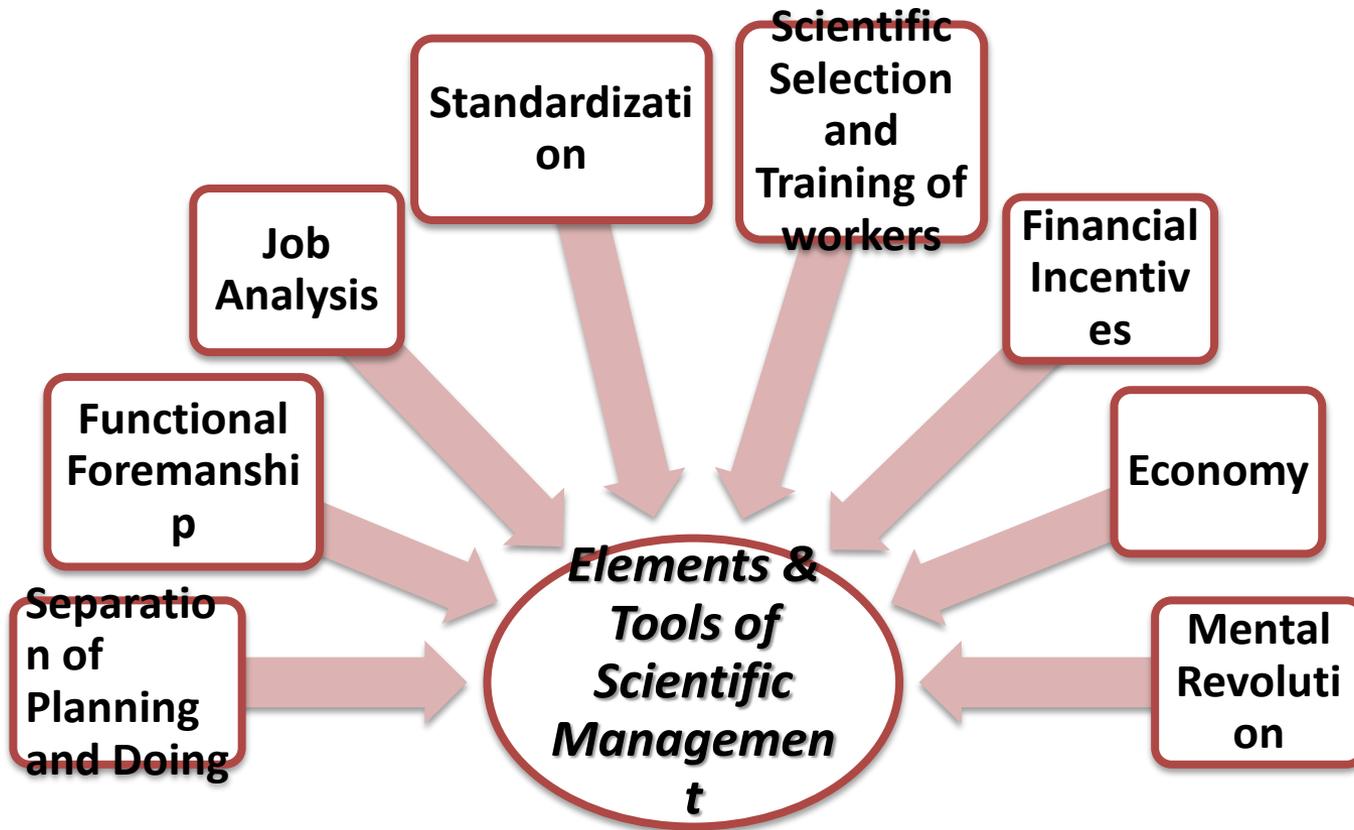
Approach	Year	Theories	Introduced by	Sub Theories (Year)
Classical Approach	1890 - 1930	Scientific Management	Frederick Winslow Taylor	1909
		Administrative Management	Henry Fayol	1930's
		Bureaucracy Management	Max Weber	1900
Behavioral Approach (Neo-Classical)	1930- 1960	Human Relations or Hawthorne Experiment	Elton Mayo	
Modern Management Approach	1960- till	Quantitative approach	Churchman	
		System Approach	Bernand	
		Contingency Approach	J.W. Lorsch and P.R. Lawrence	1970's

CLASSICAL THEORY

The classical approach(1890-1930) is the earliest thought of management .The classical approach was associated with the ways to manage work and organizations more efficiently. According to Urwich, the classical approach is also known as Engineering approach. The classical approach are categorized into three groups namely, scientific management, administrative management, and bureaucratic management.

SCIENTIFIC MANAGEMENT THEORY

- This concept was introduced by Frederick Winslow Taylor in USA in the beginning of 20th century. It was concerned essentially with improving the operational efficiency at the shop floor level.
- “Scientific mgt is concerned with knowing exactly what you want men to do & then see they do it in the best and cheapest way”
- Taylor has put the emphasis on solving managerial problems in a scientific way so he is called as father of scientific mgt and his contribution as the principles of scientific mgt. He carried out experiments about how to increase the efficiency of the people.





Replacing rule
of thumb
with science

Differential
piece rate
system

Harmony in
Group Action

Principles of Scientific Management

Development
workers

Co-operation

Maximum
Output



CRITICAL ANALYSIS

- ❖ **There were many of the followers of Taylor who took aggressive mechanical view of production & sideline human aspect at the work place. This created aggressive attitude among workers.**
- ❖ **The work used to be performed under close & strict supervision based on authoritarian approach. Workers are not allowed to raise their voice even for genuine grievances.**
- ❖ **There was lack of standardization of work & whatever standards used to be set by the management, the workers had to follow strictly. Such standard often used to be raised production norm without taking into consideration the factors affecting such a norm.**
- ❖ **The most crucial elements which was under contention was the differential piece rate system. The workers, even the efficient ones, & their unions, opposed this system on the plea that it was a new method of exploiting workers by the industrialist.**

ADMINISTRATIVE MANAGEMENT

- Henry Fayol is known as the father of modern Management.
- He was a popular industrialist and victorious manager.
- He considered that good management practice falls into certain patterns that can be recognized and analysed. From this basic perspective, he devised a blueprint for a consistent policy of managers one that retains much of its force to this day.
- He provided a broad analytical framework of the process of management. He used the word Administration for Management.
- He categorized activities of business enterprise into six groups such as Technical, Financial, Accounting, Security, and Administrative or Managerial. He stressed constantly that these managerial functions are the same at every level of an organization and is common to all firms.
- He wrote General and Industrial Management. His five functions of managers were plan, organize, command, co-ordinate, and control.

Fayol's Principles of Management:

- *Division of work*
- *Authority and Responsibility*
- *Discipline*
- *Unity of Command*
- *Unity of Direction*
- *Subordination of individual interest to general interest*
- *Remuneration:.*
- *Centralization*
- *Scalar Chain*
- *Order*
- *Equity*
- *Stability of Tenure*
- *Initiative*
- *Esprit de Corps*

BUREAUCRACY MANAGEMENT

- Theory was developed by Max Weber
- It is used in the management of both public and private sector organizations
- It is “a formal system of organization that is based on clearly defined hierarchical levels and roles in order to maintain efficiency and effectiveness.”

Types of legitimized authority

- Rational legal authority
- Traditional Authority/Royal class
- Charismatic Authority

Bureaucratic Approach

- **Division of work**
- **Hierarchy of positions**
- **Rules & regulation**
- **Staffing**
- **Technical competence**

LIMITATION OF CLASSICAL THEORY

- **This theory originated when organizations had stable & simple structures. They had very little interaction with the environment. The modern organizations are complex & changing in form &,therefore, more practical in past than present.**
- **The principles of mgt are universally applicable in the organizations today. The principle of unity of command ,doesn't apply in today's organizations where jobs are highly specialized.**
- **Employees are viewed as tools rather than resources for contributing to mgt objectives. Their social & psychological needs are altogether ignored.**
- **The focus of theory is more on task than people, human behavior & desires are ignored.**
- **Monetary rewards are viewed as more important than non-monetary rewards.**
- **Initiative & creativity of employees are totally ignored.**

Neo Classical Approach

- The neo-classical theory is based on the Hawthorne experiments.
- The most significant contribution to this approach is made by Elton Mayo who is regarded as the Father of Human Relation Approach.
- He conducted a series of experiments at the Hawthorne plant of Western Electric company between 1927 & 1932 to study the impact of human factors on productivity
- While classical theories focused more on structure and physical aspects of the worker and Neo-classical theory gives importance to human and social aspects of the worker and his relations in the organization.

- Human relations refers to the ways in which managers interact with their subordinates .
- Managers should know the factors that motivate their employees so that good human relations can be developed in the organizations.
- These studies were conducted by Western Electric researchers to study the impact of single variable on worker productivity.



Illumination Experiment



Relay assembly test room



Interviewing Studies



Observation Studies

ILLUMINATION EXPERIMENT

- The effect of lighting on two groups were studied;
- one whose lighting conditions were changed & the other, whose lighting conditions remained constant.
- For the first group of workers when lighting conditions improved, productivity went up but even when the lighting conditions declined ,productivity went up.
- For the second group of workers also the output increased as the first group's lighting conditions were altered though there was no change in lighting conditions of this group
- This made Mayo conclude that there is something more than just the lighting conditions that contributed to industrial productivity.

Relay Assembly Test Room

- A small group of six girls were asked to work in a test room.
- Changes in working conditions were tried on them as, less working hours, improved working conditions, better wages, rest periods, free interaction amongst group members supervisor acted as their friend & provided friendly & informal supervision.
- All these factors improved productivity but when these conditions were withdrawn , the productivity didn't go down.
- It was concluded that something other than these factors was important & Mayo attributed this to satisfaction of social & psychological needs of the workers such as sense of acceptance, participation, recognition, freedom to work, interaction amongst group members etc.

Interviewing Studies:

About 20,000 of workers were interviewed to get information about their superiors, jobs & job conditions. Responses revealed if employees were allowed to represent their views & problems openly to managers, their morale & productivity went up.

Observation Studies:

- These studies comprised of the Bank wiring observation room experiment.
- A group of 14 workers was selected to attach wires to switches for some equipment that was used in telephone exchange.
- No changes were made in their working condition as were made in earlier experiments. Impact of social pressure was studied on working of this group .
- Management declared an hourly wage rate based on average output of each worker & bonus based on average output of the group.
- They thought workers would produce more to earn wages & would help each other as a group to earn bonus. This system doesn't work.
- It was observed that without declaring the day's work group members laid down their targets which was less than company's target.

The following reason was given for the restricted output:

- i. Fear of employment**
- ii. Fear of raising standard**
- iii. Protection of Slower worker**



CRITICISM OF HAWTHORNE EXPERIMENT

- ✓ The Hawthorne researchers did not give sufficient attention to the attitudes that people bring with them to the work place. They didn't recognize such forces as class consciousness, the role of unions ,& other forces which has affect on the attitude of workers.
- ✓ The theory analyses the group dynamics & decision-making as more imp. Variables than unity of command to increase organizational productivity. This may not always hold true.
- ✓ The theory overemphasis the fact that objectives can be achieved if cordial relations are maintained in the organization. The fact that difference of opinion amongst people can also generate new ideas is totally ignored.

Human Relations Approach Vs Behavior Approach

Human Relations App.	Behavior Approach
Focus on interpersonal relations	Focus on group relationships
Study of individual, his needs & behavior	Study of groups & their behavior
Main concepts are motivation & job satisfaction	Main concepts are group dynamics & informal organisation
Originated from Hawthorne Experiment	Improved & wider version of human relation

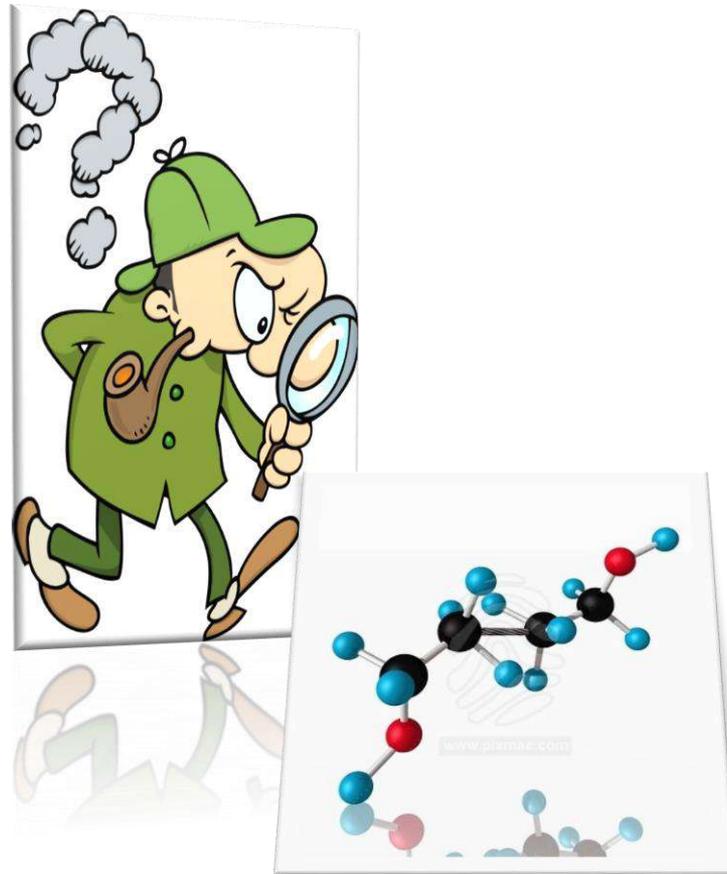
Modern Theory

- Quantitative Approach
- System Approach
- Contingency Approach

QUANTITATIVE APPROACH

- Management is the series of decision making. The job of the manager is to secure the best solution out of inter related variables
- The variables can be presented in a mathematical models & solutions can be retrieved.
- If the model is properly formulated & equations are correctly solved, one can secure the solutions

SYSTEM THEORY



- An organisation is the system comprising of various sub system
- The position & value of one system can only be understood with respect to its relation with the other system
- An organisation system has the boundary which separates it from various other systems
- The system approach takes a broader view of management where the organization is viewed as a unified & purposeful entity composed of different parts.
- Rather than analyzing each part of the organization independently ,system theory views the organization as a whole which operates in a larger external environment.
- It assumes that each part bears relationship with every other part of the organization &, therefore , the manager must view the company as a whole consisting of several inter-related parts.
- This theory provides a new thinking to the study of organizations & management.



(Raw material,
labour,
Finance,
Information)

(Operations, methods,
employees activities,
mgt activities)

(Goods &
Services,
Information)



ENVIRONMENT

CONSUMERS
COMPETITORS
GOVERNMENT
SUPPLIERS

CONTINGENCY APPROACH

- System approach offers models which may not suit every type of organisation.
- Contingency Approach suggests that one size doesn't fits all
- Structure or design must be tailor made as per the units. Organisation, and situation

CONTINGENCY APPROACH

- This approach suggests that needs, requirements, situation of a particular organisation should be considered while designing an organisational structure.
- The factors which influence an organisation may be described as:
 - Environment
 - Technology
 - Size of an organisation
 - People working in the organisation

MBO

- The concept of MBO was first developed by Peter Drucker in 1954.
- According to Peter F. Drucker, “the only principle that can give full scope to individual strength and responsibility, common direction of vision, effort and teamwork is management by objectives”.

MBO is based on the assumption that people perform better when they know what is expected of them and can relate their personal goals to the organisational objectives.

It also assumes that people are interested in the goal-setting process and in evaluating their performances against the target.

BENEFITS OF MBO

1. Better Management:

MBO forces Management thinkers to plan for results and think how these can be achieved and what resources would be required. All these leads to better Management in the organisation.

2. Clarification In Organisational Action:

MBO leads to clarification in organisational rates and structure. Various positions are treated as center of authority and responsibility. The process removes differences in the organisation particularly in the area of delegation of authority.

3. Commitment:

MBO provides a psychological satisfaction to workers and stimulates them for hard work they enjoy considerable authority which is a source of inspiration for better performance. Moreover people are made clear about their area of operations their strength and their limits. These things make feeling of commitment.

4. Help In Appraisal:

MBO provides Management criteria to judge where one stands so that corrective measures can be taken well in time.

THANKYOU

FINAL ACCOUNTS

FINAL ACCOUNTS

- Final Accounts is the last step in the accounting process. Trial Balance is prepared at the end of all the accounting year to know the balances of all the accounts & to check the arithmetical accuracy of accounts.
- But the basic objective of accounting is to know about the profit or loss during the previous year & present financial position.

This can be known only if Trading account and Profit & Loss account and Balance Sheet are prepared at the end of the year. These are also known as financial statements which are prepared from Trial Balance. Final Accounts include the preparation of :

- 1) Trading and Profit & Loss account and
- 2) Balance Sheet

as these two statements are prepared to give the final results of the business, both of these are collectively called as final accounts.

Trading Account

- Trading account is prepared by trading concerns to know the gross profit or gross loss incurred by them from buying and selling of goods during a particular period of time.
- Gross profit or gross loss is the difference between the cost of goods sold and the proceeds of their sale. If the sale proceeds exceed the cost of goods sold, gross profit is made. Otherwise, there is gross loss

Proforma of Trading Account

Dr	Trading Account of	Cr
	For the year ending.....	

Particulars	Amt.	Particulars	Amt.
To Opening Stock		By Sales	
To Purchases		Less: Returns	
Less: Returns		By Closing Stock	
To Direct Expenses:		By Gross Loss c/d*	
To Carriage Inward			
To Wages			
To Wages & salaries			
To Fuel & power			
To Coal, water & gas			
To Octroi			
To Gross Profit c/d			

Profit & Loss Account

- For non-corporate business organisation Profit & Loss account is second part of income statement. It is prepared to know the net profit/loss of business during a particular period.
- Every business incurred expenses other than manufacturing or purchase of goods which are called indirect expenses.
- There can be other incomes except sales.
- So gross profit or loss is adjusted keeping in view these indirect expenses and other incomes to find out net profit or net loss.

Proforma of Profit & Loss Account

Particulars	Amt.	Particulars	Amt.
Particulars To Gross Loss b/d To Establishment Charges To Administrative Charges To Selling & Distribution expenses To Financial Charges To Net profit		Particulars By Gross Profit b/d By other expenses By Net Loss (transferred to capital account)	

Balance Sheet

Balance Sheet is a component of financial statements which shows balances of capital, liabilities & assets. All nominal accounts are closed by transferring these to Trading & Profit & Loss Account. Only personal & real accounts are left.

Balance Sheet is the final phase in accounting cycle. It is a 'mirror' which reflects the true position of the assets & liabilities of the business on a particular date.

“A statement of financial position of economic unit disclosing as at a given moment of time its assets, liabilities & ownership equities. Eric L.kohler

Balance Sheet as on



Liabilities	Amt.	Assets	Amt.
Capital Add: Net Profit Less: Drawings Fixed Liabilities: Long term loan Public deposits Current Liabilities: Unexpired Income Short Term Loans Trade Creditors Bank Overdraft		Fixed Assets: Goodwill Land and Buildings Plant & Machinery Motor Vehicles Furniture Patents & Trade Marks Live Stock Loose Tools Investments	

Green / Environmental Accounting

Introduction

- Environmental accounting as a managerial accounting tool for internal business decision
- It is a new system of sustainable accounting by taking into account both the depreciation of man made capital and natural capital
- In sustainable accounting we take into account two different aspects man-made and natural capital in production process producer uses two types of resources man-made capital (machine, tools) and natural capital (minerals and water)

Green / Environmental Accounting

- In production process several damages occurred. The sustainable accounting take into account the damages the natural capital to derive the GNP of the country , therefore, it is an improvement over conventional method of accounting

Definition

- Green accounting is the process of identification, measurement, accumulation, analysis, preparation, interpretation, and communication of financial information used by management to plan, evaluate, and control within an organization and to assure appropriate use of and accountability for its resources”
- Green accounting is a type of accounting that attempts to factor environmental costs into financial results of operation
- It has been argued that GDP ignores the environment and therefore, policymakers need a revised model that incorporates green accounting

Need for green accounting

- Improving environmental performance,
- Controlling costs,
- Investing in “cleaner” technologies,
- Developing “greener” processes, and products
- Forming decisions related to their business activities.

Purpose/objectives of green accounting

- The major purpose is to help business understand and manage the traditional economic goals and environmental goals
- The green accounting sets linkage between economic development and depletion of natural resources
- With the help of green GNP we can assess the availability of natural resources
- It shows the impact of economic development on the stock of natural resources

Difference between conventional and green accounting

Conventional accounting	Green accounting
It does not fully takes into account pollution preventive expenditure	It considers pollution preventive expenditure and also environmental impact studies
It provides partial picture of economic development	It gives us total picture of sustainable development
It does not measure environmental degradation	It takes into account the volume of resource depletion to compute economic development
The conventional account considers only depreciation of man made capital	Green accounting considers both depreciation of man made capital and natural capital

Environmental cost

- Cost incurred to comply with environmental laws are environmental costs
- For eg. Cost of pollution control equipment and non compliance penalties

Types of Environmental cost

- Regulatory costs incurred to comply with state or local environmental laws (compliance costs)
- Voluntary costs represent costs incurred by a company which are not required for compliance with environmental laws but go beyond compliance
- Gray zone costs that are not environmental in nature but are related with health and safety costs, risk management costs, production costs and operational
- Upfront costs include pre-acquisition costs incurred for processes, products, system or facilities (eg. R& D costs)

Types of Environmental cost

- Operational costs refers to the costs incurred during the operating lives of processes, products, systems or facilities as opposed to upfront costs and back-end costs.
- Back-end costs include environmental costs that arise following the useful life of processes, products, systems or facilities
- Conventional costs include costs recognized in capital budgeting exercise such as capital equipment, raw materials, supplies

Types of Environmental cost

- Exit costs are the costs of proper closure, decommissioning and clean up at the end of the useful life of a process, system, or facility
- Environmental liabilities is an umbrella term used to refer to different types of environmental costs including costs for remediating existing contamination, cost of complying with new regulations, future environmental costs of current operations

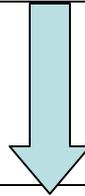
Green Accountants

- Are held responsible to identify and track green costs often time working with site, research and development, and production managers when planning their budgets
- Green accountants help management recognize that the tax benefits, rebates and lower costs of being environmental friendly

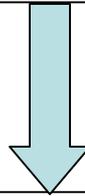
BUSINESS ECONOMICS

Economics

Those activities of mankind are studied which are **concerned with earnings and spending of money.**



For the successful **handling** of these **activities** certain **laws and rules** are formulated which are known as various **theories of economics.**



Use of these rules & tools provided for analysing business conditions and applying them **for arriving at various economic decision** is known as **managerial economics.**

MicroEconomics & MacroEconomics

Microeconomics

Derived from the greek word **mikros** meaning “**Small**”.

Microeconomics studies economic relationship or economic problems at the level of an individual- an individual firm, an individual household or an individual consumer.

E.g. Study of TISCO

It is basically concerned with determination of output and price for an individual firm or industry.

Macroeconomics

Derived from the greek word **makros** meaning “**Large**”

Macroeconomics studies economic relationships or economic problems at the level of the economy as a whole.

E.g. Study of Unemployment, inflation, Per capita income.

It is basically concerned with determination of aggregate output and general price level in the economy as a whole.

Positive and Normative Economics

- Positive Economics

- When we are studying a problem and its related issues which are subject to verification, like the extent of poverty and unemployment we are referring to positive economic.
- The positive statement describe what was, what is and what would be under the given set of circumstances.
- All these statements are capable of empirical verification. On the basis of which degree of truth can be found.

- Normative Economics

- When we are offering suggestions to solve the problem (which are not subject to verification, like for e.g. the suggestion of reservation in jobs to solve the problem of poverty) we are referring to normative economics.
- Normative statements describe what ought to be. Its objective is to determine norms or aims.
- These are opinions relating to right or wrong of a particular policy matter, and are always a matter of debate.

ECONOMICS AND MANAGERIAL ECONOMICS

ECONOMICS: Economics is a social science . Its basic function is to study how people – individual house holds, firms and nations maximizing their gains from their limited resources and opportunities.

- In economic terminology it is called as “**maximizing behaviour**” or more approximately “**optimizing behaviour**” .
- Optimization means selecting best out of available resources with the objective of maximizing gains from given resources.

Meaning & Definition of Managerial Economics

- According to **Spencer and Siegelman**, “ Managerial Economics may be defined as the **integration of economic** theory with business practice for the purpose of facilitating **decision making** and **forward planning** by management.”
- **Decision Making**: Means selecting one out of a set of two or more alternatives or in other words, making a choice.
- **Planning**: Means planning for the business activities to be undertaken for future.

(The problem of selection arises because the supply of factors of production (land, labour, capital and enterprise) is scarce or limited.)

Managerial Economics helps management in making right decisions and planning for the future under the condition of uncertainty.

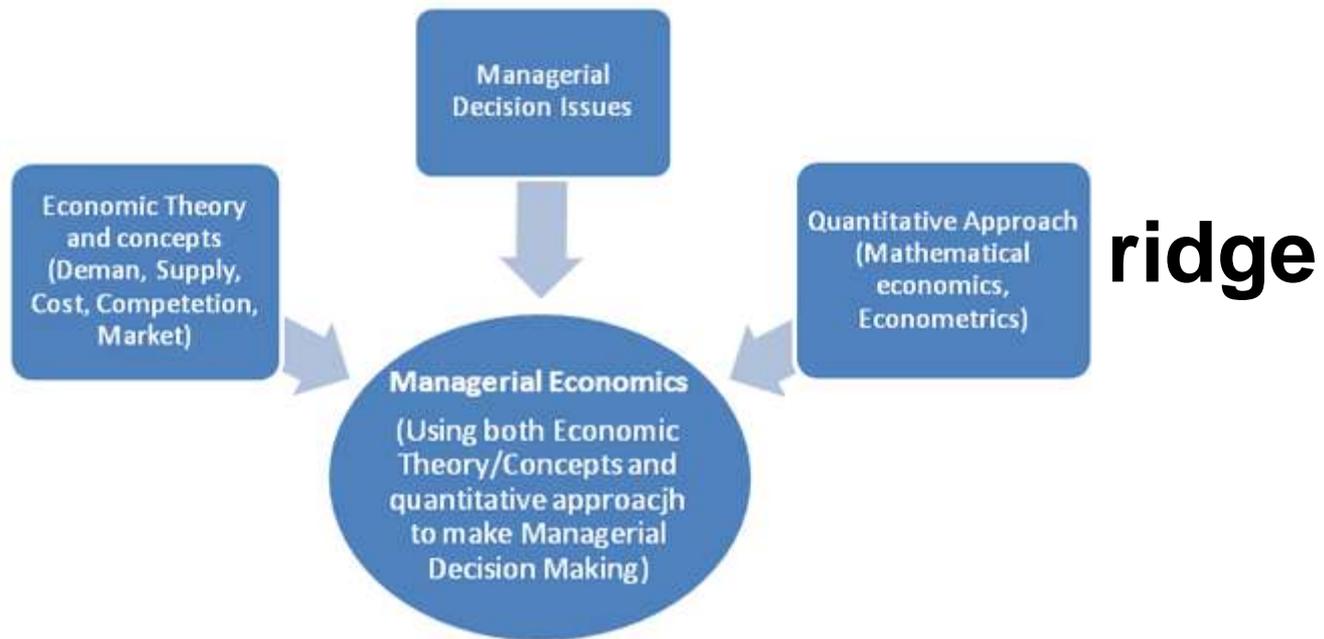
Other Definitions of Managerial Economics

- According to **McNair and Meriam**, “ Business Economics consists of the use of economic modes of thought to analyse business situation.”
- According to **Joel Dean**, “The purpose of managerial economics is to show how economic analysis can be used in formulating business policies.”
- In the words of **Joseph L. Messy**, “ Business Economics is the use of economic theories by the management in making business decisions.

Thus it can be concluded that:

- Managerial Economics is that branch of knowledge in which **theories of economic analysis** are **used for solving business management problems** and determination of business

- Managerial Economics is a bridge between Management and Economics



Characteristics of Managerial Economics

- 1) **Micro- economic in Nature:** The problem of a particular firm is studied in it and not the whole economy.
- 2) **Theory of Firm or Economics of Firm:** All the economic theories, concepts and economic models known as “Theory of Firm” or “Economics of Firm” are studied in Managerial economics.
- 3) **Importance of Macro Economics too :** Macro economics helps to understand the overall environment in which a firm operates its activities. The knowledge of Macro economics enables the managers to co-ordinate and adjust their business in the best possible way with environmental forces with which they have no control. E.g. Fiscal policy, industrial policy,exim policy.
- 4) **Applied Approach:** Managerial economist analyses good or bad effects of various decisions on the firm. So BE is not a theoretical subject but a subject of practical utility.

- 5) **Perspective nature:** It indicates what should be done and what not.
- 6) **Decision making at Managerial level:** ME is a practical subject and its main object and function is to help the management in formulating suitable business policies.
- 7) **Co-ordinating Nature:** Managerial economics provides the business managers practical and theoretical solutions of their business problems.
- 8) **Both Science and Art:** Managerial economics is used as a systematic knowledge, therefore, it is a science. It provides methods to reach the most beneficial decision to the business requiring various skills hence it is an art too.
- 9) **As a complementary subject:** In managerial economics, helps are sought from various disciplines like statistics, mathematics, operation research in order to understand the business situation and arrive at their solution by using tools provided by these discipline.

Application of Economics in Business Management

- 1) **Helpful in Organizing:** Business managers can learn through the study of Business Economics what to produce, how to produce, for whom to produce and when to produce. This helps them to organize well.
- 2) **Helpful in Planning:** Managers with the use of business economics can plan to mobilise and use resources effectively.
- 3) **Helpful in Decision making:** Business manager can decide on the basis of their knowledge of Business Economics number of relevant things such as what kind of production should be undertaken, what should be the technique etc. so as to get the maximum profit.
- 4) **Helpful in co ordination:** Business economics helps to establish co ordination between traditional theoretical concepts of economics and actual business practices.

- 5) **Helpful in Formulating Business Policies:** Business Economics helps in deciding its policies for the real objectives and certain business situation of the firm.
- 6) **Helpful in Cost Control**
- 7) **Helpful in Demand Forecasting:** Business economics provides the use of economic concepts for estimating economic relations among various variables for managerial decisions.
- 8) **Minimizing Uncertainties:**
- 9) **Helpful in Understanding External Environment:** Business Economics helps the business managers in understanding the external environment in which the firm has to function and shows him the way to co-ordinate his business with it.

Scope of Managerial Economics

- 1) Demand Analysis and Forecasting:** Demand analysis and forecasting of demand facilitates the decision making and forward planning. If demand forecasting of a firm is correct, the firm earns more profit and if they are wrong it suffers losses.
- 2) Production Planning and Management:** Every firm is engaged in certain production, hence it has to plan and manage the production. Firm has to make profitable decisions keeping its factors of production and the product in view.
- 3) Cost Analysis:** One of the important responsibilities of business managers is to analyze and control costs in order to maximize the profit. It can be done only by the proper investigation and research about the respective costs.
- 4) Pricing Policies and Practices:** Deciding the price is one of the important subject of business economics. The success of a firm depends upon decisions regarding prices.

- 5) **Profit Management:** Managerial economics helps in analysis of profit measurement and control.

- 6) **Capital Management:** Capital management in business economics includes cost of capital, profitability of the capital and the selection of suitable project or projects out of various projects.

- 7) **Decision Theory under Uncertainty:** Uncertainties are many fold such as uncertainty of demand, uncertainty of cost, uncertainty of capital etc. Many statistical methods are developed for taking decision under condition of such uncertainties.

Business Economics Vs Economics

Business Economics

It deals with the application of economic principles and theories to the problems of business firms.

Nature of managerial economics is Micro economics.

Managerial economics is micro in character but it deals with the problems of business firms only and it does not study problems of individuals.

The main focus of study in managerial economics is profit theory.

Economics

Economics deals with the body of principles and theories itself.

Nature of economics is both Micro economics and Macro economics.

Economics has a wider scope.

Under economics all the distribution theories like rent, wages and interest are studied along with the theory of profit.

Managerial Economics Vs Economics

Managerial Economics

It adopts, modifies or reformulates existing economic models to suit the specific conditions and to serve specific problems of a business firm.

Managerial economics is applied in nature.

Concepts and models developed in business economics have their practical utility in solving problems of the business firm.

Managerial economics is new subject which came in existence only after second world war.

Economics

Economic theory makes assumption and hypotheses, economic relationships and generates economic models.

Economic theory avoid complexities and makes simplified assumptions to solve complicated theoretical issues.

Theories and principles of economics are away from practical realities and are based on a number of unrealistic assumption.

Economics is much older subject.

Responsibilities of Managerial Economist

- 1) **To make reasonable profit on capital employed:** Economist's main obligation is to assist the management in earning reasonable profits on capital invested by the firm.
- 2) **Successful Forecasting:** Economist must aim at lessening if not fully eliminating the risk involved in uncertainties.
- 3) **Contact with Sources and Specialists of information** (in order to collect quickly the relevant and valuable information in the field.
- 4) **Status in the Firm**

Relationship of Managerial Economics with other Subjects

Managerial Economics and Statistics: Managerial Economics employs statistical methods for experimental testing of economic generalisation. The generalisation can be accepted in practice only when they are checked against the data from the world of reality and found valid.

Importance of Statistic in Economics

a) **Understanding of Economic Problems:**

Helps to identify causes behind the economic problems and formulate policies accordingly.

b) **Working out Cause and Effect Relationship:**

Helps to find cause and effect between different set of data.

Example: Helps to determine relationship between consumption expenditure and average income.

c) Economic theories:

Helps to formulate economic theories.

Economist assume relationship between two variables & then collect data to test it – Theory develops when assumption is valid.

d) Economic Forecasting:

Helps to predict future trends and change in one variable due to change in another variable.

e) Forecasting of Policies:

Helps in policy formulation

Expected domestic production of wheat will help to determine imports required for Wheat in 2018 based on expected demand of wheat in the country in 2018.

d) Condensing Elaborate Data:

Per Capita Income(PCI) Vs remembering income of all citizens of a country.

Important Questions

- Q1. Explain Managerial Economics. How is it related to Economics?
- Q2. Discuss the applications of Managerial Economics in Business.
- Q3. How Managerial Economics is related to other subjects?

Important Questions :

- Q1. Explain the Basics of Derivatives?
- Q2. Discuss the Derivatives Market – History & Evolution, Indian Derivatives ?
- Q3. What is Market and Market Participants?

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Thank You



Communication



Communication

It is a process of exchanging –

- Information
- Ideas
- Thoughts
- Feelings
- Emotions

Through –

- ☐ Speech
- ☐ Signals
- ☐ Writing
- ☐ Behaviour



Meaning of Communication

- ❑ The word communication has originated from a Latin word 'communis' which means 'to share'.
 - ❑ In general, communication refers to the process of sharing information, ideas and attitudes between individual.
 - ❑ It is the process of imparting or exchanging of information, ideas, facts, opinions, beliefs, feelings & attitudes through verbal or nonverbal means between two people or within a group of people, usually with the intent to motivate or influence behavior.
 - ❑ The means of transferring the information from the sender to the receiver so that it is understood in the right context.
- 



Communication - Definitions

□ According to Webster's Dictionary,

“Communication is a process by which information is exchanged between individuals through a common system of symbols & signs of behavior.”

□ According to Herbert,

“Without communication there can be no organization, for there is no possibility then of the group influencing the behavior of the individual.”

□ According to Fred Luthans,

“Communication involves more than just linear information flows; it is a dynamic, interpersonal process that involves behavioral exchanges.”

□ According to Moorhead and Griffin,

“Communication is the process in which two or more parties exchange information and share meaning.”

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Communication - Definitions

- ❑ According to Moorhead and Griffin,
“Communication is the process in which two or more parties exchange information and share meaning.”
- ❑ According to American Management Association,
“Communication is any behaviours that results in an exchange of information.”
- ❑ According to Chappel and Reid,
“Communication is any means by which thought is transferred from one person to another.”



Nature of Business Communication

1. Communication is a two-way process. Information not only has to be sent but also received and understood. Feedback is an essential part of communication.
2. Communication is an ongoing process. It is essential for human activity to exist.
3. Communication is essential in all types of organisations and at all levels of management.
4. The Basic purpose of communication is to create mutual understanding by giving/seeking information, persuading/influencing others and generation response.
5. Communication is more than words. It consists not only of facts but ideas and emotions also.



Nature of Business Communication (Cont.)

6. In organisations communication flows through numerous networks for information sharing, socialising, workflow and problem solving.
7. There should be a sender and receiver of communication. It takes two to complete communication.
8. Communication is a dynamic process. It is characterized by continuous change, activity or process. The way a message is received depends upon which of the five sensory organs (eyes, ears, nose, tongue and touch) of the receiver are the most active at that time.
9. Communication is a goal-oriented process. Both the sender and receiver should be aware of the goal of their communication.

[NOTE: The opposite of dynamic is static. Dynamic means continuous and flowing.]



Nature of Business Communication (Cont.)

10. Communication is an inter-disciplinary science. Knowledge obtained from several sciences is utilized while communicating.

11. Communication is contextual. It differs according to the circumstances in which it occurs.

[Note: Contextual - Con-tex-tu-al means pertaining to or depending on a context.]



Need for Business Communication

- **For success in Business effective communication has always been essential.**

In modern times communication has become really essential due to the following reasons:

- 1. Increase in size of organisations:** Business firms nowadays are employing thousands of employees. They have operations in different parts of the world. An effective communication is needed to manage the offices in different parts of the world.
- 2. Growing Specialisation:** The division of work has resulted in different activities being handled by different departments. Sound communication is essential for ensuring mutual co-operation and understanding between the various departments.



Need for Business Communication (Cont.)

