Curriculum and Syllabus

For

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Under
New Education Policy
[With effect from the Session 2025-26]

USHA MARTIN UNIVERSITY
RANCHI, JHARKHAND
(Recognized by UGC under Sec. 2(f) of UGC Act 1956)

FIRST SEMESTER

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)						
1	BCC101	Principles and Practices of Management	4	40	60	100
3	BCC102	Business Statistics	4	40	60	100
2	AEC101	Business Communication	4	40	60	100
4	OEC101	Business Ethics	4	40	60	100
5	MDE101	Indian Knowledge System	2	40	60	100
6	VAC101	Environmental Science	1	40	60	100
TOTAL			**19**			

SECOND SEMESTER

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
1	BCC201	Human Resource Management	4	40	60	100
2	BCC202	Principles of Marketing	4	40	60	100
3	BCC203	Financial accounting & Cost Accounting	4	40	60	100
4	SEC201	IT Tools for Business	4	40	60	100
5	OEC201	India's Diversity and Business	2	40	60	100
6	VAC201	Indian Constitution	1	40	60	100
TOTAL			**19**			

THIRD SEMESTER

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
1	BCC301	Organizational Behaviour	4	40	60	100
2	BCC302	Financial Management	4	40	60	100
3	BCC303	Business Environment	4	40	60	100
4	OEC301	Tax Planning	4	40	60	100
5	SEC301	Financial Software Packages	2	40	60	100
6	VAC301	Yoga	1	40	60	100
TOTAL			**19**			

FOURTH SEMESTER

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
1	BCC401	Entrepreneurship Development	4	40	60	100
2	BCC402	Operations Management	4	40	60	100
3	BCC403	Research Methodology	4	40	60	100
4	BCC404	International Business	4	40	60	100
5	BCC405	Managerial Economics	4	40	60	100
6	SEC401	Data Analysis and Business Decision Making	2	40	60	100
TOTAL			**22**			

FIFTH SEMESTER

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
1	BCC501	Quantitative Techniques for Management	4	40	60	100
2	BCC502	Business Law	4	40	60	100
3	DSEXXX	Discipline Specific Electives – I	4	40	60	100
4	DSEXXX	Discipline Specific Electives – II	4	40	60	100
5	VAC501	Disaster Management	1	40	60	100
6	SEC501	Summer Internship Placement	6	40	60	100
TOTAL			**23**			

SIXTH SEMESTER

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
1	BCC601	Project Management	4	40	60	100
2	BCC602	Business Policy and Strategy	4	40	60	100
3	DSEXXX	Discipline Specific Electives - III	4	40	60	100
4	DSEXXX	Discipline Specific Electives - IV	4	40	60	100
5	SEC601	Corporate Governance	4	40	60	100
6	SEC602	Major Project	6	40	60	100

TOTAL	26			

SEVENTH SEMESTER (BBA Honours)

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
1	OEC701	AI for Business	2	40	60	100
2	BCC701	Entrepreneurial Leadership	4	40	60	100
3	DSEXXX	Discipline Specific Electives - V	4	40	60	100
4	DSEXXX	Discipline Specific Electives - VI	4	40	60	100
6	SEC702	Summer Internship –II	6	40	60	100
TOTAL			**20**			

SEMESTER VIII - (BBA (Honours)

S. No.	Course Code	Course Title	Credit	Continuous Assessment	Term End Exam	Full Marks
1	DSEXXX	Discipline Specific Electives - VII	4	40	60	100
2	DSEXXX	Discipline Specific Electives - VIII	4	40	60	100
3	DSEXXX	Discipline Specific Electives - IX	4	40	60	100
4	SEC801	Dissertation work	8	40	60	100
TOTAL			**20**			

Specialization		
S.N.	**Course Code**	**Human Resource**
1	BBA-HR01	Performance & Compensation Management
2	BBA-HR02	Management Of Industrial Relation
3	BBA-HR03	Human Resource Planning and Career Development
4	BBA-HR04	Cross Cultural HRM
5	BBA-HR05	HR Analytics
6	BBA-HR06	Talent acquisition and management
7	BBA-HR07	Training Development

8	BBA-HR08	HRD: Systems & Strategies
9	BBA-HR09	Talent & Knowledge Management
10	BBA-HR10	Counseling & Negotiation Skills for Managers
11	BBA-HR11	Coaching & Mentoring
12	BBA-HR12	Cross Culture HRM

	Course Code	**Marketing**
1	BBA-M01	Consumer Behavior
2	BBA-M02	Advertising & Brand Management
3	BBA-M03	Digital Marketing
4	BBA-M04	Personal Selling & Sales Force Management
5	BBA-M05	Rural Marketing
6	BBA-M06	B2B Marketing
7	BBA-M07	International Marketing
8	BBA-M08	Retail Management
9	BBA-M09	Distribution & Supply Chain Management
10	BBA-M10	Marketing of Services
11	BBA-M11	Neuro- Marketing
12	BBA-M12	Retail Marketing

	Course Code	**Finance**
1	BBA-F01	Investment Analysis & Portfolio Management
2	BBA-F02	International Finance
3	BBA-F03	Corporate Accounting
4	BBA-F04	Strategic Corporate Finance
5	BBA-F05	Business Analysis & Valuation
6	BBA-F06	Financial Analytics
7	BBA-F07	Investment Banking & Financial Services
8	BBA-F08	Personal Finance
9	BBA-F09	Financial Derivatives
10	BBA-F10	Capital Budgeting
11	BBA-F11	Financial Modelling
12	BBA-F12	Direct Tax

	Course Code	**Information Technology**
1	BBA-IT01	Data Base Management Techniques
2	BBA-IT02	C Programming
3	BBA-IT03	Internet Technology & Web Designing
4	BBA-IT04	e-Customer Relationship Management
5	BBA-IT05	Data Analytics using R/ Python
6	BBA-IT06	Data Visualization using tableau / Powerbi
7	BBA-IT07	Emerging Technologies in Global Business Environment
8	BBA-IT08	ERP
9	BBA-IT09	Cyber Law
10	BBA-IT10	Business Process and Information Technology
11	BBA-IT11	Electronic Commerce

12	BBA-IT12	Software Project Management

SEMESTER I

<table>
<tr><td colspan="6">USHA MARTIN UNIVERSITY, JHARKHAND</td></tr>
<tr><td colspan="6">Faculty of Business Management & Commerce</td></tr>
<tr><td>Department</td><td colspan="2">Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td colspan="2">I</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="3" rowspan="2">BCC101, Principles & Practices of Management</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td>4</td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td>Odd</td></tr>
<tr><td colspan="6">This course intends to enable the students to acquire and demonstrate their knowledge of business and management principles by making use of, their critical thinking and problem-solving skills.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Concept and Nature of Management
Meaning, characteristics- management as a science or an art, management as a profession, university of management, management as a process, Management and Administration, levels of Management, Skills of a manager, Roles of a manager, Significance of management, Limitations of management, Business environment and its interaction with management.</td></tr>
<tr><td>II</td><td colspan="5">Management Theory
Approaches to management – Classical, Neo-classical and modern, contributions to management thoughts – Taylor and Scientific theory, Fayol and Administrative theory Mayo and Hawthrone Experiments</td></tr>
<tr><td>III</td><td colspan="5">Planning and Decision Making:
Planning – Meaning, Process, Types, Principles, Limitations, Strategic Planning- meaning and process, MBO-Meaning, process and requirements for implementation, Planning premises –Meaning and Types, Forecasting –Meaning and Techniques.</td></tr>
<tr><td>IV</td><td colspan="5">Organization Design and Structure
Organization- Meaning, Process, Principles, Organization Structure-Determinates and forms: line, functional, line and staff project, matrix and committees, Formal and Informal Organization, Departmentation – Meaning and Bases, Span of Control- Meaning and factors influencing, Authority, Responsible and Accountability, Delegation: Meaning, Process, Principles, Centralization and Decentralization – Meaning, Degree of decentralization, Difference between delegation and decentralization.</td></tr>
<tr><td>V</td><td colspan="5">Fundamentals of Directing
Principles of Direction, Human Factor and Directing, Theory X & Y, Management Process with Theory X & Y, Immaturity & Maturity Theory, Management Models, Theory Z.</td></tr>
</table>

VI	**Controlling** Control – Meaning, steps, Types, Techniques, Significance, Limitations.

Text Books & References

1. Principles of Management – M. Govindarajan & S. Natrajan, 2009, 7th Edition, PHI Learning, Pvt. Ltd., New Delhi
2. Essentials of Management – Harold Koontz, Heinz Weihrich, Mark V. Cannice, 11th Edition, McGraw-Hill
3. Principles of Management – Prakash Chandra Tripathi, 6th Edition, McGraw-Hill

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**I**	**3**	**1**	**0**
Subject Code & Name	**BCC102, Business Statistics**	**Program**		**BBA**
		Credits		**4**
Course Objectives		**Session**		**Odd**
This course intends to familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.				
Syllabus				
Module	**Topics**			
I	Basic Concepts of Statistics: Definition, Functions, and Scope of Statistics. Importance and applications in business decision-making.			
II	Measures of Central Tendency and Dispersion: Arithmetic Mean, Median, Mode. Range, Mean Deviation, Standard Deviation, Quartile Deviation, Coefficient of Variation, Mean Deviation, Standard Deviation, Quartile Deviation, Moments, Skewness, Kurtosis.			
III	Correlation Analysis: Meaning and Significance. Methods of Studying simple Correlation, Karl Pearson's coefficient of correlation, and Spearman's Rank Correlation.			
IV	Regression Analysis: Meaning and significance, Relation between Correlation & Regression, Linear Regression, Equation of Regression Lines (X on Y, Y on X), Standard Error Estimate.			
V	Time Series Analysis: Time Series and its Components Linear and Non-linear Trend, Measurement of trend: Method of Least squares, Parabolic Trend.			
VI	Basic Concepts in Probability: Definition of Probability, Addition and Multiplication rules of Probability, Bayes' Theorem, Random variable-discrete and continuous. Distributions –Binomial, Poisson.			

Text Books & References

1. Gupta and Gupta, Business Statistics, 1st January 2014 (Sultan Chand & Sons: New Delhi)
2. Business Statistics- J.K. Sharma, Pearson's Education, 1st July 2017, 4th Edition, Vikas Publishing House
3. Chandan, J. Statistics for Business Economics, 1st Edition, Vikas Publishing House
4. Das, N.G. Statistical Methods, M. Das & Co.: Kolkata, Combined Edition (Volumes I & II), McGraw-Hill Education India, McGraw-Hill Education India.
5. Introduction to Mathematical Statistics, Robert Hogg, Joeseph McKean, Allen Craig, 13th January 2020, Pearson: New Delhi.

6. Mathematical Statistics with Application, Miller, John Freud’s 7th Edition, Pearson: New Delhi

<table>
<tr><th colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
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<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>I</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">AEC101, Business Communication</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">This course will enable the students to understand the nuances of communication and use it with confidence in a business environment.</td></tr>
</table>

Syllabus

Module	Topics
I	Basic Principles of Communication: Introduction, Understanding Communication, Communication Process, Barriers to Communication, and the Importance of Communication in the Workplace.
II	Different forms of Communication, Channels, Aspects, Process, and Types of Communication, Types of Communication (Verbal & Non-Verbal)
III	Forms of External Business Communication: Communication with Media through News Releases: Email, Press releases, Business Letter, Advertisements and Notices, Skills of Professional Presentation
IV	Creative Writing: Creative writing to know one’s own thoughts and creative expressions of those thoughts in different forms such as Stories, Poems, First Person Narration, Diary, Skit etc. To ignite imagination for thinking differently and having more perspectives.
V	Inter-Office Memo, Circular, Minutes, Report Writing.
VI	Academic Vocabulary and English for Business Communication

Text Books & References

1. Business Communication - K. K. Sinha, 5th Edition, Galgotia Publishing Company, New Delhi.
2. Media and Communication Management, C. S. Rayudu, 3rd Edition, 2018, Himalaya Publishing House, Bombay.
3. Essentials of Business Communication, Rajendra Pal and J. S. Korlhalli, 13th Edition, Sultan Chand & Sons, New Delhi
4. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.

5. Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade – Diamond Publications, Pune. Delhi.

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<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">OEC101, Business Ethics</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">This course will apprise the learners of the contemporary issues in the relationship between business and ethics which will enable them to think through the complex problems of business ethics and consider how ethical principles could influence management decisions.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4">Topics</td></tr>
<tr><td>I</td><td colspan="4">Introduction to Business Ethics: An understanding of Ethics, Meaning of Ethics, Definition of Business Ethics, Ethical Performance, Types of Ethics, Sources of Ethics, Ethics and Business, Importance and Scope of Ethics</td></tr>
<tr><td>II</td><td colspan="4">Values, norms, Beliefs, and ethics: Ethical Code, Ethical and unethical behavior, benefits of managing ethics in organization.
Essential features, types and relevance of values in ethical business, importance of values in formulation of an ethical organization.
Ethical Dilemmas, Whistle Blowing</td></tr>
<tr><td>III</td><td colspan="4">Principles and models of ethical issues: moral standards and ethical decision making, consequentialist and non-consequentialist principles- egoism, utilitarianism, right and Justice principles. Trusteeship theory of Mahatma Gandhi: Trusteeship meaning, 7 sins given by Mahatma Gandhi.</td></tr>
<tr><td>IV</td><td colspan="4">Code of ethics: Meaning and concept, conditions for making codes effective, code of conduct- establishing priority between norms and beliefs, the ethical responsibilities of senior management.</td></tr>
<tr><td>V</td><td colspan="4">Corporate social responsibility of business: Historical background meaning and concept, why business should assure social responsibility, changing views of Management's responsibility, the social responsibility of business involved in ethics, the stakeholder engagement- a key to success.</td></tr>
</table>

VI	**Corporate governance**: Meaning and concept, Parties to corporate Governance, basic ingredients for good governance. Theories: Agency Theory, Steward Theory. Model: Anglo-American Model, Japanese model, Indian Perspective

Text Books & References

1. Business Ethics: Decision Making for Personal Integrity and Social Responsibility,3rd Edition Hartman, L., Desjardins, J., MacDonald, C, McGraw-Hill. (2013).
2. Murthy CSV: Business Ethics and Corporate Governance, 2nd Edition, McGraw-Hill Education
3. Bholananth Dutta, S.K. Podder – Corporation Governance, VBH.
4. Dr. K. Nirmala, Karunakara Readdy: Business Ethics and Corporate Governance, HPH H.R. Machiraju: Corporate Governance K. Venkataramana, Corporate Governance, SHBP.

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<tr><td>Semester</td><td align="center">I</td><td align="center">2</td><td align="center">0</td><td align="center">0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2" align="center">MDE101, Indian Knowledge System</td><td colspan="2" align="center">Program</td><td align="center">BBA</td></tr>
<tr><td colspan="2" align="center">Credits</td><td align="center">2</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2" align="center">Session</td><td align="center">Odd</td></tr>
<tr><td colspan="5">This course will apprise the learners of the contemporary issues in the relationship between business and ethics which will enable them to think through the complex problems of business ethics and consider how ethical principles could influence management decisions.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td align="center">Module</td><td colspan="4" align="center">Topics</td></tr>
<tr><td align="center">I</td><td colspan="4">Introduction and foundational concepts of IKS: Overview of various streams of knowledge in India and classification of ancient Indian texts; Various philosophical systems of India and fundamental principles inlaid in them (Dr. Anupama)</td></tr>
<tr><td align="center">II</td><td colspan="4">Psychology from Indian perspective, Yoga and Indian Linguistics: Introduction to Ashtānga Yoga; Rasa Siddhānta of Nāṭyaśāstra (theory of emotions), Pāṇini’s contribution to linguistics; Contributions of the Vākyaśāstra and Pramāṇaśāstra to linguistics (Dr. PC Panda)</td></tr>
<tr><td align="center">III</td><td colspan="4">Economics, Management and Governance: An overview of Indian economic thought–Arthaśāstra and Nitiśāstra, Leadership and Motivation, Planning and Organizing, Financial Management etc.
(Dr. Md. Saifullah Khalid)</td></tr>
<tr><td align="center">IV</td><td colspan="4">Indian difference: (Aurobindo, Ramanujan, Bankimchandra, Malhotra and others) (Dr. Mohammad Amir Khusru Akhtar)</td></tr>
<tr><td align="center">V</td><td colspan="4">Home, Nation and the World: (Nehru, Tagore, Ambedkar, Savarkar, Mazumdar, Malaviya and others) (Dr. Arvind Hans)</td></tr>
</table>

VI	**Self and subjectivity:** (Gandhi, Upadhyay, M.N. Roy, Ashis Nandy, Dharmapal and others) (Dr. Mohammad Amir Khusru Akhtar)

Text Books & References

1. Knut A. Jacobsen. Ed. Modern Indian Culture and Society. Routledge: London, 2009.
2. Nalini Bhushan & Jay L. Garfield. Eds. Indian Philosophy in English: From Renaissance to Independence. Oxford University Press: New York, 2011.
3. Vasudha Dalmia & Rashmi Sadana. Eds. The Cambridge Companion to Modern Indian Culture. Cambridge University Press: Cambridge, 2012.
4. Introduction to Indian Knowledge System, B. Mahadevan, V. R. Bhat, Nagendra Pavana R. N., PHI.
5. Indian Philosophy – Vol I and II, S. Radhakrishnan, Oxford University Press.
6. Vedanta and Management: Relevance of Vedantic Concepts in Modern Management Practices, N. V. Dave, Deep & Deep.
7. Glimpse into Kautilya's Arthashastra, Ramachandrudu P., Sanskrit Academy, Hyderabad.

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<tr><td>Semester</td><td>I</td><td>1</td><td>0</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">VAC101, Environmental Science</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>1</td></tr>
<tr><td colspan="2">Course Objectives:</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">This course aims to create an awareness and concern about the environment and its related issues among the learners. It will also bring about a curiosity about the nature and its surrounding to inculcate a set of values and feelings of concern about environmental issues.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4" align="center">Topics</td></tr>
<tr><td>I</td><td colspan="4">Introduction to environmental studies: Multidisciplinary nature of environmental studies. Scope and importance. Need for public awareness</td></tr>
<tr><td>II</td><td colspan="4">Ecosystems - Jharkhand perspective
Concept of an ecosystem. Structure and function of an ecosystem. Energy flow in an ecosystem: food chains, food webs and ecological pyramids. Ecological succession. Case studies of the following ecosystems:
a) Forest ecosystem
b) Grassland ecosystem
c) Desert ecosystem
d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)</td></tr>
<tr><td>III</td><td colspan="4">Natural Resources: Renewable and Non-renewable Resources - Jharkhand
Land resources and land use change:
Land as a resource, land degradation, landslides (natural & man-induced), soil erosion and desertification.
Forests & forest resources: Use and over-exploitation, deforestation, case studies.</td></tr>
</table>

	Impacts of deforestation, mining, dam building on environment, forests, biodiversity and tribal populations. Resettlement and rehabilitation of project affected persons; problems and concerns, case studies. Water resources: Use and over-exploitation of surface and ground water, floods, drought, conflicts over water (international & inter-state). Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies.
IV	**Biodiversity and Conservation: L**evels of biological diversity: genetic, species and ecosystem diversity. Biogeographic zones of India. Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational values. Biodiversity patterns and global biodiversity hot spots. India as a mega-biodiversity nation; Endangered and endemic species of India. Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions. Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.
V	**Environmental Pollution** • What is environmental pollution and its types? • Causes, effects and control measures of: a) Air pollution b) Water pollution – freshwater and marine c) Soil pollution d) Noise pollution e) Thermal pollution • Nuclear hazards and human health risks • Solid waste management: Control measures of urban and industrial waste. • Role of an individual in prevention of pollution. • Pollution case studies.
VI	**Environmental Policies & Practices** • Concept of sustainability and sustainable development. • Water conservation & watershed management. • Climate change, global warming, acid rain, ozone layer depletion. • Disaster management: floods, earthquake, cyclones and landslides. • Wasteland reclamation. • Environment Protection Act. • Air (Prevention and Control of Pollution) Act. • Water (Prevention and control of Pollution) Act • Wildlife Protection Act • Forest Conservation Act • Issues involved in the enforcement of environmental legislation. • Environment: rights and duties.

Text Books & References

1. Bharucha, E. 2003, Textbook for Environmental Studies, University Grants Commission, New Delhi and Bharati Vidyapeeth Institute of Environmental Education and Research, Pune. 361
2. Brunner RC, 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480pgs.

3. Carson, Rachel. 1962. Silent Spring (Boston: Houghton Mifflin, 1962), Mariner Books, 2002
4. Economy, Elizabeth. 2010. The River Runs Black: The Environmental Challenge to China's Future
5. Gadgil, M. & Ramachandra, G. 1993. This fissured land: an ecological history of India, Univ of California Press.

SEMESTER II

<table>
<tr><th colspan="6">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
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<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td colspan="2">P</td></tr>
<tr><td>Semester</td><td>II</td><td>3</td><td>1</td><td colspan="2">0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">BCC201, Human Resource Management</td><td colspan="2">Program</td><td colspan="2">BBA</td></tr>
<tr><td colspan="2">Credits</td><td colspan="2">4</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td colspan="2">Even</td></tr>
<tr><td colspan="6">This course will apprise the learners about the basic concepts & framework of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Human Resource Management
Introduction, Functions & Importance, Evolution of Human Resource Management, Difference between Personnel Management & Human Resource Management, Role of line managers; Role of Human Resource Manager, Challenges of Modern HRM.</td></tr>
<tr><td>II</td><td colspan="5">Human Resource Planning
Concept & Definition, Objectives, Importance, Factors affecting HRP, Estimating Manpower requirements, The Process of Manpower Planning.</td></tr>
</table>

III	**Job Analysis** Meaning and Objective; Job Description; Job Specification; Job Design; Job Evaluation.
IV	**Recruitment & Selection:** Concept; Sources; Methods and Processes. **Performance Appraisal:** Concept; Methods; Process; Bias in PA system.
V	**Training and Development** Orientation; Orientation program; Requisites of an effective program; Evaluation of orientation program; Nature of Training and Development, Inputs in Training and Development; Training and Development as source of Competitive Advantage; The Training Process; Impediments to effective training
VI	Wage and Salary Administration: Concept & Meaning of Wages; Types of Wages and Wage Plans; Factors affecting Wage & salary Administration. **Industrial Relation:** Meaning & Definition of IR; Objective & Significance of IR; Industrial Disputes; Forms of ID; Causes of ID; Settlement of ID; Worker's Participation, Labour Welfare.

Text Books & References

1. Human Resource Management: Text and Cases, K. Aswathapa, Sadhna Dash, 10th Edition- 29th May 2023, McGraw-Hill
2. Managing Human Resources, Arun Monappa, 1 January 2001, Macmillan India Limited
3. Essentials of Human Resource Management, Anjali Ghnekar, 1st Edition- 1 January 2010, Everest Publishing House
4. Managing Human Resources: A Contemporary Text, E.A. Ramaswamy, 1st June 2000, OUP India
5. Human Resource Management, M.S. Saiyadain, 2000, Tata McGraw Hill
6. 6. Personnel Management and Industrial Relation, Ratnorm & Srivastava, Tata McGraw Hill.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**II**	3	1	0
Subject Code & Name	**BCC202, Principles of Marketing**	**Program**		**BBA**
		Credits		**4**
Course Objectives		**Session**		**Even**
The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.				
Syllabus				
Module	**Topics**			
I	**Marketing – An Overview:** Definition of Market, Types of Markets, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling, Marketing Concepts--Exchange concept, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept. Marketing Mix: Components of a traditional marketing mix Importance of marketing mix in marketing decisions, Service marketing mix.			

II	**Marketing Environment:** Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment.
III	**Market Segmentation:** Definition of market segmentation, Need for market segmentation, Criteria for effective segmentation, Bases for market segmentation, Benefits of market segmentation. **Consumer Behaviour:** Definitions, Determinants of consumer behavior, Types of buying decisions, Stages of the buying process, Importance of consumer behaviour study.
IV	**Product &Branding:** Features of a Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Product Life Cycle, Definition of a Brand, Development of a Brand, Types of Brands, Importance of Brands and Branding, Merits and Demerits of Branding, Brand Equity – Definition and Benefits.
V	**Pricing Decisions:** Price and its Determinants, Objectives of Pricing Decisions, Factors Affecting Pricing Decisions, Pricing Policies and Strategies, Pricing Methods. **Distribution Strategy:** Meaning, Need for and Importance of Distribution Channel, Factors Influencing Channel Decisions, Types of Channels, Direct Channel, Indirect Channel, Functions of Channel Members.
VI	**Promotion Mix Decisions:** Promotion mix and its components, Advertising, Sales Promotion, Personal selling, Direct marketing, Public Relations and Publicity, Online marketing, Integrated marketing Communication (IMC). **Recent Trends in Marketing:** E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing

Text Books & References

1. Kotler, P. K., Koshy, K. L., & Jha, A. M.: Marketing Management A South Asian Perspective. Creating Brand Equity. 15th Edition, Pearson
2. Kumar, A., & Meenakshi, N. (2011). Marketing management. Vikas Publishing House.3rd edition.
3. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan.
4. Baines, P., Fill, C., & Page, K. (2013). Essentials of marketing. Oxford University Press.
5. Etzel, M. J., Walker, B. J., & Stanton, W. J. (2001). Marketing management. McGraw-Hill/Irwin, Boston, MA
6. Personnel Management and Industrial Relation, Ratnorm & Srivastava, Tata McGraw Hill

Usha Martin University				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**II**	3	1	0
	BCC203, Financial accounting & Cost Accounting	**Program**		**BBA**

Subject Code & Name		Credits	4
Course Objectives		**Session**	**Even**

The course objectives for Financial and Cost Accounting include understanding fundamental accounting principles, techniques, and standards. Students learn to analyze financial statements, manage costs effectively, and make informed business decisions. Emphasis is placed on applying accounting concepts to real-world scenarios, enhancing financial literacy, and fostering critical thinking skills.

Syllabus

Module	Topics
I	**Financial Accounting:** Concept, importance, advantages and disadvantages. Basic Accounting terms. Accounting Principles (GAAP). Accounting equations, Rules of Debit & credit- traditional approach, accounting cycle.
II	Journals, Ledgers, Trial Balance, Final Accounts- Trading A/c, P&L A/c and Balance sheet. Capital & Revenue Expenditure, Reserves & Provisions, Depreciation
III	Meaning, objectives and advantages of cost accounting, Difference between financial, cost and management accounting and. Cost concepts and classifications, Role of a cost accountant in an organization
IV	**Elements of Cost** a. Materials: Material/inventory control- concept and techniques, Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues – FIFO, LIFO, Simple Average and Weighted Average b. Labour: Accounting and Control of labour cost, concept and treatment of idle time, over time and labour turnover. c. overhead: Classification, allocation, apportionment and absorption of overhead
V	**Methods of Costing** Unit costing, Job costing, Contract Costing, Batch Costing, Process costing (process losses, valuation of work in progress, joint and by-products) Service costing (only transport)
VI	**Cost-Volume-Profit (CVP) Analysis and Budgeting**: Understanding CVP Analysis, Purpose and Significance of CVP Analysis, Components of CVP Analysis (Costs, Volume, Prices, Profit), Assumptions and Limitations of CVP Analysis, Breakeven Point (BEP) Definition, Breakeven Formula and Calculation, Graphic Representation of Breakeven Analysis, Margin of Safety. Introduction to Budgeting, Types of Budgets (Operating Budgets, Capital Budgets, Master Budgets), Budgeting Process and Steps, Budget Variance Analysis, Analyzing CVP and Budgeting in Business Scenarios, Industry-Specific Budgeting Challenges.

Text Books & References

1. "Financial Accounting" by Jerry J. Weygandt, Paul D. Kimmel, and Donald E. Kieso
2. "Financial Accounting: Tools for Business Decision-Making" by Paul D. Kimmel, Jerry J. Weygandt, and Donald E. Kieso
3. "Financial Accounting: An Introduction to Concepts, Methods, and Uses" by Roman L. Weil, Katherine Schipper, and Jennifer Francis
4. "Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, Srikant M. Datar, and Madhav V. Rajan.
5. "Cost Accounting for Dummies" by Kenneth W. Boyd

6. "Cost Accounting: Foundations and Evolutions" by Michael R. Kinney and Cecily A. Raiborn.
Online References
7. Investopedia: Accounting A comprehensive online resource covering a wide range of accounting topics, including financial accounting, with articles, tutorials, and definitions.
8. Accounting Coach Offers free tutorials and explanations of financial accounting concepts, making it a valuable resource for learners.
9. Financial Accounting Standards Board (FASB) The official website of the FASB provides access to accounting standards, including Generally Accepted Accounting Principles (GAAP). FASB.

Usha Martin University				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**II**	2	0	4
Subject Code & Name	**SEC201, IT Tools for Business**	**Program**		**BBA**
		Credits		**4**
Course Objectives		**Session**		**Even**
This course will enable the learners to understand the tools used in day today use of computers and data base operations.				
Syllabus				

Module	**Topics**
I	**Introduction to Electronic Commerce** What is E-Commerce (Introduction and Definition), Main activities E-Commerce, Goals of E-Commerce, Technical Components of E-Commerce, Functions of E-Commerce, Advantages and disadvantages of E-Commerce, Scope of E-Commerce, Electronic Commerce Applications, Different types of business models i.e. B2B, B2C, C2C, C2B and B2G.
II	Electronic Data Exchange Introduction, Concepts of EDI, Applications of EDI, Disadvantages of EDI, EDI model
III	Electronic Payment System: Introduction, Types of Electronic Payment System (Electronic Tokens, E-Cash, E-Cheque, Smart Card, Credit Card, Debit Card, Proximity, Biometric), Electronic Fund Transfer, Electronic Cash Online business Transaction Meaning, Purposes, Advantages and disadvantages of transacting online.
IV	E-commerce applications in various industries like {banking, insurance, payment of utility bills online marketing, e-tailing (popularity, benefits, problems and features)}, online shopping (Amazon, Snapdeal, Alibaba, Flipkart etc.).
V	HTML And Programming Lab 11 Lectures +20 Labs Introduction to HTML, Structure of HTML, (a) Basic text markups (tags) ie. Paragraph, Line Break, Heading, Horizontal Rule, Images, Hypertext Links, Lists.
VI	Forms: Form tag, input tag, Checkbox, Radio button, Select tag, Text area tag, Action Buttons. (d) Frames: Frameset tag, Example code for frames. GET and POST methods. Cascading Style Sheets: Introduction, Different levels/ types of style sheets ie. Document level, External level and Inline level, Style specification formats,

	Selector forms, Span and Div tags, Marquee and its forms, PRE tag, Field set tag.

Text Books & References

1. E-Commerce Concepts, Models, Strategies: - G.S.V. Murthy Himalaya Publishing House.
2. E- Commerce: - Kamlesh K Bajaj and Debjani Nag
3. Electronic commerce: - Gray P. Schneider
4. E-Commerce, Fundamentals & Applications: Chand (Wiley)
5. Bharat Bhaskar, Electronic Commerce—Framework Technologies and Applications, Tata McGraw Hill.
6. Ravi Kalakota & A.B. Winston, Frontiers of Electronic Commerce, Pearson Education.
7. Ravi Kalakota & A.B. Winston, Electronic Commerce- A Manager's Guide, Pearson Education.
8. Agarwala Kamlesh, N and Agarwala Deeksha, Business on the Net Introduction to the E-Com, Macmillan India.
9. P.T. Joseph, E-Commerce: A Managerial Perspective, PHI, 2002.
10. Introduction to HTML and CSS - O'Reilly

<table>
<tr><th colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="5">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>II</td><td>2</td><td>0</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">OEC201, India's Diversity and Business</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>2</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Even</td></tr>
<tr><td colspan="5">The objective of the course is to provide students an overview of India's diverse cultural evolution and its implications in running a business. It also aims to understand their cultural differences, their livelihood and occupational patterns and socio-economic challenges affecting them.</td></tr>
</table>

Syllabus	
Module	**Topics**
I	**Concept, meaning & definition of Civilization:** Characteristics of civilization, Concept, meaning & definition of Culture, difference between culture and civilization.
II	**Understanding, recognizing, Accommodating and valuing diversity** 1. Diversity and its dimensions, Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; 2. Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements. 3. Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions.
III	**Livelihood and Occupational Diversity:** 1. Traditional livelihoods and their nature - agriculture, crafts, industry and services; 2. Region, occupation and employment: Occupational Diversity, Different types of Livelihoods of people and Region, Difference between occupation and employment, Trade & Industrial Organization in India, Traders & Shopkeepers, Inland routes and Trade marts, 3. Exports & Imports, Production centers & Specialization, Credit &Banking, Barter & Medium of exchange, Labour and vocational mobility.
IV	**Linkages between Diversity and India's Socio-economic challenge**s: 1. Regional variations in terms of geographic and socio-economic factors- 2. trends andemerging options; 3. Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development
V	**Diversity and Business:** a. Indian Consumers and marketing; b. Rural and Urban context. c. Diversity, manufacturing, industry and services; d. Diversity and Innovation; e. Workforce diversity and management.
VI	**Corporate culture** 1. Evolution of Corporate culture - Corporate culture and organizational culture 2. Necessity for designing - Corporate culture, values and strategic change 3. Organizational capabilities - Changing and cultivating a positive corporate culture. **Business culture** 1. Business culture models - Interpersonal interaction model & Risk and feedback model (Power culture, Achievement culture, Support culture, Role culture, Macho, Tough-guy culture, Work-hard and Play-hard culture, Bet-the-Company culture & Process Culture) 2. Business culture consultants - Organizational culture and business history - Typologies of organizational culture - Key elements of organization culture - Organization culture & Ethics

Text Books & References

1. Classical Readings on Culture and Civilisation (International Library of Sociology) by Stephen Mennell and John Rundell (Routledge) :1st Edition
2. The Culture and Civilisation of Ancient India In Historical Outline by DD
3. Kosambi: Published by New Delhi Vikas Publishing House Pvt Ltd 1992(1992)
4. Glimpses of Indian Culture by Dr. Giri Raj Shah (Paperback): Trishul Publications (1989)
5. Culture Wise India: The Essential Guide to Culture, Customs & Business Etiquette by Noel Gama: Paperback: Published in 2009
6. India- Culture Smart: The Essential Guide to Customs & Culture Becky Stephen [Paperback]: Published in 2010.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**II**	1	0	0
Subject Code & Name	**VAC201, Indian Constitution**	**Program**		**BBA**
		Credits		**1**
Course Objectives		**Session**		**Even**
The objective of the course is to develop an understanding of the Indian Constitution beyond legal and political lenses, emphasizing its significance for business students and recognize the importance of comprehending constitutional basics and their impact on trade, economy, and business practices.				
Syllabus				

Module	**Topics**
I	**An Economic History of the Constitution of India** Historical understanding of the constitution as an economic document. Understanding the Preamble, starting from the land reform cases in the 1950s to the validity of the bitcoin ban imposed by the RBI, this module signpost all of the important economic moments in the constitutional history of post-colonial India; Constitutional design, Legal Regulation and economic justice
II	**Fundamental Rights and Business in India** Article 19(1)(g), grants every citizen the right, to practise any profession, or to carry on any profession, occupation, trade, or business. Like other fundamental rights, this right is subject to reasonable restrictions impose by the state. This particular provision of the Constitution has been one of the most severely litigated freedoms. Fundamental Duties.
III	**Fiscal Federalism** Article articles 301 to 307 of the Constitution pertains to Trade, Commerce a Intercourse within the Territory of India; Challenges associated with fiscal federalism in India including the vertical fiscal imbalance; Article 280 of the Constitution.
IV	**Constitutional Battles that Shaped the Economy (Part I)** Landmark cases from Fifteen Judgments, Property rights & land reform cases, Constitutional tussles over industrial regulation, Evolution of Public Interest Litigation (PIL) in economic matters, Judiciary as a driver of economic policy change
V	**Constitutional Battles that Shaped the Economy (Part II)** Telecom regulation & ownership of broadcast media

	Banning of diesel engine cars (environment vs. business freedom) Aadhaar case: privacy, identity & welfare delivery Demonetization case: legality, proportionality & economic consequences Cryptocurrency regulation cases & judicial pushback
VI	**Contemporary Challenges & Future Pathways:** Constitution & digital economy (e-commerce, data protection, fintech) Environmental justice vs. industrial growth (balancing rights & economy) Globalizations, WTO, and constitutional constraints Revisiting economic justice in the 21st century The evolving role of judiciary in India's economic governance

Text Books & References

1. Indian Constitutional Law by M. P. Jain (LexisNexis) : 9th Edition, 2025
2. The Oxford Handbook of the Indian Constitution edited by Sujit Choudhry, Madhav Khosla, and Pratap Bhanu Mehta (Oxford University Press) : 1st Edition, 2016
3. A People's Constitution: The Everyday Life of Law in the Indian Republic by Sujit Choudhry (Princeton University Press) : 1st Edition, 2016
4. Labour's Constitution: Pursuing Economic, Social and Political Justice by Supriya Routh (Cambridge University Press) : 1st Edition, 2024
5. The Economic History of India, Volume 1 (Hassell Street Press): Reprint, July 2023
6. The Cambridge Economic History of India (2 Volume Set) edited by Dharma Kumar & Meghnad Desai (Cambridge University Press) : Print 1983 / Online 2008

SEMESTER III

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**III**	3	1	0
Subject Code & Name	**BCC301, Organizational Behaviour**	**Program**		**BBA**
		Credits		**4**
Course Objectives		**Session**		**Odd**

This course tries to identify the basic determinants of individual behavior, group dynamics and organizational processes, and explain how they impact on organizational performance.	
Syllabus	
Module	**Topics**
I	**Introduction** Concept of OB; Management roles, skills and activities; Disciplines that contribute to OB; Opportunities for OB (Globalization, Indian workforce diversity, customer service, innovation and change, networked organizations, work-life balance, people skills, positive work environment, ethics)
II	**Individual Behaviour: Learning, attitude and job satisfaction:** Concept of learning, conditioning, shaping and reinforcement, Concept of attitude, components, behaviour and attitude, Job satisfaction: causation; impact of satisfied employees on workplace, Comparison of job satisfaction amongst Indian employees with other cultures
III	**Motivation**: Concept; Theories (Hierarchy of needs, X and Y, two factor, McClelland, Goal setting, Self-efficacy, Equity theory); Job characteristics model; Redesigning job and work arrangements; Employee involvement; Flexible benefits, Intrinsic rewards. **Leadership:** Concept; Trait theories, Behavioural theories (Ohio and Michigan studies), Contingency theories (Fiedler, Hersey and Blanchard, Path-Goal); Authentic leadership, Mentoring, self-leadership, online leadership, Inspirational Approaches (transformational, charismatic), Comparison of Indian leadership styles with other countries. Exercises, games and role plays may be conducted to develop team and leadership skills
IV	**Personality and Values**: Concept of personality; MBTI; Big Five model, Relevance of values; Indian values, linking personality and values to the workplace (person-job fit, person-organization fit)
V	**Group Behaviour:** Groups and Work Teams Concept; Five stage model of group development; Group think and shift; Indian perspective on group norms, Groups and teams, Types of teams, creating team players from individuals, Team building and team-based work (TBW)
VI	**Organizational Culture and Structure** Concept of culture; Impact (functions and liability); Creating and sustaining culture; Employees and culture; Creating positive and ethical cultures, Concept of structure; Prevalent organizational designs; New design options

Text Books & References

1. Robbins S. P, Judge T. A & Sanghi S. "Organizational Behaviour", 01January 2023 18th Edition, Pearson Publication.
2. Luthans Fred., "Organizational Behaviour", 14th Edition- 1st January 2021, Information Age Pub Inc
3. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning, 9th edition, 2001
4. Behavior In Organizations, Jerald Greenberg, 8th ed, Pearson Education
5. Arnold, John, Robertson, Ivan t. and Cooper, Cary, l., "Work psychology: understanding human behavior in the workplace", Macmillan India Ltd., Delhi

6. Dwivedi, R. S., "Human relations and organizational behaviour: a global perspective", Macmillan India Ltd., Delhi.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**III**	3	1	0
Subject Code & Name	**BCC302, Financial Management**	**Program**		**BBA**
		Credits		**4**
Course Objectives		**Session**		**Odd**
The course aims to introduce the learners the basics of financial management its importance and applications in business.				
Syllabus				
Module	**Topics**			
I	**Basics of financial management:** Meaning and functions of Financial Management, Financial Goal: Wealth Maximization versus Profit maximization, functions and responsibilities of Finance Manager in an organization; Time Value of Money, Valuation Concepts.			
II	**Sources of Finance** External sources of finance: Shares-meaning, types, merit sand demerits, Debentures–Meaning, types, merits and demerits; Public Deposits, Borrowing from banks. Internal sources of Finance: Reserves and surplus, Retained earnings. Dividend policy–meaning, Factors influencing dividend policy.			
III	**Financial Statements Analysis** Tools for Financial Analysis-Ratio Analysis, Preparation and Interpretation of Cash Flow Statement.			
IV	**Management of working capital:** Concept, Types, Factors affecting working capital needs, Operating cycle approach, Dangers of excessive and inadequate working capital, Bank Finance for Working Capital.			
V	**Financing Decision** Designing of capital structure, Cost of capital &valuation, Operating leverage, Financial leverage and Combined Leverage			
VI	**Investment Decision** Nature and Types of Investment Decisions, Investment Evaluation criteria: Pay-back period, ARR, Present Value, NPV and IRR method.			