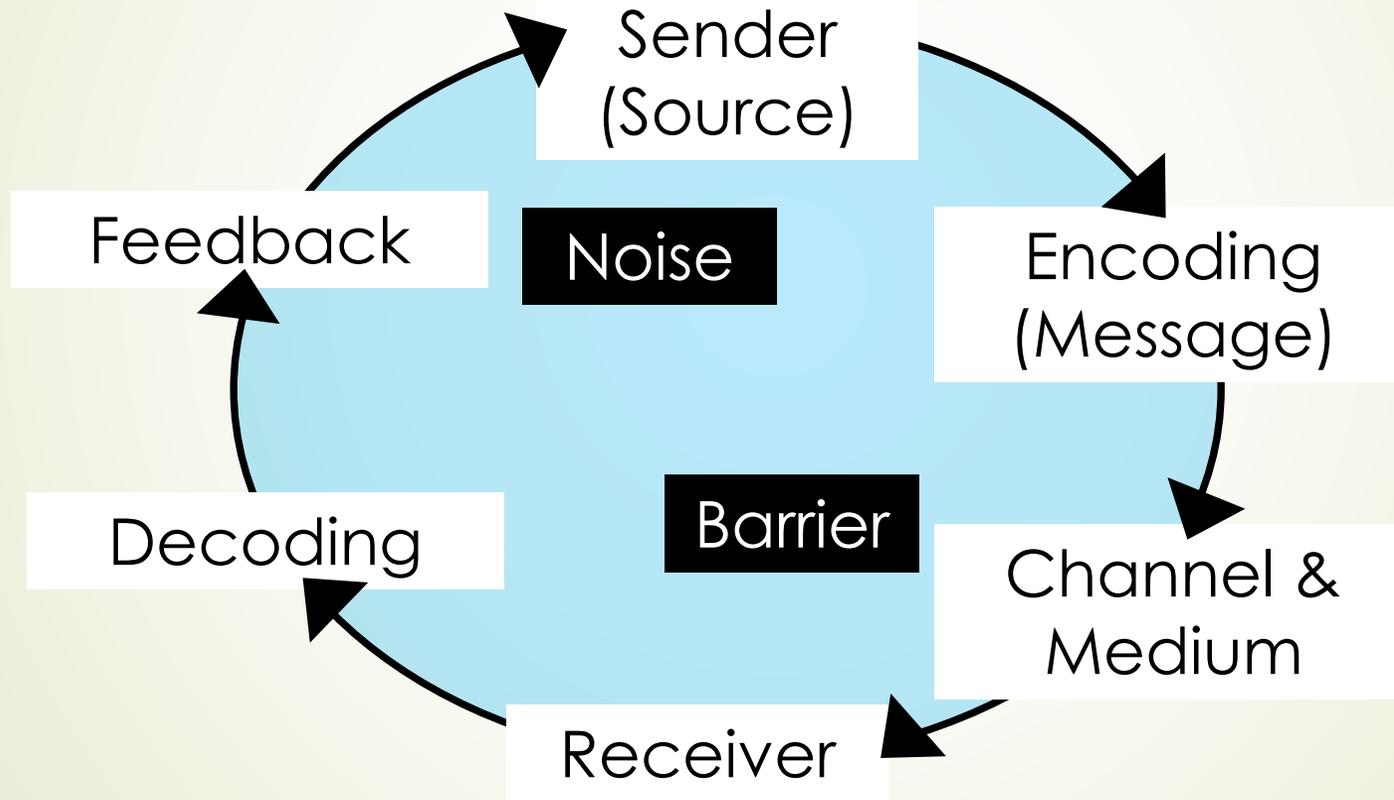
- 3. Technological Advancements:** Due to old technology becoming obsolete due to rapid technological growth the employees need to be upgraded to modern technology and processes. Therefore regular training of staff becomes essential to update their knowledge and skills.
- 4. Cut-throat Competition:** Globalisation has led to severe competition between organisations in the public sector, private sector and foreign sector. Persuasive communication in the form of advertisements and publicity have become necessary to survive in the competitive environment.
- 5. Trade Union Movement:** Employee unions are very strong and powerful nowadays. To maintain healthy relations a regular exchange of ideas and information among the employees and management is essential.



Need for Business Communication (Cont.)

- 6. Human Relations:** To develop a sense of belonging and loyalty among the employees effective communication between management and employees is necessary. Participation of employees in decision making process helps develop mutual trust and understanding.
- 7. Public Relations:** Public relations help business firms to improve their image in society. Large organisations require professional experts to keep governments, distributors, suppliers, investors and other sections of society aware about their contributions to society in order to build their social image.
- 8. Personal Asset:** Communication skill is a personal asset as it is essential for success in any job. Effective oral and written skills are needed to rise up in the corporate ladder.

The Communication Process





The Communication Process

- ❑ **Sender:** **Sender** is the source of communication. The process of communication begins when the sender feels the need for it. The sender conveys the message to the receiver. The receiver can be an individual, group or organization.
- ❑ **Message:** **Message** is what is to be communicated, an idea, a purpose, expressed, as a message to be conveyed, must exist. It passes between a source (the sender) and a receiver. Message is the heart of communication.
- ❑ **Encoding:** The message which is being converted to symbolic form is called **Encoding**. The symbols can be words, sounds, numbers, pictures, gestures etc. It also involves the choice of appropriate media for transmission of the message.



The Communication Process

- ❑ **Message Channel and Medium:** It is the medium of message transmission from the sender to receiver. It connects the sender with the receiver. A medium is different from a channel. **Channels** are audio-visual, print media, mechanical, face to face contact etc. A letter or speech is a **medium**. In written communication there is a time gap between sending and receiving the message.



The Communication Process

- ❑ **Receiver:** The **Receiver** is the target point or location of communication. It is the object to whom the message is directed. He may be a listener, a reader or a viewer.
- ❑ **Decoding:** The receiver translates the sender's message. When the message is received, the symbols in it must be translated into a form so that the message can be understood by the receiver. The message is translated into ideas etc. to interpret its meaning. This step is known as **decoding** of the message. Decoding is opposite of encoding.
- ❑ **Noise:** Any disturbances that interfere with and disturb the message flow and lead to distortion come from external factors and are known as **Noise**. Noise reduces the effectiveness of communication.



The Communication Process

- ❑ **Feedback: Feedback** is the check on how successful we have been in transferring the message as originally intended. It determines whether understanding has been achieved. After deriving the meaning of the message the receiver reacts or responds to the message. He sends back his response to the sender. This return flow of information is called **Feedback**.
- ❑ The process of communication is incomplete until the sender receives the feedback.
- ❑ Communication is said to be effective if the feedback is in tune with the message.
- ❑ Feedback is the key element in communication as it is the only way of judging the effectiveness of the message.

**The Seven C's
of
Effective
Communication**

1. Completeness

A. Provide All Necessary Information

B. Answer All Questions Asked

**C. Give Something Extra,
When Desirable**

2. Conciseness

A. Eliminate Wordy Expressions

B. Include Only Relevant Material

C. Avoid Unnecessary Repetition

Wordy

Due to the fact that

In due course

At this time

Few in number

On a weekly basis

Inspite of the fact that

Until such time as

Meet together

Concise

Because

Soon

Now

Few

Weekly

Although

Until

Meet

3. Consideration

A. Focus on 'You' Instead of 'I' or 'We'

B. Show Audience Benefit or Interest in the Receiver

C. Emphasize Positive, Pleasant Facts



**Negative Emotion /
Expression**

Anxious

Confused

Destroyed

Disgusted

Failure

Transforms Into

**A Little Concerned,
expectant**

Curious

Set back

Surprised

Learning



Negative Emotion /
Expression

I hate

Insulted

Lost

Painful

Stressed

Transforms Into

I prefer

Misunderstood

Searching

Uncomfortable

Busy

GOOD WORD

Attractive

Confident

Curious

Fast

Fortunate

GREAT WORD

Gorgeous

Unstoppable

Fascinated

Ballistic

Blessed



GOOD WORD

Interesting

Like

Nice

Quick

Smart

GREAT WORD

Captivating

Relish

Fantastic

Explosive

Gifted

4. Concreteness

A. Use Specific Facts and Figures

B. Put Action in Your Verbs

**C. Choose Vivid,
Image-Building Words**

5. Clarity

**A. Choose Precise, Concrete,
and Familiar Words**

**B. Construct Effective
Sentences and Paragraphs**

6. Courtesy

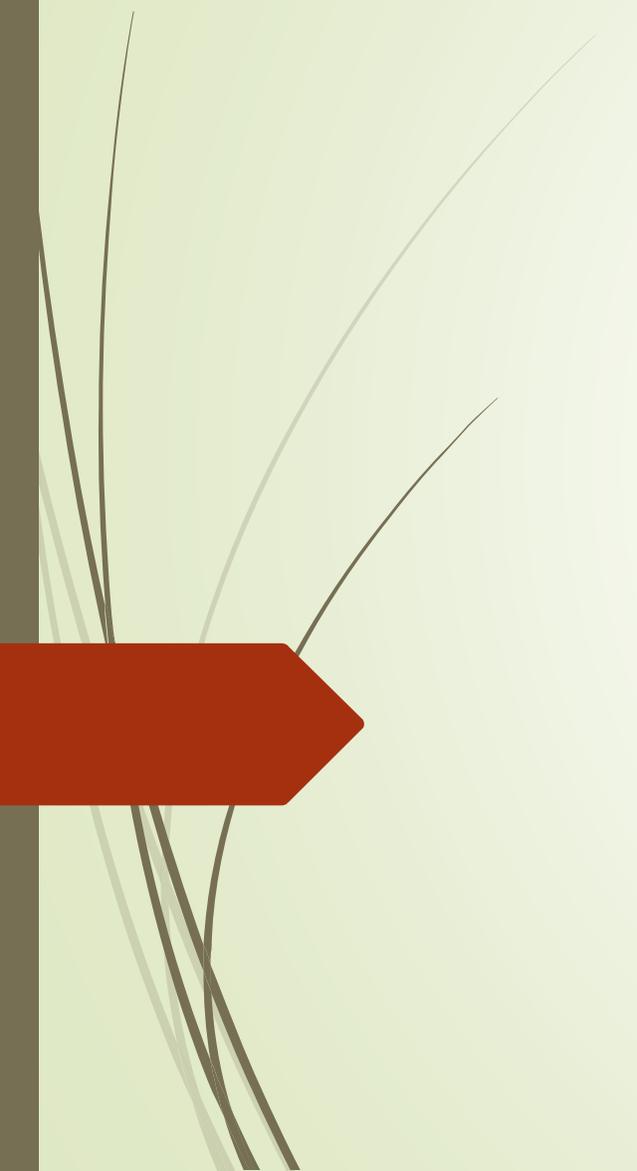
- A. Be Sincerely Tactful,
Thoughtful, and Appreciative**
- B. Use Expressions That
Show Respect**
- C. Choose Nondiscriminatory
Expressions**

7. Correctness

A. Use the Right Level of Language

B. Check Accuracy of Figures, Facts and Words

C. Maintain Acceptable Writing Mechanics



Verbal
and
Non-Verbal
Communication

VERBAL COMMUNICATION

It means communicating with words, written or spoken. Verbal communication consists of speaking, listening, writing and reading.

CHARACTERISTICS OF EFFECTIVE VERBAL COMMUNICATION

- ❑ Consider the objective
- ❑ Be sincere
- ❑ Use simple language, familiar words
- ❑ Be brief and precise
- ❑ Assume nothing
- ❑ Use polite words and tone
- ❑ Say something interesting and pleasing

MERITS

- **More personal and informal**
- **Makes immediate impact**
- **Provides opportunity for interaction and feedback**
- **Help us correct ourselves (our messages according to the feedback and non-verbal cues from the listener)**
- **It is fastest and less expensive**

DEMERITS

- **It can be quickly forgotten.**
- **A word once uttered cannot be taken back**
- **There is no legal evidence of oral communication**
- **Impact may be short lived**
- **Very difficult to be conscious of our body language**

BARRIERS TO EFFECTIVE VERBAL COMMUNICATION

- **STATUS-** formal and informal status levels affects effectiveness of face to face communication
- **COMPLEXES-** lack of confidence or sense of superiority.
- **ABSTRACTING-** it is partial and selective listening, leading to loss of information
- **LANGUAGE BARRIER-** listener should be familiar with the language used by the speaker.

NON-VERBAL COMMUNICATION

Non-verbal communication includes all unwritten and unspoken messages, both intentional and unintentional.



TYPES OF NON-VERBAL COMMUNICATION

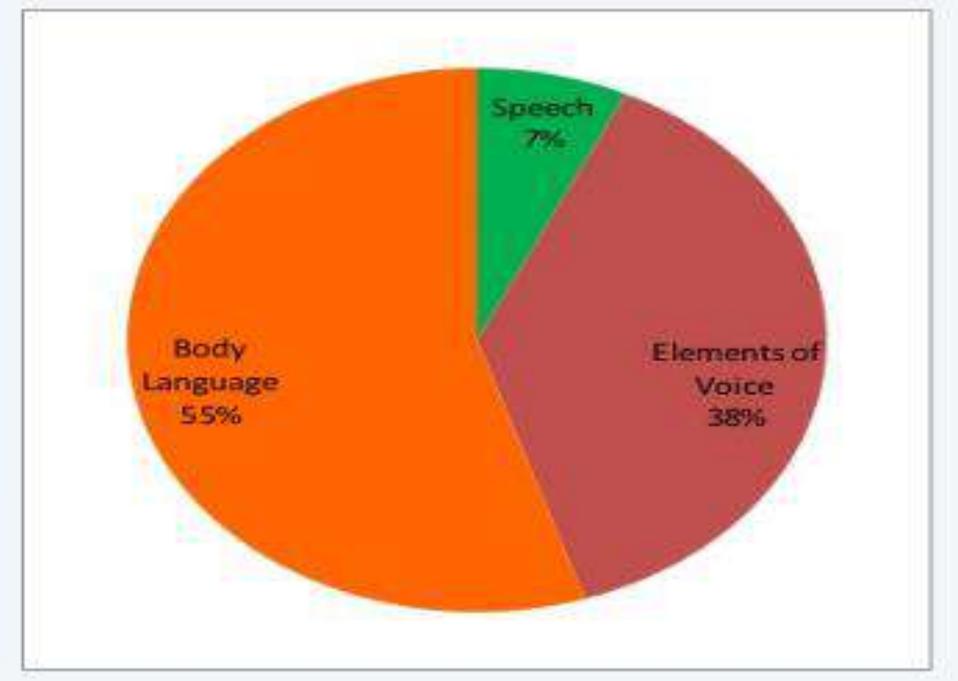
Kinesics Communication

- **Body Language**
- **Kinesics is the interpretation of body motion communication such as facial expressions and gestures, nonverbal behavior related to movement of any part of the body or the body as a whole.**

Meta Communication

- **It is all the non-verbal cues (tone of voice, body language, gestures, facial expression, etc.) that carry meaning that either enhance or disallow what we say in words.**
- **There's a whole conversation going on beneath the surface.**

NON-VERBAL COMMUNICATION



Forms of Non-Verbal Communication

```
graph TD; A[Forms of Non-Verbal Communication] --> B[Facial Expression]; A --> C[Body Movement]; A --> D[Gestures]; A --> E[Eye Contact]; A --> F[Voice]; A --> G[Touch];
```

**Facial
Expression**

**Body
Movement**

Gestures

**Eye
Contact**

Voice

Touch

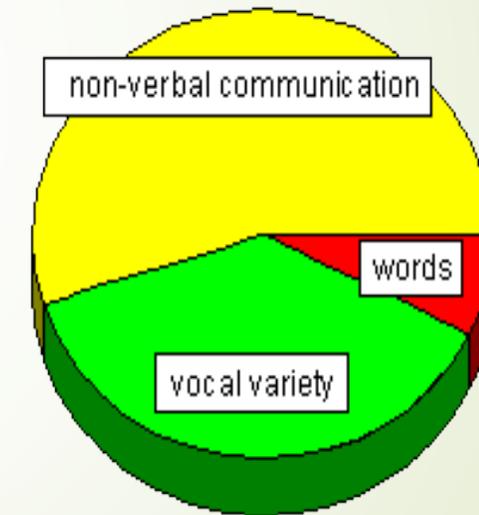
FEATURES :

- ❑ **Non-verbal communication flows through all acts of speaking or writing.**
- ❑ **Non-verbal communication are the wordless messages.**
- ❑ **It is a creative activity , which comes through stimuli produced by the mind.**

Importance of Non- Verbal Communication

A person to have quality communication skills must possess the knowledge of non-verbal communication. As compared to words and vocal variety non-verbal communication matters a lot.

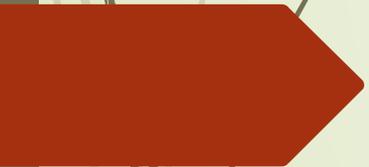
Communication Skills



55% 38% 7%



Inter-Personal Communication



Inter-personal communication

- **Inter-personal communication** is the process by which people exchange information through **verbal** and **non-verbal** messages.
- Inter-personal skills also includes :
 - ability to listen and understand
 - problem solving
 - decision making
 - personal stress management



Importance of Inter-personal Communication

- Effective communication is very helpful in work place where we need to interact with different types of people.
- It is important in maintaining good relationship within family and with friends.
- Inter-personal communication skills are also known as **life skills**.



Principles of Inter-personal Communication

- ➔ Inter-personal communication is **inescapable**.
- ➔ Inter-personal communication is **irreversible**.
- ➔ Inter-personal communication is **complicated**.
- ➔ Inter-personal communication is **contextual**.

Elements of Inter-personal Communication

- ➔ The Communicators - Sender and Receiver
- ➔ The Message
- ➔ Feedback
- ➔ Channel
- ➔ Context
- ➔ Noise

Inter-personal Communication skills

- 1. Listening Skills**
- 2. Communication Skills**
- 3. Verbal Communication or Speaking Skills**
- 4. Persuasive Skills**
- 5. Non-Verbal Communication**
- 6. Conflict Handling Skills**
- 7. Assertiveness**

Listening Skills

- **Listening is more important than just verbal communication.**
- **Listening is not the same as hearing.**
- **Listening means paying attention not only to the story, but how it is told, the use of language and voice, and how the other person uses his or her body to communicate.**
- **Listening requires you to concentrate and use your other senses in addition to simply hearing the words spoken.**

Communication Skills

- **Communication is not just about what is actually said and the language used but how it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language.**
- **Interpersonal communication is face to face.**
- **People receive a message even when communication is not taking place. This is called non-verbal behaviour.**

Verbal Communication or Speaking Skills

Opening Communication

- **The first few minutes are extremely important as first impressions have a significant impact on the success of further communication.**
- **Everyone has some expectation how things should take place.**
- **If inter-personal expectation is mismatched, communication will not be effective nor run smooth.**

Verbal Communication or Speaking Skills (Cont.)

- We need good speaking ability to express our ideas and opinions effectively to others.
- A pleasant voice, good tone, appropriate speed make speaking effective.
- To speak effectively you must be fully clear about what you want to say.
- What you say must be clear, audible and easy to understand.
- In face-to-face communication you can reinforce what you say by your body language.



Persuasive Skills

- As a speaker you need to convince the listener about what message, ideas or opinions you want to convey.
- Tact, patience and courtesy are required to persuade people.
- A manager has to persuade employees to do the job well, a salesman has to convince the customers, a politician the voters, a company owner has to convince the investors to invest in his company and so on.

Conflict Handling Skills

A conflict arises due to misunderstanding and lack of mutual trust.

- Differences in goals, interests, perceptions etc. create conflicts in inter-personal relations.
- In order to develop mutual trust, understanding and cooperation, one must know how to handle conflicts.
- Respect for others, careful listening, looking at things from others' perspective, give and take, continuous dialogue, giving and receiving feedback etc. are effective for managing conflicts.

Non-Verbal Communication

- Inter-personal communication not only involves the explicit meaning of words, but also refers to implicit messages, which may be expressed through non-verbal behaviour.
- Non-verbal communication includes:
 - facial expressions
 - tone and pitch of the voice
 - gestures displayed through body language
 - physical distance between communicators

Non-verbal messages allow individuals to:

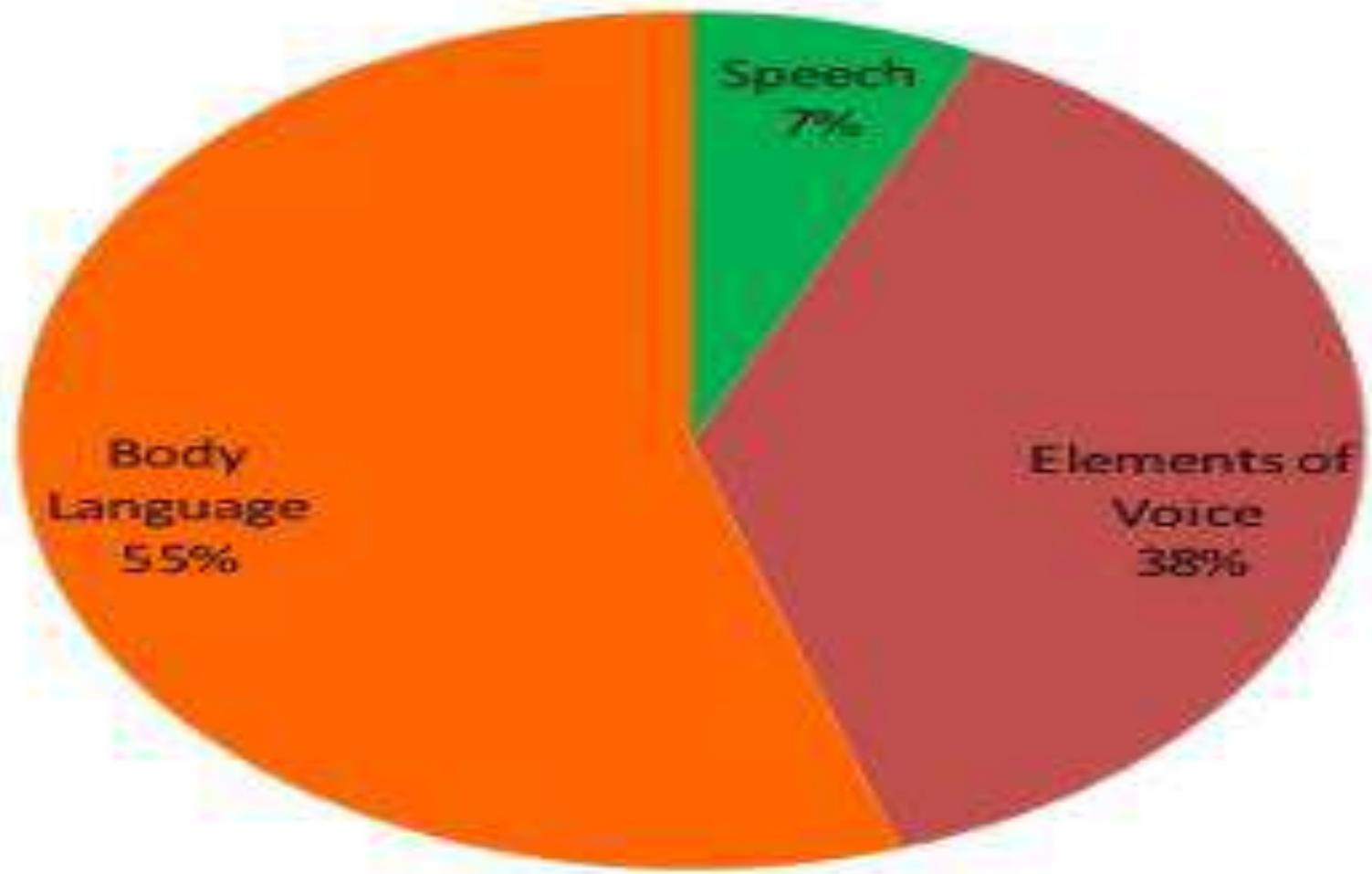
- **Reinforce or modify what is said in words.**
- **Convey information about their emotional state.**
- **Define or reinforce the relationship between people.**
- **Provide feedback to the other person.**
- **Regulate the flow of communication.**

Communication is more than just verbal...

➤ Non-Verbal Communication:

Emotional impact of a message:

- Words account for - only 7%
- Voice tones - 38%
- Facial Expressions - 55%



Categories of Non-Verbal Messages

- 1. Environment**
- 2. Interpersonal Distance**
- 3. Posture**
- 4. Gestures**
- 5. Facial Expressions**
- 6. Voice Quality**
- 7. Personal Appearance**

Skills and Best Practices: Advice to Improve Non-verbal Communication Skills

Positive Non-verbal Actions Include:

- **Maintain eye contact.**
- **Nod your head to convey that you are listening or that you agree.**
- **Smile and show interest.**
- **Lean forward to show the speaker you are interested.**
- **Use a tone of voice that matches your message.**

Advice to Improve Non-verbal Communication Skills (cont.)

Negative Non-verbal Actions Include:

- **Avoiding eye contact and looking away from the speaker.**
- **Closing your eyes or tensing your facial muscles.**
- **Excessive yawning.**
- **Using body language that conveys indecisiveness or lack of confidence (e.g. slumped shoulders, head down, flat tones and inaudible voice).**
- **Speaking too fast or too slow.**

Assertiveness

- ▶ Assertiveness means standing up for your personal rights in expressing thoughts, feelings and beliefs in direct, honest and appropriate ways.
- ▶ Assertiveness is misunderstood as aggressiveness.
- ▶ Being assertive means we should also respect the thoughts, feelings and beliefs of other people.
- ▶ Assertiveness aims to be neither passive nor aggressive.

Being Passive

- **Many people adopt a passive response because they have a strong need to be liked by others.**
- **Being passive results in failure of communication.**
- **Being passive allow others to take responsibility, to lead and make decisions for them.**
- **It bring inferior feeling.**

Being Aggressive

- ▶ By responding in an aggressive way, the rights and self-esteem of the other person are undermined.
- ▶ Aggressive responses can includes behaviours like imposing yourself on someone unnecessarily, telling or ordering rather than asking, or not considering another's feelings.
- ▶ Aggressive responses result in the other person responding either aggressively or passively or ignoring the order or command.



Gender Differences

➤ Women

- Prefer conversation for rapport building
- Want empathy, not solutions
- Are more likely to compliment
- Emphasize politeness
- More conciliatory



Gender Differences

➤ **Men**

- Talk as a means to preserve independence and status by displaying knowledge and skill
- Work out problems on an individualized basis
- Are more directive in conversation
- Are more intimidating
- Call attention to their accomplishments
- Tend to dominate discussions during meetings

Listening

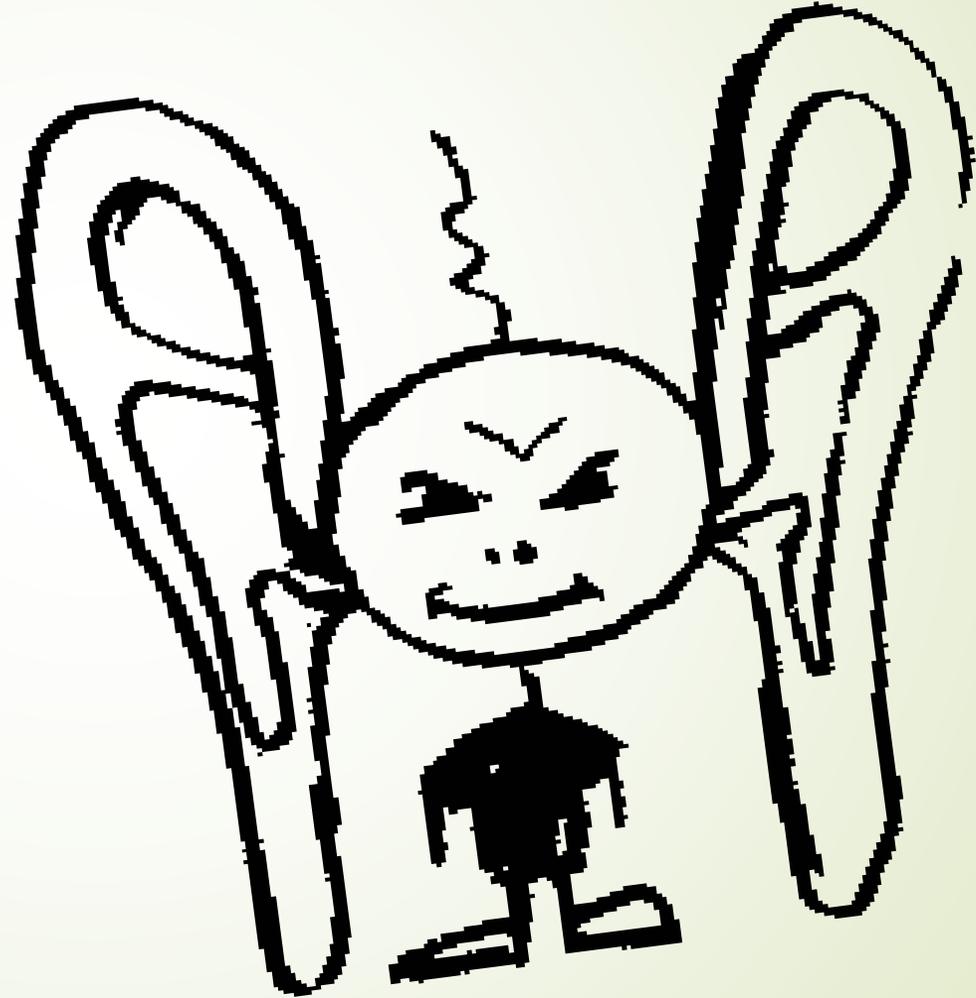


Objectives

- **Study about listening**
- **Types of listening**
- **Process involved in listening**
- **Deterrents to listening process**
- **Benefits of listening process**
- **Essentials of good listening**

What is listening?

- **Look**
- **Identify**
- **Set-Up**
- **Tune in**
- **Examine**
- **Note**



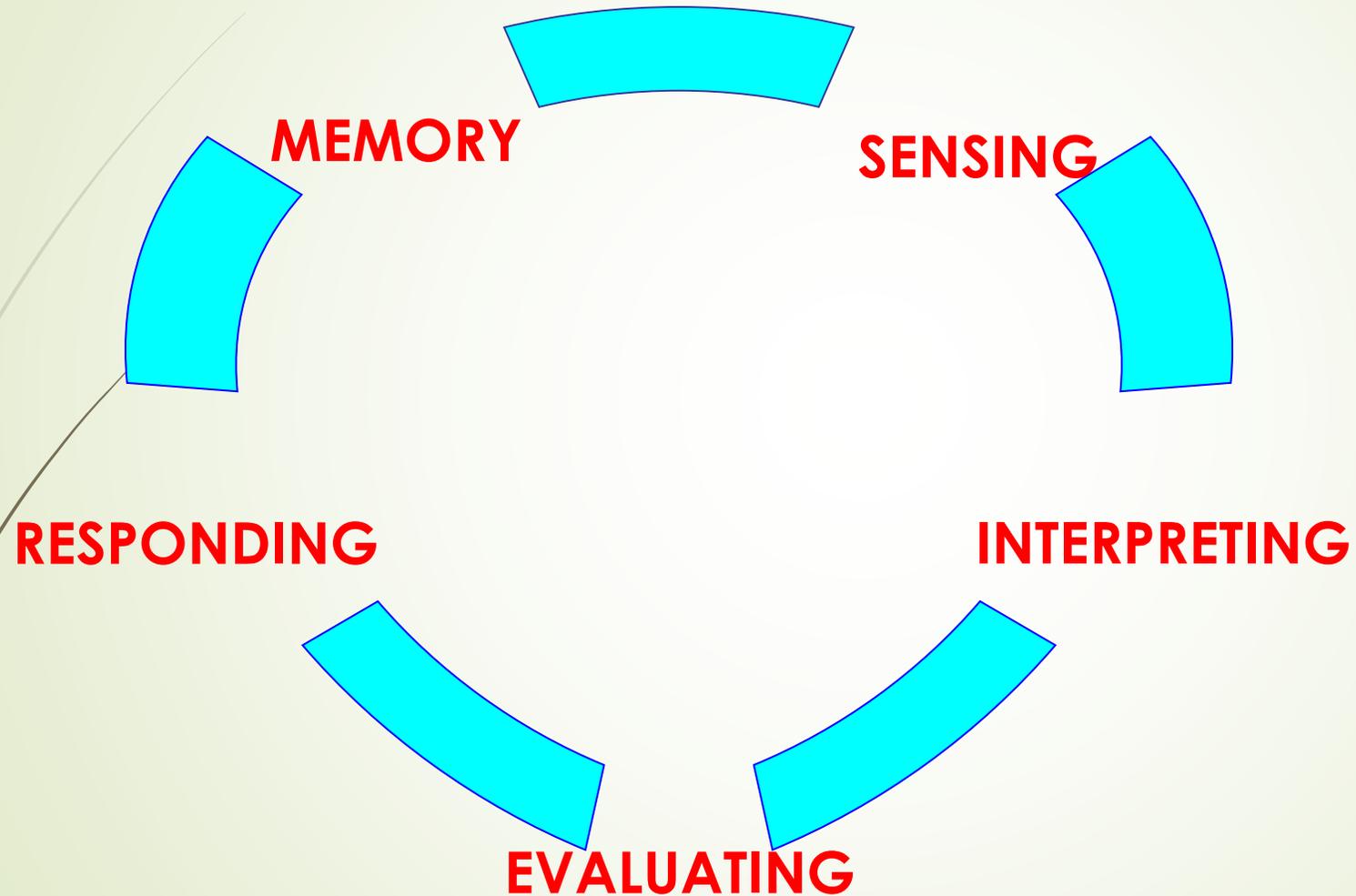
Facts About Listening

- **10% WORDS**
- **55% BODY LANGUAGE**
- **35% TONE OF VOICE**
- **10 % IS CONTENT ; 90% IS INTENT**

Importance of effective listening

- Better work environment
- Effective problem solving
- Time saving
- Reduction in Hostilities
- Industrial harmony
- Higher earnings
- Customer satisfaction
- Employees training
- Public Relations

Listening Process



The Sensing Stage

- **The listener selects from multiple stimuli, the one that seems important.**
- **Converts that stimuli into a message.**

The Interpreting Stage

- **The listener decodes the message.**
- **The listener also faces multiple barriers that could be semantic, linguistic, emotional or environmental.**

The Evaluating Stage

- **The listener assigns a meaning to the message, draws inferences, takes an overview of the message and seeks accuracy of information.**
- **The listener is often disturbed by prior experiences, beliefs and emotions.**

The Responding Stage

- ➔ **The listener is ready to respond.**
- ➔ **This stage is important for speaker because the listener's response tells the speaker whether he/she has been understood or not.**

The Memory Stage

- **The listener retains the chunks of what they have heard.**
- **Unfortunately, no matter how brilliant a speaker is, most listeners can retain only 10 - 25% of a talk or presentation the day after.**

Types of Listening

- **Passive Listening**
- **Marginal Listening**
- **Projective Listening**
- **Sensitive Listening**
- **Active Listening**

Types of Listening

S. NO.	TYPES	MANNER
1.	Passive	Hearing but not listening
2.	Marginal	Superficial Listening
3.	Projective	Listening within the listener's own frame of reference
4.	Sensitive	Attempt made to match the receiver's perception
5.	Active	The message is assimilated through the listener's participation

Deterrents to Listening Process

- **Lack of interest**
- **Closed mind**
- **Ego**
- **Fear**
- **Stress**
- **Noise**
- **Hasty Judgment**
- **Content**
- **Speaker**
- **Medium**
- **Distractions**
- **Mindset**
- **Language**
- **Listening Speed**

Essentials of Good Listening

- **Positive Attitude**
- **Concentration**
- **Interaction**
- **Right Body language**
- **Stop Talking**
- **Put the speaker at ease**
- **Be patient**
- **Show desire to listen**
- **Ask questions**

Benefits of Listening

- **Gaining knowledge**
- **Receiving better work and cooperation from others**
- **Wining friends**
- **Solving problems**
- **Reducing tension**
- **Preventing trouble**

Conclusion

Good listening skills are a prerequisite for success in ones professional and personal life. It is a critical area of effective communication skills, and when we listen carefully, we succeed in developing a rapport with people.

However, this is not an easy task and like any tough skill, requires lot of hard work and dedication.



BUSINESS LAWS

BBA-201

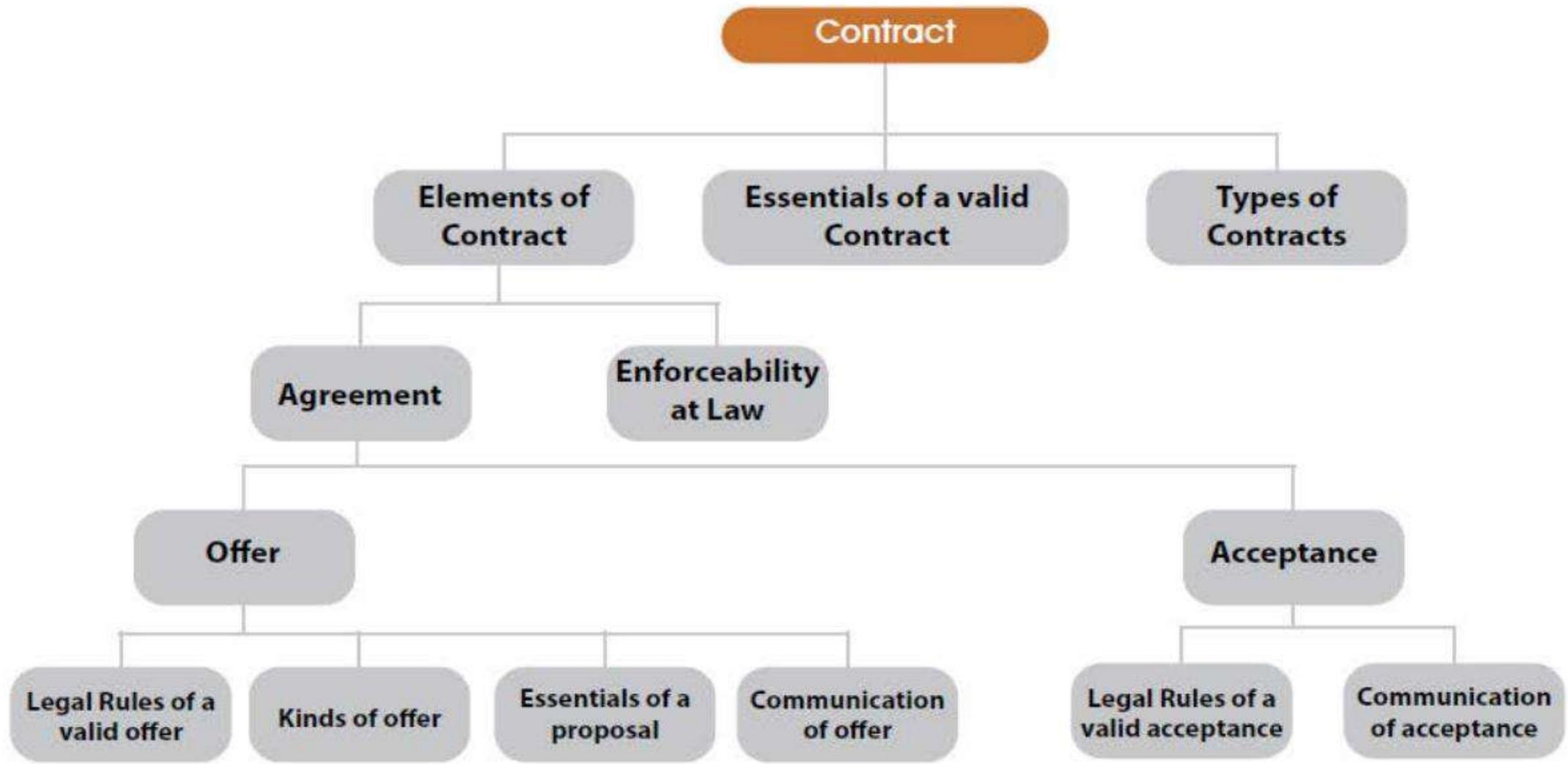
UNIT I



Learning Outcomes

After studying this unit, you would be able to understand-

- ◆ Understand the meaning of the terms 'agreement' and 'contract' and note the distinction between the two.
- ◆ Note the essential elements of a contract.
- ◆ Be clear about various types of contract.
- ◆ Understand the concept of offer and acceptance and rules of communication and revocation thereof



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The Law of contract: Introduction

- ▶ The Law of Contract constitutes the most important branch of mercantile or commercial law. It affects everybody, more so, trade, commerce and industry. It may be said that the contract is the foundation of the civilized world. The law relating to contract is governed by the Indian Contract Act, 1872. It came into force on September 01, 1872. The preamble to the Act says that it is an Act "to define and amend certain parts of the law relating to contract". It extends to the whole of India.