Text Books & References

1. Prasanna Chandra, FinancialManagement,9th edition, TataMcGrawHill, 2012.
2. I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, 11th edition
3. Corporate Fincnce–S.CKuchhal
4. Khan & Jain, Financial Management, Tata McGraw hill, latest edition
5. Brigham, Ehrhardt, FinancialManagementTheoryandPractice,12th edition, Cengage Learning 2010

6. Srivastava, Mishra, Financial Management, Oxford University Press, 2021.

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<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>III</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">BCC303, Business Environment</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="2">Course Objectives:</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">The objective of the course is to enable students to understand the role and importance of data and statistics in business decision making when faced with uncertainty.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4">Topics</td></tr>
<tr><td>I</td><td colspan="4">Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment. Micro and Macro Dimensions of Business Environment, Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment.</td></tr>
<tr><td>II</td><td colspan="4">Global Framework: EPRG Framework, Liberalization, Privatization & Globalization concept & its impact on Indian Economy. Significance of FDI & FII, IMF & WTO, Regional Economic Integrations in the development of the Nations.</td></tr>
<tr><td>III</td><td colspan="4">Public Policies: Background, Meaning and Importance of Public Policy. Significance of Industrial Policy, Structural Adjustment Programs and Banking Sector Reforms in India</td></tr>
<tr><td>IV</td><td colspan="4">Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA & FEMA.</td></tr>
<tr><td>V</td><td colspan="4">Problems and Challenges of Growth of Economy: Unemployment, Poverty, Regional
Imbalance. Social Injustice, Inflation, Parallel economy, Lack of technical knowledge and information. Remedies to solve these problems, Challenges & Opportunities of Indian Business Environment
Designing of capital structure, Cost of capital &valuation, Operating leverage, Financial leverage and Combined Leverage</td></tr>
<tr><td>VI</td><td colspan="4">Emerging Trends in Business: Concepts, Advantages and Limitations-Franchising, Aggregators, Business Process Outsourcing (BPO) & Knowledge Process Outsourcing (KPO); E-Commerce, Digital Economy. Technological Growth and MNC’s
Nature and Types of Investment Decisions, Investment Evaluation criteria: Pay- back period, ARR, Present Value, NPV and IRR method.</td></tr>
</table>

Text Books & References

1. Kapoor, Mansi – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE Publishing India.
2. Narendra Jadhav, New Age technology an Industrial Revolution 4.0(Konark Publisher)
3. Pranjal Sharma, India Automated (McMillan)

4. Kapoor, M – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE India
5. Arun Sundararajan, The Sharing Economy: The End of Employment and the Rise of Crowd Based Capitalism (MIT Press)
6. Mark Van Rijmenam, The Organization of Tomorrow: How AI, blockchain and analytics turn your business into a data organization (Routledge)

<table>
<tr><th colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="5">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>III</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">OEC301, Tax Planning</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">This course will attempt to familiarize the learners about the principles, problems and structure of different types of business taxes in India and relevance of these taxes in business decisions.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4">Topics</td></tr>
<tr><td>I</td><td colspan="4">Introduction to Income Tax: Definition of person, assessment, income, gross total income, total income, previous year, assessment year, dividend, agricultural income, capital asset, heads of income, residential status and tax incidence, status of different assesses (individual and company), and income exempted from tax.</td></tr>
<tr><td>II</td><td colspan="4">Computation of Income under Salaries
Computation of income from salaries, valuation of perquisites, retirement benefits including provident fund, gratuity, pension, and leave encashment.</td></tr>
<tr><td>III</td><td colspan="4">Income from House Property and Business/Profession
Income from house property, profits and gains of business or profession, and basic concepts related to these heads.</td></tr>
<tr><td>IV</td><td colspan="4">Capital Gains and Other Sources
Capital gains with basic concepts of short-term and long-term gains, and income from other sources with rules of computation.</td></tr>
<tr><td>V</td><td colspan="4">Deductions under Chapter VIA
Deductions available under sections 80C, 80CCC, 80D, 80E, and 80G to 80U.</td></tr>
<tr><td>VI</td><td colspan="4">Assessment, Tax Liability, and GST
Assessment of individuals, ascertainment of tax liabilities, and introduction to GST with elementary concepts.</td></tr>
</table>

Text Book and References:

1. Vinod Singhania and Monica Singhaniya Students' Guide to Income Tax Including GST (65th Edition 2021-22) 1 January 2023, Taxmann
2. Dr HC Mehrotra and Dr S P Goyal Income tax law and practice Sahitya Bhawan Publication (65th edition 2024-2025), Sahitya Bhawan Publications

3. V K Singhania Direct Taxes Law and Practice, A.Y. 2021-22 & 2022-23, **5** April 2021 Taxman.

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<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>III</td><td>1</td><td>0</td><td>2</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">SEC301, Financial Software Packages</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>2</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">Computer Lab classes shall be allotted to learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, especially the Research Project.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4">Topics</td></tr>
<tr><td>I</td><td colspan="4">Introduction to Tally- Need of Computerized Accounting, Accounting S/W Package-Tally and its advantages, opening Screen of Tally</td></tr>
<tr><td>II</td><td colspan="4">Basic Accounts
Company Creation, Group, Ledger, Voucher Entry, Single Mode Voucher Entry, Accounts Voucher Printing, Day Books Summaries, Trial Balance, Final Accounts, Report Printing</td></tr>
<tr><td>III</td><td colspan="4">Traders Accounts
Customer Supplier, Profile, Sales purchase Voucher Entry, Bills Register, Sales Purchase Summary, Bill Reference, Outstanding Reports</td></tr>
<tr><td>IV</td><td colspan="4">Advanced Financial Accounts
Advanced Accounting Features, Cost Category and Cost Centre, Voucher Type and Classes Currency.</td></tr>
<tr><td>V</td><td colspan="4">Bank Reconciliation, Budget and Scenarios, Voucher Class, Foreign Currency</td></tr>
<tr><td>VI</td><td colspan="4">Basic Inventory
Inventory Master, Inventory Voucher, Invoicing, Inventory Reports, Invoice, Register, Sales purchase analysis, Stock Journal Reports.</td></tr>
</table>

Text Books & References

1. Implementing Tally 9 - Ashok K. Nadhani and Kishor Nadhani (BPS), 1 January 2014, B P B Publications
2. Implementing Tally 7.2 – (BPS), BUVANSHWARI edition (1 January 2003)

<table>
<tr><th colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="5">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>III</td><td>0</td><td>0</td><td>2</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">VAC301, Yoga</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>1</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">The objective of the study of Yoga is to make student understand the significance of Yoga and its practical applications for holistic well-being and to examine the various paths of yoga to foster self-realization and spiritual growth as well as applying the yogic principles to manage psycho-somatic ailments and promote resilience.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><th>Module</th><th colspan="4">Topics</th></tr>
<tr><td>I</td><td colspan="4">Yoga and Its Foundations
Meaning and definition of yoga, importance of yoga in the 21st century, introduction to yogic anatomy and physiology, yoga and sports, yoga for a healthy lifestyle, and different types of yoga including hatha yoga, laya yoga, mantra yoga, bhakti yoga, karma yoga, jnana yoga, and raj yoga.</td></tr>
<tr><td>II</td><td colspan="4">Yogic Practices and Psychology
Study of chakras, koshas, pranas, nadis, gunas, vayus and their application in yogic practices. Ashtang yoga – yama, niyama, asana, pranayama, pratyahar, dharna, dhyan, and samadhi – along with their benefits, utilities, and psychological impact on body and mind. Yogic concept of normality in modern psychology, concept of personality and its development, and yogic management of psychosomatic ailments such as frustration, anxiety, and depression.</td></tr>
<tr><td>III</td><td colspan="4">Sports for Physical Fitness
Meaning and definition of sports for fitness, concept of physical activity, benefits of participation in physical activities, and components of physical fitness – health, skill, and cosmetic fitness</td></tr>
<tr><td>IV</td><td colspan="4">Physical Activity and Fitness Methods
Types of physical activities such as walking, jogging, running, calisthenics, rope skipping, cycling, swimming, circuit training, weight training, and adventure sports. Principles of physical fitness including warming up, conditioning, and cooling down. Methods to develop and measure health- and skill-related components of physical fitness, and measurement of health-related physical fitness (HRPF).</td></tr>
<tr><td>V</td><td colspan="4">Physical Wellness and Lifestyle
Concept and components of wellness, types of wellness – psychological, social, emotional, and spiritual. Significance of wellness in positive lifestyle, concepts of quality of life and body image, factors affecting wellness, and wellness programmes.</td></tr>
<tr><td>VI</td><td colspan="4">Nutrition and Weight Management
Concept of nutrients, nutrition, balanced diet, and dietary aids and gimmicks. Energy and activity including calorie intake and energy balance equation. Obesity – its concept, causes, and related health problems. Weight management through behavioral modifications.</td></tr>
</table>

Text Books & References

1. Anand O P. Yog Dawra Kaya Kalp. Sewasth Sahitya Perkashan. Kanpur.
2.Brown, J.E. Nutrition Now Thomson-Wadsworth.
3. Corbin et.al.Fitness & Wellness-Concepts. McGraw Hill. Publishers. New York.U.S.A
4. Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk, Concepts of Physical Fitness.
4. Corbin, C. B., G. J. Welk, W. R Corbin, K. A. Welk, Concepts of Physical Fitness:
5. Active Lifestyle for Wellness. McGraw Hill, New York, USA.
5. Hoeger, W W K and S.A. Hoeger. Principles and Labs for Fitness and Wellness,Thomson Wadsworth, California, USA.
6. Hoeger, W.W. & S. Hoeger Fitness and Wellness. 7th Ed. Thomson Wadsworth, Boston, USA.
7. Kamlesh, M. L. & Singh, M. K., Physical Education (Naveen Publications).
8. Kansal, D.K. Text book of Applied Measurement, Evaluation & Sports Selection , Sports & Spiritual Science Publications, New Delhi.

SEMESTER IV

<table>
<tr><th colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="5">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>IV</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">BCC401, Entrepreneurship Development</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="2">Course Objectives:</td><td colspan="2">Session</td><td>Even</td></tr>
<tr><td colspan="5">This course will apprise the learners about the origin of entrepreneurship, the various definitions of entrepreneurship and entrepreneur, entrepreneurial development and entrepreneurial traits and motivation.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4">Topics</td></tr>
<tr><td>I</td><td colspan="4">Introduction to Entrepreneurship
Definitions and structure of entrepreneurship, theories of entrepreneurship, types of entrepreneurs, entrepreneurial traits and motivation, and comparison between entrepreneur and professional managers.</td></tr>
<tr><td>II</td><td colspan="4">Entrepreneurial Development
Entrepreneurial environment, process of entrepreneurial development, training approaches, and role of institutions in aiding entrepreneurs.</td></tr>
<tr><td>III</td><td colspan="4">Project Management
Search for a business idea, project identification and formulation, project appraisal techniques, and evaluation methods for business feasibility.</td></tr>
<tr><td>IV</td><td colspan="4">Sources of Finance
Project financing methods, role of institutional finance for entrepreneurs, financial institutions supporting entrepreneurship, and overview of the investment process.</td></tr>
<tr><td>V</td><td colspan="4">Setting Up a Small Business
Factors influencing location, steps in establishing a business, selection of organizational forms, government incentives and subsidies, and the concept of Start-up India.</td></tr>
<tr><td>VI</td><td colspan="4">Emerging Issues and Trends in Entrepreneurship
Role of technology in entrepreneurship, innovation and creativity in start-ups, social and women entrepreneurship, challenges faced by entrepreneurs in the Indian context, and global perspectives of entrepreneurship</td></tr>
</table>

Text Books & References

1. Dynamics of Entrepreneurial development and management, 6th Edition 2025, Vasant Desai, Himalayan Publication House.

2. Entrepreneurship Development. Colombo Plan Staff college for Technical Education (Adapted by Center for Research and industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi.

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<tr><td colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</td></tr>
<tr><td colspan="5">Faculty of Business Management & Commerce</td></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>IV</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">BCC402, Operations Management</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Even</td></tr>
<tr><td colspan="5">This course covers various production systems, process design, quality management, and emerging trends in operations management. Students will learn to optimize processes, implement quality management principles, and adapt to technological and sustainable advancements, preparing them to manage operations in a dynamic business environment.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4">Topics</td></tr>
<tr><td>I</td><td colspan="4">Introduction to Operations Management
Concept, nature, and scope of operations management. Role and significance of operations in organizational success. Functions of operations management – planning, organizing, staffing, leading, and controlling. Relationship of operations with overall business strategy.</td></tr>
<tr><td>II</td><td colspan="4">Production and Operations Systems
Types of production systems (job, batch, mass, and continuous). Importance of aligning operations with organizational goals. Role of operations in efficiency, quality assurance, and customer satisfaction.</td></tr>
<tr><td>III</td><td colspan="4">Process Design and Analysis
Process selection and design. Layout planning and decisions. Capacity planning – meaning, importance, and strategies to balance capacity and demand. Factors influencing process design – space utilization, flexibility, cost, safety, and comfort.</td></tr>
<tr><td>IV</td><td colspan="4">Planning and Control of Operations
Aggregate planning, scheduling, and resource allocation. Inventory management and control techniques. Maintenance management. Role of forecasting in operations planning.</td></tr>
<tr><td>V</td><td colspan="4">Quality Management
Concept and dimensions of quality. Approaches to quality management – Total Quality Management (TQM), Six Sigma, and Lean Manufacturing. Tools and techniques for continuous improvement. Linking quality with productivity and competitiveness.</td></tr>
<tr><td>VI</td><td colspan="4">Emerging Trends in Operations Management
Contemporary issues in operations management. Sustainable operations and green manufacturing. Technological innovations in operations (automation,</td></tr>
</table>

	AI, IoT). Challenges of managing global operations in a dynamic business environment.

Text Books & References

1. Operations Management by William J. Stevenson
2. Operations Management: Processes and Supply Chains by Lee J. Krajewski, ManojK. Malhotra, and Larry P. Ritzman
3. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox.
4. Introduction to Operations and Supply Chain Management by Cecil C. Bozarth and Robert B. Handfield.
5. Jaboob, A. S., Awain, A. M. B., & Ali, K. A. M. (2024). Introduction to Operation and Supply Chain Management for Entrepreneurship. In Applying Business Intelligence and Innovation to Entrepreneurship (pp. 52-80). IGI Global.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**IV**	3	1	0
Subject Code & Name	**BCC403, Research Methodology**	**Program**		**BBA**
		Credits		4
Course Objectives		**Session**		**Even**
To develop students' understanding of research concepts, designs, sampling, data collection, and analysis techniques, and to enable them to apply these skills in preparing structured research reports for effective decision-making.				
Syllabus				
Module	**Topics**			
I	**Introduction to Research:** Concept, Significance, Objective of research, Types of research			
II	**Research Design:** Need, Features and Important concepts related to research design, Types of research design: Experimental, Non -Experimental, Qualitative Research Design			
III	**Sampling Design:** Sampling Basics: Need, Significance, Component & Process, Characteristics of a good sample, Sampling techniques (Probability & Non –Probability Sampling)			
IV	**Measurement in Business Research:** Scaling Techniques and Attitude Measurement: Likert Scale, Thurstone Scale, Summated Rating Scale **Data Collection:** Various sources of data, Methods of collecting Primary Data & Secondary data, Collection of Data using, Questionnaire & Interview Schedule, Difference between questionnaire & interview schedule, Interview & Case Study Method			

V	**Data Processing**: Data editing, Data Coding, Data Tabulation & Exploratory Descriptive Analysis: Frequency Table, Descriptive Statistics, Stem and Leaf Plot and Box-and-whiskers-Plot, Cross Tabulation **Data analysis Tools & Techniques:** Hypothesis Testing: Select Parametric & Non- Parametric Test for testing hypothesis (t-test, Chi square test, Mann Whitney Test, ANOVA. etc.) Multivariate techniques: Factor analysis, Correlation, Multiple Regression, Cluster Analysis and Discriminant Analysis.
VI	**Report writing**: Types of Report, Layout & Content of research report, Organizing the research process in a report format.

Text Books & References

1. Kerlinger, Fred N. (1995), Foundations of Behavioral Research, 3rd/edition, Prism Harcourt Brace.
2. Kothari, C R (2004), Research Methodology, Methods and Techniques, 2nd revised/edition, New Age International Publishers.
3. Saunders, Lewis and Thornhill (2009), Research Methods for Business Students, 3rd/edition Pearson Edition.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**IV**	3	1	0
Subject Code & Name	**BCC404, International Business**	**Program**		**BBA**
		Credits		**4**
Course Objectives:		**Session**		**Even**
The objective of this course is to provide students with a clear understanding of the concepts, scope, and theories of international business. It aims to develop knowledge of foreign direct investment, trade policies, and economic integration while exploring emerging trends, ethical issues, and global challenges. The course also focuses on enhancing decision-making skills to effectively operate in a dynamic and globalized business environment.				
Syllabus				
Module	**Topics**			
I	**Introduction to International Business:** Concept and scope of international business. Stages of internationalization and the EPRG framework. Importance of international business in the global economy.			
II	**Theories of International Trade:** Classical and modern trade theories – Mercantilism, Absolute Cost Advantage, Comparative Advantage, Factor Proportions, Neo-Factor Proportions, Country Similarity Theory, and Intra-industry Trade. Tariff and non-tariff barriers in global business.			

III	**Foreign Direct Investment (FDI):** FDI in the world economy – trends and significance. Theories of FDI, types of FDI (Greenfield and Brownfield), benefits and costs of FDI. International institutions and liberalization of FDI. CAGE Model for international business.
IV	**Economic Integration and Trade Regulations:** Economic indicators and their impact on international business decisions. Regional economic integration – Free Trade Area, Customs Union, Common Market, and Economic Union. Trade blocs, emerging markets, developing economies. Basic principles of multilateral trade negotiations and instruments of trade regulation.
V	**Emerging Trends in International Business:** International entrepreneurship and born global firms. Ethical considerations in international business – CSR frameworks, ESG investing, and reporting standards. Corporate responses to climate change, sustainability, and social justice issues.
VI	**Contemporary Issues in International Business:** Implications of Brexit on international trade and business laws. Rise of digital platforms and e-commerce. Re-shoring and nearshoring trends. Impact of global pandemics on international business practices and policies.

Text Books & References

1. International Business: Concept, Environment and Strategy, 3e by Vyuptakes, Sharan Pearson Education
2. International Business: The Challenges of Globalization by John J. Wild and Kenneth L. Wild
3. Rakesh, M. J. International Business, New Delhi, Oxford University Press.
4. Aswathappa, A. International Business, 2e. Tata McGraw-Hill Education.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**IV**	3	1	0
Subject Code & Name	**BCC405, Managerial Economics**	**Program**		**BBA**
		Credits		**4**
Course Objectives		**Session**		**Even**
The objective of this course is to provide the learners the basic micro economic concepts its application in economic analysis in the formulation of business policies.				
Syllabus				

Module	**Topics**
I	Definition of Economics - Important concept of Economics – Basic Economic problem – Relationship between Micro and Macroeconomics – Managerial Economics – meaning, concept, significance and scope
II	Demand Function, Supply function- Market Equilibrium – Changes in market Equilibrium –Demand elasticity & Supply Elasticity – Effects of taxes, subsidies, price control, price support, Tariff and Quota.
III	Factors of Production, Production function -total product, average product and marginal product, Law of variable proportion, Returns to scale, Optimum factor combination.

IV	Different concepts of Cost & Revenue: short–run and long–run costs and revenues–economics, and diseconomies of scale.
V	a) Market Structure, degree of competition, pricing decisions b) Features of perfect competition, monopoly, monopolistic competition and oligopoly c) Perfect competition: Price and output decisions in the short-run and the long –run d) Monopoly and Monopolistic Competition- Price and output decisions short –run and long-run equilibrium under monopoly and monopolistic competition- price discrimination by degree e) Oligopoly: kinked demand curve- price leadership models – Collusion model: The Cartel
VI	Cost-plus pricing, the multi product pricing, Transfer Pricing, Peak-Load pricing, Product bundling.

Text Books & References

1. Managerial Economics – D.N. Dwivedi, Latest Edition 2 August 2024, Vikas Publishing House
2. Business Economics – M.L. Jhingan, 13th Edition-1st January 2016, Vrinda publications P LTD-DELHI
3. Managerial Economics – Vanita Agrawal, 1st Edition, Pearson Education.

<table>
<tr><td colspan="5" align="center">USHA MARTIN UNIVERSITY, JHARKHAND</td></tr>
<tr><td colspan="5" align="center">Faculty of Business Management & Commerce</td></tr>
<tr><td>Department</td><td align="center">Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td align="center">IV</td><td>1</td><td>0</td><td>2</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">SEC401, Data Analysis and Business Decision Making</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>2</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Even</td></tr>
<tr><td colspan="5">The objective of the course is to enable students to understand the role and importance of data and statistics in business decision making when faced with uncertainty.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td align="center">Module</td><td colspan="4" align="center">Topics</td></tr>
<tr><td align="center">I</td><td colspan="4">Introduction to System handling tools and techniques</td></tr>
<tr><td align="center">II</td><td colspan="4">Text processing software; Using references, bibliographies; Mail merge</td></tr>
<tr><td align="center">III</td><td colspan="4">Introduction to spreadsheet software, Creation of spreadsheet applications</td></tr>
<tr><td align="center">IV</td><td colspan="4">Data Tabulation through spread sheet, Graphics on spreadsheet</td></tr>
<tr><td align="center">V</td><td colspan="4">Data representation through formula, functions, range and database functions in spreadsheet</td></tr>
<tr><td align="center">VI</td><td colspan="4">Database Form Design, Report Design, Importing & Exporting of Database; Data types, coding and Exploratory Data Analysis</td></tr>
</table>

Text Books & References

1. Data Analysis and Decision Making with Microsoft Excel: S. Cristiana Alright: 3rd Edition
2. Burch Jr., John G., Information Systems: Theory and Practice, Wiley, 5th Edition
3. Per O. Flaatten, P. Declan O'Riordan, Donald J. Mc Cubbrey, Dryden Press,5th Edition

4. Niranjan Shrivastava, Computer Applications in Management, Dreamtech Press, 1st Edition
5. Henry C. Lucas, Information Technology for Management, McGraw- Hill, 1st Edition

SEMESTER V

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**V**	3	1	0
Subject Code & Name	**BCC501, Quantitative Techniques for Management**	**Program**		**BBA**
		Credits		**4**
Course Objectives		**Session**		**Odd**
The course seeks to provide a basic understanding of the value and use of quantitative methods in administrative and operational problem solving and decision-making.				
Syllabus				
Module	**Topics**			
I	Matrix Algebra: Types, Addition, scalar multiplication, Transpose, Adjoin, Inverse, Product of two matrices, solution of equations by matrix method. Determinant: Properties and expansion. Solution of simultaneous linear equations in two and three variables by Cramer's Rules.			
II	Progression: A.P., G.P. and H.P. A.M. G.M. and H.M. and relation between them. Sum to n terms of A.P. and G.P. Use of $\sum$ notation. Meaning of Factorial Nation, nCr and nPr. Binomial Theorem: Binomial expansion for positive integral index, General term, middle term and greatest term and related problems			

III	Set Theory: Set, Empty Set, Finite and infinite sets, Equal Sets, Subsets, Power set, Venn diagrams, Union and intersection of sets, Difference of sets, Universal Set, Complement of a set.
IV	Differential Calculus: Notion of a function of one variable, Limit, Continuity, differentiation, Meaning of derivative, differentiation by first principles. Derivative of sum, product and quotient functions. Maxima and Minima of a function of one variable. Use of Taylor's and Maclaurin's theorem, L'Hospital's rule.
V	Integral Calculus: Fundamental rules of Integration. Standard formula of integration. Simple problems on integration. Integration of product of two functions. function (excluded trigonometrically functions), Maxima & Minima
VI	Interest Calculations: Simple Interest, Compound Interest, Daily, Monthly, quarterly and semi- annually Compounding, Continuous Compounding, Annual Percentage Rate. Depreciation.

Text Books & References

1. Essential Mathematics for Economics and Business
2. Senior Secondary School Mathematics by R. S. Aggarwal for Class XI and XII.

<table>
<tr><th colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="5">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>V</td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">BCC502, Business Law</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="5">The course seeks to provide a basic understanding of the value and use of quantitative methods in administrative and operational problem solving and decision-making.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
<tr><td>Module</td><td colspan="4">Topics</td></tr>
<tr><td>I</td><td colspan="4">Introduction to Business Law
Definition, scope, and importance of business law. Role of law in business. Essentials of a valid contract – offer and acceptance, consideration, contractual capacity, performance obligations. Types of contracts and breaches with remedies. Product liability and consumer protection laws. Business torts and employment law.</td></tr>
<tr><td>II</td><td colspan="4">Formation of Sales and Lease Contracts
Formation of sales contracts and contracts for leasing goods. Title and risk of loss, performance and remedies. Warranties and product liability. Introduction to negotiable instruments, negotiability, negotiation and holders in due course. Liability and discharge, bank–customer relations, and electronic fund transfers.</td></tr>
</table>

III	**Introduction to Business Ethics** Definition and importance of business ethics. Business ethics in the Indian context. Institutionalization of business ethics in organizations and benefits of ethical conduct in business. Ethical issues and stakeholder concerns. Corporate social responsibility, environment and business, and regulatory framework
IV	**Ethical Issues in Business Functions** Ethical responsibilities in marketing, finance, and human resource management. Ethical responsibilities of multinational corporations. Global ethical dilemmas – discrimination, human rights, environmental impact, and intellectual property issues.
V	**Philosophical and Cultural Approaches to Ethics** Philosophical and religious approaches to ethical decision-making. Moral and legal aspects of ethics. Ethical aspects in Bhagavad Gita, Kautilya's Arthashastra, and Swami Vivekananda's views on ethics and youth. Karmayoga and Indian philosophy of work ethics. Introduction to Integral Humanism
VI	**Ethical Decision-Making in Organizations** Ethical decision-making frameworks to improve outcomes. Corporate governance and its impact on ethical choices. Whistleblowing and conflict resolution. Individual and organizational factors influencing ethical decisions. Linking ethics, governance, and sustainable business practices.

Text Books & References

1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.
2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson
3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
4. Vivekanand, S. To the Youth of India. Advaita Ashrama.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester	**V**	1	0	0
Subject Code & Name	**VAC501, Disaster Management**	**Program**		**BBA**
		Credits		**1**
Course Objectives		**Session**		**Odd**
To provide understanding of the concepts related to disaster and also highlight the importance and role of disaster management.				
Syllabus				
Module	**Topics**			
I	**Concepts and Terminologies**: Introduction to hazards and disasters – definitions and key concepts. Classification of disasters: geophysical, hydrological, meteorological, biological, atmospheric, and human-made. Causes of disasters and their global trends. Impacts of disasters – physical, social, economic, political, environmental, and psychosocial.			

II	**Vulnerability and Risk Concepts:** Understanding vulnerability: physical, economic, and social vulnerability. Factors influencing vulnerability in different communities. Risk assessment frameworks and the relationship between hazards, vulnerability, and risk.
III	**Disaster Management Cycle:** Phases of disaster management cycle – response, recovery, mitigation, prevention, preparedness planning, prediction, and warning. Disaster risk reduction (DRR) strategies. Community-based disaster risk reduction approaches.
IV	**National Disaster Management Framework:** Disaster risk management in India: policies, plans, programs, and legislations. Role of national bodies such as NDMA, NDRF, NIDM, and local administration in disaster response. Institutional frameworks and disaster management structures in India.
V	**International Framework and Initiatives**: International strategies for disaster reduction, global initiatives, and agreements (Hyogo Framework, Sendai Framework). Role of UN agencies, international NGOs, and collaborations in managing disasters worldwide. Best practices and lessons from global case studies.
VI	**Emergency Management and Practical Training**: Management of emergencies such as explosions and industrial, nuclear, transport, and mining accidents. Oil and hazardous material spills, bomb threats, terrorist attacks, stampedes, and conflicts. Importance of mock drills, training, and workshops conducted in association with NIDM, NDRF, NCDC, paramilitary forces, fire brigades, CISF, and local administration.

Text Books & References

1. Sharma, S.C. , Disaster Management, Khanna Book Publishing.
2. Clements, B. W.,: Disasters and Public Health: Planning and Response,Elsevier Inc.
3. Dunkan, K., and Brebbia, C. A., (Eds.) : Disaster Management and Human Health Risk: Reducing Risk, Improving Outcomes, WIT Press, UK.
4. Singh, R. B. (ed.), Natural Hazards and Disaster Management: Vulnerability and Mitigation, Rawat Publications, New Delhi.
5. Ramkumar, Mu, Geological Hazards: Causes, Consequences and Methods of Containment, New India Publishing Agency, New Delhi.
6. Modh, S. Managing Natural Disaster: Hydrological, Marine and Geological Disasters, Macmillan, Delhi.
7. Carter, N. Disaster Management: A Disaster Management Handbook. Asian Development Bank, Manila.

<table>
<tr><th colspan="5">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="5">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td>V</td><td></td><td></td><td></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">SEC501 Summer Internship Project</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>6</td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session:</td><td>Odd</td></tr>
<tr><td colspan="5">The main aim of the subject is to orient, train and engage the students to undergo summer training of 8-10 weeks with an industrial, business or service organization to understand and</td></tr>
</table>

engage in the business functions and operations. They shall produce a training report after the completion of summer training in a selected organization.

SEMESTER VI

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

		L	T	P
Department:	Business Management			
Semester:	6	3	1	0

Subject Code & Name:	BCC601, Project Management	**Program:**	**BBA**
		Credits :	3

Course Objectives: **Session:** **Odd**

To provide a comprehensive understanding of the project management lifecycle from inception to closure. To enhance skills in using project management tools such as Microsoft Project for managing complex projects.To explore effective stakeholder management and

Syllabus

Module	Topics
I	**Introduction to Project Management** fundamental concepts, definitions, and importance of project management in organizational success. characteristics of projects, types of projects, and differences between operations and projects. role, skills, and responsibilities of a project manager and the influence of organizational structure on project execution.
II	**Project Life Cycle and Organizational Context** Focuses on the stages of the project life cycle—initiation, planning, execution, monitoring, and closure. project environment, stakeholder identification, and the impact of organizational culture and governance on project performance.project selection methods and feasibility analysis.
III	**Project Planning and Scheduling Tools** project objectives, defining scope, and developing a Work Breakdown Structure (WBS). scheduling techniques such as Gantt charts, Network diagrams, PERT, and CPM. Project for planning, task sequencing, and timeline development.

IV	**Project Execution and Resource Management** implementation phase of the project, including team formation, leadership, communication, and motivation. resource allocation, budgeting, procurement, and quality assurance. resource leveling and cost control using project management tools.

V	**Project Monitoring, Evaluation, and Risk Management** Emphasizes performance measurement techniques, including Earned Value Management (EVM) and Key Performance Indicators (KPIs).identifying, analyzing, and responding to risks, along with maintaining project documentation and status reporting to stakeholders.
VI	**Project Closure and Agile Methodologies** Final deliverables, post-project evaluation, lessons learned, and project handover. Agile methodologies and the Scrum framework, comparing traditional (Waterfall) and Agile approaches for managing projects in dynamic business environments.

Text Books

1.Project Management: A Systems Approach to Planning, Scheduling, and Controlling (13th Edition) — Harold Kerzner. Publisher: John Wiley & Sons. Publication date: March 2022. ISBN-13: 978-1119805373.

2.Project Management (8th Edition) — K. Nagarajan. Publisher: New Age International Publishers. Publication date: June 2017. ISBN-10: 9386286025; ISBN-13: 978-9386286024.

3.Project Management (edition as listed) — R. Panneerselvam & P. Senthilkumar. Publisher: PHI Learning Pvt. Ltd. Print book ISBN: 978-8120338173; eBook ISBN: 978-9354435607.

Reference Books

1. Total Project Management: The Indian Context — P. K. Joy. Publisher: Macmillan India Limited. First published in 1993; 12th reprint 2010. ISBN-10: 0333926242; ISBN-13: 978-0333926246.

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

		L	T	P
Department:	Business Management	**L**	**T**	**P**
Semester:	6	2	1	0

Subject Code & Name:	BCC602 Business Policy and Strategy	**Program:**	**BBA**
		Credits :	3

Course Objectives: **Session:** **Odd**

To enhance the ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.

Syllabus

Module	Topics
I	**Introduction to Strategy** Concept of strategy, its relevance, role, and benefits in organizational success. Evolution of strategic management thinking. Importance of strategic thinking for building and sustaining competitive advantage. Strategic management process, levels of strategy, and approaches to strategic decision-making. Strategic vision, mission, goals, and objectives. Interrelationship between strategy, corporate governance, social
II	**Strategic Analysis** Environmental appraisal, including technological, social, cultural, demographic, political, and legal factors. Methods for evaluating both the external environment, including industry competition and key external forces, and the internal environment, focusing on strategic capability, resources, and core competencies. Value chain analysis, experience curves, SWOT analysis, BCG matrix, and GE-Cell matrix
III	**Strategy Formulation** Corporate and business strategies for competitive advantage. Business strategy formulation, generic strategies and the alignment between business and functional strategies. Corporate strategy formulation, value creation, diversification, strategic alliances, and international expansion strategies. Strategies for growth, stability, and renewal, including concentrated growth, product development, integration, diversification, international approaches like franchising, licensing, joint ventures, and

IV	**Strategy Implementation and Control** aligning organizational structures and resources. Structural, functional, operational, and behavioural aspects of implementation, along with strategy evaluation and control mechanisms. Strategic leadership, corporate governance, issues in strategy implementation, creating effective organizational designs, managing innovation, fostering corporate entrepreneurship, and integrating functional plans and policies. Operational control and management control systems are also examined to ensure continuous strategic performance.
V	**Strategic Innovation and Competitive Dynamics** creating sustainable competitive advantage through innovation and proactive management of market dynamics. Value innovation, blue ocean strategies, business model innovation, and ecosystem innovation. Examines competitive dynamics, including competitor analysis, strategic moves and countermoves, market disruption, and scenario planning. Frameworks for anticipating changes, technological shifts, and competitor actions, enabling firms to maintain agility and long-term competitiveness.
VI	**Contemporary Issues in Strategic Management** emerging trends and contemporary challenges in strategic management. Corporate social responsibility, sustainability strategies, ethical decision-making, digital transformation, and strategic risk management. Globalization, cross-cultural management, and the strategic implications of technological innovations artificial intelligence and big data analytics. Strategic management concepts with current business practices, preparing them to handle complex, dynamic, and uncertain business environments.

Text Books

1. Thomas L Wheelen, J David Hunger, Alan N Hoffman, Charles E Bamford and Purva Kansal . Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition, Pearson.

2. Frank T Rothaermel . Strategic Management – 5th Edition (Indian), McGraw Hill.

Reference Books

1. Arthur A Thompson, Margaret A Peteraf, John E Gamble, AJ Strickland III, Thomas Joseph (2021). Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts & Cases, 22nd Edition, McGraw Hill.
2. Krishna G. Palepu, Tarun Khanna. (2010). Winning in Emerging Markets: A Roadmap for Strategy and Execution, Harvard Business Press.

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Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:	6	2	0	0

Subject Code & Name:	BCC 603,Corporate Governance	**Program:**	**BBA**
		Credits :	2

Course Objectives: **Session:** **Even**

To provide learners with a comprehensive understanding of the concept of Corporate Governance, its emergence, and its significance in the modern organizational context.To equip learners with the ability to assess and identify the various global corporate failures, using international codes of corporate governance.To enable learners to understand and apply various composition of the board, the role of board and board committees, and concepts like insider trading, shareholder activism, class action suits, whistleblowing mechanism, and CSR in corporate governance.

Syllabus

Module	Topics
I	**Introduction and Conceptual Framework** Concept, nature, and evolution of Corporate Governance. meaning, significance, and objectives, emphasizing its role in ensuring transparency, accountability, and ethical conduct in organizations. principles of corporate governance are discussed along with the difference between management and corporate governance.
II	**Theoretical Perspectives and Board Structures** Theoretical foundations of corporate governance and explores various governance structures. Agency Theory, Stewardship Theory, Stakeholder Theory, and Social Contract Theory, highlighting their implications for governance practices. One-tier and Two-tier Boards, their advantages, challenges, and global adoption trends.
III	**Global Corporate Failures and International Governance Codes** Case studies of Global Corporate Failures: Maxwell (UK), Enron (USA),Sir Adrian Cadbury Committee Report (1992),Sarbanes-Oxley Act (SOX), 2002,OECD Principles of Corporate Governance,Lessons from International Corporate Failures

IV	**Corporate Governance Framework and Failures in India** Indian Committees on Corporate Governance:Kumar Mangalam Birla Committee (1999),NR Narayana Murthy Committee (2005),Uday Kotak Committee (2017).Regulatory Framework:Relevant provisions of Companies Act, 2013,SEBI (LODR) Regulations, 2015,Case Studies: Satyam Computers, Kingfisher Airlines, PNB Fraud, ICICI Bank,Common governance lapses in Indian and global corporations
V	**Corporate Ethics, Values and Governance** Ethical dimensions of Corporate Governance, Role of ethics and integrity in decision-making, Code of Conduct for Board and Senior Management, Business ethics and transparency,Corporate Citizenship and Sustainability Governance
VI	**Emerging Trends and Challenges in Corporate Governance** Corporate Governance in public and private enterprises, Role of technology and digital transformation in governance, Governance in startups and family businesses (Environmental, Social, and Governance) Frameworks, Future challenges and global convergence of governance standards

Text Books

• Fernando, A.C. (2022). Corporate Governance: Principles, Policies and Practices (4th Edition). Pearson Education.

Reference Books

1. Mallin, Christine A. (2023). Corporate Governance (7th Edition). Oxford University Press.
2. Tricker, Bob (2022). Corporate Governance: Principles, Policies, and Practices (5th Edition). Oxford University Press.
3. ICSI Study Material (Latest Edition) – Corporate Governance, Ethics and Sustainability.
4. Monks, Robert A.G. & Minow, Nell (2021). Corporate Governance (6th Edition). Wiley.

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department: Business Management
Semester: 7

L	T	P
1		2

Subject Code & Name: OEC701 AI For Business

Program: BBA

Credits : 2

Course Objectives:

Session: Odd

AI for Business course is designed to equip students with a thorough understanding of how artificial intelligence (AI) can be strategically applied in various business contexts. The primary objective is for students to learn how to deploy AI technologies effectively while managing the ethical considerations inherent in such implementations.

Syllabus

Module	Topics
I	**Converging Technologies:** Big Data Overview, V's of Big Data, Big Data Analysis, IoT, Cloud Computing, Data Management Infrastructure, Data Analysis: Extracting Intelligence from Big Data, Changing organization Culture/Strategy/ Role of Practicing Managers, People Component of BigData & AI
II	**Introduction to AI:** History & Evolution of AI , AI-Driven Business Transformation, Overview of AI technologies namely Machine Learning, Deep Learning, Natural Language Processing, Computer Vision, Robotics, Generative AI, Case study analysis of AI's impact on different industries.
III	**AI Applications in Business** AI in Finance – AI in algorithmic trading, Credit scoring models using machine learning, Fraud detection, AI in Customer Relationship Management - Personalization and recommendation systems, Chatbots and virtual assistants, Predictive customer analytics, AI in Human Resource Management – AI-driven recruitment and selection processes, Employee performance analytics, AI in workforce planning and talent management.

IV	**Ethics in AI:** Bias, fairness, and transparency, Responsible AI practices for leaders, Mitigating ethical risks in AI/ML deployment, Societal and legal aspects of AI.