- 
- ▶ The Act mostly deals with the general principles and rules governing contracts. The Act is divisible into two parts. The first part (Section 1-75) deals with the general principles of the law of contract, and therefore applies to all contracts irrespective of their nature. The second part (Sections 124-238) deals with certain special kinds of contracts, e.g., Indemnity and guarantee, bailment, pledge, and agency.
 - ▶ The Indian Contract Act, 1872 codifies the legal principles that govern 'contracts'. The Act basically identifies the ingredients of a legally enforceable valid contract in addition to dealing with certain special type of contractual relationships like indemnity, guarantee, bailment, pledge, quasi contracts, contingent contracts etc. It basically defines the circumstances in which promises made by the parties to a contract shall be legally binding on them.



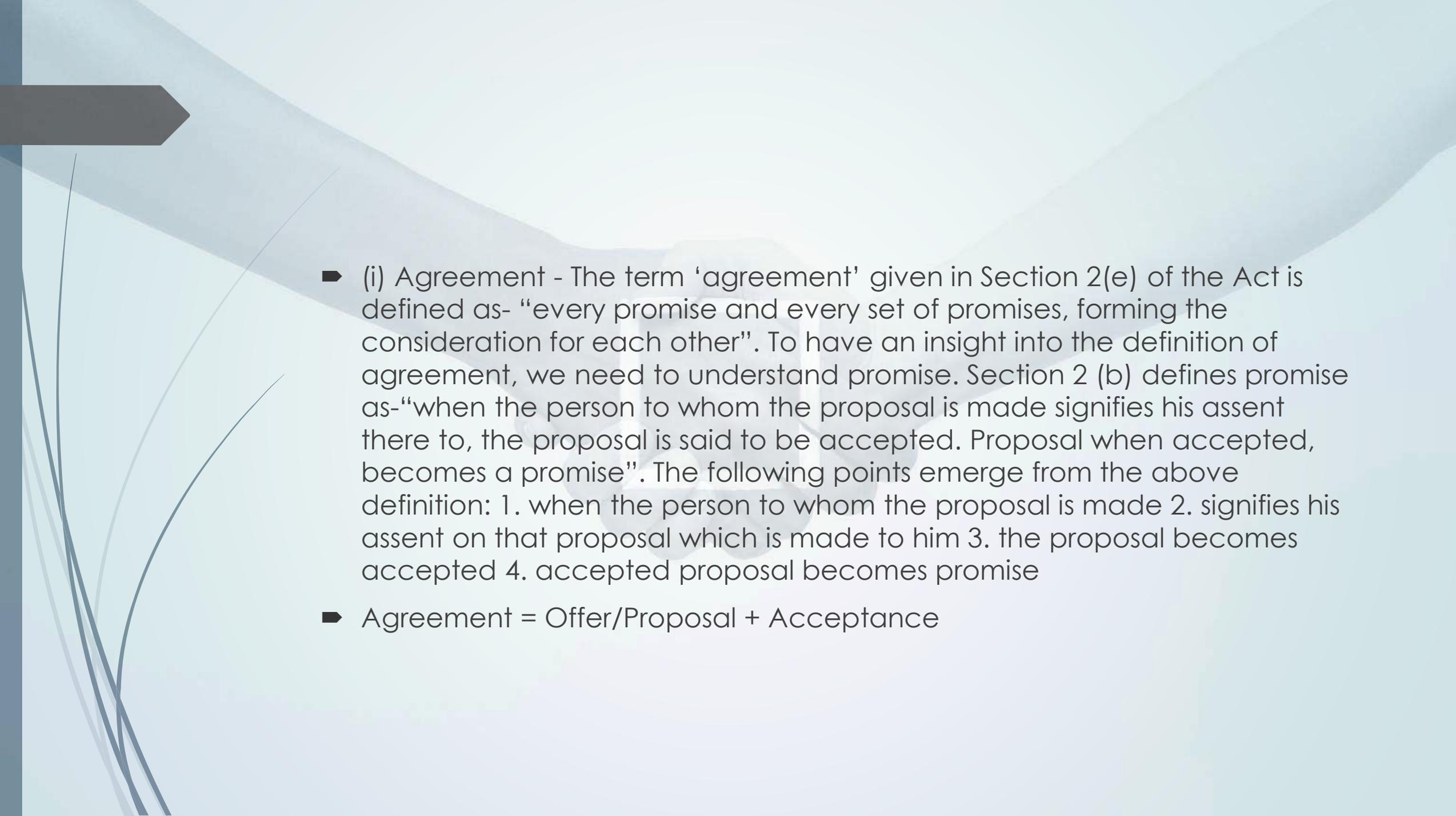
WHAT IS A CONTRACT?

- ▶ The term contract is defined under section 2(h) of the Indian Contract Act, 1872 as-

“an agreement enforceable by law”.

The contract consists of two essential elements:

- (i) an agreement, and
- (ii) its enforceability by law.

- 
- (i) Agreement - The term 'agreement' given in Section 2(e) of the Act is defined as- "every promise and every set of promises, forming the consideration for each other". To have an insight into the definition of agreement, we need to understand promise. Section 2 (b) defines promise as-"when the person to whom the proposal is made signifies his assent there to, the proposal is said to be accepted. Proposal when accepted, becomes a promise". The following points emerge from the above definition: 1. when the person to whom the proposal is made 2. signifies his assent on that proposal which is made to him 3. the proposal becomes accepted 4. accepted proposal becomes promise
 - Agreement = Offer/Proposal + Acceptance

- 
- ▶ (ii) Enforceability by law – An agreement to become a contract must give rise to a legal obligation which means a duty enforceable by law.
 - ▶ Thus, from above definitions it can be concluded that –
 - ▶ Contract = Accepted proposal/Agreement + Enforceability by law
 - ▶ Section 2(h) requires an agreement capable of being enforceable by law before it is called 'contract'. Where parties have made a binding contract, they created rights and obligations between themselves.

- 
- ▶ Example 1: A agrees with B to sell car for ` 2 lacs to B. Here A is under an obligation to give car to B and B has the right to receive the car on payment of ` 2 lacs and also B is under an obligation to pay ` 2 lacs to A and A has a right to receive ` 2 lacs.
 - ▶ Example 2: Father promises his son to pay him pocket allowance of Rs. 500 every month. But he refuses to pay later. The son cannot recover the same in court of law as this is a social agreement. This is not created with an intention to create legal relationship and hence it is not a contract.

Difference between Agreement and Contract

Basis of differences	Agreement	Contract
Meaning	Every promise and every set of promises, forming the consideration for each other. (Offer + Acceptance)	Agreement enforceable by law. (Agreement + Legal enforceability)
Scope	It's a wider term including both legal and social agreement.	It is used in a narrow sense with the specification that contract is only legally enforceable agreement.
Legal obligation	It may not create legal obligation. An agreement does not always grant rights to the parties	Necessarily creates a legal obligation. A contract always grants certain rights to every party.
Nature	All agreement are not contracts.	All contracts are agreements.

Essentials of a valid contract

	As given by Section 10 of Indian Contract Act, 1872		Not given by Section 10 but are also considered essential
1	Agreement	1	Two parties
2	Free consent	2	Intention to create legal relationship
3	Competency of the parties	3	Fulfilments of legal formalities
4	Lawful consideration	4	Certainty of meaning
5	Legal object	5	Possibility of performance
6	Not expressly declared to be void [as per Section 24 to 30 and 56]	6	-

- 
- In terms of Section 10 of the Act, “all agreements are contracts if they are made by the free consent of the parties competent to contract, for a lawful consideration and with a lawful object and are not expressly declared to be void”.
 - Since section 10 is not complete and exhaustive, so there are certain others sections which also contains requirements for an agreement to be enforceable. Thus, in order to create a valid contract, the following elements should be present:

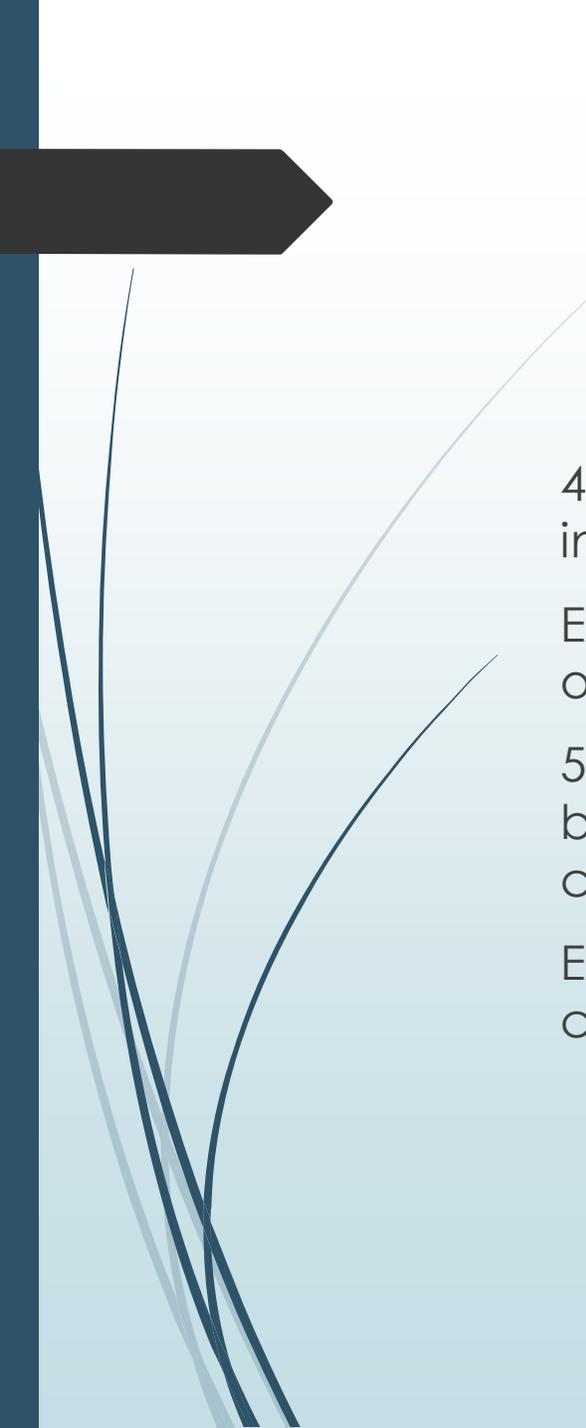
- ▶ 1. Two Parties: One cannot contract with himself. A contract involves at least two parties- one party making the offer and the other party accepting it. A contract may be made by natural persons and by other persons having legal existence e.g. companies, universities etc. It is necessary to remember that identity of the parties be ascertainable.
- ▶ Example: To constitute a contract of sale, there must be two parties- seller and buyer. The seller and buyer must be two different persons, because a person cannot buy his own goods.
- ▶ In State of Gujarat vs. Ramanlal S & Co. when on dissolution of a partnership, the assets of the firm were divided among the partners, the sales tax officer wanted to tax this transaction. It was held that it was not a sale. The partners being joint owner of those assets cannot be both buyer and seller.

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Parties must intend to create legal obligations: There must be an intention on the part of the parties to create legal relationship between them. Social or domestic type of agreements are not enforceable in court of law and hence they do not result into contracts. Example: A husband agreed to pay to his wife certain amount as maintenance every month while he was abroad. Husband failed to pay the promised amount. Wife sued him for the recovery of the amount. Here, in this case, wife could not recover as it was a social agreement and the parties did not intend to create any legal relations.
(Balfour v. Balfour)



3. Other Formalities to be complied with in certain cases: A contract may be written or spoken. As to legal effects, there is no difference between a written contract and contract made by word of mouth. But in the interest of the parties the contract must be written. In case of certain contracts some other formalities have to be complied with to make an agreement legally enforceable. For e.g. Contract of Insurance is not valid except as a written contract. Further, in case of certain contracts, registration of contract under the laws which is in force at the time, is essential for it to be valid, e.g. in the case of immovable property



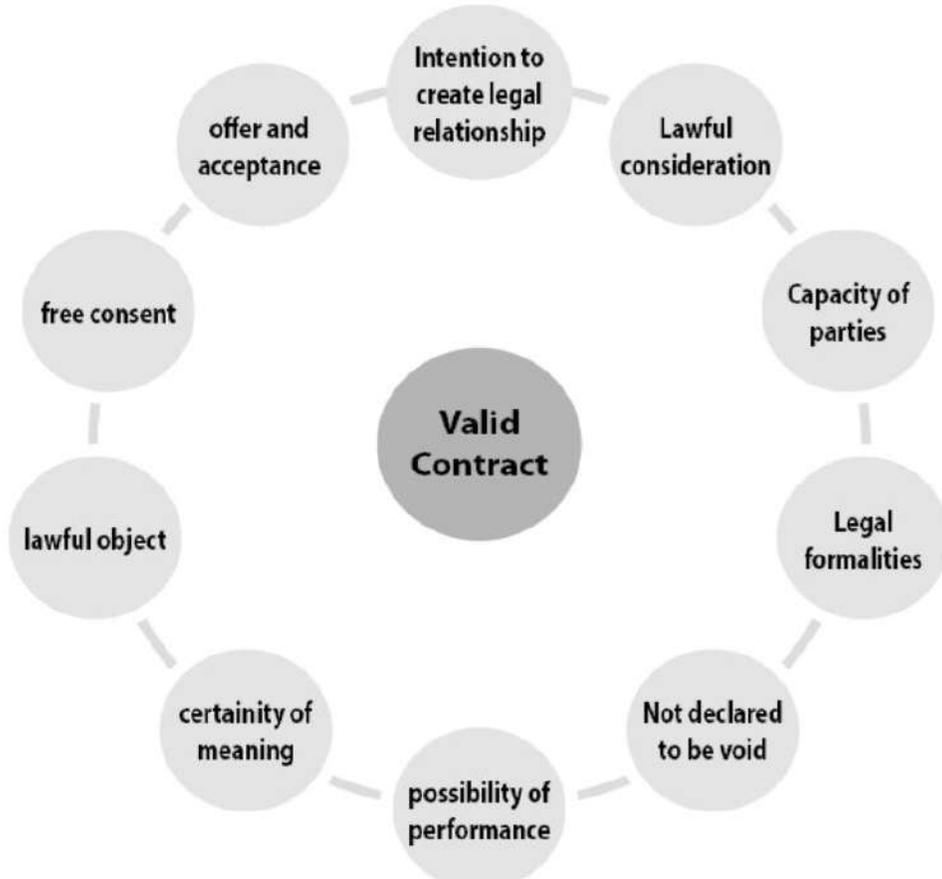
4. Certainty of meaning: The agreement must be certain and not vague or indefinite.

Example: A agrees to sell to B a hundred tons of oil. There is nothing certain in order to show what kind of oil was intended for

5. Possibility of performance of an agreement: The terms of agreement should be capable of performance. An agreement to do an act impossible in itself cannot be enforced.

Example: A agrees with B to discover treasure by magic. The agreement cannot be enforced as it is not possible to be performed.

Essential elements of a valid contract



According to Section 10 of the Indian Contract Act, 1872, the following are the essential elements of a Valid Contract:

I. Offer and Acceptance or an agreement:

An agreement is the first essential element of a valid contract. According to Section 2(e) of the Indian Contract Act, 1872, “Every promise and every set of promises, forming consideration for each other, is an agreement” and according to Section 2(b) “A proposal when accepted, becomes a promise”. An agreement is an outcome of offer and acceptance.



II. Free Consent: Two or more persons are said to consent when they agree upon the same thing in the same sense. This can also be understood as identity of minds in understanding the terms viz consensus ad idem. Further such a consent must be free. Consent would be considered as free consent if it is not caused by coercion, undue influence, fraud, misrepresentation or mistake. Example: A, who owns two cars is selling red car to B. B thinks he is purchasing the black car. There is no consensus ad idem and hence no contract.

III. Capacity of the parties: Capacity to contract means the legal ability of a person to enter into a valid contract. Section 11 of the Indian Contract Act specifies that every person is competent to contract who (a) is of the age of majority according to the law to which he is subject and (b) is of sound mind and (c) is not otherwise disqualified from contracting by any law to which he is subject. A person competent to contract must fulfil all the above three qualifications.



Qualification (a) refers to the age of the contracting person i.e. the person entering into contract must be of 18 years of age. Persons below 18 years of age are considered minor, therefore, incompetent to contract.

Qualification (b) requires a person to be of sound mind i.e. he should be in his senses so that he understands the implications of the contract at the time of entering into a contract. A lunatic, an idiot, a drunken person or under the influence of some intoxicant is not supposed to be a person of sound mind.

Qualification (c) requires that a person entering into a contract should not be disqualified by his status, in entering into such contracts. Such persons are an alien enemy, foreign sovereigns, convicts etc. They are disqualified unless they fulfil certain formalities required by law.

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IV. Consideration: It is referred to as 'quid pro quo' i.e. 'something in return'. A valuable consideration in the sense of law may consist either in some right, interest, profit or benefit accruing to one party, or some forbearance, detriment, loss or responsibility given, suffered or undertaken by the other.

Example:- A agrees to sell his books to B for ` 100. B's promise to pay ` 100 is the consideration for A's promise to sell his books. A's promise to sell the books is the consideration for B's promise to pay ` 100.

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V. Lawful Consideration and Object: The consideration and object of the agreement must be lawful. Section 23 states that consideration or object is not lawful if it is prohibited by law, or it is such as would defeat the provisions of law, if it is fraudulent or involves injury to the person or property of another or court regards it as immoral or opposed to public policy.

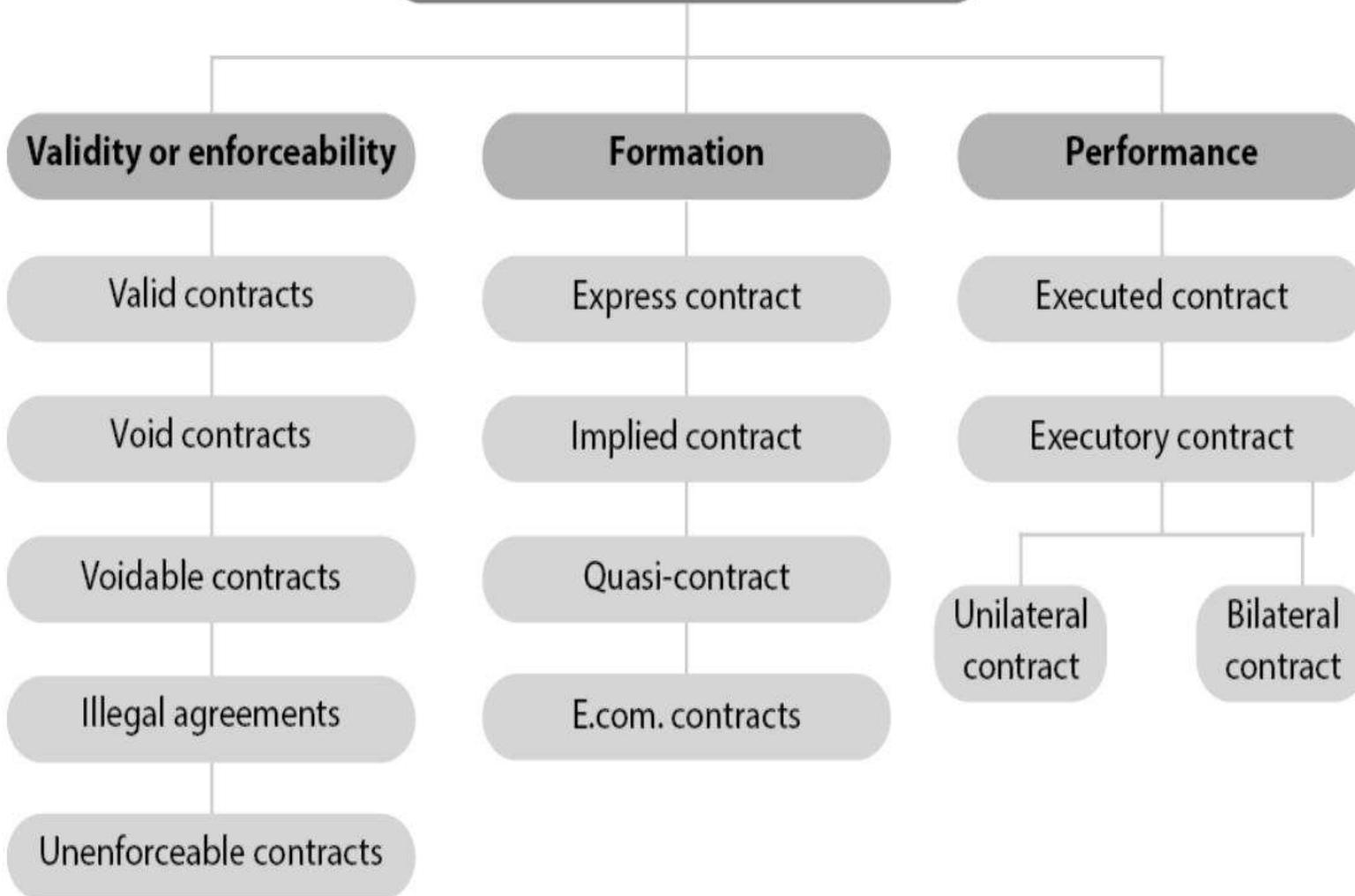
Example: 'A' promises to drop prosecution instituted against 'B' for robbery and 'B' promises to restore the value of the things taken. The agreement is void, as its object is unlawful. Example: A agrees to sell his house to B against 100 kgs of cocaine (drugs). Such agreement is illegal as the consideration is unlawful.



VI. Not expressly declared to be void: The agreement entered into must not be which the law declares to be either illegal or void. An illegal agreement is an agreement expressly or impliedly prohibited by law. A void agreement is one without any legal effects.

Example: Threat to commit murder or making/publishing defamatory statements or entering into agreements which are opposed to public policy are illegal in nature. Similarly, any agreement in restraint of trade, marriage, legal proceedings, etc. are classic examples of void agreements.

Types of Contracts on the basis of





On the basis of the validity

1. Valid Contract: An agreement which is binding and enforceable is a valid contract. It contains all the essential elements of a valid contract.

Example: A ask B if he wants to buy his bike for Rs.10,000. B agrees to buy bike. It is agreement which is enforceable by law. Hence, it is a valid contract.

2. Void Contract: Section 2 (j) states as follows: “A contract which ceases to be enforceable by law becomes void when it ceases to be enforceable”. Thus a void contract is one which cannot be enforced by a court of law.

Example: Mr. X agrees to write a book with a publisher. Such contract is valid. But after few days, X dies in an accident. Here the contract becomes void due to the impossibility of



3. Voidable Contract: Section 2(i) defines that “an agreement which is enforceable by law at the option of one or more parties thereto, but not at the option of the other or others is a voidable contract”. This in fact means where one of the parties to the agreement is in a position or is legally entitled or authorized to avoid performing his part, then the agreement is treated and becomes voidable. Such a right might arise from the fact that the contract may have been brought about by one of the parties by coercion, undue influence, fraud or misrepresentation and hence the other party has a right to treat it as a voidable contract

Example: X promise to sell his scooter to Y for ` 1 Lac. However, the consent of X has been procured by Y at a gun point. X is an aggrieved party and the contract is voidable at his option but not on the option of Y. It means if X accepts the contract, the contract becomes a valid contract then Y has no option of rescinding the contract.

S. No.	Basis	Void Contract	Voidable Contract
1	Meaning	A Contract ceases to be enforceable by law becomes void when it ceases to be enforceable.	An agreement which is enforceable by law at the option of one or more of the parties thereto, but not at the option of the other or others, is a voidable contract.
2	Enforceability	A void contract cannot be enforced at all.	It is enforceable only at the option of aggrieved party and not at the option of other party.
3	Cause	A contract becomes void due to change in law or change in circumstances beyond the contemplation of parties.	A contract becomes a voidable contract if the consent of a party was not free.
4	Performance of contract	A void contract cannot be performed.	If the aggrieved party does not, within reasonable time, exercise his right to avoid the contract, any party
			can sue the other for claiming the performance of the contract.
5	Rights	A void contract does not grant any legal remedy to any party.	The party whose consent was not free has the right to rescind the contract within a reasonable time. If so rescinded it becomes a void contract. If it is not rescinded it becomes a valid contract.



4. Illegal Contract: It is a contract which the law forbids to be made. The court will not enforce such a contract but also the connected contracts. All illegal agreements are void but all void agreements are not necessarily illegal. Despite this, there is similarity between them is that in both cases they are void ab initio and cannot be enforced by law.

Example: Contract that is immoral or opposed to public policy are illegal in nature. Similarly, if R agrees with S, to purchase brown sugar, it is an illegal agreement.

Basis of difference	Void agreement	Illegal agreement
Scope	A void agreement is not necessarily illegal.	An illegal agreement is always void.
Nature	Not forbidden under law.	Are forbidden under law.
Punishment	Parties are not liable for any punishment under the law.	Parties to illegal agreements are liable for punishment
Collateral Agreement	It's not necessary that agreements collateral to void agreements may also be void. It may be valid also.	Agreements collateral to illegal agreements are always void.

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5. Unenforceable Contract: Where a contract is good in substance but because of some technical defect i.e. absence in writing, barred by limitation etc. one or both the parties cannot sue upon it, it is described as an unenforceable contract. Example 22: A bought goods from B in 2015. But no payment was made till 2019. B cannot sue A for the payment in 2019 as it has crossed three years and barred by Limitation Act. A good debt becomes unenforceable after the period of three years as barred by Limitation Act.



On the basis of the formation of contract

1. Express Contracts: A contract would be an express contract if the terms are expressed by words or in writing. Section 9 of the Act provides that if a proposal or acceptance of any promise is made in words, the promise is said to be express. Example 23: A tells B on telephone that he offers to sell his house for ` 2 lacs and B in reply informs A that he accepts the offer, this is an express contract.
2. Implied Contracts: Implied contracts in contrast come into existence by implication. Most often the implication is by action or conduct of parties or course of dealings between them. Section 9 of the Act contemplates such implied contracts when it lays down that in so far as such proposal or acceptance is made otherwise than in words, the promise is said to be implied. Example 24: Where a coolie in uniform picks up the luggage of A to be carried out of the railway station without being asked by A and A allows him to do so, it is an implied contract and A must pay for the services of the coolie detailed by him.

- 
- 3. Quasi-Contract: A quasi-contract is not an actual contract but it resembles a contract. It is created by law under certain circumstances. The law creates and enforces legal rights and obligations when no real contract exists. Such obligations are known as quasi-contracts. In other words, it is a contract in which there is no intention on part of either party to make a contract but law imposes a contract upon the parties. Example 26: Obligation of finder of lost goods to return them to the true owner or liability of person to whom money is paid under mistake to repay it back cannot be said to arise out of a contract even in its remotest sense, as there is neither offer and acceptance nor consent. These are said to be quasi-contracts.



On the basis of the performance of the contract

1. Executed Contract: The consideration in a given contract could be an act or forbearance. When the act is done or executed or the forbearance is brought on record, then the contract is an executed contract.

Example 27: When a grocer sells a sugar on cash payment it is an executed contract because both the parties have done what they were to do under the contract.



2. Executory Contract: In an executory contract the consideration is reciprocal promise or obligation. Such consideration is to be performed in future only and therefore these contracts are described as executory contracts. Example 28: Where G agrees to take the tuition of H, a pre-engineering student, from the next month and H in consideration promises to pay G ` 1,000 per month, the contract is executory because it is yet to be carried out.

Unilateral or Bilateral are kinds of Executory Contracts and are not separate kinds

(a) Unilateral Contract: Unilateral contract is a one sided contract in which one party has performed his duty or obligation and the other party's obligation is outstanding

(b) Bilateral Contract: A Bilateral contract is one where the obligation or promise is outstanding on the part of both the parties.



Thank
you

Marketing

Generally, Marketing is understood to mean the sale and purchase of goods and services but it is too view to understand it so. The term marketing is much wider in nature and scope. It is not limited only to sale and purchase of goods and services. It means entire process of satisfying the needs of consumers. It starts with discovery of needs and wants of the consumers. Its starts with discovery of needs and wants of consumers, and it continues till the wants are satisfied.

Need :- Necessity. Something that is required to survive or to sustain. For example:- Food, water, shelter etc.

Want:- Desire. Things without which we can survive, but we need them for higher satisfaction.

Demand :- willing and able to buy. Things that you demand that thing.

Definition

According to William J. Stanton, “Marketing is a total system of interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers”.

According to Prof. Malcolm McNair, “Marketing is the creation and delivery of standard of living to society.”

According to Theodore Levitt, “Marketing is getting & keeping the customer.”

Marketing is not only about providing products or services but also about providing changing benefits to the changing needs and demands of the customers. Marketing is thus the sum total of all the activities and processes including creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large.

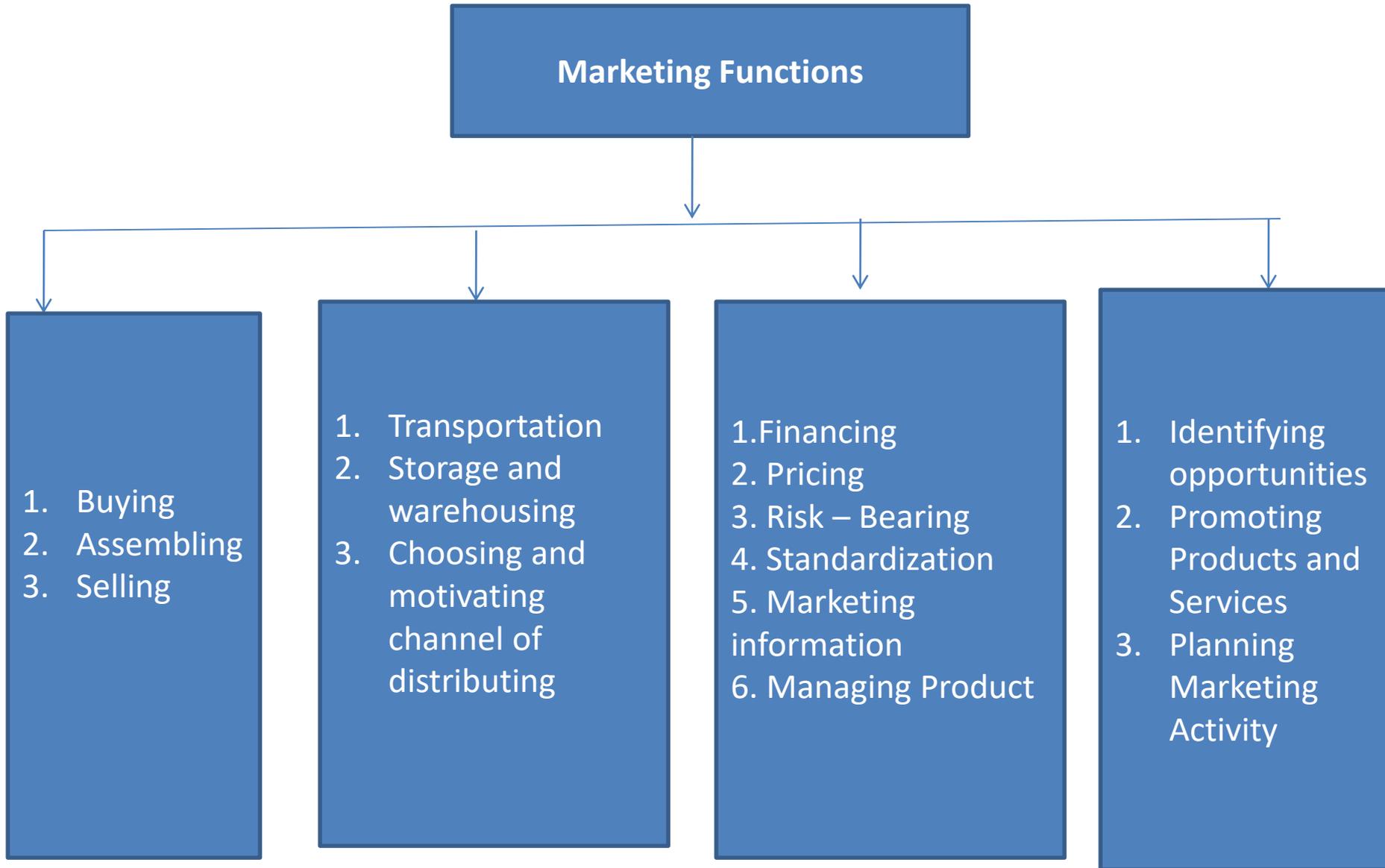
Nature of Marketing

1. Specialized Business Function
2. Socially Desirable Function
3. Integrative Function
4. Reflects The Business Mission
5. Adaptation to Environment Variables
6. Universal Function
7. Management Function
8. Consumer Orientation
9. Science as well as an art
10. System Approach
11. Social Approach
12. Dynamic Process

Scope of Marketing

1. Good
2. Services
3. Experiences
4. Events
5. Persons
6. Places
7. Properties
8. Organization
9. Information
10. Ideas

Functions of Marketing



Importance of Marketing

1. Importance of Marketing to the Society
 - a. Delivery of Standard of Living to the Society
 - b. Decrease in Distribution Cost
 - c. Increase in Employment Opportunities
 - d. Protection against Business Recession
 - e. Increase in National Income
2. Importance of Marketing to the Firm
 - a. Helpful in Business Planning and Decision-Making
 - b. Helpful in Increasing Profit.
 - c. Helpful in Communication between Firm and Society.

Marketing Versus Selling

Marketing is Simply the act of “bringing the Product to market”. Selling on the other hand is the final step which leads to close a sale, convert a prospective buyer into a customer, or making a conversion.

Starting Point

Focus

Means

Ends

Factory

Factory

Selling and
Promoting

Profit
through
Sales Volume

Market

Customer
Needs

Coordinated
Marketing

Profit through
Customer
satisfaction

Difference between Selling and Marketing

Basis of Difference	Selling	Marketing
Emphasis	On Product	On Consumer Needs and Wants.
Approach	Company Manufactures the Product first and then decides to sell it.	Company first determines customers needs and wants and then decides on how to deliver a product to satisfy these wants
Orientation	Management is sales- volume oriented.	Management is Profit- oriented.
Planning	Planning is Short-term oriented, in terms of today's products and markets.	Planning is long-term oriented, in terms of new products, tomorrow's markets and future growth.
Need priority	Stresses needs of seller	Stresses needs and wants of buyers.
Motive	Sales	Customer Satisfaction
Basis of Orientation	Firm Oriented	Market oriented
Customers	Selling Views customers as the last link in business.	Marketing Views the customers as the very beginning of a business.

Marketing Management

Marketing Management is compound word “Marketing plus Management”. Marketing is the total system.

Marketing is the total system of business activities while management is the art of getting things done in a coordinated and harmonious way.

According to Phillip Kotler, “Marketing management is the process of planning and executing the conception, pricing and promotion and distribution of goods, services and ideas to create exchanges with target groups that satisfy customer and organizational objectives.”

Objectives of Marketing Management

1. Creating New Customers
2. Satisfying the needs of customers
3. Enhancing the profitability of business
4. Raising the standard of living of people
5. Determining the marketing mix

Process of marketing management

Setting Marketing Objectives



Analyzing Marketing Opportunities



Researching and selecting target markets



Designing marketing Strategies



Planning Marketing programmes



Organizing, implementing and Controlling Marketing efforts

Marketing Mix



Marketing Mix is a set of marketing tool or tactics, used to promote a product or services in the market and sell it. It is about positioning a product and deciding it to sell in the right place, at the right price and right time. The product will then be sold, according to marketing and promotional strategy. The components of the marketing mix consist of 4Ps Product, Price, Place, and Promotion. In the business sector, the marketing managers plan a marketing strategy taking into consideration all the 4Ps. However, nowadays, the marketing mix increasingly includes several other Ps for vital development.

- **Product in Marketing Mix:** A product is a commodity, produced or built to satisfy the need of an individual or a group. The product can be intangible or tangible as it can be in the form of services or goods. It is important to do extensive research before developing a product as it has a fluctuating life cycle, from the growth phase to the maturity phase to the sales decline phase.
- **Price in Marketing Mix:** Price is a very important component of the marketing mix definition. The price of the product is basically the amount that a customer pays for to enjoy it. Price is the most critical element of a marketing plan because it dictates a company's survival and profit. Adjusting the price of the product, even a little bit has a big impact on the entire marketing strategy as well as greatly affecting the sales and demand of the product in the market. Things to keep on mind while determining the cost of the product are, the competitor's price, list price, customer location, discount, terms of sale, etc.,

- **Place in Marketing Mix:** Placement or distribution is a very important part of the marketing mix strategy. We should position and distribute our product in a place that is easily accessible to potential buyers/customers.
- **Promotion in Marketing Mix:** It is a marketing communication process that helps the company to publicize the product and its features to the public. It is the most expensive and essential components of the marketing mix, that helps to grab the attention of the customers and influence them to buy the product. Most of the marketers use promotion tactics to promote their product and reach out to the public or the target audience. The promotion might include direct marketing, advertising, personal branding, sales promotion, etc.

What is 7 P of Marketing:

- The 7Ps model is a marketing model that modifies the 4Ps model. As Marketing mix 4P is becoming an old trend, and nowadays, marketing business needs deep understanding of the rise in new technology and concept. So, 3 more new P's were added in the old 4Ps model to give a deep understanding of the concept of the marketing mix.



- **People in Marketing Mix:** The company's employees are important in marketing because they are the ones who deliver the service to clients. It is important to hire and train the right people to deliver superior service to the clients, whether they run a support desk, customer service, copywriters, programmers...etc. It is very important to find people who genuinely believe in the products or services that the particular business creates, as there is a huge chance of giving their best performance. Adding to it, the organisation should accept the honest feedback from the employees about the business and should input their own thoughts and passions which can scale and grow the business.
- **Process in Marketing Mix:** We should always make sure that the business process is well structured and verified regularly to avoid mistakes and minimize costs. To maximise the profit, Its important to tighten up the enhancement process.
- **Physical Evidence in Marketing Mix:** In the service industries, there should be physical evidence that the service was delivered. A concept of this is branding. For example, when you think of "fast food", you think of KFC. When you think of sports, the names Nike and Adidas come to mind.

Marketing Environment

Environment

Environment literally means the surroundings, external objects, influences or circumstances under which someone or something exists. The environment of any organization is the aggregate of all the conditions events and influences that surrounds and affects it. Since the environment influences an organization in many ways, its understanding is of crucial importance.

Marketing activities of a business firm are affected by a large number of environmental factors that surrounds the company. These factors or forces influences the decision-making capability of enterprise. The factors or forces are collectively called **marketing environment**. It comprises those forces, which have an impact on market and marketing efforts of the enterprise.

According to Phillips Kotler, “ Marketing environment refers to external factors and forces that affects the company’s ability to develop and maintain successful relationship with its targets customers.”

Characteristics of Marketing Environment

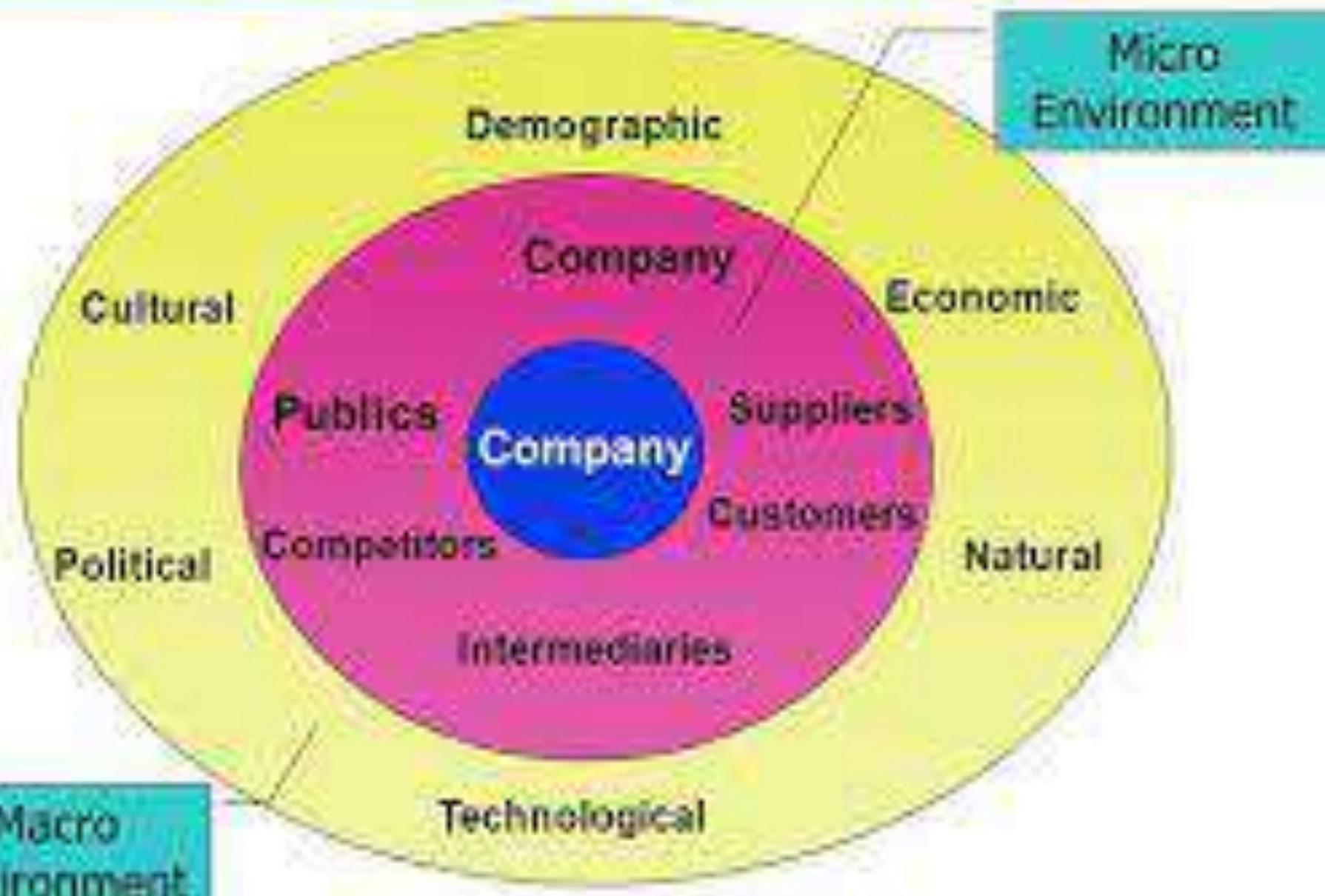
1. Marketing Environment is complex
2. Marketing Environment is Dynamic
3. Marketing Environment is Multi-Faceted
4. Marketing Environment has a far-Reaching Impact

Types of Marketing Environment

There are certainly various factors that have both positive as well negative impacts over marketing function of a company.

1. Internal Environment/Controllable elements
2. External Environment/ uncontrollable elements

Marketing Environment



Internal Environment

- a. Top Management
- b. Research and Development
- c. Purchasing
- d. Financing and Accounting
- e. Manufacturing
- f. Company Image and Brand

External Marketing Environment

a. **Micro Environment**

- i. Supplier
- ii. Customer
- iii. Competitors
- iv. Public

b. **Macro Environment**

- i. Demographic Environment
- ii. Economic Environment
- iii. Physical and legal Environment
- iv. Technical Environment
- v. Social – Cultural Environment
- vi. Political Environment
- vi. International Environment

Process of Marketing Environment Analysis

1. Monitoring the Nature of the Environment
2. Audit Environmental Influences
3. Identify key Competitive Forces through structural Analysis
4. Identify Strategic Position
5. Identify Key Opportunities and Threats.

Significance of analyzing Marketing Environment

1. Knowledge of Marketing Environment is central to Marketing Management.
2. Strategic Response to environment is possible only with proper Environment Analysis.
3. Spotting the opportunities and threats.
4. Task involved in marketing Environment Analysis.

Steps in Consumer Decision Making

- Consumer decision making process involves the consumers to identify their needs, gather information, evaluate alternatives and then make their buying decision. The consumer behavior may be determined by economic and psychological factors and are influenced by environmental factors like social and cultural values.
- The consumer decision making behavior is a complex procedure and involves everything starting from problem recognition to post-purchase activities. Every consumer has different needs in their daily lives and these are those needs which make them to make different decisions. Decisions can be complex, comparing, evaluating, selecting as well as purchasing from a variety of products depending upon the opinion of a consumer over a particular product. This renders understanding and realizing the basic problem of the consumer decision making process for marketers to make their products and services different from others in the marketplace.

5 Stages of Consumer Decision Making Process

- The buying behavior model is one method used by marketers for identifying and tracing the decision making process of a customer from the start to the end. The process is categorized into 5 different stages which are explained as follows:

Need Recognition

- Need recognition occurs when a consumer exactly determines their needs. Consumers may feel like they are missing out something and needs to address this issue so as to fill in the gap. When businesses are able to determine when their target market starts developing these needs or wants, they can avail the ideal opportunity to advertise their brands. An example who buys water or cold drink identifies their need as thirst. Here; however, searching for information and evaluating alternatives is missing. These consumer decision making steps are considered to be important when an expensive brand is under buying consideration such as cars, laptops, mobile phones, etc.

Information Search

- The information search stage in the buyer decision process tends to change continually as consumers require obtaining more and more information about products which can satisfy their needs. Information can also be obtained through recommendations from people having previous experiences with products. At this level, consumers tend to consider risk management and prepare a list of the features of a particular brand. This is done so because most people do not want to regret their buying decision. Information for products and services can be obtained through several sources like:
 - **Commercial sources:** advertisements, promotional campaigns, sales people or packaging of a particular product.
 - **Personal sources:** The needs are discussed with family and friends who provided product recommendations.
 - **Public sources:** Radio, newspaper and magazines.
 - **Experiential sources:** The own experience of a customer of using a particular brand.

Evaluation of Alternatives

- This step involves evaluating different alternatives that are available in the market along with the product lifecycle. Once it has been determined by the customer what can satisfy their need, they will start seeking out the best option available. This evaluation can be based upon different factors like quality, price or any other factor which are important for customers. They may compare prices or read reviews and then select a product which satisfies their parameters the most.

Purchase Decision

- When all the above stages have been passed, the customer has now finally decided to make a purchasing decision. At this stage, the consumer has evaluated all facts and has arrived at a logical conclusion which is either based upon the influence from marketing campaigns or upon emotional connections or personal experiences or a combination of both.

Post Purchase Behavior

- The purchase of the product is followed by post-purchase evaluation which refers to analyzing as to whether the product was useful for the consumer or not.
- If the product has matched the expectations of the customer, they will serve as a brand ambassador who can influence other potential consumers which will increase the customer base of that particular brand. The same is true for negative experiences; however, it can halt the journey of potential customers towards the product.

- **What Is the Industrial Market ?**

The industrial market consists of business-to-business sales. One business serves as a consumer, purchasing goods or services from another business. For example, Business is a company that provides cleaning, laundering, and other facility service needs to various businesses. The company services many different types of companies and needs to work on its structure to improve efficiency and increase profit.

Characteristics of Industrial market

- ▶ Industrial buying is related to the products that are meant for further production, these purchase are generally like purchase of equipment, raw material and semi finished goods.
- ▶ There are relatively small number of buyers and sellers present in the market, hence long term relationship between supplier and buyer is very crucial.
- ▶ Involvement of agents and professionals.
- ▶ Buyers maintains exact specification of products.
- ▶ Involves several entities.
- ▶ Competitive bidding or Tenders involved for mass scale products.

Importance of Industrial Marketing

- Deciding the target markets
- Finding out the needs and wants of the target markets
- Developing products and services to meet the requirements of those markets
- Evolving marketing programmes or strategies to reach and satisfy target customers

Segmentation, Targeting, and Positioning



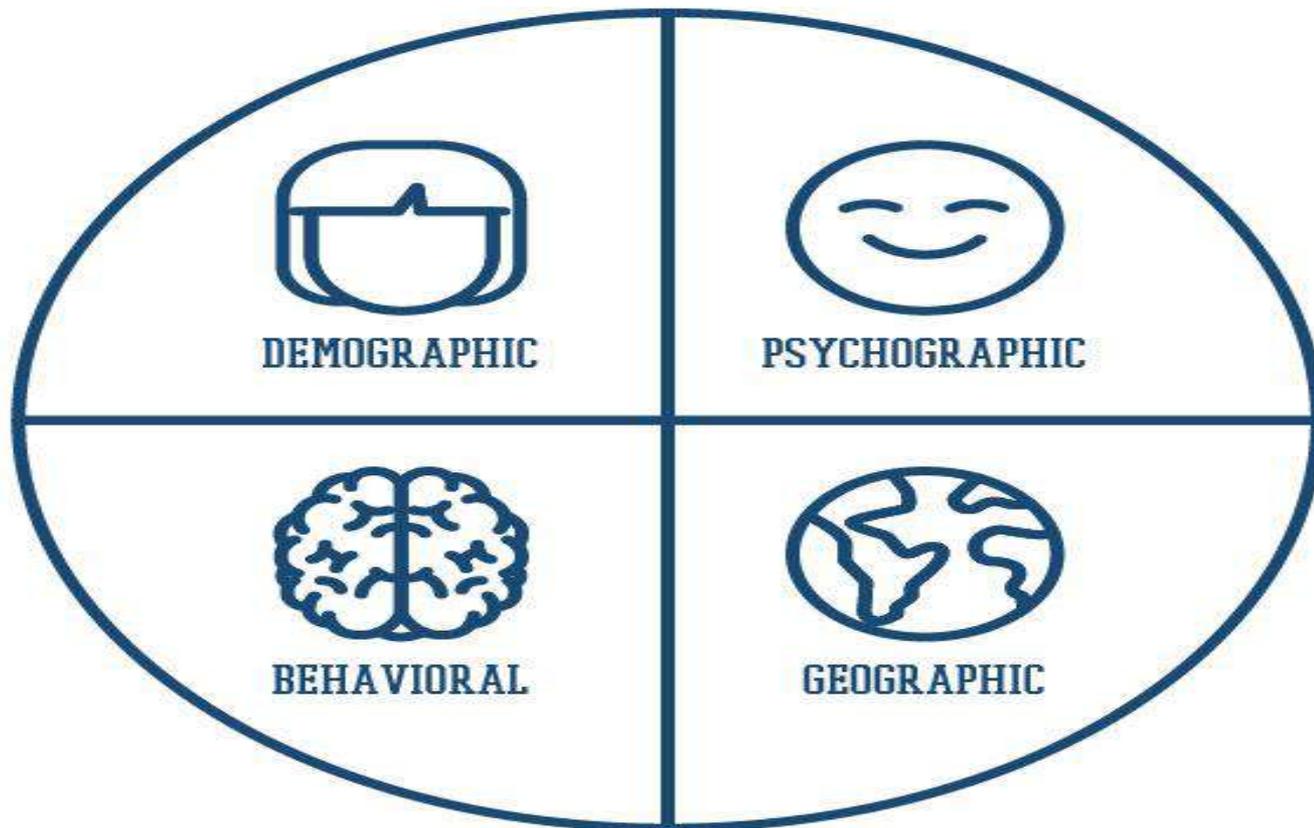
Definition

- **Market Segmentation:**
 - Dividing a market into distinct groups with distinct needs, characteristics, or behavior who might require separate products or marketing mixes.



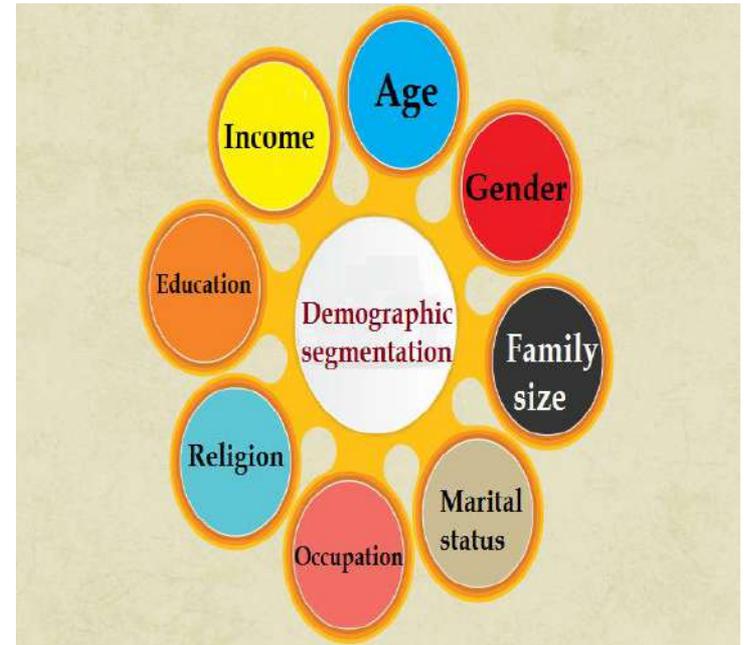
4 Types of

MARKET SEGMENTATION



1. Demographic segmentation

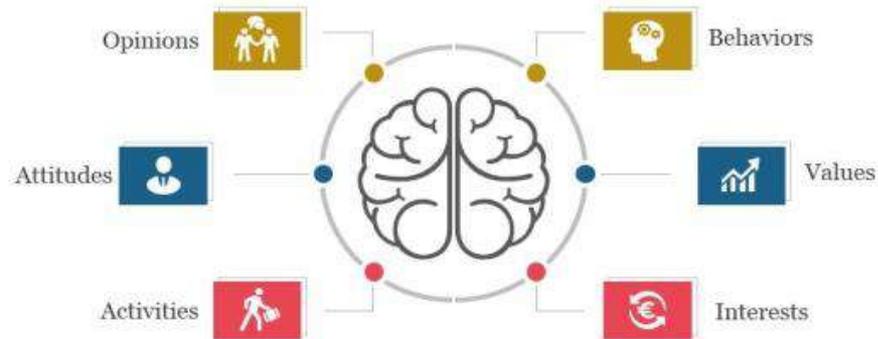
- Age
- Gender
- Ethnicity
- Income
- Level of education
- Religion
- Profession/role in a company



2. Psychographic segmentation: The *why*

Psychographic segmentation is focused on your customers' personalities and interests.

- Personality traits
- Hobbies
- Life goals
- Values
- Beliefs
- Lifestyles



Geographic segmentation: The *where*

By comparison, Geographic Location is often one of the easiest to identify, grouping customers with regards to their physical location.

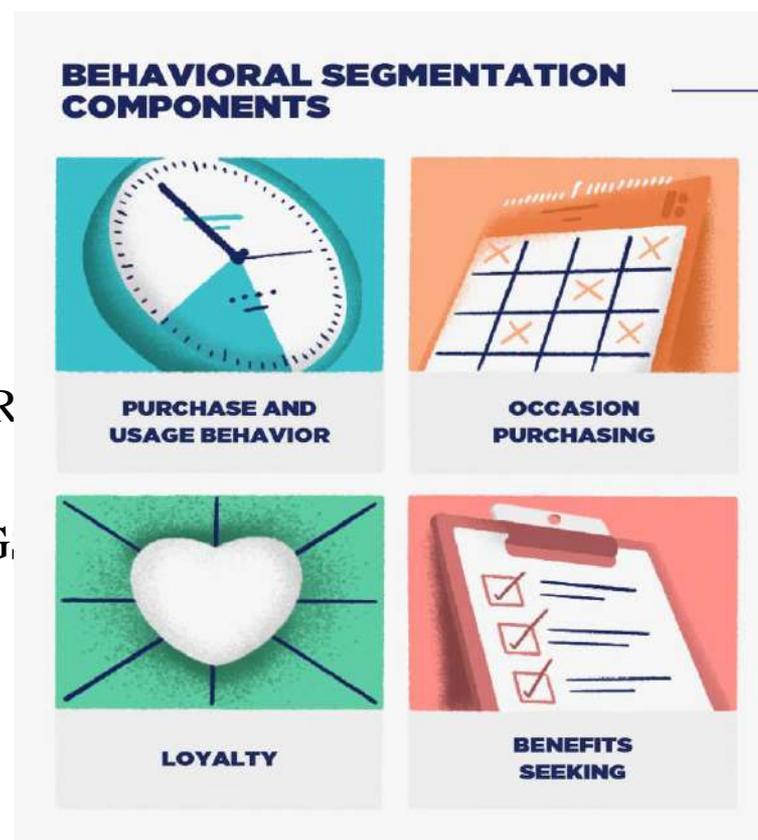
- Country
- Region
- City
- Postal code



4. Behavioral segmentation: The *how*

Behavioral Segmentation, is possibly the most useful of all for e-commerce businesses.

- SPENDING HABITS
- PURCHASING HABITS
- BROWSING HABITS
- INTERACTIONS WITH THE BR
- LOYALTY TO BRAND
- PREVIOUS PRODUCT RATING,



Advantage and Disadvantage of Segmentation

10 benefits of market segmentation

- Increase sales
- Increase the growth rate
- High profit
- Increase the market share
- Provide adequate marketing direction
- Facilitate proper marketing selection
- Helps the targeting and positioning
- Attract new customers.
- Provide a competitive advantage

Disadvantage of segmentation

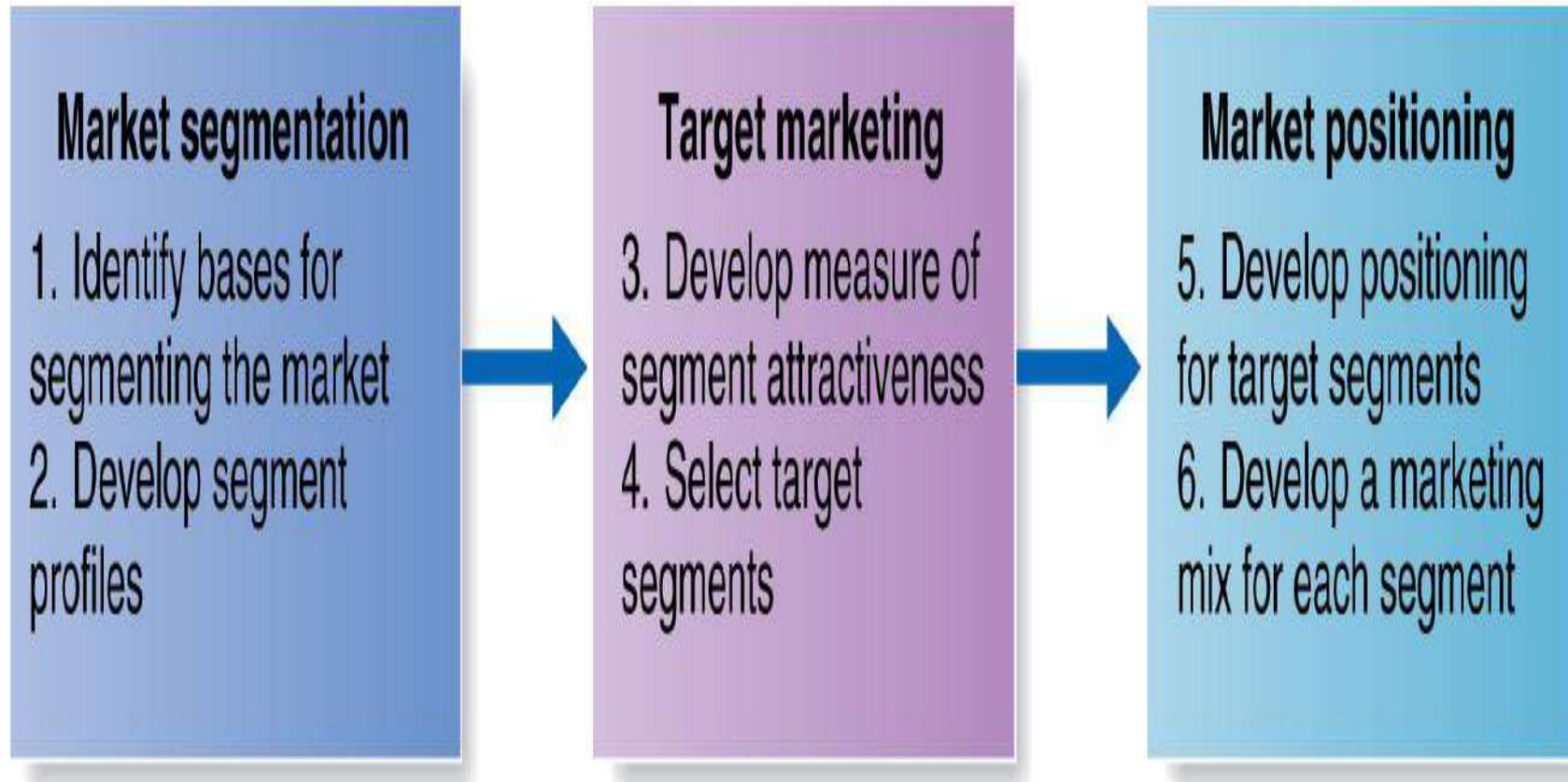
- Cost Increase when the company attempts several segments of the market
- Expenditure on marketing when the company used different programs is used.

STP Approach in Marketing

STP Marketing Model



Steps in Market Segmentation, Targeting, and Positioning



Thank You

Human Resource Management



Unit- 1

Human resources: Meaning



Human resources means the collection of people and their characteristics at work. These are distinct and unique to an organization in several ways.



Human resources: Definition



- Human Resource are "A whole consisting of inter-related, inter-dependent & interacting psychological, sociological & ethical components".

-Michael J. Jucius

What is HRM?



- Human Resource Management is “the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational, and social objectives are accomplished.”



Human resource management: Definition



Human resource management is concerned with policies and practices that ensure the best use of the human resources for fulfilling the organizational and individual goals.

-Edwin B. Flippo

Characteristics of HRM



- People oriented
- Action- oriented
- Individual- oriented
- Development – oriented
- Pervasive Function
- Continuous Function
- Future- oriented
- Challenging function
- Science as well as art
- Staff function
- Young discipline
- Nervous system



Scope of HRM



1. Personnel or Labour Aspect

Planning, recruiting, selection, placement, transfer, promotion, training and development, Lay-offs, retrenchment, remuneration, incentives and productivity

2. Welfare Aspect

Housing, transport, medical assistance, canteen, rest rooms, health and safety, education, etc.

3. Industrial Relation Aspect

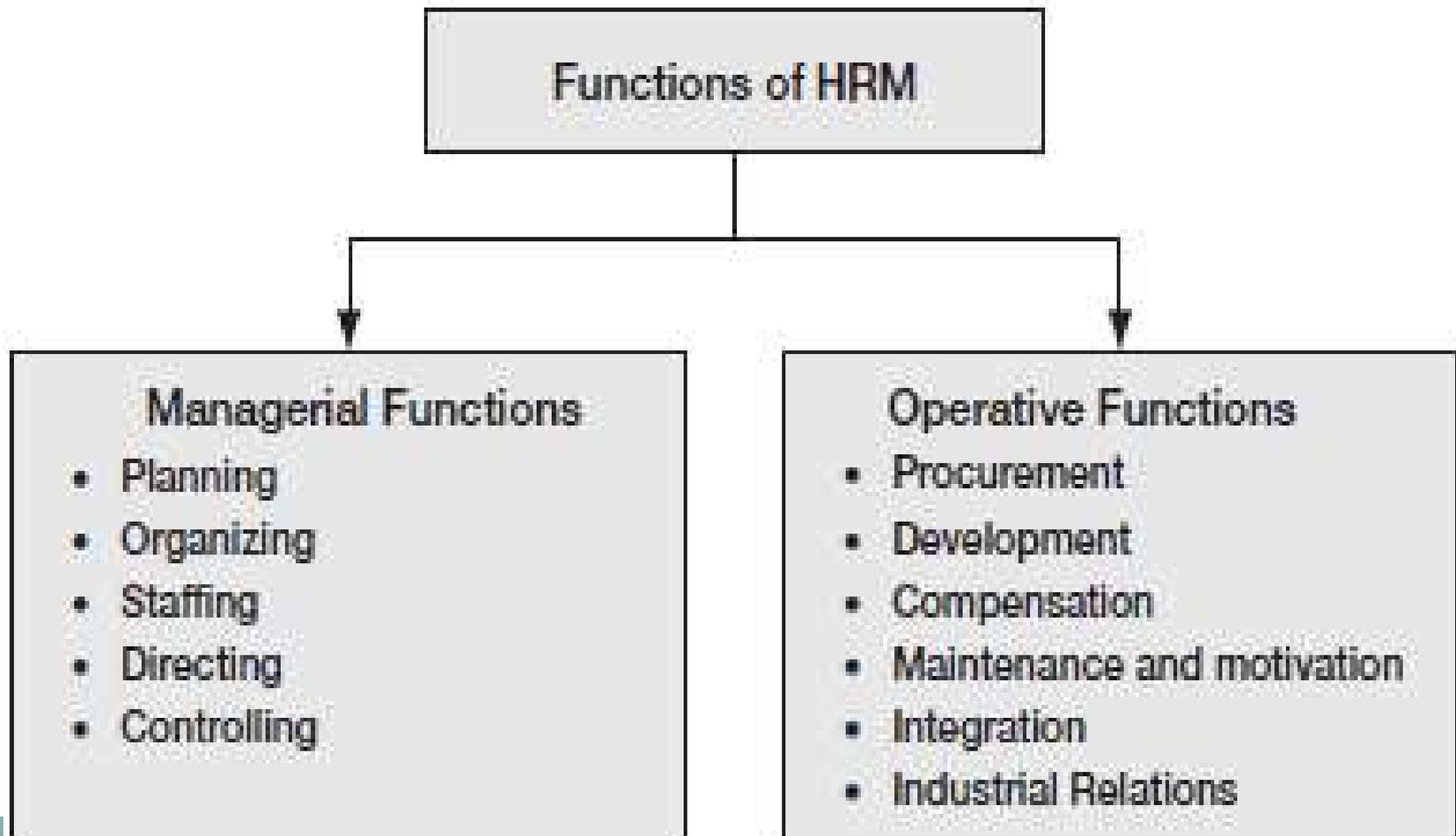
Union-management relations, collective bargaining, grievance and disciplinary actions, settlement of disputes.

Objectives of HRM



- To act as a liaison between the top management and the employees.
- To arrange and maintain adequate manpower inventory
- To devise employee benefit schemes
- To ensure and enhance the quality of work life
- To offer training
- To help keep up ethical values and behaviour amongst employees both within and outside the organization.
- To maintain high morale and good human relations within the organization.

Functions of human resource management



Operative functions of HRM



Difference between HRM and PM

11

Dimension	Personnel Management	HRM
Philosophy	Employees are made for rules & regulations	Rules & regulations are made for employees
Nature	Confined to procurement & training of personnel	Integrated with the corporate management
Communication	Slow & downward	Fast & both upward & downward
Decision-making	Slow	Fast
Approach	Work oriented	People oriented
Job Design	Division of labor	Team –work
Management's Role	Transactional	Transformational
Level of Trust	Low	High

Evolution of HRM

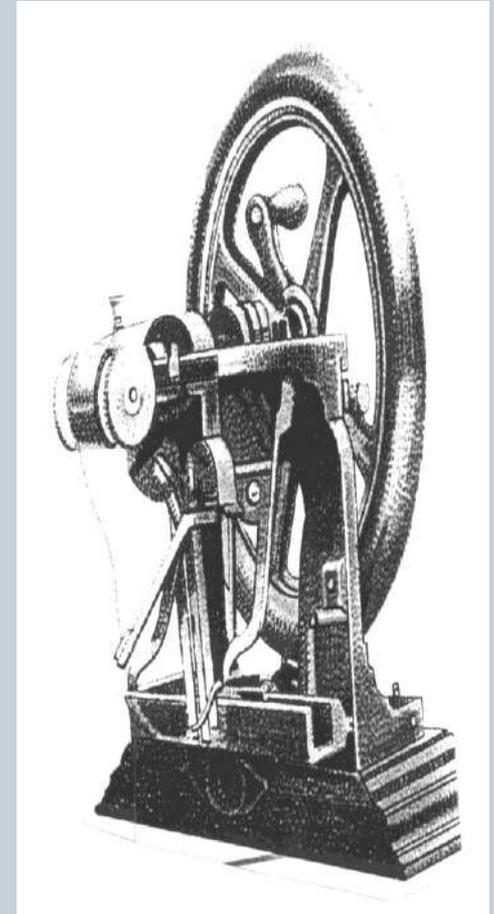


1. The Industrial Revolution(beyond 1820 to 1840)
2. Trade unionism(1841 to 1909)
3. Scientific Management (1910 evolve & 1920 implementation to 1940)
4. Industrial Psychology (1945 to 1970)
5. Human Relation Movement Era(1971 to 1980)
6. Behavioural Science (1980 to 1990)
7. The Contemporary HRM Era (1990 onwards)

The Industrial Revolution(beyond 1820 to 1840)



- Usages of the machinery
- Mass level of production
- To satisfied the human need
- Profit maximization form the factor of production like land , labour, capital, entrepreneur



Scientific Management (1910 evolve & 1920 implementation to 1940)



- Development of true science
- Scientific selection & training
- Friendly co-operation between management
- Development of every worker to his fullest aspects.
- Draw back
- Man become machine human factors were completely avoided.

Industrial psychology era (1945 to 1970)



- Mainly focused on the part on IQ of the employees through MMPIT(Minnesota multiple personality test)or MBTI(Myer Brigg Jung topology) & assigned them skill & aptitude based job.

Human relation movement (1971 to 1980)



- Hawthorne experiment
- Interaction with the employee increase the productivity
- Basic facilities are required for the production
- Empathized view towards workes have increased productivity of worker

Behavioural Science era (1980 to 1990)



- Multiple branch discipline like sociology , anthropology, psychology, economics & politics
- Contributors:- Abraham Maslow, Douglas mc gregeor, Fredrik Herzberg, Rensis Likert, Robert black, Robert Owen, kurt lewin, burke letwin, fidler contingent theory, victor vroom theory, grid theory, Aldofer ERG theory, Mclland N-ach theory

The Contemporary HRM era (1990 onwards)



- More focused on gaining competitive advantage in market through HR.
- Focuses on developing HR strategies, aligning them with corporate strategy and achieving organizational goals effectively.

Qualities of an HR manager

- Knowledge
- Intelligence
- Communication skills
- Objectivity and fairness
- Leadership and motivational qualities
- Emotional maturity and
- Empathy



CHALLENGES OF HRM



Advancement in
technology

Changes in Legal
environment

Globalization

Conflict Managing

Retaining Employee

Work Life Balance

Need for quality
human resources

Managing workforce
Diversity

Flexi Time



- Flexitime, sometimes also called flextime, is a working schedule which **allows employees to choose when to start and end their workday**, and/or how long to take their break for, within agreed limits set by management.
- It's one of the key ways to increase work flexibility and attractiveness of a workplace.

Example of Flexi Time



An example of a flexitime working policy would be:

- Flexitime arrival: 7am – 10 am
- Flexible lunch hours: 12am – 2pm
- Flexible leave: 4pm – 6pm
- Core hours (must be in the office): 10am – 12am, 2pm – 4pm

Advantages of Flexi Time



- A better work environment with greater satisfaction and motivation
- Reduced stress and fatigue
- Easier and faster commuting, rush hours can be avoided
- Easier planning of quiet time in the office
- Full pay and benefits are kept
- Extended office hours
- Better fit of working hours with school hours, college hours, or care arrangements

Strategic HRM



- Strategic human resource management is the process of linking the human resource function with the organization's strategic objectives to improve performance.
- Strategic Human Resource Management is an approach relates to decisions about the nature of employment relationship, recruitment, training, development, performance management, reward,& employee relationship.

Objectives of Strategic HRM



- To focus the HR policies, programmes and practices as the means through which the people can be deployed to gain better and competitive advantages;
- To manage and maintain human capital resources, skill, knowledge, efficiency and intelligence of the employees;
- To find out the ways and means for effective and efficient utilisation of human resources;
- To emphasise that human resources treated as the primary source of competitive advantages of the organisation;
- To integrate the HR strategies with the Business strategies for the betterment of organisation;

Objectives of Strategic HRM



- To make an appropriate direction for people, practices and performance towards the achievements of the goals of the organisation;
- To develop stable employee relations by way of effective resource utilisation, optimizing remuneration, better productivity and better work culture; etc.
- To recognise the needs and customised services of different market segments and try to fulfil them properly;
- To make an appropriate 'cost optimisation' with increase the efficiency of resources; and
- To make an appropriate and feasible plan for change environment.

Traditional HRM vs. Strategic HRM



	Traditional HRM	Strategic HRM
Responsibility for HRM	Staff specialists	Line managers
Focus	Employee relations	Partnership with internal and external customers
Role of HR	Transactional, change follower and respondent	Transformational, change leader and initiator
Initiatives	Slow, reactive, fragmented	Fast, proactive, integrated
Time horizon	Short term	Short, medium, long
Control	Bureaucratic roles, policies, procedures	Organic-flexible, whatever is necessary to succeed
Job design	Tight division of labour, independence, specialisation	Broad, flexible, cross-training teams
Key investments	Capital, products	People, knowledge
Accountability	Cost centre	Investment centre



THANK YOU

Management Accounting

COST – MEANING

Cost means the amount of expenditure (actual or notional) incurred on, or attributable to, a given thing.