V	**Ethics, Governance, and Responsible AI** ethical considerations in AI, including bias, fairness, transparency, and responsible AI practices for leaders. mitigating ethical risks in AI/ML deployment, corporate governance of AI, and the societal and legal aspects of AI implementation.
VI	**Emerging Trends, Strategy, and Future of AI in Business** emerging trends in AI and related technologies, such as edge AI, augmented analytics, AI-powered decision-making, and generative AI innovations. AI strategy for managers, organizational transformation through AI, and preparing businesses for future AI-driven challenges and opportunities.

Text Books

1. Artificial Intelligence by Munish Trivedi
2. Artificial Intelligence for Managers by Malay A. Upadhyay
3. AI Rising: India's Artificial Intelligence Growth Story, Leslie D'Monte, Jayanth N. Kolla

Reference Books

Neha Soni, Enakshi Khular Sharma, Narotam Singh, Amita Kapoor, "Artificial Intelligence in Business: From Research and Innovation to Market Deployment", Procedia Computer Science, Volume 167, 2020, Pages 2200-2210, https://doi.org/10.1016/j.procs.2020.03.272.

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

		L	T	P
Department:	Business Management	**L**	**T**	**P**
Semester:	7	2	2	0

Subject Code & Name:	BCC 701 Entrepreneurial Leadership	**Program:**	**BBA**
		Credits :	4

Course Objectives: **Session:** **Odd**

This course is designed to equip students with the knowledge and skills required to become effective entrepreneurial leaders. It emphasizes the unique characteristics and challenges of entrepreneurial leadership and provides practical insights into how to lead and manage startups and innovative ventures. The course covers key areas such as leadership theory, entrepreneurial mindset, strategic decision-making, and the development of a sustainable business model.

Syllabus

Module	Topics
I	**Foundations of Entrepreneurial Leadership** Introduction to Leadership and Entrepreneurship,Definitions and Concepts of Leadership,Social, Managerial and Entrepreneurial Leadership,Theories and Models of Leadership,Trait Theory, Behavioral Theories, Contingency Theories, Transformational and Transactional Leadership
II	**Leading with the Entrepreneurial Mindset** Creativity and Innovation in Entrepreneurship,Techniques for Fostering Creativity.Overview of Innovation Management and role of Founders,Building Culture of innovation and entrepreneurial mindset,Leading through Innovation: Venture strategies and role of the leader. Process and Resources,The virtual work and organization; Leadership and the future of work in the venture leadership context.

III	**Leadership Challenges and Strategies in Entrepreneurial Context** Leadership Challenges in Entrepreneurial Venture Development,Case Studies of Prominent Entrepreneurial Leaders,Analysis of elements of leadership desirable in different stages of venture creation and development,Designing organsational structure and managing people performance,Building teams; Managing Growth, Change, Conflicts and Transition

IV	**Ethical and Sustainable Entrepreneurship :** Ethics And Social Responsibility In Entrepreneurship,Ethical Decision-Making Frameworks,Building the Right Culture and Values: Role of leader,Corporate Social Responsibility (CSR),Sustainable Business Practices and managing change,Leadership and shaping Sustainability In Business Models
V	**Financing and Scaling Entrepreneurial Ventures** financial leadership in entrepreneurial contexts, including raising capital, managing resources, budgeting, and financial decision-making.strategies for scaling ventures, managing operational growth, and balancing risk and opportunity. Leadership approaches for guiding ventures through early-stage growth to mature operations are emphasized.
VI	**Digital and Strategic Entrepreneurship** digital transformation and strategic entrepreneurship. leveraging digital technologies for business growth, building digital ventures, and leading innovation in technology-driven markets. strategic planning, competitive positioning, and using analytics for decision-making, preparing leaders to navigate emerging trends and future opportunities in entrepreneurship.

Text Books

1.Robbins, S. P., & Judge, T. A. Essentials of organizational behavior. Pearson.
2.Northouse, P. G. Leadership: Theory and practice. Sage publications.
3.Christensen, C. M., Raynor, M. E., Dyer, J., & Gregersen, H. Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA)
4.Christensen, C. M., " How Will You Measure Your Life?”, Harvard Business Review
5.Ries, E. The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Currency.

Reference Books

1. Vugt, M. van, & Ronay, R. The evolutionary psychology of leadership: Theory, review, and roadmap. Organizational Psychology Review, 4(1), 74-95.
2. Alexander Fries, Nadine Kammerlander, Max Leitterstorf, “Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review,” Journal of Family Business Strategy, Volume 12, Issue 1, 100374.

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F01Investment Analysis & Portfolio Management	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

The course aims to equip students with the theoretical knowledge and practical skills necessary for investment analysis and portfolio management. Objectives include understanding investment instruments, evaluating risk-return trade-offs, constructing diversified portfolios, and applying analytical techniques to optimize investment decisions. Emphasis is on real-world application and critical thinking in investment strategies.

Syllabus

Module	Topics
I	**Investment Nature and scope of investment analysis**, Elements of investment- return, risk and time elements, Objectives of investment, Security return and analysis, Measurement of return and risk, Types of Investments: Financial investment securities and derivatives, deposits, tax sheltered investments, Non- financial investment-real estate, gold and other types and their characteristics,Sources of financial information
II	**Fundamental Analysis:** Understanding Fundamental Analysis, Significance in Investment Decisions, Evolution and Historical Background, Objectives and Scope of Fundamental Analysis, Role in Financial MarketsOverview of Financial Statements (Income Statement, Balance Sheet), Reading and Interpreting Financial Statements, Limitations of Financial Statements, Macroeconomic Indicators, Industry Analysis, Business Cycles and Their Impact, Economic Indicators and Investment Decisions, Industry and Competitive Analysis, Porter's Five Forces Model, Competitive Advantage SWOT Analysis, Industry Life Cycle Analysis, Competitive PositioningFuture Trends in Fundamental Analysis, The Role of Technology in Analysis

III	**Technical Analysis:** Understanding Technical Analysis, Role in Investment and Trading, Historical Overview, Objectives and Scope of Technical Analysis, Criticisms and Limitations, Types of Market Data (Price, Volume, Open Interest), Timeframes (Intraday, Daily, Weekly, Monthly), Types of Charts (Line, Bar, Candlestick), Concept of Support and Resistance,Identifying Support and Resistance Levels, Role in Technical Analysis, Significance in Trading Strategies, Introduction to Chart Patterns, Reversal Patterns (Head and Shoulders, Double Tops/Bottoms), Continuation Patterns (Flags, Pennants, Triangles), Moving Averages, Understanding Oscillators, Overbought and Oversold Conditions, Basics of Candlestick Patterns, Bullish and Bearish Candlestick Patterns, Principles of Dow Theory, The Role of Technology in Technical Analysis, Big Data and Artificial Intelligence in Trading
IV	Valuation of Fixed Income Securities Bonds debentures, Preferable shares, and convertible securities. Valuation of Variable Income Securities Equity Shares
V	Portfolio Management Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation
VI	Portfolio Analysis Estimating rate of return and standard deviation of portfolio returns, Effects of combining securities, Markowitz risk-return optimization, Single index model: Portfolio total risk, portfolio market risk and unique risk, Sharpe’s optimization solution,CML &SML, CAPM & APT.

Text Books

1. Chandra, Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill, 2021.
2. Bhayani, Sanjay & Patel, Ajay, Investment Management and Security Analysis, Oxford Book Company, 2022.

Reference Books

1. Sharma, S.K., Security Analysis and Portfolio Management, Kalyani Publishers, 2023.

USHA MARTIN UNIVERSITY, JHARKHAND

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		L	T	P
Department:	Business Management			
Semester:		3	1	0
Subject Code & Name:	BBA-F02 International Finance	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

This course introduces the student to financial management from the perspective of a global corporation. Student is exposed to the foreign exchange market and its workings. Importance of exchange rates, management and determination are also discussed. Global investments from the perspective of corporations and individuals is also highlighted.

Syllabus

Module	Topics
I	Introduction: International Trade, Its Importance, Theories of International Trade- Theory Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/S Protection Barriers To Foreign Trade, Tariff And Non-Tariff Barriers
II	Balance of Payment : Meaning Of BOP, Components Of BOP, Importance Of BOP, Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.
III	Foreign Exchange Markets: Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants, Understanding SPOT And Forward Rates, Foreign Exchange Quotations, Premium And Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage.

IV	Exchange Rate Determination: Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates, Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control, Objectives Of Exchange Control
V	Instruments: ADR, GDR, Euro Currencies, International Commercial Papers
VI	International Financial Institutions: Introduction To IMF, Its Importance, Functions and Significance.

Text Books

1. Avadhani, V. A. (2024) – International Finance, Himalaya Publishing.
2. Mody (2024) – International Finance, Sheth Publishers.
3. Kumar, Anoop S., et al. (2023) – Studies in International Economics and Finance, Springer (India Studies in Business & Economics).
4. Singh, Shveta & Jain, Sonali (2024) – Financial Markets and Corporate Finance: 5th International Conference on FMCF (IIT Delhi), Springer.

Reference Books

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F03 Corporate Accounting	**Program:**		**BBA**
		Credits :		4
Course Objectives:		**Session:**		**Odd**

This course will apprise the learners about the characteristics of accounting environment and its financial reporting requirements for companies.

Syllabus

Module	Topics
I	Accounting For Share Capital Meaning and Importance of Corporate Accounting, Issue and Forfeiture Of shares, Redemption of shares, Underwriting and lien on shares, Buyback of shares
II	Accounting for Debentures Issue of Debenture and Its classification, Different terms of issue of debenture, Redemption of debenture, Final accounts of limited liability companies as per the existing company Act, Contingency and events occurring after the balance sheet
III	Accounting For Amalgamation and Internal reconstruction Forms of amalgamation and its motive, Types of Amalgamation, Methods Of amalgamation, Internal reconstruction and its accounting treatment, Difference between internal and external reconstruction
IV	Cash flow Statement Meaning and importance of cash flow statement, operating Activity, Financial activity, Investing Activities, Indirect method of cash flow statement
V	Financial Statements analysis Ratio analysis its meaning, advantages and disadvantages, Types of ratios, Interpretation of ratio, Common size statements, Trend analysis
VI	

Text Books

Text Books & References:

1. J.R.Monga, Basic Corporate Accounting, Mayur paperbacks, New Delhi
2. Nirmal Gupta,Chhavi Sharma, Corporate Accounting theory and practice, Ane books pvt Ltd 3. M.C. Shukla,T.S.Grewal and S.C.Gupta, Corporate Accounting , S.Chand And co., New Delhi 4. Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume II, Taxman, New Delhi
5. S.N.Maheshwari and S.K.Maheshwari , Corporate Accounting, Vikas Publication, New Delhi 6. Mukherjee and Hanif, Corporate Accounting, Tata McGraw Hill, New Delhi

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Department:	Business Management	L	T	P
Semester:		3	1	0
Subject Code & Name:	BBA-F04 Strategic Corporate Finance	Program:		BBA
		Credits :		4
Course Objectives:		Session:		Odd

To help the students to acquire the conceptual knowledge of the corporate accounting and to learn the techniques of preparing the financial statements.

Syllabus

Module	Topics
I	**Introduction to Strategic Corporate Finance** Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximisation, overall corporate value addition (GVA, MVA and SVA) and EVA with equation and problem, Benefits of Merger and Acquisition.
II	**Strategic Cost Management** Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis
III	Alternative sources of financing Difference between traditional & alternative sources of finance, different types of alternative sources of financing

IV	**Management Buy-outs** Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.

V	**Fundraising** Identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality "added value" due diligence advice.
VI	**Financial Distress and Restructuring** Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions (models) of bankruptcy, reorganization of distressed firms, and liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Altman's Z for distress prediction of listed companies

Text Book and References:

1. Financial Management & Policy by Van Horne & Dhamija, Pearson
2. Financial Management by Khan & Jain, Tata Mac
3. AswathDamodaran: Corporate finance theory and practice; John Willey Sons, Inc
4. Jakhotia: Strategic Financial Management (Vikas Publication)
5. Justin Pettit, Strategic Corporate Finance, Wiley

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Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F05 Business Analysis & Valuation	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

The focus of this course is on teaching how to value a business and its equity. The course will examine the fundamental analysis approach in detail and will apply the same to practical exercises.

Syllabus

Module	Topics
I	**Introduction to Valuation** Market value vs Book value, valuation of equity and debt, enterprise valuation,discounted cashflow methods vs relative valuation, challenges in valuation methods
II	**Discounted Cash Flow Valuation** FCFF vs FCFE methods, appropriate discount rates, cost of equity – unlevered vs levered beta, choice of risk free rate and expected market risk premium, cost of debt – choice of risk free rate and appropriate credit risk premium, appropriate tax rate, assumptions for growth, challenges in using DCF valuation methods;
III	**Estimating cash flows,** impact ofnon-cash expenses - depreciation, impact of taxes, forecasting cash flows, practice exercises; Perpetual growth rate and Terminal Value; Role of comparable companies in choosing growth rates and discounts rates

IV	**Relative Valuation** Relative Valuation ratios – P/E, P/B, EV/EBITDA, evaluating comparable companies,challenges in using relative valuation, practice exercises

V	**Corporate Restructuring and Valuation** Restructuring, Organic and inorganic growth, Bankruptcy, Impact on cash flows and discount rates, premium for control and privately held firms
VI	**Accounting for synergy –** revenue growth or expense reduction;with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Altman's Z for distress prediction of listed companies

Text Book and References:

1. Chandra, P., Corporate Valuation, McGraw Hill
2. Kishore, R. M., Corporate Valuation: Text and Cases, Taxmann Publications
3. Damodaran, A., Investment Valuation, Wiley
4. Damodaran, A., Damodaran on Valuation, Wiley

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F06 Financial Analytics	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

This course is intended to be a first step for the student aspiring to gain expertise in financial analytics. The coverage is broad so as to expose students to the variety of applications of this topic. Course covers application of financial analytics in corporate finance, credit risk estimation, modelling financial time series, managing portfolios and making trading strategies. Ideally, this course should be taught in a Computer Lab, as its focus is to allow the student to develop hands-on skill. Students should also be comfortable with R and/or Python prior to the course.

Syllabus

Module	Topics
I	Financial Statement Analytics: Projecting Income Statement and Balance Sheet using revenue and cost assumptions. Cash flow modelling and free cash flow estimation. Sensitivity and scenario analysis. Break-even analysis and decision-making under uncertainty. Altman Z-score and other bankruptcy prediction models.
II	Credit Risk Analytics: Loan performance datasets: structure and cleaning. Building credit default prediction models using Logistic Regression. Extending and applying Altman Z-Score to Indian firms. Introduction to Machine Learning models (ANN, Decision Trees) for credit scoring. Evaluating model accuracy using confusion matrix, ROC curve, and AUC.
III	Financial Time Series Analytics: Importing, cleaning and visualizing time series data. Stationarity tests and decomposition. Forecasting using Moving Averages, EWMA, ARMA, ARIMA. Volatility modelling using ARCH and GARCH. Hands-on forecasting with stock/index/forex data.

IV	Portfolio Analytics: Portfolio theory and diversification. Markowitz Mean-Variance Optimization. Performance Metrics: Sharpe Ratio, Treynor Ratio, Jensen's Alpha. Constructing optimal portfolios using historical data.

V	Trading Strategy Analytics: Technical indicators: MA, RSI, MACD, ROC, Bollinger Bands. Developing rule-based trading strategies using technical indicators. Back-testing and evaluating performance of trading strategies. Risk-adjusted returns and drawdown analysis. Introduction to algorithmic trading frameworks.
VI	Predictive Analytics using AI/ML in Finance: Overview of AI/ML tools in financial markets. Building stock price prediction models using Artificial Neural Networks (ANN). Supervised vs unsupervised learning in financial data. Model validation and overfitting. Ethical and practical considerations in predictive analytics.

Text Books & References:

1. Mohanty, Pitabas (2023) – Financial Analytics, Wiley India.
2. Kalkar, Parag; Gosavi, Pravin; Adkar, Vidula (2021) – Financial Analytics, IBP Publishing.
3. Anuradha, B. (2024) – Financial Analytics and Control, Vijay Nicole Imprints.
4. Narasimhan, M. S. (2023) – Financial Statements and Analysis (2nd ed.), Cengage India.
5. Untwal & Kose (2025) – Data Analytics for Finance Using Python.
6. Maglaras, L. A., Das, Sonali, Tripathy, N. & Patnaik, S. (eds.) (2024) – Machine Learning Approaches in Financial Analytics, Springer.
7. "Global Financial Analytics and Business Forecasting" (2023) – Edited volume by Indian academic contributors

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F07 Investment Banking & Financial Services	**Program:**		**BBA**
		Credits :		4
Course Objectives:		**Session:**		**Odd**

Course Objectives: The course aims to equip students with the theoretical knowledge and practical skills necessary for investment analysis and portfolio management. Objectives include understanding investment instruments, evaluating risk-return trade-offs, constructing diversified portfolios, and applying analytical techniques to optimize investment decisions. Emphasis is on real-world application and critical thinking in investment strategies.

Syllabus

Module	Topics
I	Investment Nature and scope of investment analysis, Elements of investment- return, risk and time elements, Objectives of investment, Security return and analysis, Measurement of return and risk, Types of Investments: Financial investment securities and derivatives, deposits, tax sheltered investments, Non- financial investment-real estate, gold and other types and their characteristics,Sources of financial information
II	Fundamental Analysis: Understanding Fundamental Analysis, Significance in Investment Decisions, Evolution and Historical Background, Objectives and Scope of Fundamental Analysis, Role in Financial MarketsOverview of Financial Statements (Income Statement, Balance Sheet), Reading and Interpreting Financial Statements, Limitations of Financial Statements, Macroeconomic Indicators, Industry Analysis, Business Cycles and Their Impact, Economic Indicators and Investment Decisions, Industry and Competitive Analysis, Porter's Five Forces Model, Competitive Advantage SWOT Analysis, Industry Life Cycle Analysis, Competitive PositioningFuture Trends in Fundamental Analysis, The Role of Technology in Analysis

III	Technical Analysis: Understanding Technical Analysis, Role in Investment and Trading, Historical Overview, Objectives and Scope of Technical Analysis, Criticisms and Limitations, Types of Market Data (Price, Volume, Open Interest), Timeframes (Intraday, Daily, Weekly, Monthly), Types of Charts (Line, Bar, Candlestick), Concept of Support and Resistance,Identifying Support and Resistance Levels, Role in Technical Analysis, Significance in Trading Strategies, Introduction to Chart Patterns, Reversal Patterns (Head and Shoulders, Double Tops/Bottoms), Continuation Patterns (Flags, Pennants, Triangles), Moving Averages, Understanding Oscillators, Overbought and Oversold Conditions, Basics of Candlestick Patterns, Bullish and Bearish Candlestick Patterns, Principles of Dow Theory, The Role of Technology in Technical Analysis, Big Data and Artificial Intelligence in Trading
IV	Valuation of Fixed Income Securities Bonds debentures, Preferable shares, and convertible securities. Valuation of Variable Income Securities Equity Shares
V	Portfolio Management Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation
VI	Portfolio Analysis Estimating rate of return and standard deviation of portfolio returns, Effects of combining securities, Markowitz risk-return optimization, Single index model: Portfolio total risk, portfolio market risk and unique risk, Sharpe's optimization solution,CML &SML, CAPM & APT.

Text Books

1. Pandian, Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing, 2022.
2. Singh, Preeti, Investment Management, Himalaya Publishing House, 2023.
3. Rustagi, R.P., Investment Analysis and Portfolio Management, Sultan Chand & Sons, 2023.
4. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, 2022.
5. Avadhani, V.A., Investment Management, Himalaya Publishing House, 2022.

Reference Books

1. Chandra, Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill, 2021.
2. Bhayani, Sanjay & Patel, Ajay, Investment Management and Security Analysis, Oxford Book Company, 2022.
3. Sharma, S.K., Security Analysis and Portfolio Management, Kalyani Publishers, 2023.

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F08 Personal Finance	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

In the Personal Finance course, students will learn fundamental principles to manage money effectively. Objectives include understanding budgeting, saving, investing, and debt management. Students will develop skills to make informed financial decisions, plan for short and long-term goals, and navigate financial challenges, fostering lifelong financial literacy and stability.