Cost Accounting– Meaning

- ▶ Cost accounting is concerned with recording, classifying and summarizing costs for determination of costs of products or services, planning, controlling and reducing such costs and furnishing of information to management for decision making

Definition

- ▶ “Cost accountancy” as the application of costing and cost accounting principles, method and techniques to the science, art and practice of cost control and the ascertainment of profitability

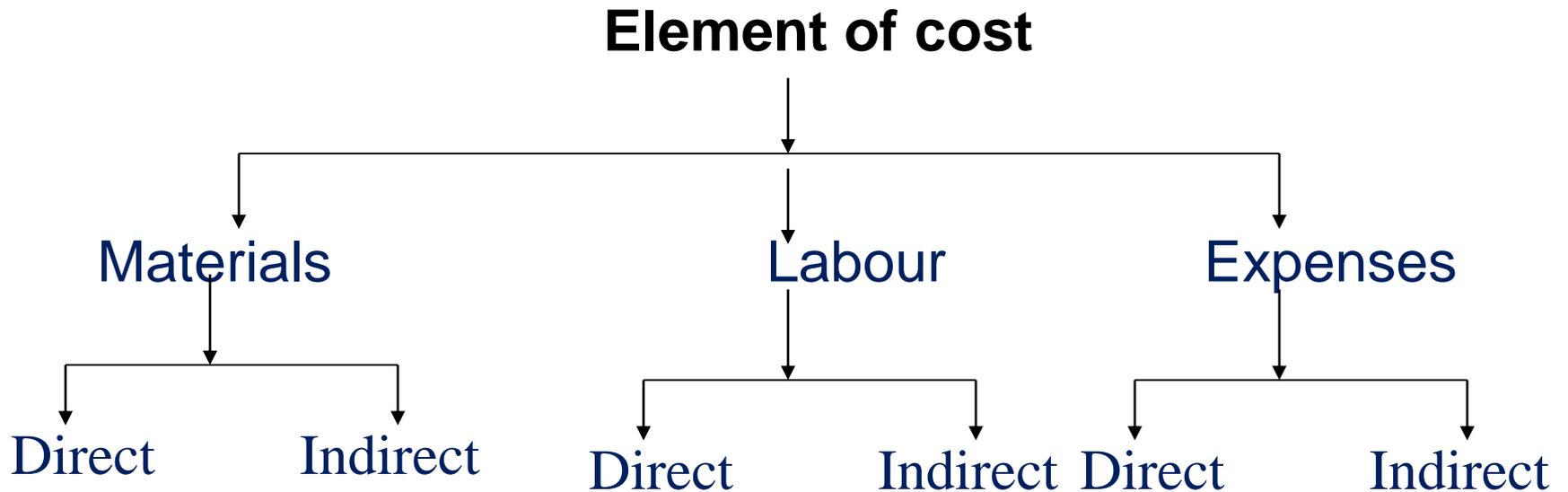
2. OBJECTIVES OF COST ACCOUNTING

- Ascertainment of costs
- Estimation of costs
- Cost control
- Cost reduction
- Determining selling price
- Facilitating preparation of financial and other statement
- Providing basis for operating policy

3. COST TERMINOLOGY

- **COST:** Cost means the amount of expenditure incurred on a particular thing.
- **COSTING:** Costing means the process of ascertainment of costs.
- **COST ACCOUNTING:** The application of cost control methods and the ascertainment of the profitability of activities carried out or planned”.
- **COST CONTROL:** Cost control means the control of costs by management. Following are the aspects or stages of cost control.
- **JOB COSTING:** It helps in finding out the cost of production of every order and thus helps in ascertaining profit or loss made out on its execution. The management can judge the profitability of each job and decide its future courses of action.
- **BATCH COSTING:** Batch costing production is done in batches and each batch consists of a number of units, the determination of optimum quantity to constitute an economical batch is all the more important.

ELEMENTS OF COST



MATERIAL: The substance from which the finished product is made is known as material.

(a) **DIRECT MATERIAL:** is one which can be directly or easily identified in the product
Eg: Timber in furniture, Cloth in dress, etc.

(b) **INDIRECT MATERIAL:** one which cannot be easily identified in the product.

EXAMPLES OF INDIRECT MATERIAL

At factory level – lubricants, oil, consumables, etc.

At office level – Printing & stationery, Brooms, Dusters, etc.

At selling & dist. level – Packing materials, printing & stationery, etc.

LABOUR: *The human effort required to convert the materials into finished product is called labour.*

(a) **DIRECT LABOUR**: is one which can be conveniently identified or attributed wholly to a particular job, product or process.
Eg:wages paid to carpenter, fees paid to tailor,etc.

(b) **INDIRECT LABOUR**: is one which cannot be conveniently identified or attributed wholly to a particular job, product or process.

EXAMPLES OF INDIRECT LABOUR

At factory level – foremen's salary,
works manager's salary, gate
keeper's salary, etc

At office level – Accountant's salary,
GM's salary, Manager's salary, etc.

At selling and dist.level – salesmen
salaries, Logistics manager salary,
etc.

OTHER EXPENSES: are those expenses other than materials and labour.

DIRECT EXPENSES: are those expenses which can be directly allocated to particular job, process or product. Eg : Excise duty, royalty, special hire charges, etc.

INDIRECT EXPENSES: are those expenses which cannot be directly allocated to particular job, process or product.

Examples of other expenses

At factory level : factory rent, factory insurance, lighting, etc.

At office level : office rent, office insurance, office lighting, etc.

At sales & dist.level : advertising, show room expenses like rent, insurance, etc.

4. COST CLASSIFICATION

Classification On basis of :

- ▶ **Nature**
- ▶ **Function**
- ▶ **Direct & indirect**
- ▶ **Variability**
- ▶ **Controllability**
- ▶ **Normality**
- ▶ **Financial accounting classification**
- ▶ **Time**
- ▶ **Planning and control**
- ▶ **Managerial decision making**

ON THE BASIS OF NATURE

- **Materials**
- **Labor**
- **Expenses**

ON THE BASIS OF FUNCTION

- **Manufacturing costs**
- **Commercial costs – ADM and S&D Costs**

ON THE BASIS OF DIRECT AND INDIRECT

- **Direct costs**
- **Indirect costs**

ON THE BASIS OF VARIABILITY

- **Fixed costs**
- **Variable costs**
- **Semi variable costs**

ON THE BASIS OF CONTROLLABILITY

- **Controllable costs**
- **Uncontrollable costs**

ON THE BASIS OF NORMALITY

- **Normal costs**
- **Abnormal costs**

ON THE BASIS OF FINANCIAL ACCOUNTS:

- **Capital costs**
- **Revenue costs**
- **Deferred revenue costs**

ON THE BASIS OF TIME:

- Historical costs
- Pre determined costs

ON THE BASIS OF PLANNING AND CONTROL:

- Budgeted costs
- Standard costs

ON THE BASIS OF MANAGERIAL DECISION MAKING

- **Marginal costs**
- **Out of pocket costs**
- **Sunk costs**
- **Imputed costs**
- **Opportunity costs**
- **Replacement costs**
- **Avoidable costs**
- **Unavoidable costs**
- **Relevant and irrelevant costs**
- **Differential costs**

Thank You

PRODUCTION AND OPERATION MANAGEMENT

Introduction

Production/operations management is the process, which combines and transforms various resources used in the production/operations subsystem of the organization into value added product/services in a controlled manner as per the policies of the organization. Therefore, it is that part of an organization, which is concerned with the transformation of a range of inputs into the required (products/services) having the requisite quality level.

Evolution

1. Manufacturing Management (1776-1930)
 - Division of Labour – Adam Smith – 1776
 - Specialization of job assignment- Charles Babbage – 1832
 - Time and Motion Study – F. W. Taylor - 1900
2. Production management (1930- 1950)
 - Inventory Control – F. W. Harris
 - Human Relation – Elton Mayo
 - SQC- Statistical Quality Control - Walter
3. Production / Operation Management (1950- 1970)
 - Operation Research
 - Application Mathematical
 - Digital Computer
4. Operation Management (1970- onwards)
 - Scheduling, Control
 - MRP- Material Requirement Planning
 - Material Management waste control
 - JIT- Just in Time

Historical Evolution of Production and Operations Management

Date	Contribution	Contributor
1776	Specialization of labour in manufacturing	Adam Smith
1799	Interchangeable parts, cost accounting	Eli Whitney and others
1832	Division of labour by skill; assignment of jobs by skill; basics of time study	Charles Babbage
1900	Scientific management time study and work study developed; dividing planning and doing of work	Frederick W. Taylor
1900	Motion of study of jobs	Frank B. Gilbreth
1901	Scheduling techniques for employees, machines jobs in manufacturing	Henry L. Gantt
1915	Economic lot sizes for inventory control	F. W. Harris

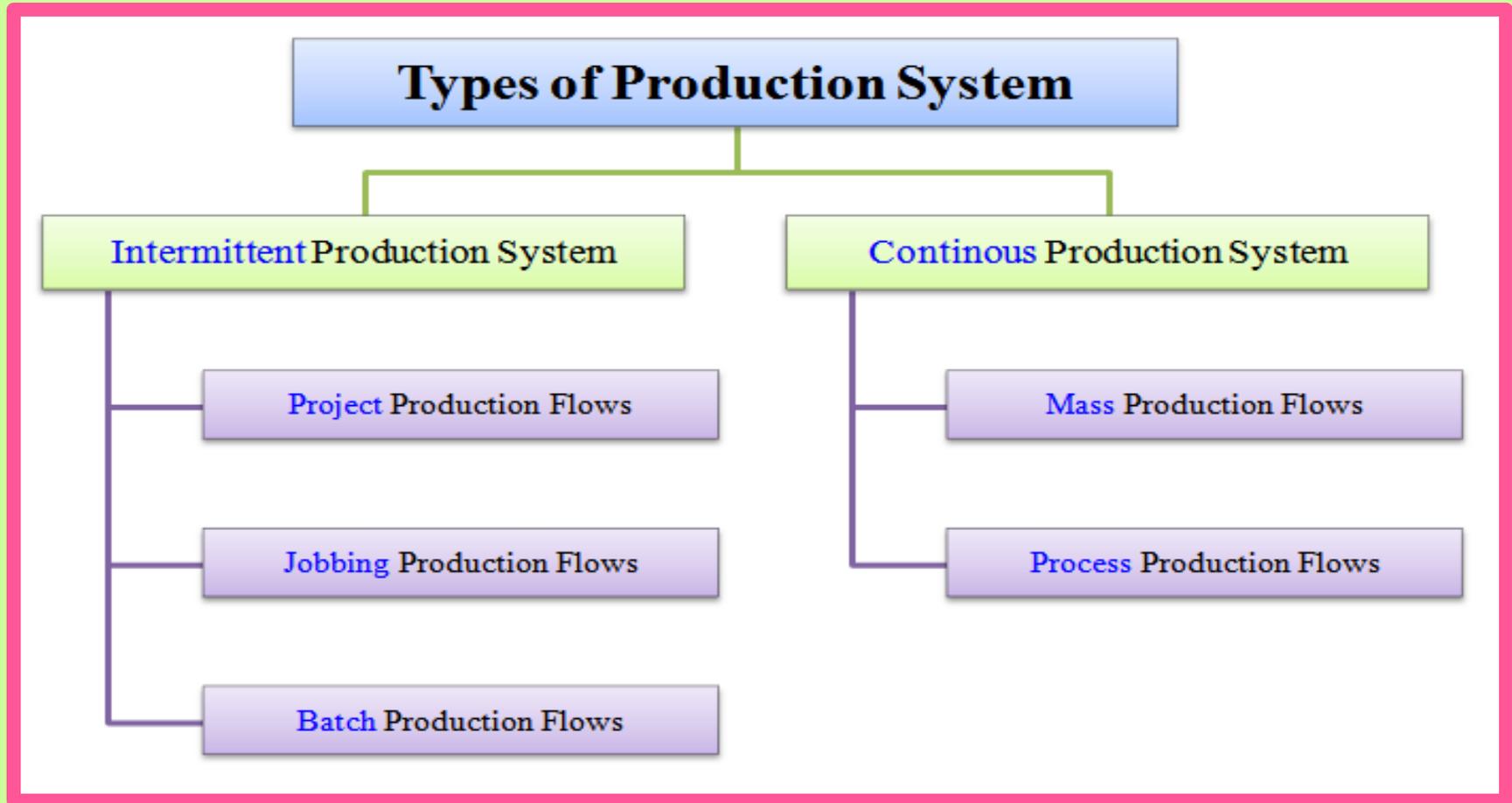
Date	Contribution	Contributor
1927	Human relations; the Hawthorne studies	Elton Mayo
1931	Statistical inference applied to product quality: quality control charts	W. A. Shewart
1935	Statistical sampling applied to quality control: inspection sampling plans	H. F. Dodge and H. G. Roming
1940	Operations research applications in World War II	P. M. Blacker and Others.
1946	Digital Computer	John Mauchlly and J. P. Eckert
1947	Linear Programming	G. B. Dantzig, William & others.
1950	Mathematical programming, on-linear and stochastic processes	A. Charnes, W. W. Cooper & others
1951	Commercial digital computer: large-scale computations available.	Sperry Univac

Date	Contribution	Contributor
1960	Organizational behaviour: continued study of people at work	L. Cummings, L. Porter
1970	Integrating operations into overall strategy and policy, Computer applications to manufacturing, Scheduling and control, Material requirement planning (MRP)	W. Skinner J. Orlicky and G. Wright
1980	Quality and productivity applications from Japan: robotics, CAD-CAM	W. E. Deming and J. Juran

Production System

The production system is that activity whereby resources, flowing within a defined system, are combined and transformed in a controlled manner to add value in accordance with the policies communicated by management.

Types of Production systems



Production Management

E.S. Buffa defines production management as, “**Production management** deals with decision making related to production processes so that the resulting goods or services are produced according to specifications, in the amount and by the schedule demanded and out of minimum cost.” **Production and operation management**

Objectives of Production Management

The objective of the production management is ‘to produce goods services of right quality and quantity at the right time and right manufacturing cost’.

1. **Right Quality**
2. **Right Quantity**
3. **Right Time**
4. **Right Manufacturing Cost**

5 P's of Production Management

5 P's of Production Management are:

- 1. Product*
- 2. Plant*
- 3. Programme,*
- 4. Processes*
- 5. People*

Operations Management

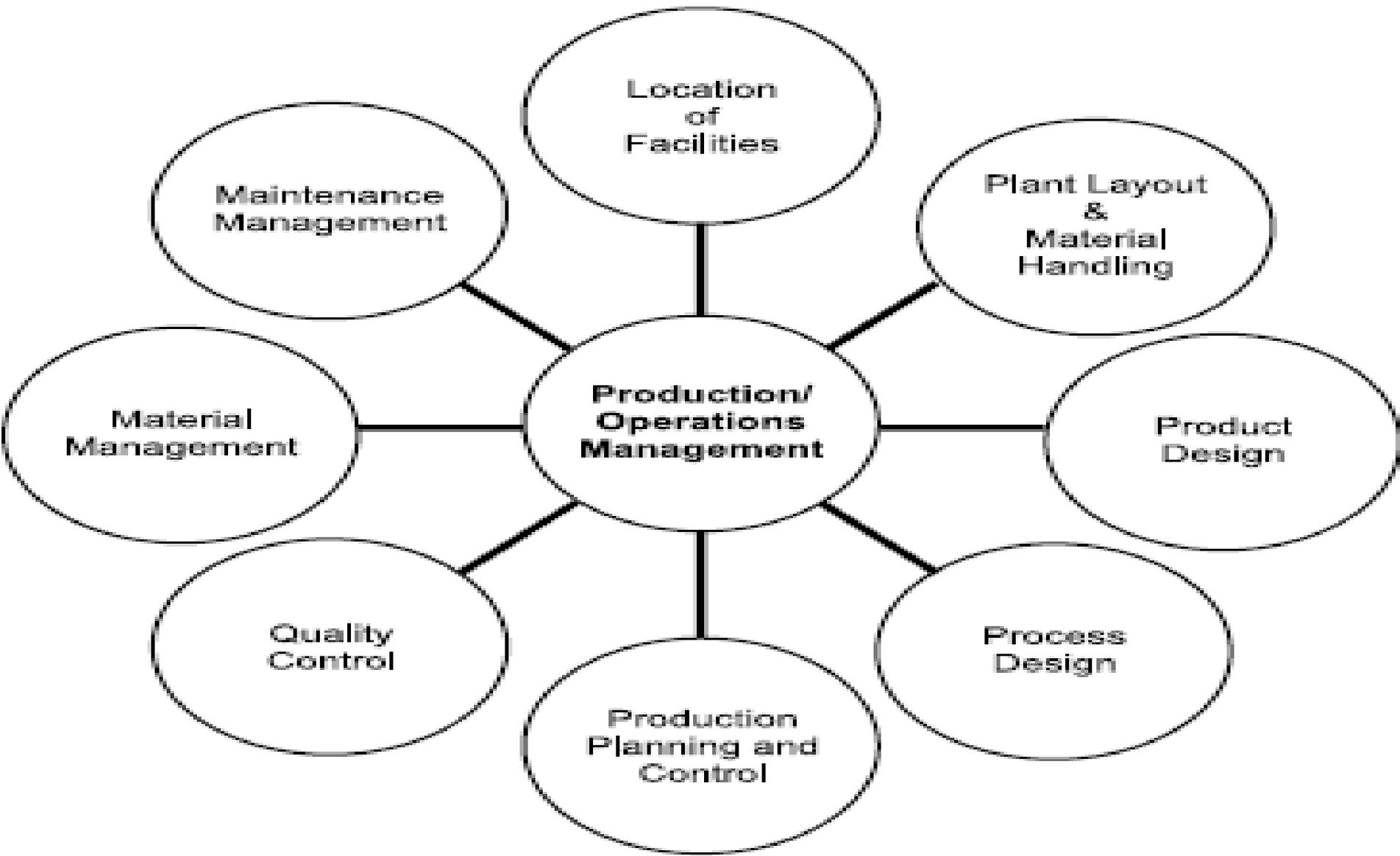
A Framework for Managing Operations

1. Planning
2. Organising
3. Controlling
4. Behaviour

Objectives of Operation Management

1. Customer Service
2. Resource Utilisation

Scope of Production and Operations Management



Objectives of Production and Operations Management

- To attain maximum output with lowest cost.
- To control pollution and wastage.
- To ensure optimum capacity and resources utilization .
- To ensure quality of products.
- To suggest changes in machinery and equipment.
- To ensure timely delivery of output.
- To maintain inventory.

Inputs:

- Men
- Materials
- Machines
- Information
- Capital

Transformation Process:

- Product Design
- Product Planning
- Production Control
- Maintenance

Outputs:

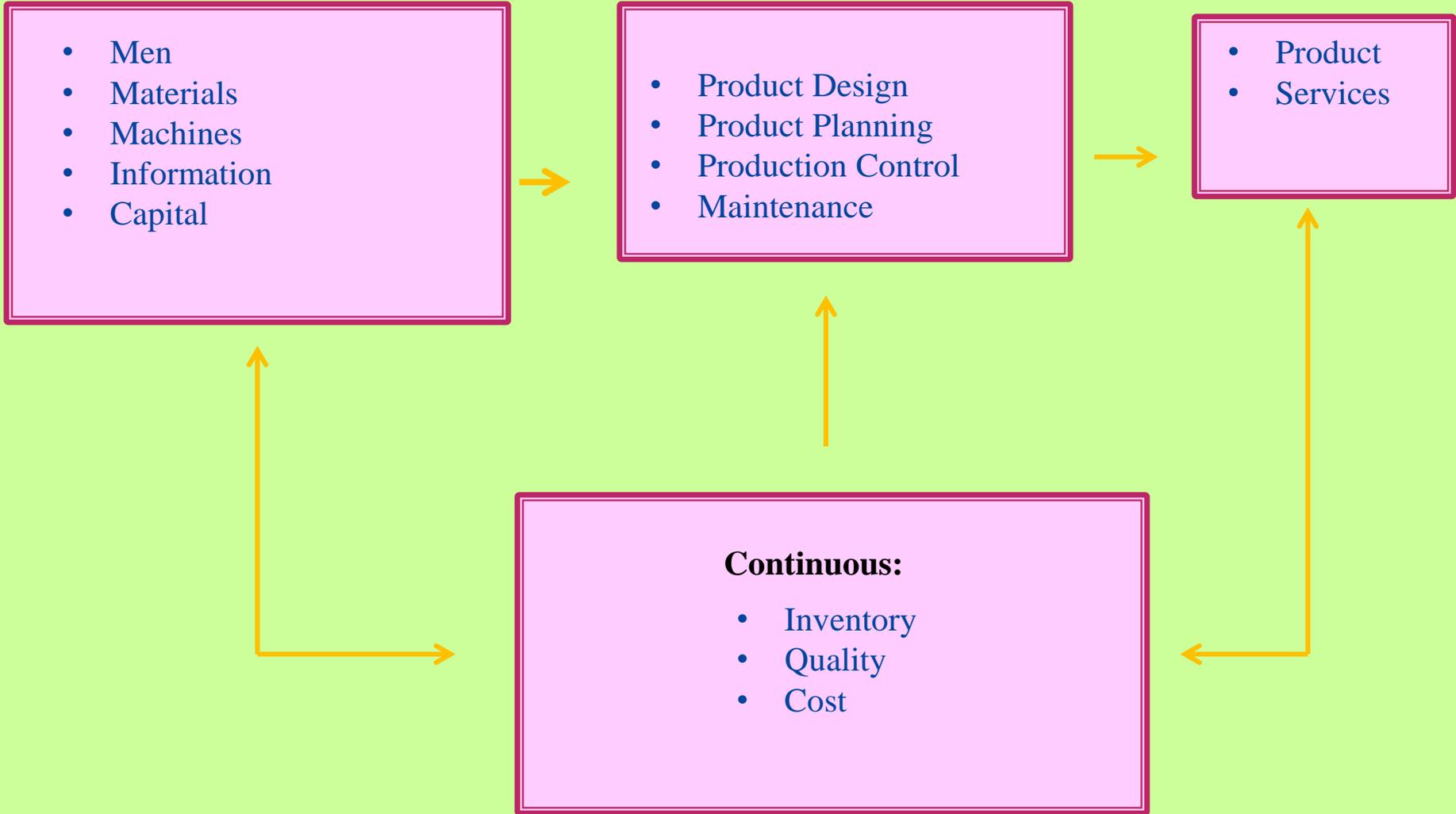
- Product
- Services

Continuous:

- Inventory
- Quality
- Cost

Environment

Feedback Information



Relationship with other functional areas

Operation Manager:

- **Planning**
- **Direction**
- **Coordination**
- **Resources**

Production Manager:

- **Accountants**
- **Financial Manager**
- **Marketing Manager**
- **Human Resource Manager**

THANK YOU

RESEARCH METHODOLOGY

Meaning

❖ **Research is an endeavour to discover answers to intellectual and practical problems through the application of scientific method.**

❖ **“Research is a systematized effort to gain new knowledge”.**
-Redman and Mory.

❖ **Research is the systematic process of collecting and analyzing information (data) in order to increase our understanding of the phenomenon about which we are concerned or interested.**

1.1 What is research?

- Research is the process of finding solutions to a problem after a thorough study and analysis of the situational factors
- Research provides the needed information that guides managers to make informed decisions to successfully deal with problems
- The information provided could be the result of a careful analysis of data gathered firsthand or of data that are already available (in the company)

Objectives of Research

- ❖ The purpose of research is to discover answers through the application of scientific procedures.

- ❖ The objectives are:
 - To gain familiarity with a phenomenon or to achieve new insights into it – **Exploratory or Formulative Research.**
 - To portray accurately the characteristics of a particular individual, situation or a group – **Descriptive Research.**
 - To determine the frequency with which something occurs or with which it is associated with something else – **Diagnostic Research.**
 - To test a hypothesis of a causal relationship between variables – **Hypothesis-Testing Research.**

Characteristics of Research

- ❖ Research is directed towards the **solution of a problem.**
- ❖ Research is based upon **observable experience or empirical evidence.**
- ❖ Research demands **accurate observation and description.**
- ❖ Research involves **gathering new data from primary sources or using existing data** for a new purpose.
- ❖ Research activities are characterized by **carefully designed procedures.**
- ❖ Research requires **expertise** i.e., skill necessary to carryout investigation, search the related literature and to understand and analyze the data gathered.
- ❖ Research is **objective and logical** – applying every possible test to validate the data collected and conclusions reached.
- ❖ Research involves the **quest for answers to unsolved problems.**
- ❖ Research requires **courage.**
- ❖ Research is characterized by **patient and unhurried activity.**
- ❖ Research is carefully **recorded and reported.**

SCIENTIFIC METHOD

- ❁ **‘Science’ refers to the body of systematic and organised knowledge which makes use of scientific method to acquire knowledge in a particular field of enquiry.**
- ❁ **Scientific method is the systematic collection of data (facts) and their theoretical treatment through proper observation, experimentation and interpretation.**
- ❁ **Scientific method attempts to achieve a systematic interrelation of facts by experimentation, observation, and logical arguments from accepted postulates and a combination of these three in varying proportions.**

BASIC POSTULATES IN SCIENTIFIC METHOD

- 👉 **It relies on empirical evidence.**
- 👉 **It utilizes relevant concepts.**
- 👉 **It is committed to only objective considerations.**
- 👉 **It presupposes ethical neutrality.**
- 👉 **It results into probabilistic predictions.**
- 👉 **The methodology is made known.**
- 👉 **Aims at formulating scientific theories.**

CRITERIA OF A GOOD RESEARCH

- ⊕ **Purpose clearly defined.**
- ⊕ **Research process detailed.**
- ⊕ **Research design thoroughly planned.**
- ⊕ **High ethical standards applied.**
- ⊕ **Limitations frankly revealed.**
- ⊕ **Adequate analysis for decision maker's needs.**
- ⊕ **Findings presented unambiguously.**
- ⊕ **Conclusions justified.**
- ⊕ **Researcher's experience reflected.**

QUALITIES OF A GOOD RESEARCH

- **Systematic**
- **Logical**
- **Empirical**
- **Replicable**
- **Creative**
- **Use of multiple methods**

NEED FOR RESEARCH

- ♪ **EXPLORATION**
- ♪ **DESCRIBE**
- ♪ **DIAGNOSE**
- ♪ **HYPOTHESIS**
- ♪ **INDUCTIONS AND DEDUCTIONS**

SCOPE / SIGNIFICANCE OF RESEARCH

❖ RESEARCH FOR DECISION MAKING

- ❑ **Throws light on risks and uncertainty**
- ❑ **Identify alternative courses of action**
- ❑ **Helps in economic use of resources**
- ❑ **Helps in project identification**

- Solves investment problems**
- Solves pricing problems**
- Solves allocation problems**
- Solves decision making issues in HR**
- Solves various operational and planning problems of business and industry**

- ❑ Provides the basis for all government policies in our economic system.**
- ❑ Helps social scientists in studying social relationships and in seeking answers to various social problems.**
- ❑ For students, research means a careerism or a way to attain a high position in the social structure.**
- ❑ For professionals in research, it may mean a source of livelihood.**

- ❑ For philosophers and thinkers, research means the outlet for new ideas and insights.**
- ❑ For literary men and women, research means development of new styles and creative work.**
- ❑ For analysts and intellectuals, research means generalizations of new theories.**

PROBLEMS IN RESEARCH

- **Not similar to science**
- **Uncontrollable variables**
- **Human tendencies**
- **Time and money**
- **Lack of computerization**
- **Lack of scientific training in the methodology of research**

- **Insufficient interaction between university research departments and business establishments**
- **Lack of confidence on the part of business units to give information**
- **Lack of code of conduct**
- **Difficulty of adequate and timely secretarial assistance**

- **Poor library management and functioning**
- **Difficulty of timely availability of published data.**
- **Ignorance**
- **Research for the sake of research-limited practical utility though they may use high sounding business jargon.**

ROLE OF RESEARCH IN DECISION-MAKING

- ♪ **Decision-making is the process of selecting the best alternative from the available set of alternatives.**
- ♪ **Management is chiefly concerned with decision-making and its implementation.**
- ♪ **These decisions should be based on appropriate studies, evaluations and observations.**
- ♪ **Research provides us with knowledge and skills needed to solve the problems and to meet the challenges of a fast paced decision-making environment.**

According to Herbert A Simon, decision-making involves three activities:

-  **Intelligence Activity** - scanning the environment for identifying conditions necessary for the decision.
-  **Designing Activity** - identifying, developing and analyzing the alternative courses of action.
-  **Choice Activity** - choosing the best course of action from among the alternatives.

FACTORS THAT AFFECT MANAGERIAL DECISIONS

- ❧ **INTERNAL FACTORS** – factors present inside an organisation such as resources, technology, trade unions, cash flow, manpower etc.
- ❧ **EXTERNAL FACTORS** – factors present outside the organisation such as government policies, political factors, socio-economic factors, legal framework, geographic and cultural factors etc.
- ❧ **QUANTITATIVE FACTORS** – factors that can be measured in quantities such as time, resources, cost factors etc.

❧ **QUALITATIVE FACTORS** – factors that cannot be measured in quantities such as organizational cohesiveness, sense of belonging of employees, risk of technological change etc.

❧ **UNCERTAINTY FACTORS** – factors which cannot be predicted.

TYPES OF RESEARCH

Descriptive vs Analytical Research

Descriptive Research is a fact finding investigation which is aimed at describing the characteristics of individual, situation or a group (or) describing the state of affairs as it exists at present.

Analytical Research is primarily concerned with testing hypothesis and specifying and interpreting relationships, by analyzing the facts or information already available.



Applied vs Fundamental Research

Applied Research or Action Research is carried out to find solution to a real life problem requiring an action or policy decision.

Fundamental Research which is also known as basic or pure research is undertaken for the sake of knowledge without any intention to apply it in practice.

It is undertaken out of intellectual curiosity and is not necessarily problem-oriented.



Quantitative vs Qualitative Research

Quantitative Research is employed for measuring the quantity or amount of a particular phenomena by the use of statistical analysis.

Qualitative Research is a non-quantitative type of analysis which is aimed at finding out the quality of a particular phenomenon.



Conceptual vs Empirical Research

Conceptual Research is generally used by philosophers and thinkers to develop new concepts or to reinterpret existing ones.

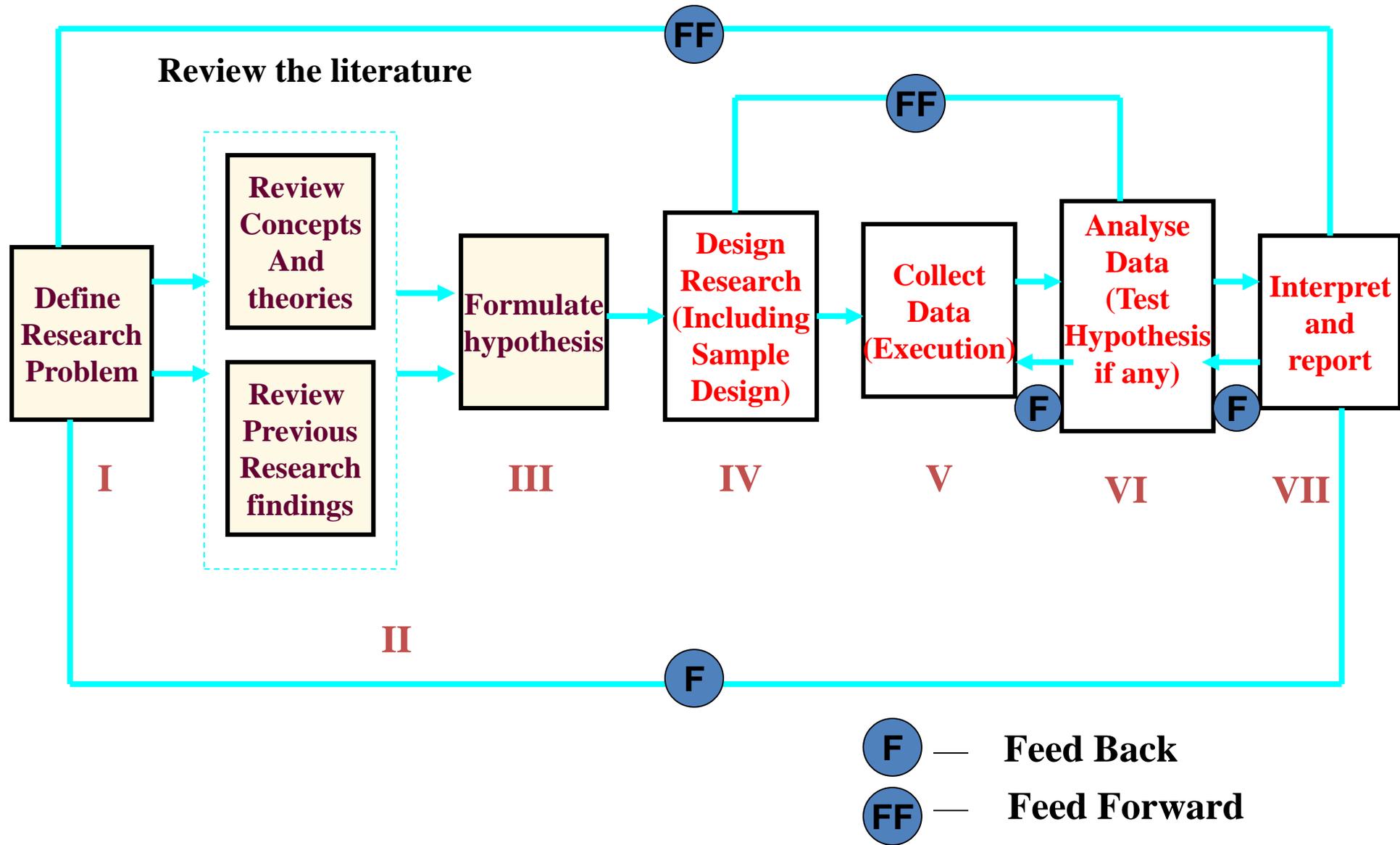
Empirical Research is a data based research which depends on experience or observation alone. It is aimed at coming up with conclusions without due regard for system and theory.

Some other types of research..

- **One-time Research** – Research confined to a single time period.
- **Longitudinal Research** – Research carried on over several time periods.
- **Diagnostic Research** – It is also called clinical research which aims at identifying the causes of a problem, frequency with which it occurs and the possible solutions for it.
- **Exploratory Research** – It is the preliminary study of an unfamiliar problem, about which the researcher has little or no knowledge. It is aimed to gain familiarity with the problem, to generate new ideas or to make a precise formulation of the problem. Hence it is also known as formulative research.

- **Experimental Research** – It is designed to assess the effect of one particular variable on a phenomenon by keeping the other variables constant or controlled.
- **Historical Research** – It is the study of past records and other information sources, with a view to find the origin and development of a phenomenon and to discover the trends in the past, in order to understand the present and to anticipate the future.

RESEARCH PROCESS



STEP-1

*DEFINITION
OF THE
RESEARCH PROBLEM*

RESEARCH PROBLEM

What is a research problem?

- ❖ The term ‘problem’ means a question or issue to be examined.**
- ❖ Research Problem refers to some difficulty /need which a researcher experiences in the context of either theoretical or practical situation and wants to obtain a solution for the same.**

HOW DO WE KNOW WE HAVE A RESEARCH PROBLEM?

- * Customer complaints**
- * Conversation with company employees**
- * Observation of inappropriate behaviour or conditions in the firm**
- * Deviation from the business plan**
- * Success of the firm's competitor's**
- * Relevant reading of published material (trends, regulations)**
- * Company records and reports.**

The first step in the research process – definition of the problem involves two activities:

☆ Identification / Selection of the Problem

☆ Formulation of the Problem

IDENTIFICATION / SELECTION OF THE RESEARCH PROBLEM

☆ This step involves identification of a few problems and selection of one out of them, after evaluating the alternatives against certain selection criteria.

SOURCES OF PROBLEMS

- ✍ Reading
- ✍ Academic Experience
- ✍ Daily Experience
- ✍ Exposure to Field Situations
- ✍ Consultations
- ✍ Brainstorming
- ✍ Research
- ✍ Intuition

CRITERIA OF SELECTION

The selection of one appropriate researchable problem out of the identified problems requires evaluation of those alternatives against certain criteria. They are:

- 📖 Internal / Personal criteria – Researcher’s Interest, Researcher’s Competence, Researcher’s own Resource: finance and time.
- 📖 External Criteria or Factors – Researchability of the problem, Importance and Urgency, Novelty of the Problem, Feasibility, Facilities, Usefulness and Social Relevance, Research Personnel.

DEFINITION / FORMULATION OF THE RESEARCH PROBLEM

- ✦ **Formulation is the process of refining the research ideas into research questions and objectives.**
- ✦ **Formulation means translating and transforming the selected research problem/topic/idea into a scientifically researchable question. It is concerned with specifying exactly what the research problem is.**

✍ **Problem definition or Problem statement is a clear, precise and succinct statement of the question or issue that is to be investigated with the goal of finding an answer or solution.**

✍ **There are two ways of stating a problem:**

- 1) Posting question / questions**
- 2) Making declarative statement / statements**

PROCESS INVOLVED IN DEFINING THE PROBLEM

*
*
* STATEMENT OF THE PROBLEM IN A
GENERAL WAY.

** UNDERSTANDING THE NATURE Of
PROBLEM**

** SURVEYING THE AVAILABLE
LITERATURE**

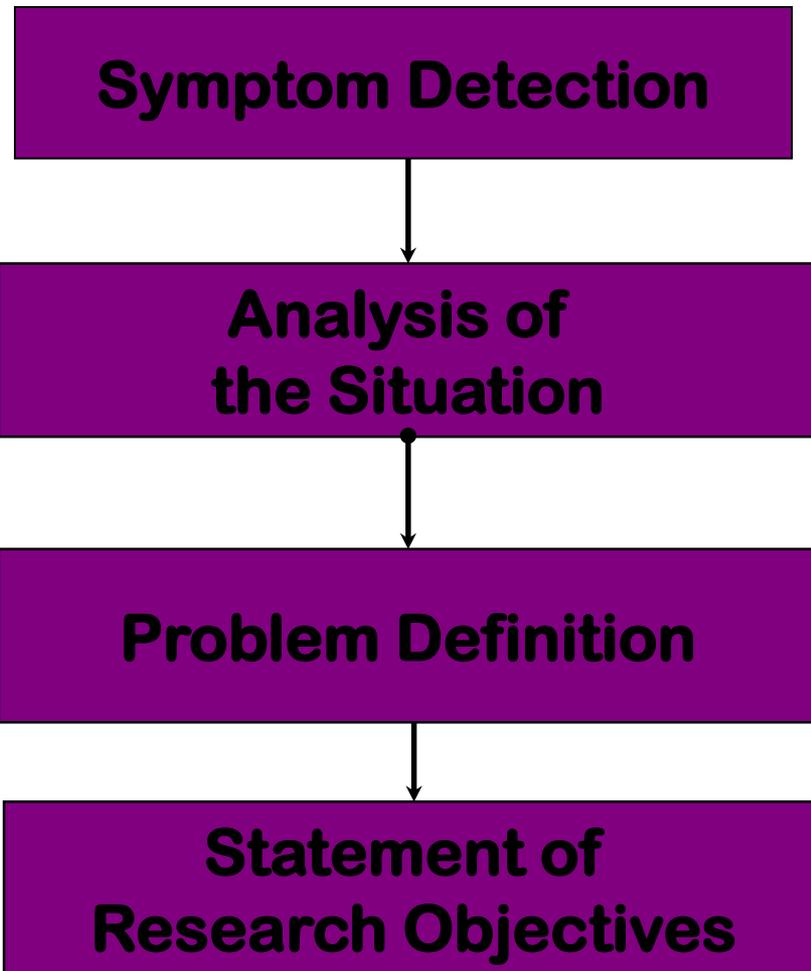
*
*** **DEVELOPING IDEAS THROUGH
DISCUSSIONS**

*
*** **REPHRASING THE RESEARCH PROBLEM**

CRITERIA OF A GOOD RESEARCH PROBLEM

- ❧ Clear and Unambiguous
- ❧ Empirical
- ❧ Verifiable
- ❧ Interesting
- ❧ Novel and Original
- ❧ Availability of Guidance

Defining Problem, Results in Clear Cut Research Objectives..



ESTABLISHMENT OF RESEARCH OBJECTIVES

- ☞ **Research Objectives are the specific components of the research problem, that you'll be working to answer or complete, in order to answer the overall research problem. - Churchill, 2001**
- ☞ **The objectives refers to the questions to be answered through the study. They indicate what we are trying to get from the study or the expected results / outcome of the study.**

ESTABLISHMENT OF RESEARCH OBJECTIVES

- ☞ Research Objectives should be clear and achievable, as they directly assist in answering the research problem.
- ☞ The objectives may be specified in the form of either statements or questions.
- ☞ Generally, they are written as statements, using the word “to”. (For example, ‘to discover ...’, ‘to determine ...’, ‘to establish ...’, etc.)

STEP-2

REVIEW
OF
LITERATURE

REVIEW OF LITERATURE

- ❖ **Literature Review is the documentation of a comprehensive review of the published and unpublished work from secondary sources of data in the areas of specific interest to the researcher.**
- ❖ **The main aim is to find out problems that are already investigated and those that need further investigation.**

REVIEW OF LITERATURE

- ❖ **It is an extensive survey of all available past studies relevant to the field of investigation.**
- ❖ **It gives us knowledge about what others have found out in the related field of study and how they have done so.**

PURPOSE OF REVIEW

- ❁ To gain a background knowledge of the research topic.
- ❁ To identify the concepts relating to it, potential relationships between them and to formulate researchable hypothesis.
- ❁ To identify appropriate methodology, research design, methods of measuring concepts and techniques of analysis.
- ❁ To identify data sources used by other researchers.
- ❁ To learn how others structured their reports.

How to conduct the Literature Survey?

- ✧ Identify the relevant sources.
- ✧ Extract and Record relevant information.
- ✧ Write-up the Literature Review.

SOURCES OF LITERATURE

- ★ **Books and Journals**
- ★ **Electronic Databases**
 - **Bibliographic Databases**
 - **Abstract Databases**
 - **Full-Text Databases**
- ★ **Govt. and Industry Reports**
- ★ **Internet**
- ★ **Research Dissertations / Thesis**

RECORDING THE LITERATURE

- ★ The most suitable method of recording notes is the **card system**.
- ★ The recording system involves use of two sets of cards:
 - **Source cards** (3"x 5") – used for noting bibliographic information.
 - **Note cards** (5"x 8") – used for actual note taking.

SOURCE CARDS

- ★ Source Cards serve two purposes:
 - a) Provide documentary information for foot notes.
 - b) It is used for compiling bibliography to be given at the end of the report.

SOURCE CARDS

★ Source Cards can be coded by a simple system in order to relate them to the corresponding note cards.

1) Marking a combination of letters and a number on the right hand top corner that begins with 'C'. For example; C1, C2 etc.

OR

2) Marking the letter 'B' or 'J' or 'R' (B=Books, J=Journal, R=Report) on the left hand top corner.

SOURCE CARDS

★ **The recording of bibliographic information should be made in proper bibliographic format.**

★ **The format for citing a book is:**

Author's name, (year), Title of the book, Place of publication, Publisher's name.

★ **For Example; Koontz Harold (1980), Management, New Delhi, McGraw-Hill International.**

★ **The format for citing a journal article is:**

Author's name, (year), Title of the article, Journal name, Volume (number), pages.

★ **For Example; Sheth J.N (1973), A Model of Industrial Buying Behaviour, Journal of Marketing, 37(4), 50-56.**

NOTE CARDS

- ★ Detailed Information extracted from a printed source is recorded on the note cards.
- ★ It is desirable to note a single fact or idea on each card, on one side only.

How to write the review?

- ★ There are several ways of presenting the ideas of others within the body of the paper.

- ★ For Example; If you are referring the major influencing factors in the Sheth's model of Industrial Buying Behaviour, it can be written as,
 - 1) Sheth (1973, p-50) has suggested that, there are a number of influencing factors
 - 2) According to Sheth (1973) model of industrial buying behaviour, there are a number of influencing factors.....

How to write the review?

- 3) In some models of industrial buying behaviour, there are a number of influencing factors (Sheth, 1973).
- 4) In some models of industrial buying behaviour, there are a number of influencing factors¹.

1. Sheth J.N (1973), A Model of Industrial Buying Behaviour, Journal of Marketing, 37(4), 50-56.

Points to be kept in mind while reviewing literature..

- ❖ Read relevant literature.
- ❖ Refer original works.
- ❖ Read with comprehension.
- ❖ Read in time.
- ❖ Index the literature.

STEP-3

*FORMULATION
OF
HYPOTHESIS*

HYPOTHESIS

- A hypothesis is an assumption about **relations** between **variables**.
- Hypothesis can be defined as a logically conjectured **relationship** between two or more **variables** expressed in the form of a testable statement.

Relationships are conjectured on the basis of the network of associations established in the **theoretical framework** formulated for the research study.

VARIABLES

⇒ Anything that can vary can be considered as a variable.

⇒ A variable is anything that can take on differing or varying values.

For example; Age, Production units, Absenteeism, Sex, Motivation, Income, Height, Weight etc.

Note: The values can differ at various times for the same object or person (or) at the same time for different objects or persons.

Variable / Attribute

➤ A variable is a characteristic that takes on two or more values whereas, an attribute is a specific value on a variable (qualitative).

For example;

➤ The variable SEX/GENDER has 2 attributes - Male and Female.

➤ The variable AGREEMENT has 5 attributes – Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

Types of Variables

➤ Explanatory vs Extraneous Variable

The variables selected for analysis are called explanatory variables and all other variables that are not related to the purpose of the study but may affect the dependant variable are extraneous.

➤ Dependant vs Independent Variable

The variable that changes in relationship to changes in another variable(s) is called **dependant variable**.

The variable whose change results in the change in another variable is called an **independent variable**.

OR

An independent variable is the one that influences the dependant variable in either a positive or negative way.

HYPOTHESIS

- **Research Hypothesis is a predictive statement that relates an independent variable to a dependant variable.**

Hypothesis must contain atleast one independent variable and one dependant variable.

HYPOTHESIS

- Hypothesis are tentative, intelligent guesses as to the solution of the problem.
- Hypothesis is a specific statement of prediction. It describes in concrete terms what you expect to happen in the study.
- Hypothesis is an assumption about the population of the study.
- It delimits the area of research and keeps the researcher on the right track.

PROBLEM (VS) HYPOTHESIS

- Hypothesis is an assumption, that can be tested and can be proved to be right or wrong.
- A problem is a broad question which cannot be directly tested. A problem can be scientifically investigated after converting it into a form of hypothesis.

CHARACTERISTICS OF HYPOTHESIS

- **Conceptual Clarity** - It should be clear and precise.
- **Specificity** - It should be specific and limited in scope.
- **Consistency** - It should be consistent with the objectives of research.
- **Testability** - It should be capable of being tested.
- **Expectancy** - It should state the expected relationships between variables.

CHARACTERISTICS OF HYPOTHESIS

- **Simplicity** - It should be stated as far as possible in simple terms.
- **Objectivity** - It should not include value judgments, relative terms or any moral preaching.
- **Theoretical Relevance** - It should be consistent with a substantial body of established or known facts or existing theory.
- **Availability of Techniques** – Statistical methods should be available for testing the proposed hypothesis.

SOURCES OF HYPOTHESIS

- ◆ **Discussions with colleagues and experts about the problem, its origin and objectives in seeking a solution.**
- ◆ **Examination of data and records for possible trends, peculiarities.**
- ◆ **Review of similar studies.**
- ◆ **Exploratory personal investigation / Observation.**
- ◆ **Logical deduction from the existing theory.**
- ◆ **Continuity of research.**
- ◆ **Intuition and personal experience.**

TYPES OF HYPOTHESIS

⊕ Descriptive Hypothesis

These are assumptions that describe the characteristics (such as size, form or distribution) of a variable. The variable may be an object, person, organisation, situation or event.

Examples:

- **“Public enterprises are more amenable for centralized planning”.**

⊕ Relational Hypothesis [Explanatory Hypothesis]

These are assumptions that describe the relationship between two variables. The relationship suggested may be positive, negative or causal relationship.

Examples:

- “Families with higher incomes spend more for recreation”.

Causal Hypothesis state that the existence of or change in one variable causes or leads to an effect on another variable. The first variable is called the **independent variable** and the latter is the **dependant variable**.

⊕ Null Hypothesis

When a hypothesis is stated negatively, it is called null hypothesis. It is a **'no difference', 'no relationship'** hypothesis. ie., It states that, no difference exists between the parameter and statistic being compared to or no relationship exists between the variables being compared. It is usually represented as H_0 or H_0 .

Example:

- H_0 : There is no relationship between a family's income and expenditure on recreation.

⊕ Alternate Hypothesis

It is the hypothesis that describes the researcher's prediction that, there exist a relationship between two variables or it is the opposite of null hypothesis. It is represented as H_A or H_1 .

Example:

H_A : There is a definite relationship between family's income and expenditure on recreation.

FORMS OF RELATIONSHIPS

NON-DIRECTIONAL

- There IS a relationship between
- X & Y
- X....linked....Y

Vs DIRECTIONAL

- If X goes up, Y
- or
- As X increases, Y...
- X = Independent variable
- Y = Dependent variable

DIRECTIONAL HYPOTHESES-

“X” causes “Y” to change

- If X changes
- (increases
- decreases)
- then
- Y will
- (increase or
- decrease)
- a causal link

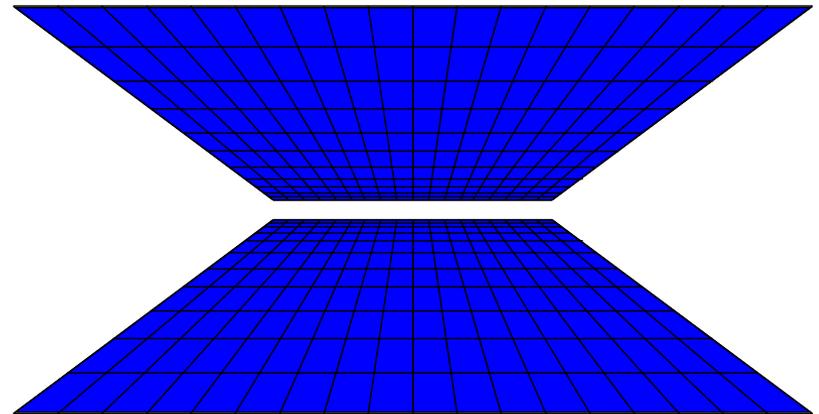
DIRECTION OF RELATIONSHIP

- If X increases, Y increases
- A **POSITIVE** relationship
- If X increase, Y decreases
- A **NEGATIVE** or **INVERSE** relationship
- As X changes, Y does **NOT** change...>
- No Change...>**NO RELATIONSHIP**

NON-DIRECTIONAL HYPOTHESES

- the weakest form

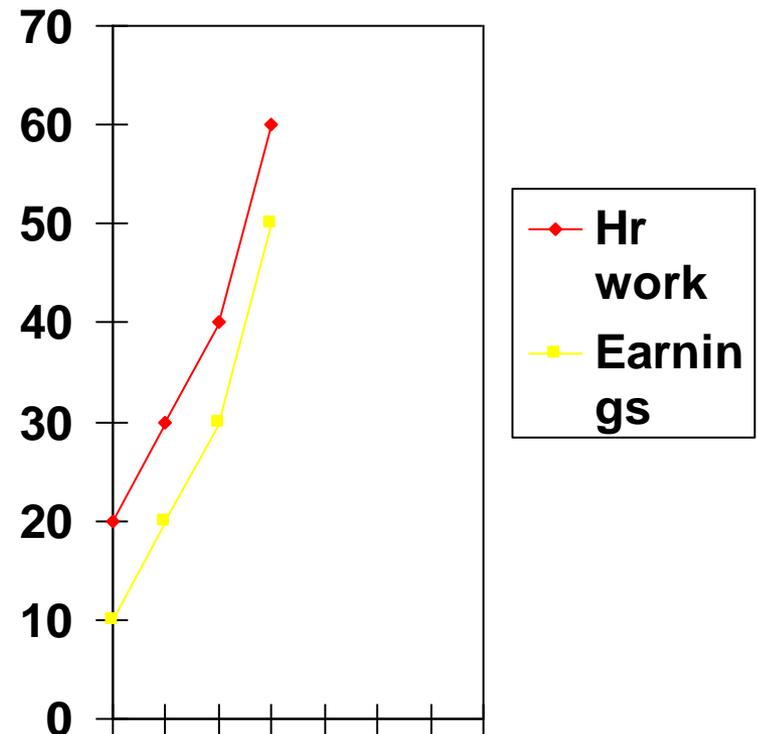
- There Is
- a relationship
- between X & Y
 - non-causal
 - correlational statement
 - X.....Y



CORRELATIONAL RELATIONSHIP

Positive correlation

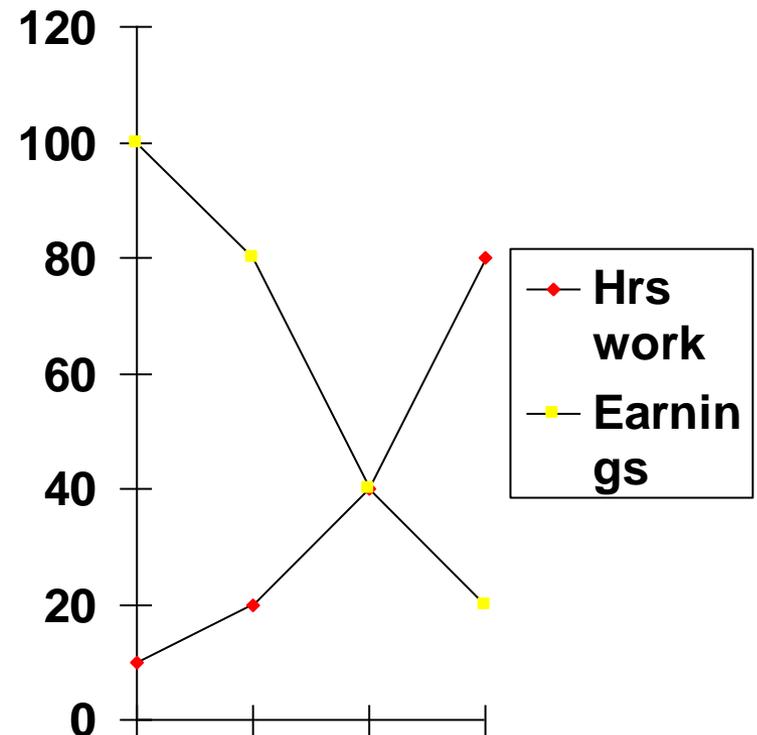
- When the values of
- TWO variables
- “go together”
- or
- values on X & Y
- change in SAME
- DIRECTION



Negative Correlation

- When the values of two variables
- CO-VARY
- in Opposite direction

- (as one goes up,
- the other goes down)



FUNCTIONS OR ROLE OF HYPOTHESIS

- ❧ It gives a definite point to the investigation and provides direction to the study.
- ❧ It determines the data needs.
- ❧ It specifies the sources of data.
- ❧ It suggests which type of research is likely to be more appropriate.
- ❧ It determines the most appropriate technique of analysis.
- ❧ It contributes to the development of theory.



Income Tax Law & Practice

Code : BBA-301

Unit – I

Ms. Manisha Sharma
Asst. Professor

OBJECTIVES

After going through this lesson you should be able to understand:

- Importance and History of Income Tax in India
- Meaning of Person and Assessee
- Definitions of various Terms used in Income Tax
- What is regarded as 'Income' under the Income-tax Act
- What is 'Gross Total Income'
- Concept of Assessment Year and Previous Year
- What is Agriculture Income
- What is Residential Status & Scope of Total Income on the basis of Residential Status

Importance , History, Present Act

- In our present day economy structure Income Tax plays a vital role as a source of Revenue and a measure of removal economic disparity. Our Taxation structure provides for Two types of Taxes --- DIRECT and INDIRECT ; Income Tax , Wealth Tax and Gift Tax are Direct Taxes whereas Sales Tax and Excise Duties are Indirect Taxes.

HISTORY

The Income Tax was introduced in India for the first time in 1860 by British rulers following the mutiny of 1857. The period between 1860 and 1886 was a period of experiments in the context of Income Tax. This period ended in 1886 when first Income Tax Act came into existence. The pattern laid down in it for levying of Tax continues to operate even to-day though in some changed form. In 1918, another Act- Income Tax Act, 1918 was passed but it was short lived and was replaced by Income Tax Act, 1922 and it remained in existence and operation till 31st. March, 1961.

PRESENT ACT

On the recommendation of Law Commission & Direct Taxes Enquiry Committee and in consultation with Law Ministry a Bill was framed. This Bill was referred to a select committee and finally passed in Sept. 1961. This Act came into force from 1st April 1962 in whole of the country. Income Tax Act, 1961 is a comprehensive Act and consists of 298 Sections, Sub-Sections running into thousands Schedules, Rules, Sub-Rules, etc. and is supported by other Acts and Rules. This Act has been amended by several amending Acts since 1961. The Annual Finance Bills presented to Parliament along with Budget make far-reaching amendments in this Act every year.

MEANING OF “TAX MANAGEMENT”

“... A Business who stays aloof of tax matters cannot remain competitive. Tax laws are an economic reality in the Business world. A Tax Dollar is just as real one derived from other source.”

Tax Management is now an integral part of business management. It involves not only due compliance of law in timely and regular manner, but also arranging the affairs in such a manner that it reduces the tax liability burden.

Specifics are :

- 
- Filling of Return
 - Maintenance of Accounts
 - Getting the Accounts Audited.
 - Complying with the notices of Income Tax Department.
 - Payment of Advance Tax
 - Timely deduction of Tax at Source and its payment.

PERSON [Section 2(31)]

- The word “Person” is a very wide term and embraces in itself the following :
- **Individual** : It refers to a natural human being whether Male or Female , Minor or Major.
- **Hindu Undivided Family (HUF)** : It is a relationship created due to operation of Hindu Law. The Manager of HUF is called “ Karta” and its member are called ‘Coparceners’.
- **Company** : It is an artificial person registered under Indian Companies Act 1956 or any other Law.
- **Firm** : It is an entity which comes into existence as a result of partnership agreement. The Income Tax accepts only these entities as Firms which are assessed as Firms under Section 184 of the Act.

Association of Persons (AOP) or Body of Individuals (BOI) : Co-operative societies, MARKFED, NAFED, etc are the example of such persons. When persons combine together to carry on a joint enterprise and they do not constitute partnership under the ambit of law, they are assessable as an Association of Persons. An A.O.P. can have firms, companies, associations and individuals as its members. A Body of Individual (B.O.I.) cannot have non-individuals as its members. Only natural human being can be members of a Body of Individuals.

- **Local Authority** : Municipality, Panchayat, Cantonment Board, Port Trust etc. are called Local Authority.
- **Artificial Judicial Person** : Statutory Corporations like Life Insurance Corporation, a University etc. are called Artificial Judicial Persons.



These are seven categories of person chargeable to tax under the Act. The aforesaid definition is inclusive and not exhaustive . Therefore, any person, not falling in the above-mentioned seven categories, may still fall in the four corners of the term “Person” and accordingly may be liable to tax under Sec.4.

Determine the status of the following :

1. Delhi University
2. Microsoft Ltd.
3. Delhi Municipal Corporation
4. Swayam Education Pvt. Ltd.
5. Axis Bank Limited.
6. ABC Group Housing Co-operative Society.
7. DC & Co., firm of Mr. Dust and Mr. Clean
8. A joint family of Mr. Darsy, Mrs. Darsy and their sons Mr. John and Mr. Jane
9. X and Y who are legal heirs of Z (Z died in 1995 and X and Y carry on his business without entering into partnership)

Answers

1. Artificial Judicial Person
2. a Company
3. a local authority
4. a company
5. a company
6. an association of person
7. a firm ;
8. a Hindu Undivided Family
9. an association of persons.

Assessee [Section 2(7)]

Assessee means a person by whom any tax or any other sum of money is payable under this Act and includes the following:-

(i) Every person in respect of whom any proceeding under the Income-tax Act has been taken: for the assessment of his income or the income of any other person in respect of which he is assessable; or to determine the loss sustained by him or by such other person; or to determine the amount of refund due to him or to such other person.



(ii) A person who is deemed to be an assessee under any provisions of this Act i.e. a person who is treated as an assessee. This would include the legal representative of a deceased person or the legal guardian of minor if minor is taxable separately.



(iii) Every person who is deemed to be an assessee in default under any provisions of this Act. A person is said to be an assessee in default if he fails to comply with the duties imposed upon him under the Income-tax Act. For example: a person, paying interest to another person, is responsible for deducting tax at source on this amount and to deposit the tax with the Government. If he fails in either of these duties i.e., if he does not deduct the tax, or deducts the tax but does not deposit it with the Government, he shall be deemed to be an assessee in default.

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A person may not have his own assessable income but may still be an assessee. For example, an assessee, who has earned an income of Rs. 1,45,000 in a previous year, fails to deduct the tax at source on salary paid by him, which he was required to do under the Act, shall be deemed to be an assessee in default. Although, he is not assessable in respect of his own income, as it is below the maximum exemption limit, but shall still be an assessee for not deducting the tax at source, which he was obliged to do.

Meaning Of “INCOME” [Section 2(24)]

- The Definition given u/s 2 (24) is inclusive and not exhaustive. According to English dictionary, the term “Income” means periodical monetary return coming in regularly from definite sources like one’s business, Land, Work, Investments etc.”.

“ *Income includes* ” :

- **Profit and Gains** : For instance, Profit generated by a businessman is taxable as “Income”.
- **Dividend** : For instance, “Dividend” declared/paid by a company to a shareholders is taxable as “ income” in the hands of shareholders .
- **Voluntary contribution received by a Trust** : In the hands of a Trust, income includes voluntary contributions received by it. This rule is applicable in the following cases..
 - Such contribution is received by a trust created wholly or partly for charitable or religious purpose ; or
 - Such contribution is received by a scientific research association ; or
 - Such contribution is received by any fund or institution established for charitable purposes ; or
 - Such contribution is received by any university or other educational institutions or hospital.

Example :

- ABC Trust is created for public charitable purposes. On Dec, 15, 2008 it receives a sum of Rs.2 Lakh as voluntary contribution from a business house . Rs. 2 Lakh would be included in the income of the Trust.
- The value of any Perquisites or Profit in lieu of Salary taxable in the hand of employee.

Example:

- Mr.Y is employed by XYZ Ltd. Apart from Salary , he has been provided a Rent-Free House by the employer . the value of perquisites in respect of the Rent-Free House is taxable as “Income” in the hands of Mr.Y..
- Any Special Allowance or Benefit :All type of special allowance are given/allow to the assessee to meet the expenses exclusively, wholly and necessarily for the duties he performed for the office or employment is treated as “Income”.

Example:

- Mr.Y is employed by XYZ Ltd. He gets Rs.5,000 per month as conveyance allowance other than Salary .Rs. 5,000 per month is treated as “Income”.
- Value of any Benefit or Amenity, whether convertible into money or not.
- Any Capital Gain taxable u/s 45 is treated as “Income”

Example:

- Mr.Y owns a House Property. On its transfer, he generates a Capital Profit of Rs.1,20,000. it is treated as “Income” even if it is Capital Profit.
- Any winning from Lotteries (it included winning from prizes awarded) ,Winning from Crossword Puzzles, winning from Races including Horse Race, winning from Card Games and other similar Games, winning from gambling or betting.

FEATURES OF “INCOME”

- The following features of income can help a person to understand the concept of income.
- **Definite Source** : Income has been compared with a fruit of a tree or a crop from the field. Fruit comes from a tree and crop from fields. Thus the source of income is definite in both cases. The existence of a source for income is somewhat essential to bring a receipt under the charge of tax.
- **Income must come from Outside** : No one can earn income from himself. There can be no income from transaction between head office and branch office. Contributions made by members for the mutual benefit and found surplus cannot be termed as income of such group.

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- Tainted Income : Income earned legally or illegally remains income and it will be taxed according to the provisions of the Act. Assessment of illegal income of a person does not grant him immunity from the applicability of the provisions of other Act. Any expenditure incurred to earn such illegal income is allowed to be deducted out of such income only.
- Temporary or Permanent : Whether the income is permanent or temporary, it is immaterial from the tax point of view.

- **Voluntary Receipt** : The receipts which do not arise from the exercise of a profession or business or do not amount to remuneration and are made for reasons purely of personal nature are not included in the scope of total income.
- **Dispute regarding the Title** : In case a person is receiving some income but his title to such receipts is disputed, it will not free him from tax liability. The receipt of such income has to pay tax.
- **Income in Money or Money's worth** : The income may be in Cash or in kind. It is taxable in both cases.

TAX TREATMENT OF ‘INCOME’

For the purposes of treatment of income for tax purposes it can be divided into 3 categories :

A. Taxable Income : These incomes form part of total income and are fully taxable. These are treated u/s 14 to 69 of the Act. These are Salaries, Rent, Business Profits, Professional Gain, Capital Gain, Interest, Dividend, Winning from Lotteries, Races etc.

B. Exempted Incomes : These incomes do not form part of total income either fully or partially . hence, No Tax is payable on such incomes. These incomes are given u/s 10(1) to 10(32) of the Act.

- **C. Rebateable (Tax Free) Incomes** : These incomes form part of total income and are fully taxable. Tax is calculated on total income out of which a Rebate of Tax at average Rate is allowed .The Rebateable incomes given u/s 86 of the Act are :
 - Share of income received by a member of an association of persons provided the total income of such AOP is assessed to tax at the rates applicable to an individual.
 - Share of income received by a partner of a firm assessed as an association of persons (PFAOP) provided the total income of such PFAOP is assessed to tax at the rates applicable to an individual.

GROSS TOTAL INCOME (GTI) & TOTAL INCOME

U/s 14 the term “Gross Total Income” [GTI] means aggregate of incomes computed under the following Five heads :

Income under the head “Salaries”

Income under the head “ House Property”

Income under the head “Profit and Gains of Business or Profession”.

Income under the head “Capital Gain”.

Income under the head “ Other Sources”.

After aggregating income under various heads, losses are adjusted and the resultant figure is called “ Gross Total Income” [GTI]

From Gross Total Income , Deductions u/s 80 are allowed. The resultant figure is called “Total Income “ on which Rates of Taxes are applied

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**GTI = Salary Income + House
Property Income + Business or
Profession Income + Capital
Gains + Other Sources Income
+ Clubbing of Income - Set-off
of Losses**

- **Set off of losses**

Set off of losses means adjusting the losses against the profit or income of that particular year. Losses that are not set off against income in the same year can be carried forward to the subsequent years for set off against income of those years. A set-off could be an intra-head set-off or an inter-head set-off.

- **Carry forward of losses**

After making the appropriate and permissible intra-head and inter-head adjustments, there could still be unadjusted losses. These unadjusted losses can be carried forward to future years for adjustments against income of these years. The rules as regards carry forward differ slightly for different heads of income.

**Total income = Gross Total Income –
Allowable Deductions**

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ASSESSMENT YEAR [Section 2 (9)]

“ Assessment Year” means the period of 12 months commencing on the 1st day of April every year.

The Assessment Year is the Financial Year of the Govt. of India during which income a person relating to the relevant previous year is assessed to tax. Every person who is liable to pay tax under this Act, files Return of Income by prescribed dates. These Returns are processed by the Income Tax Department Officials and Officers. This processing is called Assessment. Under this Income Returned by the assessee is checked and verified.

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Example-

- Assessment year 2021-22 which will commence on April 1, 2021, will end on March 31, 2022.
- Income of Previous Year of an assessee is taxed during the next following Assessment Year at the rates prescribed by the relevant Finance Act

PREVIOUS YEAR [Section 3]

- As the word 'Previous' means 'coming before' , hence it can be simply said that the Previous Year is the Financial Year preceding the Assessment Year
- **Previous Year in case of a continuing Business :**
It is the Financial Year preceding the Assessment Year. As such for the assessment year 2022-2023, the Previous Year for continuing business is 2021-2022 i.e. 1-4-2021 to 31-3-2022.

- **Previous Year in case of newly set up Business :**
The Previous Year in case of newly started business shall be the period between commencement of business and 31st March next following . e.g. in case of a newly started business commencing its operations on Diwali 2021, the Previous Year in relation to Assessment Year 2022-2023. shall be the period between Diwali 2021 to 31 March 2022.

- **Previous Year in case of newly created source of income :**
- In such case the Previous Year shall be the period between the day on which such source comes existence and 31st March next following.

Agricultural Income



What Is Agricultural Income ?

- Sec.10(1) exempts Agricultural Income from Income-Tax. Bu virtue of Sec.2(1)a the expression “Agricultural Income” means :
- Any Rent or Revenue derived from Land which is situated in India and is used for agricultural purposes. [Sec. 2(1A)(a)]
- Any income derived from such land :
 - Use for Agricultural purposes ; or
 - Used for agricultural operations means- irrigating and harvesting , sowing, weeding, digging, cutting etc. It involves employment of some human skill, labour and energy to get some income from land. ; or
- According to Sec. 2(1)(a) , if the following 3 conditions are satisfied, income derived from Land can be termed as “Agricultural Income”.

- ***Condition-1 : Income derived from Land***

It is essential that for any income to be termed as agricultural Land must be effective and immediate source of Income and not indirect and secondary.

- As a result, interest on arrears of land revenue, dividend paid by a company out of its profits which included agricultural income also and salary paid to a manager for managing agricultural farms are not agricultural incomes because in all these cases land is not the effective and immediate source of income.

Condition-2 : Land is used for Agricultural Purposes

To term any income as agricultural income, it is necessary that income must be the result of agricultural operations performed on agricultural land. Agriculture means performance of some basic operations— irrigating and harvesting , sowing, weeding, digging, cutting etc. it involves employment of some human skill, labour and energy to get some income form land.

Condition-3 : Land is situated in India

To qualify the exemption u/s 10(I) of the Act, it is necessary that agricultural income must be derived from land situated in India. In case income is derived from agricultural land situated outside India or is from any non-agricultural land, it will not be exempted u/s 10(I). It is taxable income under the head “Income from other Sources”.

- 
- **What is the Tax Treatment of Income which is partially Agricultural and partially from Business [Rules 7, 7A, 7B and 8]**
 - For disintegrating a composite business income which is partly agriculture and partly non-agricultural, the following rules are applicable –

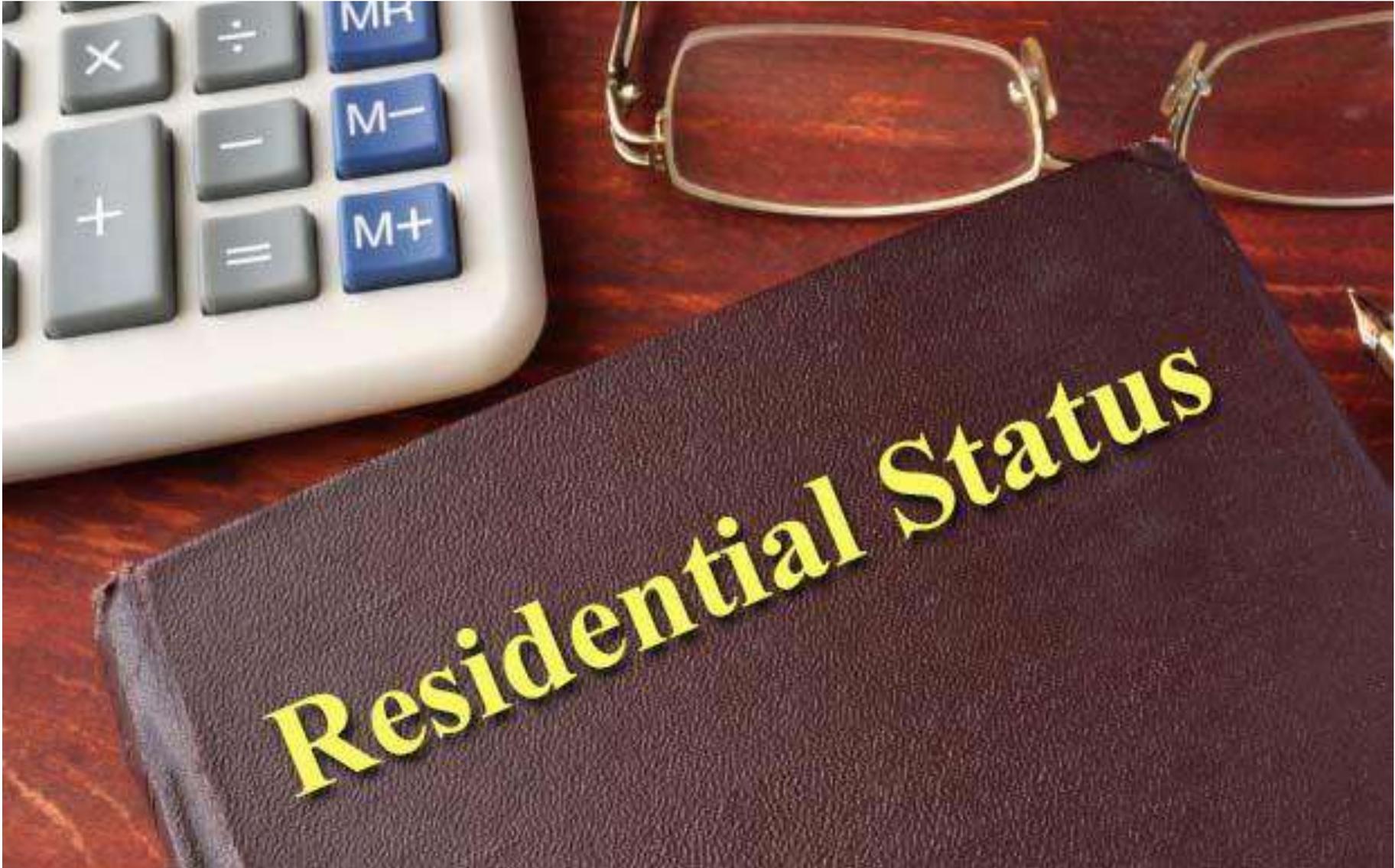
What is the Tax Treatment of Income which is partially Agricultural and partially from Business [Rules 7, 7A, 7B and 8]

For disintegrating a composite business income which is partly agriculture and partly non-agricultural, the following rules are applicable –

<i>Type of Income</i>	<i>Business Income</i>	<i>Agricultural Income</i>
•Tea Business	40%	60%
•Coffee Business	40%	60%
•Rubber Business	40%	65%

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- Mr. X owns a Flour Mill and some agricultural Land. During the year 2021-2022 he has shown profit of Rs.25 lacs from the Business of Flour Mill. On scrutiny of accounts it was found that he has used 5,000 quintals of wheat produced in his own Farms and cost of this wheat has not been debited to P & L account. The market price of the wheat during the season was Rs.400 per quintal.. Find out his Agricultural and Business income.
- [Hints :Agricultural income Rs.20,00,000 and Business income Rs. 5,00,000]



WHY STUDY RESIDENTIAL STATUS?

- Tax incidence on an assessee depends on his residential status. For instance, whether an income, accrued to an individual outside India, is taxable in India depends upon the residential status of the individual in India.
- Similarly, whether an income earned by a foreign national in India or outside India is taxable in India depends on the residential status of the individual, rather than on his citizenship.
- Therefore, the determination of the residential status of a person is very significant in order to find out his tax liability.

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IMPORTANT CONSIDERATIONS

- Residential status for each previous year – Residential status of an assessee is to be determined in respect of each previous year as it may vary from previous year to previous year.
- Different residential status for different assessment years - An assessee may enjoy different residential status for different assessment years.

- Resident in India and abroad - It is not necessary that a person, who is “resident” in India, cannot become “resident” in any other country for the same assessment year. A person may be resident in two (or more) countries at the same time. It is, therefore, not necessary that a person who is resident in India will be non-resident in all other countries for the same assessment year.

DETERMINING THE RESIDENTIAL STATUS OF AN INDIVIDUAL

- Section 6(1): This section applies to individuals. If an individual is to qualify as resident of India, he has to fulfill *at least one of the following two* conditions:

<i>Condition</i>	<i>Explanation</i>
1	He is in India in the previous year for a period of 182 days or more
2	He is in India for a period of 60 days or more during the previous year and 365 days or more during 4 years immediately preceding the previous year

EXCEPTIONS:

- In the following two cases, an individual needs to be present in India for a period of 182 days or more in order to become resident in India:
 - 1) An Indian citizen who leaves India during the previous year for the purpose of taking employment outside India
 - 2) An Indian citizen leaving India during the previous year as a member of the crew of an Indian ship.
 - 3) An Indian citizen or a person of Indian origin who comes on visit to India during the previous year (a person is said to be of Indian origin if either he or any of his parents or any of his grand parents was born in undivided India).

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DETERMINING IF A RESIDENT IS AN ORDINARY RESIDENT

Section 6(6): This section applies to individuals. If an individual is to qualify as an **ordinary resident of India**, he has to fulfill *both of the following two conditions* in addition to fulfilling the criteria as provided in section 6(1):

Condition	Explanation
1	He has been resident in India in at least 2 out of 10 previous years immediately preceding the relevant previous year.
2	He has been in India for a period of 730 days or more during 7 years immediately preceding the relevant previous year.