Syllabus

Module	Topics
I	**Financial Plan**- Meaning, process of financial plan, preparation of financial plan, its components.
II	**Budgeting**- Meaning, cash inflows and outflows, preparation of personal cash flow statement, Factors affecting cash flows, preparing a budget.
III	**Managing Your Money**- Learning about various types of bank accounts and support services such as (a) cheque book facilities; (b) ATM cum-debit cards; (c) financing credit cards (d) money transfer and the Internet and mobile banking facilities. Requirements for opening an account in a bank, minor account, sweep accounts.
IV	**Financing and Protection of Assets insurance-** Types of financial help- Loan-Applying for a loan, Repayment of loan, Education loan, purchasing a car, purchasing a house, mortgage loan. Protection of assets insurance- Nature, functions, factors affecting the

V	Investing Money and Retirement Planning - Reasons for investing, Relevance of allocation in different assets, steps to help to avoid investment blunders, investments in shares, bonds, NSC, mutual funds, fixed deposits, insurance, other investment avenues, Individual Investors and Institutional Investors.Need of savings, Tools for Planning, types of retirement assets, estimating the Retirement Expenses.
VI	Taxes, You & Career Planning - Income tax- tax planning, exemptions and deductions, GST, other taxes. Scope, self employment careers in personal finance and its qualifications.

Text Books

1. Sinha, Madhu (2022) – Personal Financial Planning, McGraw Hill Education
2. Keown, Arthur J., & Singh, Anurag (Adapted) (2021) – Personal Finance (Pearson India edition)
3. Preeti Singh (2023) – Personal Financial Management, Ane Books Pvt. Ltd.
4. Avadhani, V. A. (2021) – Investment and Securities Market in India, Himalaya Publishing
5. Bhojane, T. R. (2020) – Personal Finance and Investment Planning, Vision Book House

Reference Books

6. Khan, M. Y. (2022) – Indian Financial System (11th ed.), McGraw Hill
7. Goyal, K. A., & Goyal, D. (2021) – Financial Literacy and Personal Finance, International Book House

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F09 Financial Derivatives	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

To Understand the students about the concept of Derivatives and its types. To acquaint the knowledge of Options and Futures and To know about Hedging and the development position of Derivatives in India.

Syllabus

Module	Topics
I	Derivatives – Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.
II	Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap.
III	Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism.

IV	Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts

V	Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Marke
VI	Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.

Text Book and References:

1 Gupta S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS PHI, Delhi, Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007

2. Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, Delhi.

3. Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F10 Capital Budgeting	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

To familiarize students with the concepts, techniques, and importance of Capital Budgeting in financial decision-making. To enable students to evaluate investment proposals using modern methods of project appraisal. To develop an understanding of risk, uncertainty, and the role of capital budgeting in corporate strategy and long-term financial planning. Syllabus

Syllabus

Module	Topics
I	Introduction to Capital Budgeting – Meaning, Nature, and Importance of Capital Budgeting – Features of Capital Expenditure – Objectives of Capital Budgeting – Process of Capital Budgeting – Types of Capital Budgeting Decisions – Significance in Financial Management.
II	Methods of Capital Budgeting (Traditional) – Payback Period Method – Accounting Rate of Return (ARR) – Merits and Demerits of Traditional Methods – Practical Applications.
III	Modern Techniques of Capital Budgeting – Net Present Value (NPV) – Internal Rate of Return (IRR) – Profitability Index (PI) – Discounted Payback Period – Comparison between Traditional and Modern Methods – Ranking of Investment Proposals.

IV	Project Evaluation under Risk and Uncertainty – Risk Analysis in Capital Budgeting – Techniques of Risk Evaluation: Sensitivity Analysis, Scenario Analysis, Probability Approach, Decision Tree Approach – Certainty Equivalent and Risk-Adjusted Discount Rate.

V	Capital Rationing and Project Financing – Meaning and Importance of Capital Rationing – Approaches to Capital Rationing – Sources of Long-Term Finance for Capital Projects – Cost of Capital and its Role in Capital Budgeting.
VI	Strategic Aspects of Capital Budgeting – Capital Budgeting and Value Creation – Linkage with Corporate Strategy – Post-Completion Audit of Investment Decisions – Practical Issues in Implementation – Recent Trends in Capital Budgeting Practices in India.

Text Book and References:

1. Khan, M.Y. & Jain, P.K. Financial Management, Tata McGraw-Hill.
2. Pandey, I.M. Financial Management, Vikas Publishing House.
3. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, Tata McGraw-Hill.
4. Brealey, R.A., Myers, S.C. & Allen, F. Principles of Corporate Finance, McGraw-Hill.
5. Van Horne, James C. Financial Management and Policy, Pearson Education.

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F11 Financial Modelling	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

The objective of this course is to provide students with hands-on experience in developing tools to implement and analyze models in applied finance. MS-Excel® will be used to introduce concepts of financial modelling. The course emphasizes Capital Budgeting, Valuation, and Market Risk models. Ideally, this course should be taught in a computer lab, as its focus is to develop practical skills in financial modelling.

Syllabus

Module	Topics
I	Introduction to Financial Modelling – Spreadsheet Modelling; Sources of Financial Data; Overview of Capital Budgeting Models (PV, NPV, IRR); Basics of Financial Statement Modelling; Ratio Analysis using Excel.
II	Capital Budgeting Models – Project Evaluation Techniques; Cash Flow Estimation; Risk Analysis in Capital Budgeting; Sensitivity and Scenario Analysis; Practical Implementation in Excel
III	Valuation Models (DCF) – Estimating FCFF and FCFE; Projecting free cash flows from financial statements; Estimating growth rates; Forecasting cash flows; Choosing appropriate discount rates (WACC, Cost of Equity); Incorporating changing Debt-Equity Ratios.
IV	Advanced Valuation Concepts – Perpetual Growth Rate and Terminal Value; Relative Valuation vs. Intrinsic Valuation; Sensitivity Analysis on Valuation Assumptions; Case Studies on Company Valuation

V	Market Risk Modelling – Concept of Value at Risk (VaR); Importance in Risk Management; VaR and Diversification; VaR Models for Single Asset and Portfolio; Historical Simulation and Monte Carlo Simulation; Bootstrapping in Excel.

VI	Derivative Pricing and Applications – Basics of Derivative Pricing Theory; Introduction to Options and Futures Valuation Models; Application of Black-Scholes and Binomial Models in Excel; Practical Case Exercises on Pricing Vanilla Derivatives.

Text Book and References:

Text Books & References (Updated):

1.Chandra, P. (2021). Financial Management: Theory and Practice. McGraw Hill.
2.Damodaran, A. (2020). Applied Corporate Finance. Wiley.
3.Benninga, S. (2014). Financial Modelling (4th ed.). MIT Press.
4.Hull, J. C. (2018). Options, Futures, and Other Derivatives (10th ed.). Pearson.
5.Bodie, Z., Kane, A., & Marcus, A. (2021). Investments (12th ed.). McGraw Hill.
6.Tulsian, P.C. & Tulsian, B. (2022). Financial Management. Pearson India.

USHA MARTIN UNIVERSITY, JHARKHAND

Faculty of Business Management & Commerce

Department:	Business Management	**L**	**T**	**P**
Semester:		3	1	0
Subject Code & Name:	BBA-F12 Direct Tax	**Program:**		**BBA**
		Credits :		4

Course Objectives: **Session:** **Odd**

This course will attempt to familiarize the learners about the principles, problems and structure of different types of business taxes in India and relevance of these taxes in business decisions.

Syllabus

Module	Topics
I	Basics of Income Tax & Key Concepts: History and evolution of the Income Tax Act, 1961, Introduction to Income Tax – scope and need, Key Definitions: Person, Income, Assessment Year, Previous Year, Gross Total Income, Agricultural Income – meaning and treatment, Exempted Incomes – overview
II	Tax Planning, Avoidance, and Evasion & Residential Status: Concept of Tax Planning, Tax Avoidance, and Tax Evasion, Residential Status: Rules and types (Resident & Ordinarily Resident, Resident but Not Ordinarily Resident, Non-Resident), Incidence of Tax – based on residential status, Practical examples and numerical illustrations
III	Income from Salaries and House Property: Meaning and definition of Salary,Components: Basic Salary, Allowances, Perquisites, Profits in lieu of Salary,Provident Fund, Gratuity – tax treatment, Computation of Income from Salaries – inclusive of exemptions and deductions, House Property: Concept of Ownership, Annual Value, NAV, Treatment of unrealized rent, deductions under Section 24, Self-occupied & let-out properties, exemptions,Computation of Income from House Property
IV	Profits and Gains from Business or Profession: Basis of Charge, Scope of provisions, Allowable & Disallowed Expenses, Depreciation – concepts and rates, Tax Planning under Business/Profession income, Practical Computation: Business vs. Professional income.

V	Capital Gains and Income from Other Sources: Capital Gains: Meaning, types, exemptions, transfer, Capital Assets vs Non-Capital Assets, Indexation, Exemptions u/s 54, 54EC, etc., Capital Gains Account Scheme, Income from Other Sources: Types, treatment of interest, winnings, etc., Deductions allowable, clubbing provisions, Practical computation under both heads
VI	Computation of Total Income, Assessment & Tax Filing: Clubbing of Income and Deemed Income, Set-off and Carry Forward of Losses, Deductions under Chapter VI-A (80C to 80U), Computation of Gross Total Income and Total Taxable Income, Tax liability calculation for individuals, Filing of Return: ITR forms, due dates, online filing process, Advance Tax, TDS, Refunds, GST Basics- Concept, Overview, Types, Significance.

Text Book and References:

1. Vinod K. Singhania & Monica Singhania, Students' Guide to Income Tax including GST (71st Edition, Assessment Year 2025–26), Taxmann Publications Pvt. Ltd.
2. Dr. H.C. Mehrotra & Dr. S.P. Goyal, Income Tax Law and Practice (71st Edition, Assessment Year 2025–26), Sahitya Bhawan Publications.
3. Dr. H.C. Mehrotra & Dr. S.P. Goyal, Problems and Solutions in Income Tax (71st Edition, Assessment Year 2025–26), Sahitya Bhawan Publications.
4. V.K. Singhania, Direct Taxes: Law and Practice (71st Edition, Assessment Year 2025–26, as amended by Finance Act, 2024), Taxmann Publications Pvt. Ltd.

Department of Management

Subject Specification

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester				
Subject Code & Name	**BBA-IT01, Data Base Management Techniques**		**Program**	**BBA**
			Credits	
Course Objectives			**Session**	
This course intends to enable the students to acquire and demonstrate their knowledge of business and management principles by making use of, their critical thinking and problem-solving skills.				
Syllabus				

Module	**Topics**
I	Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
II	Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Data warehousing, Data Mining, Data Mart, Data Storage Methods.
III	Business Intelligence, Tools and Methods.
IV	Structure, Design, Development and Managing Corporate Information Systems (CIS).
V	Data Security Management and Control.

Text Books & References

1. The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta
2. ETL Strategy for the Enterprise by Sandesh Gawande
3. Business Intelligence: A Capability Maturity Model by Dorothy Miller
4. Introduction to Business Intelligence by Jorg Hartenauer
5. Database Management: An Organizational Perspective by Richard T. Watson
6. Developing Quality Complex Database Systems: Practices, Techniques and Technologies by Shirley A. Becker

<table>
<tr><td colspan="6" align="center">USHA MARTIN UNIVERSITY, JHARKHAND</td></tr>
<tr><td colspan="6" align="center">Faculty of Business Management & Commerce</td></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td colspan="2">P</td></tr>
<tr><td>Semester</td><td></td><td>3</td><td>1</td><td colspan="2">0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="3" rowspan="2">BBA-MO2 & Advertising and Brand Management</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td>4</td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td>Odd</td></tr>
<tr><td colspan="6">This course intends to enable the students to acquire and demonstrate their knowledge of business and management principles by making use of, their critical-thinking and problem solving skills.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
</table>

Module	Topics
I	**Introduction** Meaning and Definition of Advertising, Features of Advertising, Advertising - Science, Art or Profession, Key Players in the Advertising Industry, Significance of Advertising, Criticism of Advertising, Role of Advertising in Marketing Mix.
II	**Advertising as a Communication Tool** Meaning of Communication, Process of Communication, Response Hierarchy Models, AIDA, Lavidge and Steiner’s Hierarchy of Effects Model.
III	**Objectives of Advertising** Classification of Advertising Objectives, Importance of Objectives, The DAGMAR Approach, Advertising Budget: Affordable Method, Percentage of Sales Method, Competitive Parity Method, Objective and Task Method, Factors Influencing Advertising Budget. Advertising Message: Message Content, Message Structure, Copywriting, Advertising Copy and its Elements, Types of Advertising Copies, Celebrity Endorsements.
IV	**Media Planning** Media Planning, Reach, Frequency and Impact, Media Vehicles, Media Scheduling, Types of Media, Factors affecting Choice of Media. Evaluating Communication Effects of Advertising - Pretesting – Posting. Advertising Agencies: Types and Functions of Advertising Agencies, Agency Compensation.
V	**Legal & Ethical Aspects of Advertising** Statutory Provisions Governing Advertising, Misleading Claims, Concealment of Facts, Advertisements directed at Children, Surrogate Advertising, Subliminal Advertising, Puffery, Weasel Claim. Advertising Standards Council of India, Consumer Complaints Council (CCC).
VI	**Brand Management** Introduction to Brand Management, Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Brand Loyalty, Brand Extension, Brand Creation, Managing Brands, Brand Equity, Brand Image & Brand Personality, Brand Positioning.

Text Books & References

1. Moriatry, Mitchell & Wells, Advertising & IMC: Principles & Practice, 11th Edition,Global Edition,2018
2. Gupta, Ruchi, Advertising Principles and Practice, S Chand & Company.2012.
3. Belch, Belch & Purani, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education, 13th Edition,2023.
4. Kotler, Lane & Keller, Marketing Management, Pearson Education, 17th Edition,2025.
5. Keller K.L. Parameshwaran A.M.G.Jacob.I.Building, Measuring, and Managing brand equity, Pearson, 2020, Fifth Edition.

<table>
<tr><th colspan="6">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="6">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td colspan="2">T</td><td>P</td></tr>
<tr><td>Semester</td><td></td><td>3</td><td colspan="2">1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="3" rowspan="2">BBA-M03, Digital Marketing</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td>4</td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td>Odd</td></tr>
<tr><td colspan="6">The course aims to provide knowledge of online marketing concepts, tools, and strategies. It focuses on social media, SEO, content, and email marketing, enabling students to design, implement, and evaluate effective digital campaigns for business growth and customer engagement.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Introduction of Digital Marketing
Importance of Digital Marketing, General Over View of Web Concept and Hosting | Domain, Website Planning.</td></tr>
<tr><td>II</td><td colspan="5">Search Engine Optimization (SEO)
Black HAT and White HAT SEO, Importance of Search Engine Optimization (SEO), SEO On Page, What is SEO Off Page, Local SEO, SEO, Importance of Google Webmaster Tool.</td></tr>
<tr><td>III</td><td colspan="5">Social Media Marketing
Brand through Social Media Marketing (SMM), Importance of Social Media Marketing, How to Optimize Social Media, How Many Platform of Social Media, How to Make Business Pages or Profile on Social Media (Facebook, Twitter, Instagram, LinkedIn, Pinterest etc.) How to Create Paid Advertising on Social Media.</td></tr>
<tr><td>IV</td><td colspan="5">Google Ad words
Importance of Google Paid Campaign, Types of Google Advertisement, Search | Display | Mobile | Shopping | Video Advertisement, Create Paid Campaign on Google Ad words, Bing Advertisement, Tracking Performance and Measurement with Google Analytics.</td></tr>
</table>

V	**Content Marketing** Importance of Content Writing, How to Promote Brand though Content, Online Reputation Management and Review Management
VI	**Email Marketing, Lead Generation** Affiliate Marketing, Internet Entrepreneurship with Google AdSense, How to get Project from USA| UK| CA and other Country, Freelancing, Internet Marketing Planning and Strategy.

Suggested Readings:

1. Puneet Singh Bhatia; Fundamentals Of Digital Marketing ,2nd Edition.2022
2. Lan Dodson; The Art Of Digital Marketing,1st Edition.2016.
3. Damian Ryan; Understanding Digital Marketing,5th Edition.2020
4. Vandana, Ahuja; Digital Marketing, Oxford University Press India,1st Edition.2016.
5. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing,1st Edition. 2016

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester		3	1	0
Subject Code & Name	BBA-M04, Sales Management		**Program**	**BBA**
			Credits	4
Course Objectives			**Session**	**Odd**

The course aims to develop understanding of sales principles, processes, and strategies. It focuses on sales planning, recruitment, training, motivation, and performance evaluation, enabling students to manage sales teams effectively and achieve organizational sales objectives efficiently.

Syllabus

Module	**Topics**
I	**Personal Selling** The Role of personal selling in marketing mix. The personal selling process, selling process, Personal selling objectives, Types of Sale Jobs, Changing Scenario of Selling Environment.
II	**Theories of Sales Management** Objectives, Nature and Scope. Buyer- Seller Dyads, Theories of selling – AIDAS Theory, " Right set of circumstances" Theory, "Buying Formula" Theory, and Behavioral Equation, Theory of selling. Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
III	**Operational Sales Management** Understanding and Opportunities of Sales Promotion Trade Promotion Concepts; Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force. .

IV	**Sales promotion’s impact on sales** Evaluation of sales promotion experiments; Choice and purchase timing models: Manufacturer promotion planning process; Retailer promotion planning process; Strategic issues In designing promotional Strategies; Substantive findings and issues on coupons, trade dealings, and retail promotions;
V	**Distribution** Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems. Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, and Retailer Marketing Decisions.
VI	**Physical Distribution** Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information

Suggested Readings :

1. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2017). Sales and Distribution Management: Decisions, Strategies & Cases (6th ed.). Pearson.
2. Johnston, M., Kurtz, D. L., & Scheuing, E. E. (1994). Sales Management: Concepts, Practices & Cases (2nd ed.). Tata McGraw-Hill.
3. Gupta, S. L. (2010). Sales & Distribution Management (2nd ed.). Excel Books.
4. Panda, T. K. & Sahadev, S. (2019). Sales & Distribution Management (Oxford University Press).
5. Jobber, D., Lancaster, G., & Le Meunier-Fitzhugh, K. (2024). Selling & Sales Management (12th ed.). Pearson

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<tr><td>Department</td><td colspan="2">Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td colspan="2"></td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2" colspan="2">BBA-M05, Rural Marketing</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="3">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="6">The Rural Marketing course aims to develop understanding of rural markets, consumer behaviour, and marketing strategies suitable for rural areas. It focuses on segmentation, targeting, distribution, pricing, and promotion in rural contexts, enabling students to identify challenges, opportunities, and apply marketing concepts for rural development and entrepreneurship.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Rural Economy
Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.</td></tr>
<tr><td>II</td><td colspan="5">Rural Marketing
Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.</td></tr>
<tr><td>III</td><td colspan="5">Selection of Markets
Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.</td></tr>
<tr><td>IV</td><td colspan="5">Pricing strategy
Pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.</td></tr>
<tr><td>V</td><td colspan="5">Distribution - Logistics Management
Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.</td></tr>
<tr><td>VI</td><td colspan="5">Future of Rural Marketing
Trends, Challenges, Opportunities, Role of Online Marketers</td></tr>
</table>

Suggested Readings

1. C.G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing: Text and Cases, 2nd Edition, Pearson India.*2011*
2. Debarun Chakraborty & Soumya Kanti Dhara, Rural Marketing in India: Texts and Cases, Atlantic Publishers.*2019*
3. Acharya S.S. & Agarwal N.L., Agricultural Marketing in India, Oxford & IBH.7th Edition.2022
4. Dinesh Kumar & Punam Gupta, Rural Marketing, SAGE Publications.2017.

5. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson India.3rd Edition.2023.
6. Damian Ryan, Understanding Digital Marketing, Kogan Page.5th Edition.2020

<table>
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<tr><th colspan="6">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td colspan="2">P</td></tr>
<tr><td>Semester</td><td></td><td>3</td><td>1</td><td colspan="2">0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="3" rowspan="2">BBA-M06, B2B Marketing</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td>4</td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td>Odd</td></tr>
<tr><td colspan="6">This course aims to develop understanding of business-to-business markets, buyer behaviour, and relationship management. It focuses on strategies for industrial marketing, channel management, and value creation, enabling students to plan and implement effective marketing programs for organizational customers.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Introduction to B2B Marketing
Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers.</td></tr>
<tr><td>II</td><td colspan="5">Organizational Buying and Buyer Behaviour
Organizational buyers’ decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers</td></tr>
<tr><td>III</td><td colspan="5">B2B Marketing Strategy
Strategy making and strategy management process, Industrial product strategy–Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.</td></tr>
<tr><td>IV</td><td colspan="5">B2B Marketing STP
Market Segmentation, basic framework of segmentation, choosing target segments and positioning-Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM,</td></tr>
<tr><td>V</td><td colspan="5">Business Marketing Communications
B2B Advertising, Digital marketing,- Trade shows, exhibitions, business meets - Managing the sales force - Deployment analysis</td></tr>
<tr><td>VI</td><td colspan="5">Business Marketing Channels
Business marketing channels and participants - Channel design and management decisions -B2B logistics management</td></tr>
</table>

Suggested Readings

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2024, 13th ed.
2. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2023, 2nd ed.

3. Robert Vitale, WaldemarPfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011
4. Krishna K Havaldar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.
5. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2023,20th Edition

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<tr><td>Semester</td><td colspan="2"></td><td>3</td><td>1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="2" rowspan="2">BBA-M07, International Marketing</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td>4</td></tr>
<tr><td colspan="3">Course Objectives</td><td colspan="2">Session</td><td>Odd</td></tr>
<tr><td colspan="6">This course aims to provide an analytical but practical approach to the subject area of marketing management in an international context</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Introduction
Meaning, Reasons for firms to go for International Marketing, Internationalization Stages, International marketing decisions, Trends in International Trade, Scope of marketing Indian products abroad</td></tr>
<tr><td>II</td><td colspan="5">International Marketing Environment
Economic, Social, Political and Government, Demographic, and technological Environment, International Trading Environment- Trade Barriers, Non-trade Barriers. IMF, WTO, International Monetary System, European Union, NAFTA, SAARC,NATO,OPEC</td></tr>
<tr><td>III</td><td colspan="5">International Market Selection and Entry Strategies
Market selection process, Determinants of market selection, Market segment selection, Market entry strategies- Licensing & Franchising, Exporting, Contract manufacturing, Turnkey contracts, Fully owned manufacturing facilities, Assembly operations, Joint ventures, Third Country locations, Mergers & Acquisitions, Strategic alliances & Counter trade</td></tr>
<tr><td>IV</td><td colspan="5">International Product Decisions
Product Decisions, Product Mix, Product life cycle, Product Strategies, Product Communication Strategies, International Branding, Packaging and Labeling, Role of internet in international distribution, International communication policy.</td></tr>
<tr><td>V</td><td colspan="5">International Pricing & Distribution Decisions
Pricing objectives, Exporter’s Costs, factors affecting pricing, Pricing methods, steps in pricing, Transfer pricing, Dumping, International Distribution Channel</td></tr>
</table>

	system, Direct exports, Indirect exports, International Logistics, export quality control.
VI	**International Promotion** Promotion strategies, Communication mix, Role of Export Promotion Organizations, Trade fairs & Exhibitions, Problems in International Marketing Communication

1. Onkvisit S. & Shaw, J., International Marketing: Analysis & Strategy, Pearson Education : 5th Edition
2. CzinkotaM, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing Cengage Learning: 11th Edition
3. Cherunilam F, International Trade & Export Management, Himalaya Publishing:22nd Edition
4. Cateora & Graham, International Marketing, McGraw Hill: 18th edition.
5. Keegan, Global Marketing Management, Pearson Education Asia: 10th Edition
6. Daniels, J, International Business, Pearson Education :17th Edition

Additional Resources:

1. Journal of International Marketing (SAGE Publishing)
2. International Marketing Review (Emerald Publishing)

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<tr><td rowspan="2">Subject Code & Name</td><td colspan="3" rowspan="2">BBA-M08, Retail Management</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td>4</td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td>Odd</td></tr>
<tr><td colspan="6">The course aims to develop understanding of retail concepts, strategies, and operations. It focuses on store management, merchandising, customer service, and retail marketing, enabling students to manage retail formats effectively and enhance customer satisfaction and business performance.</td></tr>
</table>

Syllabus	
Module	**Topics**
I	**Introduction to Retailing**: Concept of retailing, Functions of retailing, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, changing trends in retailing.
II	**Understanding the Retail Consumer**: Retail consumer behaviour, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer
III	**Retail Market Segmentation** : Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation.
IV	**Retail Market Strategies**: Strategies for penetration of new markets, Growth strategies, Retail value chain,Retail Promotion and Communication Strategies
V	**Retail Location Selection**: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.
VI	**Merchandise Management**: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance.

Suggested Readings:

1. Retail Management 3rd Edition, Suja Nair, Himalaya Publishing House, Mumbai, 2022,2nd Revised Edition.
2. Retail Management, 8th Edition, Michael Levy, Barton AWeitz and Ajay Pandit, Tata McGraw Hill Publishing Co. Limited, New Delhi. 2020
3. Retail Management, Text and Cases 7th Edition, Swapna Pradhan Tata McGraw Hill Publishing Co. Limited, New Delhi.2024
4. The Art of Retailing,2nd Reprint A.J Lamba,Tata McGraw Hill Publishing Co. Limited, New Delhi.2002.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester		3	1	0
Subject Code & Name	BBA-M10, Marketing of Services		**Program**	**BBA**
			Credits	4
Course Objectives			**Session**	**Odd**

The course aims to develop understanding of service marketing concepts and strategies. It focuses on the 7Ps of services marketing, service quality, customer relationship management, and service delivery, enabling students to design effective marketing strategies for service-based organizations.

Syllabus

Module	Topics
I	**Introduction To Service Marketing** Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.
II	**Service Consumer Behaviour** Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions
III	**The Service Delivery Process** Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer Retention and Benefits
IV	**Strategic Issues In Service Marketing** Market Segmentation in the Marketing of Srevices, Target Marketing, Positioning of Services-How to Create a positioning Strategy, Developing and maintaining Demand and Capacity.
V	**Challenges Of Service Marketing** Marketing Planning for Services, Developing and Managing the Customer Service Function, Developing and Maintaining Quality of Services
VI	**Relationship Marketing** The levels of Customer Relationships, Dimensions of a Relationship, Goal of relationship marketing.

Suggested Readings :

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, Martin Mende, Services Marketing: Integrating Customer Focus Across the Firm, 8th Edition (2023). McGraw-Hill Education.
2. K. Douglas Hoffman, John E.G. Bateson, Services Marketing: Concepts, Strategies, & Cases. 6th Edition (2024)

3. Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy,9th Edition (2021)
4. James A. Fitzsimmons, Mona J. Fitzsimmons, Services Marketing: A Managerial Approach, 8th Edition (2013). McGraw-Hill Education

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<tr><td>Semester</td><td></td><td>3</td><td>1</td><td colspan="2">0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="3" rowspan="2">BBA-M11, Neuro- Marketing</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td>4</td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td>Odd</td></tr>
<tr><td colspan="6">The Neuromarketing course aims to provide understanding of how neuroscience and psychology influence consumer behavior. It focuses on brain responses to marketing stimuli, decision-making processes, and emotional triggers, enabling students to apply scientific insights to develop effective marketing strategies and campaigns.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Introduction to Neuromarketing
Concept, nature, and scope of neuromarketing, Evolution and importance in modern marketing.</td></tr>
<tr><td>II</td><td colspan="5">Fundamentals of Consumer Neuroscience
Structure and functions of the human brain, Role of sensory perception, attention, and memory in consumer decisions, Emotional and cognitive processes in buying behavior, The psychology of decision-making and brand preference</td></tr>
<tr><td>III</td><td colspan="5">Neuromarketing Tools and Techniques
Overview of neuromarketing research methods,Tools: fMRI, EEG, MEG, eye-tracking, facial coding, galvanic skin response,Data interpretation and limitations of neuromarketing tools,Case studies of successful neuromarketing applications</td></tr>
<tr><td>IV</td><td colspan="5">Applications of Neuromarketing in Marketing Mix
Pricing and emotional valuation, Advertising effectiveness and media engagement, Retail and online consumer experience optimization</td></tr>
</table>

V	**Ethics and Challenges in Neuromarketing** Ethical concerns: privacy, consent, and manipulation risks, Legal frameworks and regulatory issues, Social implications of neuromarketing practices, Balancing commercial goals with consumer rights
VI	**Emerging Trends and Future of Neuromarketing** AI, big data, and machine learning in neuromarketing, Neuroanalytics and predictive consumer behaviour models, Global practices and future research directions, Integration of neuromarketing with digital and experiential marketing

Suggested Readings :

1. Pradeep, A. K. (2010). The Buying Brain: Secrets for Selling to the Subconscious Mind. Wiley.

2. Morin, C. & Renvoise, P. (2018). The Persuasion Code: How Neuromarketing Can Help You Persuade Anyone, Anywhere, Anytime. Wiley.

3. Dooley, R. (2011). Brainfluence: 100 Ways to Persuade and Convince Consumers with Neuromarketing. Wiley.

4. Smidts, A. & Kenning, P. (Eds.). (2020). Handbook of Research on Neuroeconomics and Neuromarketing. Edward Elgar.

5. Lindstrom, M. (2016). Buyology: Truth and Lies About Why We Buy. Crown Business.

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<tr><td>Department</td><td>Business Management</td><td>L</td><td colspan="2">T</td><td>P</td></tr>
<tr><td>Semester</td><td></td><td>3</td><td colspan="2">1</td><td>0</td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2" colspan="3">BBA-M12, Retail Marketing</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td>4</td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td>Odd</td></tr>
<tr><td colspan="6">The course aims to develop a comprehensive understanding of the principles, practices, and strategies of retail marketing. It equips students with the knowledge of retail formats, consumer behavior in retailing, store management, retail mix strategies, and the emerging trends shaping modern retailing in India and globally.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
</table>

I	**Introduction to Retail Marketing** Meaning, nature, and scope of retailing, Importance of retail sector in the economy, Evolution and growth of retailing – Indian and global context,Functions of retailing and classification of retailers,Role of retail marketing in consumer satisfaction and business growth
II	**Retail Consumer Behavior** Understanding the retail consumer, Factors influencing consumer behavior in retailing, Consumer decision-making process in retail context,Retail shopper typology and segmentation,Role of store image, service quality, and shopping motivation
III	**Retail Market Segmentation and Location Strategy** Bases of retail market segmentation,Targeting and positioning in retailing,Retail location strategy – importance and factors affecting store location,Site selection and retail store layout planning,Retail site evaluation and trading area analysis
IV	**Retail Marketing Mix and Merchandising** Elements of the retail marketing mix (6 Ps) – Product, Price, Place, Promotion, People, Presentation,Merchandise planning and assortment management,Pricing strategies in retailing,Retail branding and private labels,Retail promotion and communication strategies
V	**Retail Operations and Supply Chain Management** Store operations and inventory management,Visual merchandising and store atmospherics,Retail logistics and supply chain coordination,Role of technology in retail operations (POS systems, CRM, data analytics),Retail customer relationship management (CRM)
VI	**Emerging Trends and Challenges in Retail Marketing** Growth of organized and unorganized retail in India,E-retailing, omni-channel retailing, and mobile retailing,Franchising, mall management, and retail

	entrepreneurship,Ethical and legal issues in retail marketing,Future trends: sustainability, experiential retail, and global retail innovations

Suggested Readings :

1. Berman, B., Evans, J. R., & Chatterjee, P. (2023). Retail Management: A Strategic Approach (14th Ed.). Pearson.
2. Levy, M., Weitz, B. A., & Grewal, D. (2022). Retailing Management (10th Ed.). McGraw-Hill Education.
3. Pradhan, S. (2022). Retail Management: Text and Cases (6th Ed.). McGraw-Hill Education India.
4. Pride, W. M. & Ferrell, O. C. (2021). Foundations of Retailing. Cengage Learning.
5. Newman, A. J. & Cullen, P. (2018). Retailing: Environment and Operations. Cengage Learning EMEA.

Department of Management

Subject Specification

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<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td colspan="2">P</td></tr>
<tr><td>Semester</td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2" colspan="3">BBA-IT01, Data Base Management Techniques</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td></td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td></td></tr>
<tr><td colspan="6">This course intends to enable the students to acquire and demonstrate their knowledge of business and management principles by making use of, their critical thinking and problem-solving skills.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
</table>

Module	**Topics**
I	Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
II	Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Data warehousing, Data Mining, Data Mart, Data Storage Methods.
III	Business Intelligence, Tools and Methods.
IV	Structure, Design, Development and Managing Corporate Information Systems (CIS).
V	Data Security Management and Control.

Text Books & References

1. The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta
2. ETL Strategy for the Enterprise by Sandesh Gawande
3. Business Intelligence: A Capability Maturity Model by Dorothy Miller
4. Introduction to Business Intelligence by Jorg Hartenauer
5. Database Management: An Organizational Perspective by Richard T. Watson
6. Developing Quality Complex Database Systems: Practices, Techniques and Technologies by Shirley A. Becker

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<tr><td>Semester</td><td></td><td></td><td></td><td></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">BBA-IT02, C Programming</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td></td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="2">Session</td><td></td></tr>
<tr><td colspan="5">The objective of this course is to introduce students to the basics of programming through the C language, helping them develop problem-solving skills and logical thinking. It focuses on algorithms, flowcharts, decision-making, looping, arrays, pointers, functions, and structures, enabling students to write efficient programs and build a strong foundation for advanced programming and application development.</td></tr>
<tr><td colspan="5">Syllabus</td></tr>
</table>

Module	Topics
I	**Introduction to Programming:** Problem analysis, Introduction to algorithms, flow charts, structured programming and modular programming. **Overview of C:** History of C, Importance of C, Basic Structure of C program, Writing and Executing a C Program. Constants, Variables and Data types, Input/output statements, Operators and Expressions.
II	**Decision Making and Branching:** Introduction, if, if-else, Nested-If statements, Switch-case statement. **Decision Making and Looping:** Introduction, *While* Statement, *Do-while statement*, For Statements, break and continue statements
III	**Arrays:** Introduction, Defining, creating and initializing an array One-Dimensional Array, TwoDimensionalArray. **Pointers:** Introduction, Understanding Pointer-creating and assigning pointer, Accessing address of a variable. Pointers to arrays
IV	**Functions:** Introduction, types of functions, built-in Functions-String Functions, Date Functions. **User-defined functions:** Introduction, Elements of functions-Function Declaration, function definition, function calls, Parameter Passing-call by value and call by reference, Recursion, Passing arrays to functions.
V	**Structures and Unions:** Introduction, Defining Structures, declaring structure variables, Structures initialization, Accessing Structure members. Structure vs. Unions, Enumerated Data Types

Textbooks & References

1. *Let Us C: Authentic Guide to C Programming Language* — Yashavant Kanetkar, 18th Edition (2022).
2. *C Programming Skills* — Keith Davenport & Michael Vine, 3rd Edition (India Release 2024).
3. *The C Programming Language* — Brian W. Kernighan & Dennis M. Ritchie (Classic & foundational text).
4. *Programming in ANSI C* — E. Balagurusamy, Latest Edition (Widely used in Indian universities).
5. *C Programming: A Modern Approach* — K. N. King, 2nd Edition (International standard reference).

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester				
Subject Code & Name	**BBA-IT03, Internet Technology & Web Designing**	**Program**	**BBA**	
		Credits		
Course Objectives		**Session**		

The aim of this course is to provide the conceptual and technological developments in the field of Internet and web designing with the emphasis on comprehensive knowledge of Internet and its applications. The World Wide Web with its widespread usefulness has become an integral part of the Internet. Therefore, this course also puts emphasis on basic concepts of web design.

Syllabus

Module	Topics
I	**The Internet and WWW** Understanding the WWW and the Internet, Emergence of Web, Web Servers, Web Browsers, Protocols, and Building Web Sites.
II	**HTML** Planning for designing Web pages, Model and structure for a Website, Developing Websites, Basic HTML using images links, Lists, Tables and Forms, Frames for designing a good interactive website.
III	**JAVA Script** Programming Fundamentals, Statements, Expressions, Operators, Popup Boxes, Control Statements, Try…. Catch Statement, Throw Statement, Objects of JavaScript: Date object, array object, Boolean object, math object
IV	**Cascading Style Sheets (CSS)** External Style Sheets, Internal Style Sheets, Inline Style, The class selector, div & span tag. DOM HTML DOM, inner HTML, Dynamic HTML (DHTML), DHTML form, XML DOM
V	**Internet Security Management Concepts** Overview of Internet Security, Firewalls, Internet Security, Management Concepts and Information Privacy and Copyright Issues

Text Books & References

1. D. Comer, “The Internet Book”, 5^{th} edition , 2019, Pearson Education.
2. Ivan Bayross, “HTML, DHTML, JavaScript, Perl CGI”, 4^{th} (Revised) edition, 2022, BPB Publications.
3. Godbole AS & Kahate A, “Web Technologies”, 3^{rd} edition, 2017, Tata McGraw Hill.
4. Greenlaw R and Hepp E “Fundamentals of Internet and www” 2^{nd} edition, 2007, Tata McGraw Hill.

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester				
Subject Code & Name	**BBA-IT04, e-Customer Relationship Management**	**Program**	**BBA**	
		Credits		
Course Objectives		**Session**		

The objective of this course is to help students understand t concept and practice of CRM derived from research and applications are businesses. These concepts and applications from real life case studies help identify opportunities, which can be successfully implemented for lo term profitability.

Syllabus

Module	**Topics**
I	**Whole Brained CRM and Relationship Marketing:** Whole Brained CRM: Evolution, CRM perspectives – Customer Life Cycle, Information Technology, Business Strategy, Customer Life Cycle Models, Relationship Marketing: Concepts – Trust, Commitment, Mutual Connection, Relational Bonds, Relationship Marketing Programs and Strategies.
II	**Consumer Experience and Case Studies:** Consumer Experience: Consumer Resources, Experience Domains, Consumer Experience Modelling. Case Study: CRM strategies of Dabur, Amul
III	**Customer Profitability and Value Proposition:** Customer Profitability: Meaning, Customer Lifetime Value, Customer Focus, Shareholder Value. Service Profit Chain, Balanced Scorecard, and Value Proposition. Customer Probability Analysis: Customer Perspective Core Measures, Customer Value Proposition, Sears Model, Customer Profitability System, Activity Cost Drivers. **Improving Customer Profitability**: Measurement, Management, IT Applications. Designing value propositions and profitability analysis for an imaginary product.
IV	**e-CRM Technology and e-Security:** e-CRM Technology: Web-Hub Strategies, Web Architecture for Enterprise Applications, Web Services, Applications and Architecture Platforms, Internet Client/Server Applications. e-Security: Security on the Net, e-Business Risk Management Issues.
V	**Digital e-Payment Systems:** Classification, Digital Payment Requirements, Properties of e-Cash, Cheque Payment System on the Internet. Risk and the E-Payment Systems. Designing E-Payment System: Analysis and Integration of e-payment schemes into an e-CRM webpage.
VI	**e-CRM Software and Implementation Roadmap:** e-CRM Software: Modules, Integrations, Technology Support and Issues, Inbuilt Analytics and Applications. Roadmap for Implementation: Phases, Steps, Tasks, Aligning Technology. Barriers to CRM Actualization*. Analysis of successful CRM Software and strategic reporting.

Text Books & References:

Text books

1. John W. Gosney and Thomas P. Boehm (2000), "Customer Relationship Management Essentials", 1st edition, Prima Tech, US.

2. Jill Dyche (2002), “The CRM Handbook: A Business Guide to Customer Relationship Management”, 4th edition, Addison Wesley Information Technology Series, US.

References

1. David Kosiur (1997), “Understanding Electronic Commerce”,1st edition, Microsoft Press, US.

2. Murthy. C.S.V. Murthy (2016), “e-Commerce, Concepts, Models and Strategies”, 1 st edition, Himalaya Publishing House, Mumbai.

3. Dave Chaffey (2008), “E-Business and E-Commerce Management Strategy, Implementation and Practice”, 3rd edition, Pearson Education, US.