Individuals satisfying conditions of Sec 6(1) but not Sec 6(6) will be classified as Resident Non ordinary individuals.

It will be worthwhile to note the following propositions:

- 1) It is not essential that the stay should be at the same place. It is equally not necessary that the stay should be continuous. Similarly, the place of stay or the purpose of stay is not material.
- 2) Where a person is in India only for a part of a day, the calculation of physical presence in India in respect of such broken period should be made on an hourly basis. A total of 24 hours of stay spread over a number of days is to be counted as being equivalent to the stay of one day.

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DETERMINING THE RESIDENTIAL STATUS OF HUF

- Section 6(2): This section applies to Hindu Undivided Family. The distinction under this section is made as: “A Hindu undivided family is said to be resident in India if control and management of its affairs is wholly or partly situated in India. A Hindu undivided family is nonresident in India if control and management of its affairs is wholly situated outside India.” Section 6(2): This section applies to Hindu Undivided Family. The distinction under this section is made as: “A Hindu undivided family is said to be resident in India if control and management of its affairs is wholly or partly situated in India. A Hindu undivided family is nonresident in India if control and management of its affairs is wholly situated outside India.”
- Control and management is situated at a place where the head, the seat and the directing power are situated.

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- **Section 6(6)(b):** A resident Hindu undivided family is an ordinarily resident in India if the karta or manager of the family business satisfies the following two additional conditions:

Condition	Explanation
1	He has been resident in India in at least 2 out of 10 previous years immediately preceding the relevant previous year.
2	He has been in India for a period of 730 days or more during 7 years immediately preceding the relevant previous year.

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RESIDENTIAL STATUS OF FIRM/ASSOCIATION OF PERSONS

- As per section 6(2), a partnership firm and an association of persons are said to be resident in India if control and management of their affairs are wholly or partly situated within India during the relevant previous year.
- They are, however, treated as non-resident in India if control and management of their affairs are situated wholly outside India.

RESIDENTIAL STATUS OF COMPANY

- As per section 6(3), an Indian company is always resident in India.
- A foreign company is resident in India only if, during the previous year, control and management of its affairs is situated wholly in India.
- However, a foreign company is treated as nonresident if, during the previous year, control and management of its affairs is either wholly or partly situated out of India.

RESIDENTIAL STATUS OF ANY OTHER PERSON

- As per section 6(4), every other person is resident in India if control and management of his affairs is, wholly or partly, situated within India during the relevant previous year. On the other hand, every other person is non-resident in India if control and management of its affairs is wholly situated outside India.

- For other persons:
 - For Indian Income, it shall be taxable, whether the person is resident or not resident doesn't matter.
 - Foreign income is taxable in India, only if it is earned by a resident in India but not taxable in India if it is earned by a non-resident.

PARTICULARS	OR	NOR	NR
Income received or deemed to be received in India whether earned in India or elsewhere	Yes	Yes	Yes
Income accrues or arises or is deemed to accrue or arise in India, whether received in India or elsewhere	Yes	Yes	Yes
Income which accrues or arises outside India and received outside India from a business controlled from India	Yes	Yes	No
Income which accrues or arises outside India from any other source	Yes	No	No
Income which accrues or arises outside India and received outside India during the years preceding the Pys and remitted to india during the PY	No	No	No

07-10-2023



Thank You

07-10-2023

UNIT-1

INTRODUCTION TO OPERATIONS MANAGEMENT

-Ms Manisha Sharma

WHAT IS OPERATIONS MANAGEMENT?

➤ Deals with:

The design and management of

1. Products
2. Processes
3. Services
4. Supply chains

➤ It considers the acquisition, development and utilization of resources that firms need to deliver the goods and services their clients want.

OPERATIONS MANAGEMENT

- * Operations management is the management of processes that transform inputs into goods and services that add value for the customer.
- * Operations management is an area of business concerned with the production of goods and services, and involves the responsibility of ensuring that business operations are efficient in terms of using as little resource as needed, and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of materials, labour and energy) into outputs (in the form of goods and services).

* Operations traditionally refers to the production of goods and services separately, although the distinction between these two main types of operations is increasingly difficult to make as manufacturers tend to merge product and service offerings. More generally, operations management aims to increase the content of value-added activities in any given process. Fundamentally, these value-adding creative activities should be aligned with market opportunity for optimal enterprise performance.

WHAT DO OPERATIONS MANAGERS DO?



WHAT DO OPERATIONS MANAGERS DO?

Operations managers are responsible for managing activities that are part of the production of goods and services. Their direct responsibilities include managing the operations process, embracing design, planning, control, performance improvement, and operations strategy. Their indirect responsibilities include interacting with those managers in other functional areas within the organization whose roles have an impact on operations. Such areas include marketing, finance, accounting, personnel and engineering

Operations managers' responsibilities include:

- * **HR management** – the people employed by an organisation either work directly to create a good or service or provide support to those who do. People and the way they are managed are a key resource of all organisations.
- * **Asset management** – an organisation's buildings, facilities, equipment and stock are directly involved in or support the operations function.
- * **Cost management** – most of the costs of producing goods or services are directly related to the costs of acquiring resources, transforming them or delivering them to customers. For many organisations in the private sector, driving down costs through efficient operations management gives them a critical competitive edge. For organisations in the not-for-profit sector, the ability to manage costs is no less important.

Operations managers act on three levels:

1. strategic,
2. tactical and
3. operational.

STRATEGIC LEVEL

Responsible for, and decisions about:

- * What to make (product development),
- * How to make it (process and layout decisions) – or should we buy it,
- * Where to make it (site location),
- * How much is needed (high level capacity decisions).

TACTICAL LEVEL (INTERMEDIATE TERM)

Address material and labour resourcing within strategy constraints, for example:

- * How many workers are needed and when (labour planning),
- * What level of stock is required and when should it be delivered (inventory and replenishment planning),
- * How many shifts to work. Whether overtime or subcontractors are required (detailed capacity planning),
- * Plant layout and structure,
- * Project management methods,
- * Equipment selection and replacement.

OPERATIONAL LEVEL

Detailed lower-level (daily/weekly/monthly) planning, execution and control decisions, for example:

- * What to process and when (scheduling),
- * The order to process requirements (sequencing)
- * How work is put on resources (loading)
- * Who does the work (assignments),
- * Quality control and in inspection
- * Traffic and materials handling
- * Inventory management
- * Equipment maintenance policies

WHAT SKILLS DO OPERATIONS MANAGERS NEED?

Must have knowledge of:

- * Advanced operations technology and technical knowledge relevant to his/her industry.
- * Interpersonal skills and knowledge of other functional areas.
- * The ability to communicate effectively, motivate other people, manage projects, and work on multidisciplinary teams.
- * Multi-disciplinary working, for example:
- * **Supply Chains** – management of all aspects of providing goods to a consumer from extraction of raw materials to end-of-life disposal.
- * **The interface with Marketing** – determining what customers' value prior to product/service development.
- * **Operations Management / Finance Interface** – capital equipment and inventories comprise a sizable portion of many firms' assets in addition to normal operating costs.
- * **Service Operations** – coping with inherent service characteristics such as simultaneous delivery/consumption, performance measurements, etc.
- * **Operations Strategy** – consistent and aligned with other strategies and legal requirements.
- * **Process design and Improvements** – managing the innovation process.

Commercial Operations Management areas

Brand	Brand Management				Metrics & Performance Management
Product	Customer Interaction Management	Innovation Management	Product Management	Channel & Sales Management	
Marketing			Marketing Operations Management		
People	Talent & Skills Management				

IMPORTANCE OF OPERATIONS MANAGEMENT

- **Helps in achievement of objectives:** Operations management has an effective role in the achievement of pre-determined objectives of an organization. It ensures that all activities are going as per plans by continuously monitoring all operations of organization.
- **Improves Employee productivity:** Operation management improves the productivity of employees. It checks and measures the performance of all people working in the organization. Operation manager trains and educate their employees for better performance.
- **Enhance Goodwill:** Operation management helps in improving the goodwill and presence of the organization. It ensures that quality products are delivered to all customers that could provide them better satisfaction and makes them happy.

- **Optimum utilization of resources:** Operation management focuses on optimum utilization of all resources of the organization. It frames proper strategies and accordingly continues all operations of the organization. Operation managers keep a check on all activities and ensure that all resources are utilized on only useful means and are not wasted.
- **Motivates Employees:** Operation management helps in motivating the employees towards their roles. Operation managers guide all peoples in performing their roles and provide them with better atmosphere. Employees are remunerated and rewarded according to their performance level.

SCOPE OF OPERATIONS MANAGEMENT

- **Increase Productivity:** Operation management played an important role in increasing the productivity of business. It manages all aspects of production activities to achieve highest efficiency possible. Operation manager are responsible for designing production plan for carrying out the operations. They ensure that all inputs used by organizations are efficiently transformed into outputs that is products or services. It is crucial for all business for properly managing their day to day activities and efficient utilization of all its resources which helps in raising productivity.

➤ **Raises Revenue:** Operational management directly influences the profitability of the business. It works on reducing the cost of operations to business by reducing the wastage of resources. Operations managers monitor every production activity and take all necessary steps for maintaining efficiency in the organisation. They try to maintain an appropriate balance between cost and revenue. Maintenance of quality of products and delivering them as per customer needs is another function played by these operation managers. It helps in attracting more and more customers which increase the overall revenue of business.

➤ **Achievement Of Organisation Goals:** Every organisation strives towards achievement of its desired goals. Proper management of production activities helps business to properly implement their strategic plans in their operation. Operation management ensures that all operations of business are going in desired direction. It regularly monitors every activity and takes all corrective measures as required according to prevailing situations. Proper functioning of business as per strategic plans helps in achievement of desired goals.

➤ **Improve Customer Satisfaction:** Customer satisfaction is necessary for every business to improving its relations with its customers. It helps them in retaining them for the long term. Operation management monitors the quality of products manufactured by organisations. It ensures that high-quality products are produced in accordance with the requirements of customers. When products manufactured by business completely fulfill the needs of customers, their satisfaction level will improve.

➤ **Reduce Investment Need:** Operation management reduces the additional capital requirements of the business. It ensures that all capital employed in the business are efficiently used. Management of operations ensures that all production activities go uninterrupted without any shortage of capital. By increasing the efficiency and avoiding the wastage of employed resources, it avoids any deficiency of capital in business. Businesses are not required to invest more in their production activities.

➤ **Enhance Goodwill:** Maintaining proper goodwill in the market is the goal of every business. Operation management focuses on improving the position of the organisation in the market. It ensures that business works for providing better services to its customers. Business should manufacture durable and high-quality products that may provide better satisfaction to users. Customers will gain confidence in their products which will improve their market image.

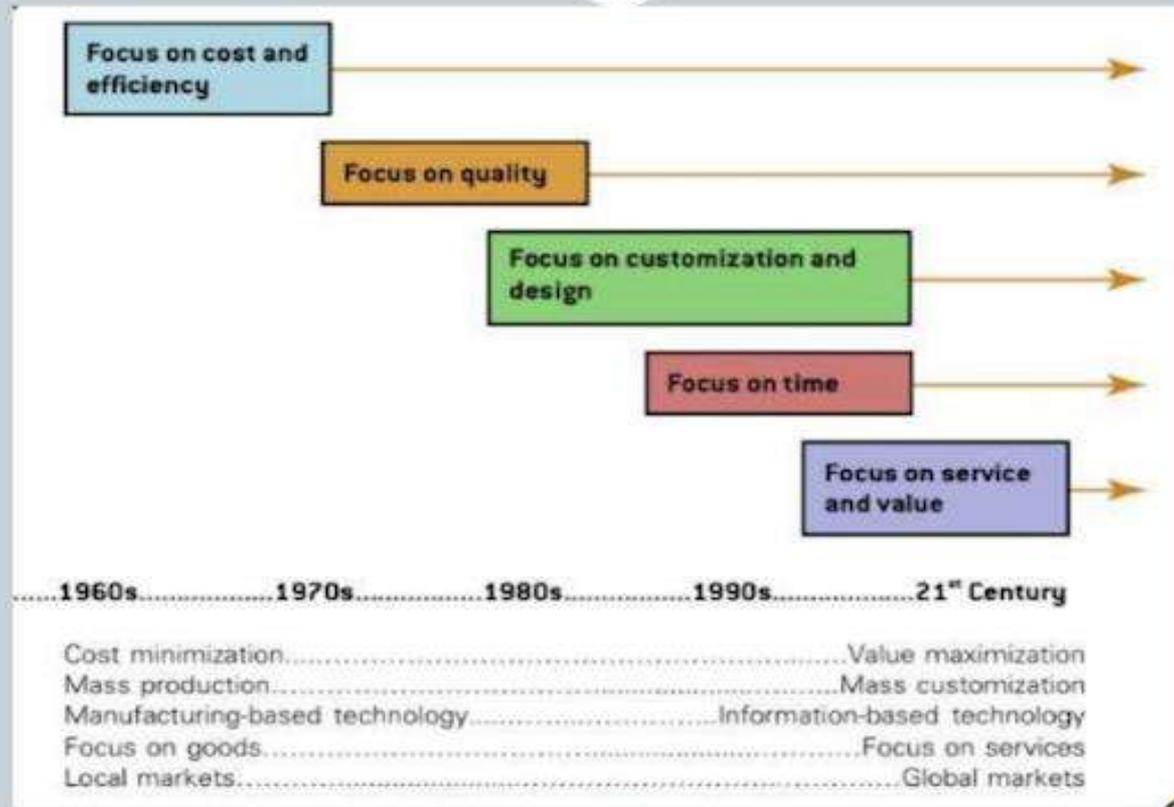
➤ **Improve Innovation:** Operation management helps in implementing innovative changes in organizational activities. All decision regarding production planning is taken by operation managers by doing research and analysis of prevailing market situations. It takes into account all technological changes and builds a strong base of knowledge and operations. This helps in bringing various innovations in operations of the business.

NATURE OF OPERATION MANAGEMENT

- **Dynamic-** Operations management is dynamic in nature. It keeps on changing as per market trends and demands.
- **Transformational Process**– Operation management is the management of activities concerned with the conversion of raw materials into finished products.
- **Continuous Process**– Operation management is a continuous process. It is employed by organizations for managing its activities as long as they continue their operations.
- **Administration**– Operation management administers and controls all activities of the organization. It ensures that all activities are going efficiently and there is no underutilization or mis-utilization of any resource

HISTORICAL EVOLUTION OF OPERATIONS MANAGEMENT

Five eras of operation management



FOCUS ON EFFICIENCY

- OM has its roots in the Industrial Revolution that occurred during the late 18th and early 19th centuries in England. Until that time, goods had been produced without the aid of mechanical equipment. During the Industrial revolution many inventions came into being that allowed goods to be manufactured with greater ease and speed; it led to the development of modern factories. As international Trade grew the emphasis on operations efficiency and cost reduction increased. Many companies moved their factories to low-wage countries. Technology was viewed primarily as a method of reducing costs and distracted from the importance of improving quality.

*

QUALITY REVOLUTION

- US consultants told Japanese executives that continual improvement of quality would open world markets, free up capacity and improve the economy. They embarked on a massive effort to train the workforce, using statistical tools to identify causes of quality problems and fix them; so that they made steady progress in reducing defects and paid attention to consumers needs. Thanks to this progress Japanese goods were seen as more reliable and better met consumers needs, then Japanese firms captured major shares of world market. Therefore, quality became an obsession with top managers.

CUSTOMIZATION AND DESIGN

- As the goals of low cost and high quality became “given” , companies began to emphasize innovative designs and product features to gain a competitive edge. Quality meant much more than simply defect reduction; quality meant offering consumers new and innovative products , not only meeting their needs but surprising and delighting them . Inflexible mass production methods that produced high volumes of standardized goods and services using unskilled or semiskilled workers and expensive single-purpose equipment, thought very efficient and cost effective, were inadequate for the new goals of increased G&S variety and improvement .

TIME -BASED COMPETITION

- Companies have to respond quickly to changing customer needs to win competitive advantage. That task includes developing products faster than competitors, speeding ordering and delivering process, rapidly responding to changes in customers needs and improving the flow of paperwork. As information technology matured, time became an important source of competitive advantage.

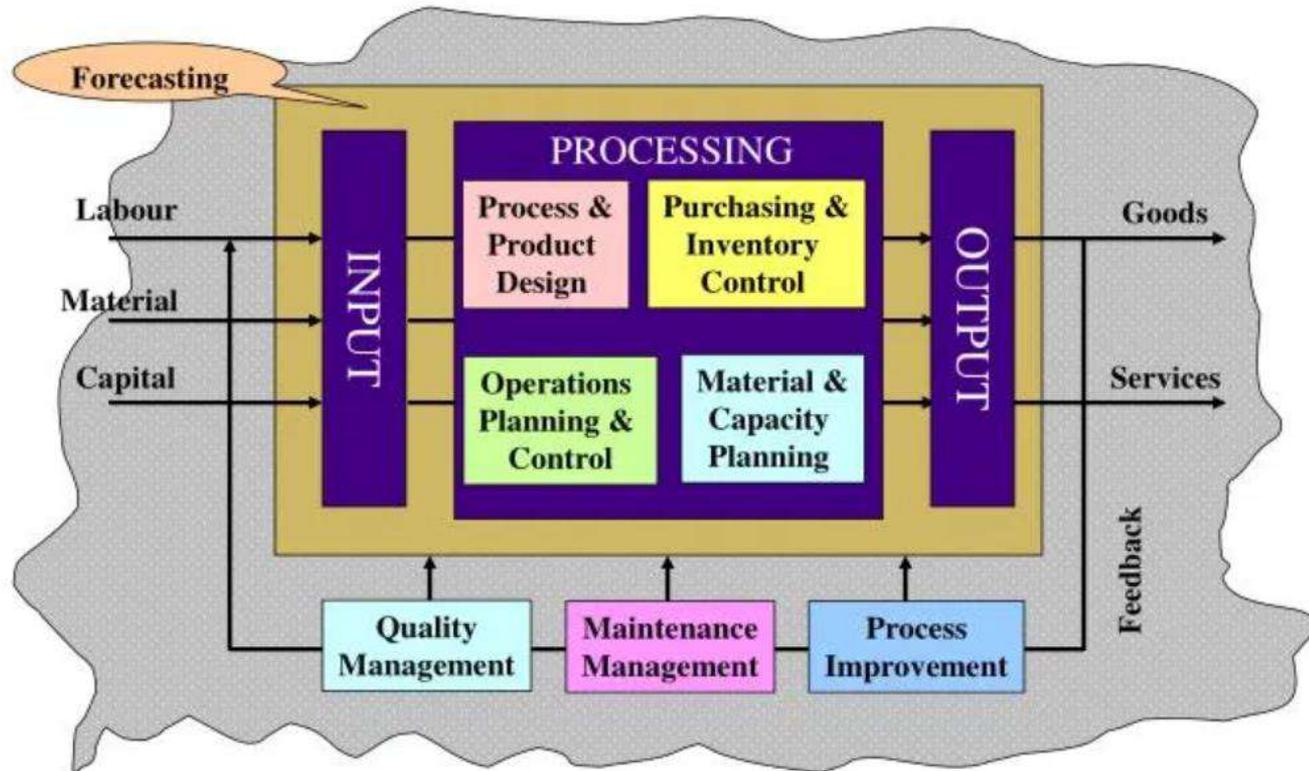
SERVICE REVOLUTION

- While the goods-producing industries were getting all the attention in the business community, the popular press and in business school curricula, service industry were quietly growing and creating many jobs. Today about four out of five jobs in the US are in the service sector.

SYSTEM PERSPECTIVES OF OPERATIONS MANAGEMENT

- * A system is an arrangement of components designed to achieve a particular objective (or objectives) according to plan. The components may be either physical or conceptual or both, but they all share a unique relationship with each other and with the overall objective of the system. A health care delivery system, for example, has doctors and physical facilities plus conceptual operating policies which combine to ultimately provide patients with a specified level of medical care.
- * Systems view of operations management states that **activities in an operations system can be classified as inputs, transformation process and output.** Inputs are classified into three general categories-external, market and primary resources.

A systems Perspective



A 3D-style speech bubble with a white body and a blue shadow, set against a blue background. The bubble has a tail pointing towards the bottom right. The text 'THANK YOU!' is written in a bold, blue, sans-serif font inside the bubble. The background features a dark blue header bar at the top and a light grey footer with faint, overlapping circular lines.

THANK YOU!

ENTREPRENEURIAL BEHAVIOUR

- **MEANING OF ENTREPRENEURIAL BEHAVIOUR**

- Behaviour is a manifestation of what a person thinks, feels and acts. An entrepreneur is a creative person. Need for self actualisation as manifested in the need for achievement forces him to create something new, a new product, a new way of doing things, a new source of raw material, a new market etc. Behaviour is always caused and is never spontaneous. Behaviour is basically goal-oriented. Entrepreneurial Behaviour includes the goal-oriented acts or decisions of an entrepreneur. The entrepreneurial behaviour means the manners or way in which the entrepreneur deals with its total environment : internal and external. It is the way or approach to look at the physical and human resources and the society. The entrepreneurial behaviour is a view of or orientation towards risk-bearing, innovation, achievement, goal-setting, ethics, social responsibility, motivation, challenges and values of human society, and other psychological elements.

CHARACTERISTICS OF ENTREPRENEURIAL BEHAVIOUR

- The entrepreneurial behaviour is different from the capitalist's behaviour. The capitalists assume a traditional or conservative approach. He believes in "safe-playing" while investing his money in the enterprises. He is concerned mainly with his share of interest on his investment. On the other hand, entrepreneur loves to take risk and tends to establish a new enterprise and adopts a new technology, or a new product, or tries to find cut a new raw material. He is always looking out for a new thing or a new method. He is a high achiever. He is guided mainly by achievement motivation. Main characteristics of entrepreneurial behaviour may be summarised as follows :

- (1) Initiative Behaviour :** It is the entrepreneur who takes or imitate the first move towards setting up of an enterprise. Entrepreneur basically is an innovator who carries out new combinations to initiate and accelerate the process of economic development.
- (2) Challenge accepting behaviour :** Entrepreneurs take problem as a challenge and put in their best for finding out the most appropriate solution for the same. They will first of all understand the problem and then evolve appropriate strategy for overcoming the problem.
- (3) Assertive Behaviour :** An assertive person knows what to say, when to say, how to say and whom to say. He believes in his abilities and ensures that others fall in line with his thinking, aimed at promoting the interests of the organisation.
- (4) Persuasive Behaviour :** A successful entrepreneur through his sound arguments and logical reasoning is in a position to convince others to do the works the way he wants them to do. It is not physical but intellectual force he will use for convincing others.

(5) Effective Monitoring : Entrepreneurs ensure that everything is carried out in their organisations as per their wishes. They ensure regular monitoring of the working so that the goals of the organisation are achieved in best possible manner.

(6) Looking for Opportunity : An entrepreneur is always on the look out or searching for opportunity and is ready to exploit it in the best interests of the organisation.

(7) Persistence : An entrepreneur is never disheartened by failures. He believes in the Japanese proverb 'Falls even times, stand up eight'. He follows Try-Try Again for overcoming the obstacles that come in the way of achieving goals.

(8) Information Seeker : A successful entrepreneur always keep his eyes and ear open and is receptive to new ideas which can help him in realizing his goals.

- (9) Quality Consciousness** : Successful entrepreneurs do not believe in moderate or average performance. They set high quality standards for themselves and then put in their best for achieving these standards. They believe in excellence, which is reflected in everything they do.
- (10) Recognizing the importance of Business Relationships** : Entrepreneur acts to build report or friendly relationships with customers. He sees interpersonal relationships as a fundamental business resource. He places long-term goodwill over short-term gain.
- (11) Commitment to Work** : Successful entrepreneurs arc prepared to make all sacrifices for honoring the commitments they have made. Whatever they commit, they take it as a moral binding for honoring their commitments, irrespective of the costs involved.
- (12) Independent Behavior** : Entrepreneurial behavior possesses strong need for independence and due to this desire they are motivated to start a business. They always concentrate to achieve their goals.

MEANING AND DEFINITION OF INNOVATION

- Innovation is the process of taking a creative idea and turning it into a useful product, service or work method. It implies doing new things, It includes introduction of new products, creation of new markets, application of new method of production, discovery of new and better sources of raw materials and developing a new and better form of industrial organisation. Innovation may be used on the application of knowledge produced by research.
- Innovation is different from invention.
- Invention implies discovery of new ideas, new products and new methods whereas innovation refers to the application of inventions to make new combinations and thereby produce satisfaction and profit.
- According to Paul E. Plsek, “Innovation is the first, practical, concrete implementation of an idea done in a way that brings broad-based, extrinsic recognition to an individual or organisation.” In the words of Peter F. Drucker, “Innovation is the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources with enhanced potential for creating wealth. ‘

• CHARACTERISTICS OF INNOVATION

On the basis of above discussion, it can be concluded that :

- (i) Innovation implies action, not just conceiving new ideas.
- (ii) It is a process of changing, experimenting, transforming and revolutionizing.
- (iii) It is a key aspect of entrepreneurial activity,
- (iv) It is a “creative destruction”.
- (v) It leads to technological changes and employment growth.
- (vi) It is a pervasive attitude, feeling, an emotional state, an ongoing commitment to newness,

RELATIONSHIP BETWEEN INNOVATION AND ENTREPRENEUR

- Increasingly, creativity and innovation are seen as being the key to survival in an ever-more competitive and global economy. In fact change and innovation are becoming a 'way of life' for most entrepreneurs. An entrepreneur always takes a personal responsibility for encouraging any type of innovative idea, product, or process in the enterprise. Peter Drucker has rightly observed that "Innovation is the specific tool of entrepreneurs, the means by which they exploit changes as an opportunity for a different business or a different service. It is capable of being presented as a discipline, capable of being learned and practiced. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation. They need to know and apply the Principles of successful innovation." Drucker is of the opinion that an entrepreneur is one who always searches for changes responds to it and exploits it as an opportunity. Innovation is treated as an instrument of entrepreneurship. R.M. Kanter says, "Winning in business today demands innovation" and such is the stark reality facing today's entrepreneurs. In the dynamic, chaotic world of global competition, entrepreneurs must create new products and services and adopt new technology, if they are to compete successfully. The organisation that is not creative and innovative may not survive. Thus, entrepreneurs are looking for ways to encourage and foster in creativity and innovation on both the individual and the venture level. Thus it can be concluded that innovation and entrepreneurs are indispensable to each other. Both are useless and incomplete in absence of one another.

• **PSYCHO-THEORIES AND ENTREPRENEURIAL BEHAVIOUR**

Entrepreneurial behavior is influenced by many psycho-concepts such as perception, motivation, optimism, conditioning, cognition, self actualization or other psychological thoughts, These psychological processes influence the thinking and behaviour of entrepreneur. Main psycho-theories of entrepreneurial behaviour may be discussed as follows :

(1) Achievement Theory of McClelland : This theory was propounded by David Mc-Clelland in his book, 'The Achieving Society'. He states that people who perused entrepreneur like careers were high in need achievement. The n-achievement is called a desire to do well, not so much for the sake of social recognition or prestige but for the sake of an inner feeling of personal accomplishment. It is this motive of n-achievement that guide the action of entrepreneur. People with high achievement behave in an entrepreneurial way. They do things in a new and better way. They make decisions under uncertainty. Entrepreneurs with a high-need to achieve feel that their success or failure is due to their own actions. McClelland indicates that there are five major component to the need achievement trait. (i) responsibility for problem solving, (ii) setting goals, (iii) reaching goals through one's own effort, (iv) the need for and use of feedback, and (v) a preference for moderate levels of risk-taking. Thus people with high need for achievement are motivated to be an entrepreneur.

- (2) Self-Monitoring Theory :** Self-monitoring is a personality trait that measures an individual's ability to adjust his behavior to external situational factors. This theory states that high monitor entrepreneurs can be more successful in entrepreneurial jobs and managerial positions where they are required to play multiple roles, They tend to display their true dispositions and attitudes in every situation. The high self-monitor entrepreneur is capable of putting on different faces for different audiences.
- (3) Risk-Propensity Theory :** Risk-propensity is the to which an individual is willing to take chances and make risky decisions. An entrepreneur with a high risk propensity might be willing to experiment with new ideas and gamble on new products He might also lead the venture in new and different directions Thus, risk taking-whether financial, social or psychological is an important part of the entrepreneurial behavior. (4) Motivation Theory : People differ not only in their ability to do, but also in their will to do or motivation. Motives are the mainsprings of action. Entrepreneurial motivation may be defined as a set of motives, needs, urges or desires such as need for power, to earn money or to be one's own boss, to dominate and influence others by earning industrial power etc. These behavioral dimensions motivate the people to start a new venture.
- (4) Role Models and Support Systems Theory :** Every entrepreneur has a choice of a role model. He follows and learns for the behaviour of his role model. Many new entrepreneurs need guidance and moral support. In addition to moral encouragement, the entrepreneur needs advice and counsel throughout his entrepreneurial behavior. Each entrepreneur needs to establish both a moral and a professional support network. These contacts provide confidence, support, advice, and information. As one entrepreneur stated, "In your own business, you are all alone. There is a definite and need to establish support groups to share problems with and gain overall support for the new venture. "

What is the difference between Innovation and Invention ?

Innovation is not similar to invention. Main points of difference between invention and innovation may be summarized as follows :

- (1) Nature of Activity** : Invention is the creation of something new, whereas innovation is the economic exploitation of the new idea or resource; in other, words, innovation is the transformation of an idea or resource into useful commercial applications.
- (2) Results** : Invention results in new knowledge
Whereas, innovation results in the products, services, or processes.
- (3) Position** : All inventors are not innovators, while all innovators are inventors.

MEANING AND DEFINITIONS OF SOCIAL RESPONSIBILITY

Business ventures are a unit of society in which they operate. These enterprises depend on society for the needed resources like men, material, capital and also for selling their products. In fact, business depends on the society for its existence, growth and promotion. Hence entrepreneurs have a definite social role and responsibility towards the society. Social responsibility denotes the responsibility of the business towards various sections of the society.

Businessmen must consider wider public interest while taking business decisions. A few scholars have defined 'social responsibility' in the following way :

According to Koontz and O'Donnell, "Social responsibility is the personal obligation of every one, as he acts in his own interest, to assure that the rights and legitimate interests of all others are not infringed."

In the words of Adolph Berle, "Social responsibility is the business's responsiveness to public consensus, i.e., the obligation of the business to meet those demands and aspirations of the society about which there is public consensus. " H.R. Bowen defines as "Social responsibility is the obligation to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of objectives and values of our society,"

ARGUMENTS 'FOR' ENTREPRENEUR'S SOCIAL RESPONSIBILITY

The arguments supporting a major role for the social responsibility of entrepreneurs are as follows :

- **(1) Moral Justification** : There is a growing realization that it is the moral duty of business houses to serve the society. They enjoy wide economic and social power. Their power should be balanced with social responsibility. Business has the resources and capabilities to solve social problems.
- **(2) Long-term Self-interest of Business** : In the long run, no business enterprise can survive and grow unless it enjoys a good image in the public. The image of the firm can be improved in the eyes of the society by serving their (society) interests.
- **(3) Public Image** : Socially responsible behavior create a positive public image of an enterprise.

- **(4) Profitable Opportunities** : That Business has little chance of success in a society which is plagued with enormous problems and evils. Business can meet the challenges by converting the problems into profitable opportunities. The securities of a socially responsible company enjoy a wider market among the investors.
- **(5) Ensuring Law and Order** : To maintain law and order in a country, business should shoulder its responsibilities towards the society, otherwise people will resort to anti-social activities which may ultimately harm business. The doctrine of social responsibilities is helpful in ensuring law and order in the society. It is a preventive measure against social disorders.
- **(6) Balance of Responsibility and Power** : Since business entrepreneurs already have a great deal of social power, their social responsibility should be equally great.

(7) Public Expectations : There is a deep conviction that entrepreneur has a clear obligation to the good of the greater society. The business enterprise is expected to be efficient, profitable and at the same time socially responsible.

(8) Interdependence : Society and business affect each other. For example, goods and services provided by the business determine the standard of living in the society. In case business does not produce and supplies goods of good quality at moderate prices, society will react and stop inputs in business. Therefore, it is in the interest of the business to be responsible to its social obligations.

ARGUMENTS “AGAINST” ENTREPRENEUR’S SOCIAL RESPONSIBILITY

The major arguments against the assumption of broad social responsibilities include the following :

- (1) Reduction in Total Profits :** It is thought that diverting resources away from the firm to socially responsible programmers may undermine the competitive strength of entrepreneur.
- (2) Financial Burden on the Institution :** Social obligations can be very expensive and may cause entrepreneurs to forgo attractive business investments or even to go out of business.
- (3) Lack of Skills :** Most entrepreneurs do not have the skills and training to work effectively with social issues.

(4) Lack of Accountability : There is no way to hold entrepreneurs accountable for the outcomes of its social programmes.

(5) Dilution of Purpose : The pursuit of social goals may dilute the economic productivity of the business enterprise.

SOCIAL RESPONSIBILITY OF ENTREPRENEUR TOWARDS DIFFERENT SECTIONS OF SOCIETY

Business enterprise required to discharge social responsibilities not only towards society but also towards other social groups like employees, customers, suppliers, government, creditors, unions and the global community. Social responsibility of entrepreneur towards different sections of society may be summarised as follows :

(1) Social Responsibility towards the Customers : It is truly said that “Customers are the life blood of every business.” The major social responsibilities of entrepreneur towards customers includes the following.

- (i) Producing and supplying goods at reasonable prices,
- (ii) Avoiding creation of artificial scarcities.
- (iii) Providing after-sale-services.
- (iv) To Furnish needed information to prospective customers concerning product composition and its quality.
- (v) To ensure the health and safety of customers,
- (vi) To prevent formation of monopolies with the, intention of exploiting customers.
- (vii) Revealing truth in advertising and levels.
- (viii) To respect the integrity of the culture of the customers.
- (ix) To ascertain consumer preferences and consumer satisfaction.
- (x) To work within the framework of various consumer laws and legislations.

(2) Responsibility Towards the Employees : Employees produce wealth for the business and give their best service and share in the resulting profits. Business entrepreneurs have significant responsibilities towards employees. Entrepreneur's basic obligations to its employees are:

- (i) To provide the opportunity for training, promotion and advancement.
- (ii) To provide better working conditions and good physical facilities.
- (iii) To place an employee in a position for which he is best suited by his skills and interest.
- (iv) To start welfare and profit sharing plans for employees.
- (v) To satisfy "employee dignity" by allowing him work freedom, self-realization. It is the responsibility to treat each employee as an entity and not as an impersonal part of a group of humans.
- (vi) To recognize the workers right to a fair wage, a right to participate in decisions affecting their working life, to membership of a trade union.
- (vii) To settle employee's grievances and disputes smoothly.

(3) Responsibility Towards Suppliers and Creditors : Business also owns responsibility towards suppliers, dealers and creditors as follows :

- (i) All dealings with suppliers should be on fair terms regarding price, quality, delivery, payment etc.
- (ii) Business must provide accurate and correct information to creditors and suppliers;
- (iii) To avoid malicious propaganda, price-cutting, cut-throat competition, unhealthy combinations, interference in production and distribution and other dishonest trade practices.
- (iv) To avoid exploitation of small competitors.
- (v) To create adequate, fair and inter-business relationship.
- (vi) To provide information regarding change in habits, fashion and choices of customers,
- (vii) To Promote local suppliers.
- (viii) To make payment of interest at appropriate time.
- (ix) To make appropriate use of debt capital.

(4) Responsibilities Towards the Community : A few responsibilities of entrepreneur towards the community are as follows :

- (i) To preserve, maintain and improve the natural wealth and resources of the society.
- (ii) Economic use of natural resources so that these are not eliminated at a faster rate.
- (iii) Control of pollution by providing necessary pollution-control devices in the factories, and by facilitating pollution-control measures in the society.
- (iv) Establishing of new business units in backward regions, and especially for handicapped people and weaker sections of the society.
- (v) Financial support for providing education facilities in rural areas.
- (vi) Helping in health and hygiene programmes in the society.
- (vii) Creation of their own townships in order to provide living places and facilities to their own workers.
- (viii) To provide assistance at the time of any natural calamities like flood, drought, famine etc.

5. Responsibilities Towards the State and the Nation

: Entrepreneurs owe obligation towards the Government too. Their responsibility is :

- (i) To obey the rules, regulations and the laws set forth by local, State and federal governments.
- (ii) To pay its dues and taxes to the government fully and honestly.
- (iii) To conduct business in accordance with government policies.
- (iv) Not to corrupt public servants and democratic processes.
- (v) To avoid buying the political favor by any means.
- (vi) To help government in overall planning for nation's well-being.

Entrepreneurship Development Programme (EDP)

Entrepreneurship Development Programme (EDP) is a programme which helps in developing entrepreneurial abilities. The skills that are required to run a business successfully is developed among the students through this programme. Sometimes, students may have skills but it requires polishing and incubation. This programme is perfect for them. This programme consists of a structured training process to develop an individual as an entrepreneur. It helps the person to acquire skills and necessary capabilities to play the role of an entrepreneur effectively.

EDP is an effort of converting a person to an entrepreneur by passing him through thoroughly structured training. An entrepreneur is required to respond appropriately to the market and he/she is also required to understand the business needs. The skills needed are varied and they need to be taken care in the best possible way. EDP is not just a training programme but it is a complete process to make the possible transformation of an individual into an entrepreneur. This programme also guides the individuals on how to start the business and effective ways to sustain it successfully.

Entrepreneurship Development Programme – Features

The basic features of Entrepreneurship Development Programme have gone through several modifications overtime as:

- (a) Identification and careful selection of entrepreneurs for training;
- (b) Developing the entrepreneurial capabilities of the trainee;
- (c) Equipping the trainee with the basic managerial understanding and strategies;
- (d) Ensuring a viable industrial project for each potential entrepreneur;
- (e) Helping him to secure the necessary financial, infrastructural and related assistance; and
- (f) Training cost is highly subsidised and only token fee is charged. A deposit is, however, taken to ensure commitment of participants.

• Entrepreneurship Development Programme – Objectives

Entrepreneurship Development Programme (EDP) in India has many objectives.

- (1) Develop and strengthen their entrepreneurial quality/motivation;
- (2) Analyse environment related to small industry and small business;
- (3) Select project/product;
- (4) Formulate projects;
- (5) Understand the process and procedure of setting up of small enterprise;
- (6) Know and influence the source of help/support needed for launching the enterprise;
- (7) Acquire the basic management skills;

Further some of the other important objectives of entrepreneurial training are:

- (i) To let the entrepreneur set or reset the objectives of his business and work individually and along with his group for their realisation.
- (ii) To prepare him for accepting totally unforeseen risks of business after such training.
- (iii) To enable him to take strategic decisions.
- (iv) To enable him to build an integrated team to fulfill the demands of tomorrow.
- (v) To communicate fast, clearly and effectively
- (vi) To develop a broad vision to see the business as a whole and to integrate his function with it.
- (vii) To enable him to relate his product and industry to the total environment, to find what is significant in it and to take it into account in his decisions and actions.
- (viii) To enable him to cope with and coordinate all relevant paper work, most of which is statutorily obligatory.
- (ix) To make him accept industrial democracy, that is, accepting workers as partners in enterprise; and

Entrepreneurship Development Programme – Role of EDPs

- EDPs comprise a number of programmes which provide the prospective entrepreneurs with information regarding the scope of new business, the process of starting new ventures, the mode of preparation of project reports, and the sources of finance. They aim at developing human resources and inducing motivation and competence in the prospective entrepreneurs. They cause proper utilization of local resources, more employment generation, promotion of small enterprises and the overall development of an area.

1. Capital Formation – An entrepreneur mobilises idle savings of the public and puts them to productive use. Thus, he helps in capital formation. This is very essential for the industrial and economic development of a country.

2. Employment Opportunities – EDPs enable prospective entrepreneurs in the setting up of their own enterprises. This enables them to get self-employment. By setting up more and more enterprises by the entrepreneurs, both on small and large scale, many job opportunities are created for others.

3. Local Resources – The proper use of local resources promote the progress and development of the area at lower cost. EDPs help in the proper use of local resources by providing guidance, assistance, education and training to the prospective entrepreneurs.

4. **Balanced Regional Development** – EDPs help in accelerating the pace of industrialisation in remote and backward areas. Thus, they reduce the concentration of economic power in the hands of a few. This results in the development of backward areas and balanced regional development.
5. **Improved Per Capita Income** – EDPs promote the setting up of more enterprises. This will help in the generation of more employment and income.
6. **Improved Standard of Living** – Entrepreneurs now make efficient use of the resources and produce better quality products at lower costs. The consumers get better quality products at lower prices. This leads to improved standard of living of the society.
7. **Economic Independence** – Entrepreneurs can produce wide variety of better quality goods and services at competitive prices. They enable a country to earn foreign exchange by selling these products in the foreign market. This helps in promoting economic independence of the country.

- 8. Preventing Industrial Slums** – EDPs can help in preventing spread of industrial slums. They can support entrepreneurs for setting up their enterprises in industrially backward areas. This will help in reducing pollution.
- 9. Social Tension** – EDPs can help the unemployed youth for setting up enterprises by providing proper guidance, training and assistance. This results in self-employment and prevention of social tension and unrest.
- 10. Overall Development** – EDPs promote setting up of various types of enterprises which mutually require the outputs of other. This leads to the overall development of an area.

EDP – Relevance of EDP

“No EDP, no economic development.” Entrepreneurial development plan can be framed and implemented without its relevance to the political, economic, social and legal environment.

Following are the relevance of entrepreneurial development programme:

1. They should be meeting the main object of development such as generating employment, set up ancillary, small and medium sized industry, and introduction of new entrepreneur and maintain stability etc.
2. There should be proper arrangement of training and education such as setting of technical and electrical institute, handicraft making institute.
3. There should be promotion to entrepreneurial skill such as technical and managerial skill. The main aim is to impart management and technical know-how required by the participants to operate their business entrepreneur.
4. It develops the spirit of social responsibility by spreading social consciousness and awareness about new venture, new technology, managerial skill, uninterrupted supply of goods or services in society.

5. There should be improvement in mobility of entrepreneurs by providing training to new entrepreneurs and after that acquired employment inside the area or outside the area.
6. There should be assistance in preparation of new projects about product /services, financial services, market of respective products.
7. Entrepreneurial Development Programme started several types of self-employment programme for removing unemployment by Integrated Rural Development Programme (IRDP), etc.
8. There should be balanced regional development and setting up of more units which leads to the development of backward areas through EDP.
9. Effective EDP is helpful in establishment and development of ancillary, tiny, small and medium industry and business.
10. EDP should be helpful in elimination of poverty and unemployment.
11. EDP should be helpful in search potential entrepreneur.
12. It should be helpful in constitution of institutional framework.

EDP – Achievement of EDP

The prime goal of EDPs is to create entrepreneurs who adopt entrepreneurial career and set up their own new small business ventures. It is a prerequisite for an overall economic development of any country.

The following achievements are as follows:

- 1. Improvement in per capital income-** Entrepreneurs are always looking for the opportunities and exploring & exploiting the opportunities. They lead in organizing various factors of production by putting them into productivity through establishing new entrepreneurs. When more & more enterprises will establish, it will result in the increment of employment and generating wealth in the form of goods and services. Therefore, EDP play a positive role in setting up of more units and helps in generating more employment and income.
- 2. EDP helps an entrepreneur in formulating projects by providing the entrepreneur necessary technical guidance & support.**
- 3. EDP helps an entrepreneur in expansion and establishment of new industrial or venture or business.**
- 4. EDP plays an important role in developing the qualities through entrepreneurial training, education, experiments and orientation programmes.**

5. EDPs helps in balanced regional development and reduces concentration of economic power in few hands only.

6. It helps in establishing entrepreneurial development institute such as EDII, NIESBOD, NAYE CED etc.

7. Miscellaneous-

i. Increment in production and productivity.

ii. Expansion of market.

iii. Decentralization of economic resources

iv. Promote the spirit of social responsibility

v. Searching new entrepreneurial opportunity.

Achievements of Entrepreneurship Development Programmes:

1. 686 organizations are engage in organizing entrepreneurship development.
2. Around 30% entrepreneurship development trained entrepreneurs put up their enterprise.
3. The schemes offered which include entrepreneurship developments concepts are:
 - (a) Prime Minister's Rojagar Yojna (PMRY)
 - (b) Swarnajayanti Gram Swarojgar Yojna (SGSY)
 - (c) Rural employment Generation Programme (REGP)

Thanks

BBA 309:

GST

Condensed Course Material

BBA- V th Sem

Tecnia Institute of Advanced Studies

Faculty Name: Megha Mohan

UNIT-3

GST Audit

When a taxpayer has the registration under GST, all the records maintained by him would pass through GST audit. Here, the main goal is to check the veracity of the declaration of information in records and know their compliance with the GST rules.

- **GST Audit Applicability:** GST audit applicability has strong mechanism for audit that could fully make examination of the records to make sure full compliance of tax rules. So the most challenging part of important audit check points is reconciliation of records in the books to avoid GST evasion.
- **Important Rules of GST Audit:** As per the GST audit checklist, stricter rules are now in force that makes it absolutely necessary to make analysis of the data gaps between GST returns. It has strictly asked the business houses to conduct periodic checks and install internal controls. This would for sure do away with the data gaps and make sure the necessary compliance with the GST rules.
- **Mandatory Internal Audits:** GST authorities have now begun issuing show-cause notices to business houses for strict compliance of GST norms. Internal audit of the GST records could bring succor to a business in order to run check on the operating efficacy of internal financial controls and know important areas of risk and finally adopt necessary measures to minimize risks.

GST Audit Checklist:

The following are the mandatory GST Audit checklist that requires strict compliance:

1. Checking of GSTR 3B in relation to GSTR 1 & GSTR 2A:

Two important points get covered under this heading:

a) Interest and penalties in GST Act:

Under this recipient could claim extra input tax credit. And for this, it is compulsory for him to make a payment of interest @ 24%. This is applicable on the excess tax amount. Auditors need to reconcile the GSTR 3B with GSTR 2A to make sure that the organization would not claim extra tax credit. If it has been paid in excess, company would pay interest and the tax amount on the applicable date. When the GST authorities come to know about the data gaps between GSTR 3B and GSTR 2A, the tax payers might have to pay the interest and penalty.

b) Amendment in GSTR:

When the auditor comes to know about the data gaps, he would recommend the management to make amendment of the invoices at summary levels in GSTR 1.

2. Checking particulars of invoice:

It is very clear that there are specific rules related to the details in the invoices. If the format of the invoice varies, he would advise the management to make amendment of the invoice and include the requirements of the GST rules.

3. Reversal of input tax credit for non-payment in 180 days:

At this stage the GST auditor has to check the following details:

- a) Difference between invoice date and date of payment. And this would not exceed 180 days.
- b) The amount of payment needs to remain equal with invoice amount and GST. If the payment amount is less than invoice amount plus GST, the input tax credit to the extent of short payment would get reversed.

4. Reviewing e-way bill and matching with invoices:

This step consists of three stages, such as:

a) Results of any mismatch shown in the e-way bill in relation to invoice. As it is a familiar fact that an e-way bill is not alterable and it is not possible to delete it. But it is permissible for cancellation within 24 hours of its generation. When the goods get shifted without e way bill, the designated authority could impose fine for this.

b) Important points:

Whenever it is necessary for business, e-way bill is quite unavoidable.

And details given in the e-way bill need to match with invoice.

c) Movement of goods in non-motorized vehicles:

Whenever transportation takes place in non-motorized vehicles, the necessity of issuing e-way bill does not arise. As some businesses are taking to this practice in order to avoid the e-way bills, internal auditors need to closely scrutinize the e-way bill is more worth more than fifty thousand rupees.

5. Cross-checking the stock pending with job-workers on 30th June, 2017:

As it is mandatory that goods lying with job workers on 30th June 2017 need to get received within a period of one year. The capital goods lying with job workers require to be brought back before 30th June, 2019 (within a period of two years).

GST offences

There are 21 offences under GST. For easy understanding, we have grouped them as:

Fake/Wrong invoices

A taxable person supplies any goods/services without any invoice or issues a false invoice.

He issues any invoice or bill without supply of goods/services in violation of the provisions of GST

He issues invoices using the identification number of another bonafide taxable person

Fraud

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He submits false information while registering under GST

He submits fake financial records/documents or files fake returns to evade tax

Does not provide information/gives false information during proceedings

Tax evasion

He collects any GST but does not submit it to the government within 3 months

Even if he collects any GST in contravention of provisions, he still has to deposit it to the government within 3 months. Failure to do so will be an offence under GST.

He obtains refund of any CGST/SGST by fraud.

He takes and/or utilizes input tax credit without actual receipt of goods and/or services

He deliberately suppresses his sales to evade tax

Supply/Transport of goods

He transports goods without proper documents

Supplies/transport goods which he knows will be confiscated

Destroys/tampers goods which have been seized

Others

He has not registered under GST although he is required to by law

He does not deduct TDS or deducts less amount where applicable.

He does not collect TCS or collects less amount where applicable.

Being an Input Service Distributor, he takes or distributes input tax credit in violation of the rules

He obstructs the proper officer during his duty (for example, he hinders the officer during the audit by tax authorities)

He does not maintain all the books that he required to maintain by law

He destroys any evidence

Penalties and appeals under GST

Offences

There are 21 offenses under GST. We have mentioned a few here. For the entire list of 21 offenses please go to our main article on offenses.

The major offenses under GST are:

Not registering under GST, even though required by law. (Read our article for the list of those who have to register mandatorily under GST)

Supply of any goods/services without any invoice or issuing a false invoice

The issue of invoices by a taxable person using the GSTIN of another bona fide taxpayer

Submission of false information while registering under GST

Submission of fake financial records/documents or files, or fake returns to evade tax

Obtaining refunds by fraud

Deliberate suppression of sales to evade tax

Opting for composition scheme even though a taxpayer is ineligible

Penalty

If any of the offenses are committed then a penalty will have to be paid under GST. The principles on which these penalties are based are also mentioned by law.

For late filing

- Late filing attracts penalty called late fee. The late fee is Rs. 100 per day per Act. So it is 100 under CGST & 100 under SGST. Total will be Rs. 200/day*. The maximum is Rs. 5,000. There is no late fee on IGST in case of delayed filing.
- Along with late fee, interest has to be paid at 18% per annum. It has to be calculated by the taxpayer on the tax to be paid. The time period will be from the next day of filing to the date of payment.

For not filing

- If you don't file any GST return then subsequent returns cannot be filed. For example, if GSTR-2 return of August is not filed then the next return GSTR-3 and subsequent returns of September cannot be filed. Hence, late filing of GST return will have a cascading effect leading to heavy fines and penalty (see below).
- For the 21 offenses with no intention of fraud or tax evasion
- An offender not paying tax or making short payments must pay a penalty of **10%** of the tax amount due subject to a **minimum** of Rs. 10,000.
- Consider — in case tax has not been paid or a short payment is made, a minimum penalty of Rs 10,000 has to be paid. The maximum penalty is 10% of the tax unpaid.

- For the 21 offenses with the intention of fraud or tax evasion
- An offender has to pay a penalty amount of tax evaded/short deducted etc., i.e., **100%** penalty, subject to a minimum of Rs. 10,000.
- Additional penalties as follows-

Tax amount involved	100-200 lakhs	200-500 lakhs	Above 500 lakhs
Jail term	Upto 1 year	Upto 3 years	Upto 5 year
Fine	In all three cases		

Cases of fraud also face penalties, prosecution, and arrest.

Inspection Under GST

The Joint Commissioner of SGST/CGST (or a higher officer) may have ***reasons to believe*** that **in order to evade tax**, a person has suppressed any transaction or claimed excess input tax credit etc. Then the Joint Commissioner can authorize any other officer of CGST/SGST (in writing) to inspect places of business of the suspected evader.

Search & Seizure Under GST

- The Joint Commissioner of SGST/CGST can order for a search. He will order a search on the basis of results of inspection (or other reason) if he has ***reasons to believe***:
- There are goods which might be confiscated
- Any documents or books or other things which are hidden somewhere. Such items can be useful during proceedings
- Such incriminating goods and documents can be seized.

Goods in Transit

- The person in charge of a vehicle carrying goods exceeding Rs. 50,000 is required to carry the following documents:
- Invoice or bill of supply or delivery challan
- Copy of e-way bill (hard copy or via RFID)
- The proper officer has the power to intercept goods in transit and inspect the goods and the documents.
- If the goods are in contravention of the GST Act then the goods, related documents, and the vehicle carrying them will be seized. The goods will be released only on payment of tax and penalty.
- Before confiscating the goods, the tax officer shall give an option of paying a fine instead of confiscation.

Compounding of Offences Under GST

- Compounding of offenses is a shortcut method to avoid litigation. In case of prosecution for an offense in a criminal court, the accused has to appear before the Magistrate at every hearing through an advocate. This becomes expensive and time-consuming.
- In compounding, the accused is not required to appear personally and can be discharged on payment of compounding fee which cannot be more than the maximum fine as applicable under GST.
- Compounding will save time and money. However, compounding under GST is not available for cases where the value involved exceeds 1 crore.

Prosecution Under GST

- The prosecution is conducting legal proceedings against someone in respect of a criminal charge.
- A person committing an offense with the **deliberate intention of fraud**, becomes liable to prosecution under GST, i.e., face criminal charges. A few examples of these offenses are:
- Issue of an invoice without supplying any goods/services- thus taking input credit or refund by fraud
- Obtaining refund of any CGST/SGST by fraud
- Submitting fake financial records/documents or files, and fake returns to evade tax
- Helping another person to commit fraud under GST

Arrest Under GST

- If the Commissioner of CGST/SGST **believes** a person has committed a certain offense he can be arrested under GST by any authorized CGST/SGST officer (click here for the list of offenses for which one can be arrested).
- The arrested person will be informed of the grounds for his arrest. He will appear before the magistrate within 24 hours in case of a cognizable offense (Cognizable offenses are those where the police can arrest a person without an arrest warrant. They are serious crimes like murder, robbery, counterfeiting).

Appeals

- A person unhappy with any decision or order passed against him under GST can appeal against such decision.
- The first appeal against an order by an adjudicating authority goes to the First Appellate Authority.
- If the taxpayer is not happy with the decision of the First Appellate Authority they can appeal to the National Appellate Tribunal, then to the High Court, and finally to the Supreme Court.
- To avoid the long process of appeal and litigation, a taxpayer may request for the advance ruling under GST. The taxpayer asks for clarification from GST authorities on GST treatment before starting the proposed activity. The tax authority gives a written decision (called advance ruling) to the applicant on the query.

Activities or Transactions which shall be treated as neither supply of goods nor as supply of services

Certain supplies are neither treated as supply of goods nor services. In normal course, such supplies would be treated as a taxable supply. However by providing for exceptions the legislature makes it clear not to tax such supplies. An attempt is made to list out those supplies for the benefit of the readers.

Statutory provision:

Section 7(2) overrides sub-section (1) thereof and lists out certain activities or transactions referred to in Schedule III and Government activities/functions as notified by GST Council, which are neither supply of goods or services. But for this exception these activities or transactions would have been treated as taxable supplies as the expression 'supply' is wide enough to capture it.

Schedule III:

- Schedule III to CGST Act provides for a list of activities/transactions, which are neither supply of goods nor services:
- Services by an employee to the employer in the course of or in relation to his employment. This is similar to the exception provided for in the definition of 'service' in section 65B(44) of the Finance Act, 1994 (ST law). Any service provided by employee is thus not a supply of service. However, services provided by the employer to an employee would be treated as a taxable supply.
- Services by any Court or Tribunal established under any law for the time being in force. This entry is also similar to the exception provided for in the definition of 'service' in section 65B(44) of the Finance Act, 1994 (ST law). The term "Court" in this context would include District Court, High Court and Supreme Court.
- The functions performed by the Members of Parliament, Members of State Legislature, Members of Panchayats, Members of Municipalities and Members of other local authorities. This entry is also similar to the exception provided for in the definition of 'service' in section 65B(44) of the Finance Act, 1994 (ST law).
- The duties performed by any person who holds any post in pursuance of the provisions of the Constitution in that capacity. Eg: Chief Election Commissioner, Comptroller and Auditor General. There is a similar exception in the definition of 'service' in the current ST regime.

- The duties performed by any person as a Chairperson or a Member or a Director in a body established by the Central Government or a State Government or local authority and who is not deemed as an employee before the commencement of this clause. Eg: Chairperson or Member of Industrial Area Development Board.
- Services of funeral, burial, crematorium or mortuary including transportation of the deceased. This activity is currently exempted under the ST regime.
- Sale of land. This is a State subject and hence excluded as it is not yet subsumed in GST.
- Sale of building. Exception to this entry is construction of a complex, building, civil structure or a part thereof, including a complex or building intended for sale to a buyer, wholly or partly, except where the entire consideration has been received after issuance of completion certificate, where required, by the competent authority or after its first occupation, whichever is earlier. Note: For a more detailed explanation readers are requested to see the write up on “Supplies deemed to be either goods or services”.
- Actionable claims, other than lottery, betting and gambling. The term ‘actionable claim’ has the meaning assigned to it in section 3 of the Transfer of Property Act, 1882 and has a wide connotation. Further the definition of ‘goods’ in section 2(52) of the CGST Act includes actionable claim also. However, only the actionable claims w.r.t. lottery, betting and gambling would be a taxable supply.

The notification providing for exceptions would be issued pursuant to recommendation of the GST Council. The activities/transactions, which are in the nature of public service would be considered by the GST Council, which are performed by the Central Government, State Government or local authority. In the ST regime there have been issues and disputes concerning services from Government or local authority by a business entity as tax is payable on reverse charge basis. There is no clarity in the ST regime as to what constitutes taxable government service.

Assessment of Tax

- Types of Assessment under GST
- Self-assessment
- Provisional assessment
- Scrutiny assessment
- Best judgment assessment
- Assessment of non-filers of returns
- Assessment of unregistered persons
- Summary assessment
- **Only self-assessment is done by the taxpayer himself. All the other assessments are by tax authorities.**

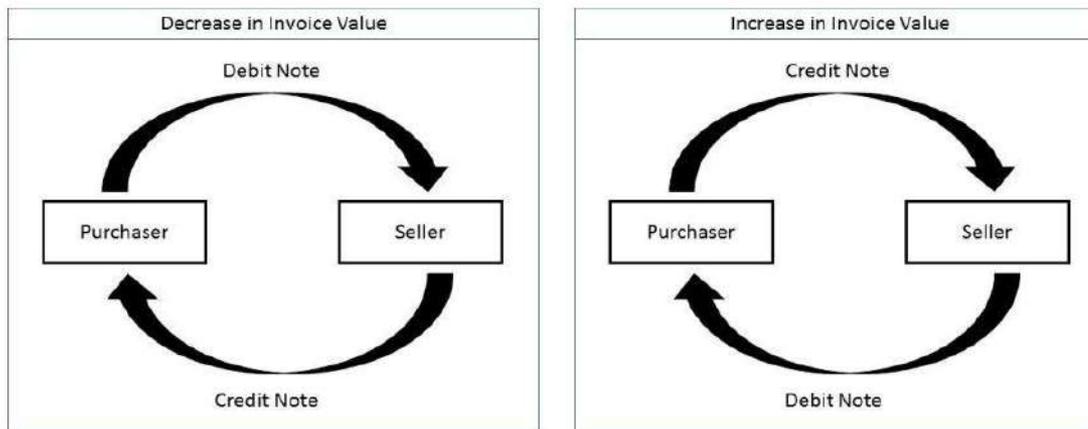
Tax Invoice

- There are lots of rumors spread in the business class relating to tax invoices under GST. Two myths which need to be busted are digital invoices under GST and mandatory HSN Codes.
- The GST law has not mandated that invoices should be raised online. There is no such requirement under GST Act. The government has notified GST rules which required only few additional details which must be mentioned in invoice such as HSN Code, Place of Supply etc.
- However, HSN is also not required if turnover is below 1.5 crores. If turnover is between 1.5 crore to 5 crores, only 2 digits of HSN code is required. But if turnover is above 5 crore, then 4 digits of HSN code will be required in invoices.
- Contents of Tax Invoice:
- The contents of tax invoice are:
- **(a)** Name, Address and GSTIN of the supplier.
- **(b)** A consecutive serial number, in one or multiple series, containing alphabets or numerals or special characters hyphen or dash and slash symbolised as “-” and “/” respectively, and any combination thereof, unique for a financial year.

- **(c)** Date of its issue
- **(d)** Name, Address of the recipient and the address of delivery, along with the name of State and its code, if such recipient is unregistered and where the value of taxable supply is fifty thousand rupees or more
- **(e)** Name, Address and GSTIN or UIN, if registered of the recipient
- **(f)** HSN code of goods or Accounting Code of services
- **(g)** Description of goods or services
- **(h)** Quantity in case of goods and unit or Unique Quantity Code thereof
- **(i)** Total value of supply of goods or services or both
- **(j)** Taxable value of supply of goods or services or both taking into account discount or abatement, if any
- **(k)** Rate of tax (Central tax, State tax, Integrated tax, Union territory tax or cess)
- **(l)** Amount of tax charged in respect of taxable goods or services (Central tax, State tax, Integrated tax, Union territory tax or cess)
- **(m)** Place of supply along with the name of State, in case of a supply in the course of inter-State trade or commerce
- **(n)** Address of delivery where the same is different from the place of supply
- **(o)** Whether the tax is payable on reverse charge basis
- **(p)** Signature or digital signature of the supplier or his authorized representative
- **(q)** HSN Code (for the class of persons as may be required)
- **(r)** In case of export of goods or services, invoice shall carry an endorsement "SUPPLY MEANT FOR EXPORT ON PAYMENT OF IGST" or "SUPPLY MEANT FOR EXPORT UNDER BOND OR LETTER OF UNDERTAKING WITHOUT PAYMENT OF IGST" and in place of details specified in clause (e), shall contain the following details:
 - Name and address of the recipient
 - Address of delivery
 - Name of the country of destination
 - Number and date of application for removal of goods for export

Credit and Debit Notes

- When goods supplied are returned or when there is a revision in the invoice value due to goods (or services) not being up to the mark or extra goods being issued a Debit Note or Credit Note is issued by the supplier and receiver of goods and services.
- A debit note or a Credit Note can be issued in 2 situations:
- When the amount payable by buyer to seller decreases –There can be a change in the value of goods after the goods are delivered and invoice is issued by the seller. This can be due to a return of goods or due to the bad quality of the goods delivered, etc. In this case, the value of goods decreases due to which a Debit Note is issued by the purchaser to the seller. The Debit Note provides details of the amount of money debited from the sellers' account and also states the reason for the same. The reason behind this – In the purchaser's books of account the seller will have a credit balance. When a debit note is issued the credit balance of the Sellers account decreases, thus reducing the seller's balance. It means that that lesser amount is required to be paid by the buyer to the seller to settle his liability. Thus debit note reduces the liability for the buyer. The seller issues a Credit Note as a response or acknowledgment to the Debit Note
- When the amount payable by buyer to seller increases-When the value of invoice increases due to extra goods being delivered or the goods already delivered have been charged at an incorrect value a Debit Note is required to be issued. The Debit Note, in this case, is issued by the seller to the buyer. And the buyer as an acknowledgment to the receipt of Debit Note issues a Credit Note. The reason behind this – In the seller's books of account the buyer will have a debit balance. When a debit note is issued the debit balance of the buyer's account increases. It means that more amount is required to be paid by the buyer to the seller to settle his liability. Thus, credit note increases the liability for the buyer.



- Cases when Debit note is to be issued by supplier:

Cases Where Debit note has to be issued by the Supplier	
A.	Original tax invoice has been issued and taxable value in the invoice is less than actual taxable value.
B.	Original tax invoice has been issued and tax charged in the invoice is less than actual tax to be paid.
Note	Debit note will include a supplementary invoice.

Cases when Credit note is to be issued by supplier

	Cases Where Credit note has to be issued by the Supplier
A	Original tax invoice has been issued and taxable value in the invoice exceeds actual taxable value.
B	Original tax invoice has been issued and tax charged in the invoice exceeds actual tax to be paid.
C	Recipient returns the goods to the supplier
D	Services are found to be deficient
Note:	Credit note will include a supplementary invoice

Accounts and Records

- **GST or Goods and Services Tax** is set to change the way business is conducted in India by ushering in an indirect tax system that is completely technology based. Under the new GST regime, businesses are required to maintain various accounts and records for ready verification by an authorised GST Authority. In this article, we look at the GST accounts and records to be maintained by all businesses operating in India.

GST Accounts & Records Maintenance



Records to be Maintained

- According to Section 35 of the **GST Act**, all taxable persons under GST are required to maintain the following records at their principal place of business:
- Production or manufacture of goods;
- Inward and outward supply of goods or services or both;
- Stock of goods;
- Input tax credit availed;
- Output tax payable and paid; and
- Other particulars as may be prescribed.
- Accounts maintained by a **taxable person under GST** together with all invoices, bills of supply, credit and debit notes, and delivery challans relating to stocks, deliveries, inward supply and outward supply should be maintained for a period of 6 years from the date of furnishing GST annual return. Further, GST accounts and records must be kept at every related place of business mentioned in the certificate of registration.

- GST Accounts to be Maintained
- In addition to the regulations mentioned in the GST Act, additional requirement for maintaining accounts and records under GST has been provided for in the GST Accounts and Records Rules. According to the GST Accounts and Records Maintenance Rules, all taxable persons registered under GST are required to maintain the following accounts in addition to the records mentioned above.
- True and correct account of the goods or services imported or exported or of **supplies attracting payment of tax on reverse charge** along with relevant documents, including invoices, bills of supply, delivery challans, credit notes, debit notes, receipt vouchers, payment vouchers, refund vouchers and e-way bills.
- Accounts of stock in respect of goods received and supplied by the taxpayer, and such account shall contain particulars of opening balance, receipt, supply, goods lost, stolen, destroyed, written off or disposed of by way of gift or free sample and balance of stock including raw material, finished goods, scrap and wastage thereof.
- Maintain an account, containing the details of tax payable (including tax payable, tax collected and paid, input tax, input tax credit claimed, together with a register of tax invoice, credit note, debit notes, delivery challan issued or received during any tax period.
- Maintain details of Suppliers with information including names and complete addresses of suppliers from whom he has received the goods or services chargeable to tax under GST;
- Maintain details of Customers with information including names and complete addresses of the persons to whom he has supplied goods or services, where required under GST;
- Complete address of the premises where goods are stored by the taxpayer, including goods stored during transit along with the particulars of the stock stored therein.
- According to the GST Accounts and Records Rules, if any taxable goods are found to be stored at any place(s) other than those declared by the taxpayer in his/her accounts or records, without any other proof or valid documents; Then, the Officer would be empowered to levy tax, as if such goods have been supplied by the registered person. Hence, its important to maintain proper record of inventory and goods-in-transit under GST.

- How to Maintain GST Accounts?
- All GST accounts and records, including the books of account must be maintained at the principal place of business along with records relating to additional place of business.
- Each of the volume of books of account with GST records maintained manually should be serially numbered. While maintaining GST account manually, if any entry in any of the registers or accounts or documents must be erased, effaced or overwritten, then it should be scored out under attestation and there after correct entry should be recorded. If GST accounts are maintained electronically, then there should be a log of every entry edited or deleted. Also, if GST accounts and records are maintained electronically, then the records should be authenticated by means of a **digital signature** and should be accessible from every related place of business mentioned on the **GST registration certificate**.

Transfer of input tax credit and its related issues

- Input credit means at the time of paying tax on output, you can reduce the tax you have already paid on inputs and pay the balance amount.
- Here's how:
- When you buy a product/service from a registered dealer you pay taxes on the purchase. On selling, you collect the tax. You adjust the taxes paid at the time of purchase with the amount of output tax (tax on sales) and balance liability of tax (tax on sales *minus* tax on purchase) has to be paid to the government. This mechanism is called utilization of input tax credit.
- For example- you are a manufacturer: a. Tax payable on output (FINAL PRODUCT) is Rs 450 b. Tax paid on input (PURCHASES) is Rs 300 c. You can claim INPUT CREDIT of Rs 300 and you only need to deposit Rs 150 in taxes.

Who can claim ITC?

- ITC can be claimed by a person registered under GST only if he fulfills ALL the conditions as prescribed.
- The dealer should be in possession of tax invoice
- The said goods/services have been received
- Returns have been filed.
- The tax charged has been paid to the government by the supplier.
- When goods are received in installments ITC can be claimed only when the last lot is received.
- No ITC will be allowed if depreciation has been claimed on tax component of a capital good

Reversal of Input Tax Credit

- ITC can be availed only on goods and services for business purposes. If they are used for non-business (personal) purposes, or for making exempt supplies ITC cannot be claimed. Apart from these, there are certain other situations where ITC will be reversed.
- **ITC will be reversed in the following cases:**
- **1) Non-payment of invoices in 180 days:** ITC will be reversed for invoices which were not paid within 180 days of issue.
- **2) Credit note issued to ISD by seller:** This is for ISD. If a credit note was issued by the seller to the HO then the ITC subsequently reduced will be reversed.
- **3) Inputs partly for business purpose and partly for exempted supplies or for personal use:** This is for businesses which use inputs for both business and non-business (personal) purpose. ITC used in the portion of input goods/services used for the personal purpose must be reversed proportionately.
- **4) Capital goods partly for business and partly for exempted supplies or for personal use:** This is similar to above except that it concerns capital goods.
- **5) ITC reversed is less than required:** This is calculated after the annual return is furnished. If total ITC on inputs of exempted/non-business purpose is more than the ITC actually reversed during the year then the difference amount will be added to output liability. Interest will be applicable.

Reconciliation of ITC

- ITC claimed by the person has to match with the details specified by his supplier in his GST return. In case of any mismatch, the supplier and recipient would be communicated regarding discrepancies after the filling of GSTR 3. Please read our article on the detailed explanation of the reasons for mismatch of ITC and procedure to be followed to apply for re-claim of ITC.

Documents Required for Claiming ITC

- The following documents are required for claiming ITC:
 1. Invoice issued by the supplier of goods/services
 2. The debit note issued by the supplier to the recipient (if any)
 3. Bill of entry
 4. An invoice issued under certain circumstances like the bill of supply issued instead of tax invoice if the amount is less than Rs 200 or in situations where the reverse charge is applicable as per GST law.
 5. An invoice or credit note issued by the Input Service Distributor (ISD) as per the invoice rules under GST.
 6. A bill of supply issued by the supplier of goods and services or both.
- All these documents are to be furnished at the time of filing form GSTR-2.

Special cases of ITC

- A. ITC for Capital Goods
- ITC is available for capital goods under GST.
- However, ITC is not available for- i. Capital Goods used exclusively for making exempted goods ii. Capital Goods used exclusively for non-business (personal) purposes.
- **Note: No ITC will be allowed if depreciation has been claimed on tax component of capital goods.**

Place and Time of Supply

- Under GST, 3 types of taxes can be charged in the invoice. SGST and CGST in case of an intra-state transaction and IGST in case of an interstate transaction. But deciding whether a particular transaction is inter or intrastate is not an easy task.
- Think about an online training where customers are sitting in different parts of the world.
- Say in case, hotel services, where the receiver may have an office in another state and may be visiting the hotel only temporarily, or where goods are sold on a train journey passing through different states.
- To help address some of these situations, the IGST act lays down certain rules which define whether a transaction is inter or intrastate. These rules are called the place of supply rules.
- **Time of supply** means the point in time when goods/services are considered supplied'. When the seller knows the 'time', it helps him identify due date for payment of taxes.
- **Place of supply** is required for determining the right tax to be charged on the invoice, whether IGST or CGST/SGST will apply.
- **Value of supply** is important because GST is calculated on the value of the sale. If the value is calculated incorrectly, then the amount of GST charged is also incorrect

1. Time of Supply

- Time of supply means the point in time when goods/services are considered supplied'. When the seller knows the 'time', it helps him identify due date for payment of taxes.
- CGST/SGST or IGST must be paid at the time of supply. Goods and services have a separate basis to identify their time of supply. Let's understand them in detail.

A. Time of Supply of Goods

- Time of supply of goods is earliest of:
- Date of issue of invoice
- Last date on which invoice should have been issued
- Date of receipt of advance/ payment*.

- B. Time of Supply for Services
- Time of supply of services is earliest of:
- Date of issue of invoice
- Date of receipt of advance/ payment.
- Date of provision of services (if invoice is not issued within prescribed period)

2. Place of supply

It is very important to understand the term 'place of supply' for determining the right tax to be charged on the invoice.

Location of Service Receiver	Place of supply	Nature of Supply	GST Applicable
Maharashtra	Maharashtra	Intra-state	CGST + SGST
Maharashtra	Bihar	Inter-state	IGST

A. Place of Supply of Goods

- Usually, in case of goods, the place of supply is where the goods are delivered.
- So, the place of supply of goods is the place where the ownership of goods changes.
- What if there is no movement of goods. In this case, the place of supply is the location of goods at the time of delivery to the recipient.

B. Place of Supply for Services

- Generally, the place of supply of services is the location of the service recipient.
- In cases where the services are provided to an unregistered dealer and their location is not available the location of service provider will be the place of provision of service.
- Special provisions have been made to determine the place of supply for the following services:
 - ✓ Services related to immovable property
 - ✓ Restaurant services
 - ✓ Admission to events
 - ✓ Transportation of goods and passengers
 - ✓ Telecom services
 - ✓ Banking, Financial and Insurance services.

Valuation and Exemptions

- **Valuations**
- Currently, GST will be charged on the 'transaction value'. Transaction value is the price actually paid(or payable) for the supply of goods/services between un-related parties (i.e., price is the sole consideration)
- The value of supply under GST shall include:
- Any taxes, duties, cess, fees, and charges levied under any act, except GST. GST Compensation Cess will be excluded if charged separately by the supplier.
- Any amount that the supplier is liable to pay which has been incurred by the recipient and is not included in the price.
- The value will include all **incidental expenses** in relation to sale such as packing, commission etc.
- Subsidies linked to supply, except Government subsidies will be included.
- Interest/late fee/penalty for delayed payment of consideration will be included.

Exempt supplies comprise the following three types of supplies:

Supplies taxable at a 'NIL' rate of tax* (0% tax);

- Supplies that are wholly or partially exempted from CGST or IGST, by way of a notification amending Section 11 of CGST Act or Section 6 of IGST Act;
- Non-taxable supplies as defined under Section 2(78) – supplies that are not taxable under the Act (For Example Alcoholic liquor for human consumption).

Central or the State Governments are empowered to grant exemptions from GST. Conditions are:

- Exemption should be in public interest
- By way of issue of notification
- Must be recommended by the GST Council
- Absolute exemption or conditional exemption may be for any goods and / or services of any specified description.
- Exemption by way of special order (not notification) may be granted exceptional circumstances.
- Registered person supplying the goods and / or services is not entitled to collect tax higher than the effective rate, where the supply enjoys an absolute exemption.

Types of Exemptions:

- **Absolute exemption:** Exemption without any conditions. Ex: Transmission or distribution of electricity by an electricity transmission or distribution utility, Services by Reserve Bank of India.
- **Conditional Exemption:** Exemption subject to certain conditions. Ex: Services by a hotel, inn, guest house, club or campsite, by whatever name called, for residential or lodging purposes, having declared tariff of a unit of accommodation less than ` 1000/- per day”.
- **Conditional or partial exemption:** Intra-State supplies of goods and/or services received from an unregistered person by a registered person is exempted from payment of tax under reverse charge provided the aggregate value of such supplies received by a registered person from all or any of the suppliers does not exceed ` 5000/- in a day.

Job work

- **a) Meaning & Nature of job work:**
- The definition of job work has been defined in the Section 2(68) of CGST Act, “Job work” means any *treatment or process* under taken by a person on goods belonging to another registered person.
- For the purpose of this article, ‘Principal’ will be the persons who sends the goods for job work.
- *Treatment or process* include packing, labelling, testing, re-conditioning, re-packing, inspection etc.,
- Schedule II clause 3 of CGST Act, considers any treatment or process applied to another person goods as a supply of services.
- To determine the value of job work charges, value of goods sent by the principal shall not be included.