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<tr><td>Department</td><td colspan="2">Business Management</td><td>L</td><td>T</td><td>P</td></tr>
<tr><td>Semester</td><td colspan="2"></td><td></td><td></td><td></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="2" rowspan="2">BBA-IT05 Data Analytics using R/ Python</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td></td></tr>
<tr><td colspan="3">Course Objectives</td><td colspan="2">Session</td><td></td></tr>
<tr><td colspan="6">In this course students will learn R. Programming language, data analytics, data visualization and statistical model for data analytics. By completion of this course, students will be able to become data analyst.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><th>Module</th><th colspan="5">Topics</th></tr>
<tr><td>I</td><td colspan="5">Introduction: Concept, Big Data and Data Science hype, Datafication, Implications, Risks, Business Strategy: Data and Data Science Capability as a Strategic Asset, Data-Analytic Thinking, Achieving Sustainable Competitive Advantage with Data Science</td></tr>
<tr><td>II</td><td colspan="5">Exploratory Data Analysis and the Data Science Process: Basic tools (plots, graphs and summary statistics) of EDA, Philosophy of EDA, The Data Science Process, Case Study: Real Direct (online real estate firm).</td></tr>
<tr><td>III</td><td colspan="5">Big Data: Introduction, Distributed File System, Importance, Four Vs, Analytics, Applications. Algorithms using Map Reduce.</td></tr>
<tr><td>IV</td><td colspan="5">Basic Machine Learning Algorithms: Linear Regression, k-Nearest Neighbours (k-NN), k-means. Usage in Applications- Filtering Spam, Naive Bayes. Data Wrangling: APIs and Other tools for scraping the Web</td></tr>
<tr><td>V</td><td colspan="5">Basics & Essentials: Basics computations, Data types and objects, control structures, functions, Basic Graphs in EDA. Manipulation & Predictive Modelling: Grammar of Data Manipulation, Feature Engineering Extraction and classification, Linear Regression</td></tr>
<tr><td>VI</td><td colspan="5">Business Analytics Applications: Online Marketing and Advertising, Financial Services and Risk Analytics, Operational and Service Analytics. Mining Social Network Graphs: Social networks as graphs, Clustering, Direct discovery of communities, Partitioning, Neighborhood properties.</td></tr>
</table>

Text Books & References

Text Books

1. Cathy O'Neil and Rachel Schutt (2014), “Doing Data Science, Straight Talk From The Frontline”, 1st edition, O'Reilly.
2. Roger D. Peng (2012), “R Programming For Data Science”, 1st edition, LULU Press

References

1. Field Cady (2017), ‘The Data Science Handbook’, 1st edition, John Wiley & Sons
2. Foster Provost, Tom Fawcett (2013), ‘Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking’, 1st edition, O'Reilly Media, Inc. Canada
3. Mayer-Schönberger, V., & Cukier, K. (2013). ‘Big data: A revolution that will transform how we live, work, and think’. 1st edition, Houghton Mifflin Harcourt.
4. Mike Loukides (2011) , ‘What Is Data Science?’, 1 st edition, O'Reilly Media, Inc. Canada
5. Roger D.Peng (2016), ‘Exploratory Data Analysis With R’, 1st edition, Lean Publisher.
Thomas Mailund (2017), ‘Beginning Data Science in R: Data Analysis, Visualization, and Modelling for the Data Scientist’, 1st edition, A press, New Delhi.

<table>
<tr><th colspan="6">USHA MARTIN UNIVERSITY, JHARKHAND</th></tr>
<tr><th colspan="6">Faculty of Business Management & Commerce</th></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td colspan="2">P</td></tr>
<tr><td>Semester</td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2">BBA-IT05, Data Visualization using tableau / PowerBI</td><td colspan="3">Program</td><td>BBA</td></tr>
<tr><td colspan="3">Credits</td><td></td></tr>
<tr><td colspan="2">Course Objectives</td><td colspan="3">Session</td><td></td></tr>
<tr><td colspan="6">This aim of the study is to connect to the data and customize a data source, edit metadata; create groups and hierarchies in field data. Use sets to compare data subsets. Use the Tableau workspace to create visualizations. Build a range of essential chart types for analysis.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">Connect to and Customize Data: Connecting to Data, customizing a Data Source, working with a Data Extract, Organize Data and Create Filters: Creating Groups in Your Data, Creating Hierarchies in Your Data, Understanding Filtering in Tableau, Filtering Your Data, Sorting Your Data, Using Sets to Highlight Data.</td></tr>
<tr><td>II</td><td colspan="5">Build Common Views: Working with Dates to Visualize Time-Based Data, Creating Custom Date Fields and Hierarchies, Comparing Multiple Measures in Views, Using Scatter Plots To Show Relationships Between Measures, Creating Spreadsheet-like Views Using Text Tables, Using a Highlight Table to Show Specific Values, Showing Breakdowns of the Whole Using Pie Charts, Showing Breakdowns of the Whole Using Tree Maps, Using Bar-in-Bar Charts and Bullet Graphs to Compare Measures, Map Geographic Data: Creating Symbol and Filled Maps, Creating a Density Map.</td></tr>
</table>

III	**Create Calculated Fields:** Creating Calculated Fields for Deeper Analysis, Working with String and Type Conversion Functions, Working with Date Functions, Working with Aggregate Functions, **Apply Table Calculations:** Using Quick Table Calculations to Analyse Data, Create Level of Detail (LOD) Expressions: Using Level of Detail Expressions, Using Filters with LOD Expressions, Using Fixed LOD Expressions for Cohort Analysis
IV	**Apply Analytics:** Highlighting Values with Reference Lines and Bands, Using Parameters to Control Data in the View, Using Histograms and Box & Whisker Plots to Show Distribution, Work with Multiple Data Sources: Creating Relationships between Tables, Joining Tables Using a Common Field, Using Unions to Combine Data, Blending Multiple Data Sources Using a Common Field.
V	**Use a Background Image**: Module Overview, Concept: Plotting Data on a Custom Background, Demo: Adding an Image and Plotting Data, Activity: Plot Data on an Image.
VI	Create Dashboards and Stories: Building a Dashboard, Creating Interactive, dashboards Using Actions, refining a Dashboard, Telling Stories with Data, Share and Publish Content: Publishing Workbooks, Exporting and Downloading Content

Text Books & References

1. Jones, Ben. Communicating data with Tableau: Designing, developing, and delivering datavisualizations. " O'Reilly Media, Inc.", 2014.
2. Murray, Daniel G. Tableau your data!: fast and easy visual analysis with tableau software. JohnWiley & Sons, 2013.
1. Baldwin, David. Mastering Tableau. Packt Publishing Ltd, 2016.
2. Murray, Daniel G. Tableau your data!: fast and easy visual analysis with tableau software. JohnWiley & Sons, 2013

USHA MARTIN UNIVERSITY, JHARKHAND				
Faculty of Business Management & Commerce				
Department	Business Management	**L**	**T**	**P**
Semester				
Subject Code & Name	**BBA-IT07, Emerging Technologies in Global Business Environment**	**Program**	**BBA**	
		Credits		
Course Objectives		**Session**		
This undergraduate course is designed to be for those who seek to understand the opportunities created by emerging technology. It aims to give students an exposure to the VUCA environment of International Business and provide in-depth understanding of digital transformation on business processes.				
Syllabus				

Module	Topics
I	Meaning and Nature of Industry 4.0 and Latest Trends. Realignment in Political, Economic, Socio-Cultural, Technological Factors that are driving change in International Business Management, the changing nature of Globalization, The changing nature of regulatory environment, natural environment, new age ethics. Overview of Digital Transformation.
II	Artificial Intelligence- Machine Learning, Deep Learning Singularity – Time Lines and Implication. Augmented Reality, Virtual Reality and Mixed Reality and Applications. Block chain – Concepts and Industrial Applications, Challenges in adopting Block chain. Additive Manufacturing: Advantages and Disadvantages, new applications of additive manufacturing, impact of additive manufacturing on supply chain management, mass customization and the customer experience. Introduction of Neuroscience in Business. Internet of Things (IoT)
III	Circular Economy- Concept of Circular Economy, difference between Linear and Circular Economy, Role of Circular Economy in Sustainable Business and Innovation. Behavioral Economics- Core Concepts of Behavioral Economics, Nudging and Choice Architecture, Ethical Concerns of Behavioral Economics. Economic Nationalism -Nature of Economic Nationalism, Contemporary Cases in Economic Nationalism, Future of Economic Integration. Sharing Economy – New Business Models , Characteristics , Difference Between Platforms and Traditional Business Models, Different Types of Platforms , implications on future of work.
IV	Identity Politics – Issues & Challenges, The Rise of Authoritarianism and what that means for geo politics, Reviving Democratic Ideals, The Rise of China and its impact on global trade.
V	Diversity of different generations in the workplace, issue of inter-generational equity. Migration – Political, Economic and Human Rights Perspective, the Migrant Crisis in the EU. Climate Change – Political Dimensions of Climate Change, Plight and Issue of Climate Refugees, Sustainable Development Goals.
VI	Rising Inequality: Historical Context of Inequality and Social Unrest, Global Inequality, Social and Economic Reforms. Privacy in the Digital World –

	Complexity of Privacy Issues, Basics of GDPR (General Data Protection Regulation) , Importance of Personal Data, Existential Threats – Five Types of Risks associated with AI , Need for New Age Ethics .

Text Books & References

1. Kapoor, Mansi – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE Publishing India
2. Narendra Jadhav, New Age technology an Industrial Revolution 4.0(Konark Publisher)
3. Pranjal Sharma, India Automated (McMillan)
4. Kapoor, M – Global Business Environment: Shifting Paradigms in the Fourth Industrial Revolution, SAGE India
5. Arun Sundararajan, The Sharing Economy: The End of Employment and the Rise of CrowdBased Capitalism (MIT Press)
6. Mark Van Rijmenam, The Organisation of Tomorrow: How AI, blockchain and analytics turn your business into a data organisation (Routledge)

<table>
<tr><td colspan="6">USHA MARTIN UNIVERSITY, JHARKHAND</td></tr>
<tr><td colspan="6">Faculty of Business Management & Commerce</td></tr>
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<tr><td>Semester</td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2" colspan="3">BBAIT -IT07 Emerging Technologies in Global Business Environment</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td></td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td></td></tr>
<tr><td colspan="6">The aim of this course is to help the student to attain the following industry identified competency through various teaching learning experiences</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
</table>

Module	**Topics**
I	Overview of an E – Commerce Internet, Intranet, Extranet, Definition, Goals of E- Commerce Difference between E-Commerce and E- Business Models of E-Commerce Limitations and Advantages of E-Commerce
II	E-Banking: Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example) Securities in E-banking (SSL, Digital Signatures – Examples) Services Provided: -ATM, Smart Card 99 ECS (Electronic Clearing System) e.g. Telephone, Electricity Bills E- Security Firewalls, Electronic Market / e- shop Introduction to security, Types of Securities Security Tools, Network Security
III	CRM: Sales, Marketing and Service Management, what is BPO/BCP, Why it is required, Guidelines, Merits/De-Merits, Call Center – brief perspective technology wise, Functioning, Ethics, Disaster Recovery Management, Case Study Content Management and Disseminations: E-learning – Models WBT, CBT, Virtual Campus, LMS & LCMS, Video Conferencing, Chatting Bulleting, Building Online Community, Asynchronous/ Synchronous Learning, Case Study
IV	E – Logistics: Logistics & Supplier Chain Management, Warehousing Management, Transportation/Distribution Management
V	E – Governance: E –Governance Models: (G2B, G2C, C2G, G2G), Challenges to E – Governance, Strategies and tactics for implementation of E – Governance Case Study
VI	GIS/GPS: What is GIS?, Nature of Geographic data, Spatial Objects & Data Models, Getting map on Computers, GIS standards & Standardization Process of GIS development, Implementation and Deployment phases

Text Books & References:

1. Management Information System: Jawadekar
2. Management Information System: Laudon & Laudon
3. The Essential Guide to Knowledge management: Amrit Tiwana
4. The GIS Book: George B. Karte. 5. Internet (Use of Search Engines Google & yahoo etc)
6. E – Commerce: Milind Oka
7. E – Commerce: C.V.S. Murty
8. Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin 9. E-Governance Case Studies – Ashok Agarwal

USHA MARTIN UNIVERSITY, JHARKHAND					
Faculty of Business Management & Commerce					
Department	Business Management	**L**	**T**	**P**	
Semester					
Subject Code & Name	**BBAIT-3002 Enterprise Resource Planning**	**Program**	**BBA**		
		Credits			
Course Objectives		**Session**			
To comprehend the knowledge of the fundamentals, methodologies, developments, implementation and applications systems of enterprise resource planning- ERP, business processing and re-engineering- BPR, systems, applications & products in data processing- - SAP, supply chain management- SCM with their re-engineering and empowering with the latest trends in information technology in the shift of technological paradigm					
Syllabus					

Module	**Topics**
I	Introduction: fundamentals of supply chain management, applications systems in the individual business functions.
II	Introduction to ERP: an overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.
III	SAP's SCM system: recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM
IV	Re-engineering: an imperative for survival, implementing BPR – methodology and steps. Importance of re-engineering.
V	Trends in Information technology: people view, empowering people through information, managing change – the Indian paradigm.

Text Books & References:

References:

1. ERP – Alexis Leon, Leon Publishers
2. Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition
3. The one Source For Comprehensive Solutions – Using Sap R/3 III Edition – Authored by Asap World Consutancy-PHI.
4. Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP
5. An Insider's Unblased Appraisal of SAP R/3 Management – Wiley, Coriolis – dreamtech
6. ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI
7. Hammer, Michael and Champy, James: Reengineering the Corporation: A manifesto for business revolution: Harper Business

<table>
<tr><td colspan="6" align="center">USHA MARTIN UNIVERSITY, JHARKHAND</td></tr>
<tr><td colspan="6" align="center">Faculty of Business Management & Commerce</td></tr>
<tr><td>Department</td><td>Business Management</td><td>L</td><td>T</td><td colspan="2">P</td></tr>
<tr><td>Semester</td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="2" rowspan="2">BBA-IT09, Cyber Law</td><td colspan="2">Program</td><td>BBA</td></tr>
<tr><td colspan="2">Credits</td><td></td></tr>
<tr><td colspan="3">Course Objectives</td><td colspan="2">Session</td><td></td></tr>
<tr><td colspan="6">The objective of this course is to provide students with a comprehensive understanding of cyber laws and their role in regulating digital activities. It introduces students to the fundamentals of law, the Indian constitutional framework, and IT regulations while focusing on contemporary issues in cyberspace. The course equips students to analyze legal frameworks governing e-governance, cyber security, offences under IT Act 2000, and emerging challenges like cryptocurrency, dark web, and online privacy. Students will be able to critically evaluate judicial mechanisms, landmark cases, and implications of cyber offences in the digital environment.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
</table>

Module	Topics
I	Fundamentals of Cyber Law: Basics of Law, Sources of Laws, Types of Laws, Constitutional System in India, Role of Court system, Fundamental Rights & IT Laws in India. Landmark cases, Conceptual and theoretical perspective of cyber law, Cyber Jurisdiction, Development of Cyber Law – National and International Perspective.
II	Cyber Law: E-Governance: Definitions, objectives of Information Technology Act, 2000, Data Protection, Cyber Security, Legal recognition of Digital Evidence, Recognition of liability in the digital world, E-Contract, E-Auditing, Digital Signatures & Authentication under IT Act, 2000, E-Governance, Appointment of Controller, Legal Aspects of Certifying Authorities, Subscribers, Procedure for obtaining license and DSC
III	Cyber Law – Judicial System: Adjudicating officer, Adjudication of Cyber cases, Cyber Appellate Tribunal, Landmark Cases.
IV	Cyber Law – Contemporary Trends: Impact of cyber warfare on privacy, identity theft, online privacy, copyright piracy, Cyber Bullying, Trademark Related Issues in the Context of Cyber Law, Cyber Squatting, Landmark Cases, Online Intermediaries in the governance of Internet, Liability of Intermediaries under IT Act, 2000, Cryptocurrency and Cyber Laws, Dark Web and Legal Challenges, Social Networking Sites & Cyber Security Challenges.
V	Cyber Law – Offences under Information Technology Act, 2000: Personating, data theft, Cyber Stalking, Prohibition of Obscenity, Violation of Privacy, DDOS Attack, Penalty, Damages & Compensation under IT Act, 2000, Computer Related Offences, Cyber Terrorism & Sedition, Other Offences, Cyber Espionage, Cyber Offences and Fundamental rights
VI	Fieldwork and Research: Case Analysis, Trends in Cyber Crimes.

Text Books & References

1. **Information Technology Law and Practice** – Vakul Sharma, 2nd Edition, Universal Law Publishing.
2. **Cyber Law: The Indian Perspective** – Pavan Duggal, Latest Edition.
3. **Cyber Law Simplified** – Vivek Sood, Tata McGraw Hill.
4. **Cyber Law in India** – Farooq Ahmad, Pioneer Books.
5. **Information Technology Act, 2000 with Rules** – Bare Act with Amendments.
6. Relevant journals, case laws, and online resources on cyber security and IT law.

<table>
<tr><td colspan="6">USHA MARTIN UNIVERSITY, JHARKHAND</td></tr>
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<tr><td>Semester</td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td colspan="3" rowspan="2">BBA-IT10, Business Process and Information Technology</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td></td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td></td></tr>
<tr><td colspan="6">This course aims to deliver the students to acquire knowledge in necessary Diagramming Processes, Select a target process for improvement, Identify interacting processes; and determine the goals of the new process.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
</table>

Module	Topics
I	**Introduction and Background**: Background and significance of business processes., Understanding what processes Goals of process analysis, Concept of business process modelling, Cutting across business groups and organizational functions
II	**Methods of Diagramming Processes:** Yourdon diagrams, Basic Flowcharts, Timelined flowcharts, Geographic flowcharts, Swimlane diagrams, Value Stream Analysis.
III	**Framing the Process:** Identify processes and their interactions, select a target process for improvement, and document enterprise strategies, goals, and objectives. It includes conducting initial assessments by stakeholders, determining process goals, describing the process environment, and developing an initial conceptual data model.
IV	**Developing the "As-Is" Process:** Capturing and analyzing the current state of business processes. Students learn to build process flowchart diagrams, identify process steps, inputs, and outputs, and determine process users and goals. It also emphasizes identifying process data requirements and studying interacting processes to gain a clear understanding of existing workflows.
V	**Creating the "To-Be" Process:** Students determine the goals of the new process, decide on approaches for improvement, and develop new ideas. The module involves defining key features of the new process, identifying interactions with existing processes, crossing organizational boundaries, and identifying new stakeholders. It also includes developing new workflows, defining inputs and outputs, recognizing automation opportunities, and revising the conceptual data model.
VI	**Developing the Detailed Requirements:** The final module emphasizes specifying detailed requirements for process implementation. Students learn to create process scenarios and develop use cases by identifying use case names, actors, and descriptions. They document the main steps and alternate steps, ensuring clarity and precision. This helps in providing a strong foundation for implementing business processes with IT integration.

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<tr><td>Semester</td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td rowspan="2">Subject Code & Name</td><td rowspan="2" colspan="3">BBA-IT11, Electronic Commerce</td><td>Program</td><td>BBA</td></tr>
<tr><td>Credits</td><td></td></tr>
<tr><td colspan="4">Course Objectives</td><td>Session</td><td></td></tr>
<tr><td colspan="6">The objective of this course is to introduce students to the fundamental concepts, technologies, and applications of electronic commerce. It aims to provide an understanding of e-commerce frameworks, consumer- and business-oriented applications, electronic payment systems, and digital economy models. The course emphasizes the security, legal, ethical, and social issues related to e-commerce, while also highlighting the role of information technology in transforming traditional business into digital enterprises. By the end of the course, students will be equipped with the knowledge and analytical skills to evaluate e-commerce models and apply them in real-world business scenarios.</td></tr>
<tr><td colspan="6">Syllabus</td></tr>
<tr><td>Module</td><td colspan="5">Topics</td></tr>
<tr><td>I</td><td colspan="5">E-commerce and its Technological Aspects: Overview of developments in Information Technology and Defining E-Commerce: The scope of E commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E Commerce Architecture.</td></tr>
<tr><td>II</td><td colspan="5">Consumer Oriented E Commerce: E-Retailing: Traditional retailing and e retailing, Benefits of e retailing, Key success factors, Models of e retailing, Features of e retailing. E services: Categories of e-services, Web-enabled services, matchmaking services, Information-selling on the web, e entertainment, Auctions and other specialized services.</td></tr>
<tr><td>III</td><td colspan="5">Business Electronic Commerce: Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems, Need of Electronic Payment System: Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment. Digital economy: Identify the methods of payments on the net – Electronic Cash, cheques and credit cards on the Internet</td></tr>
<tr><td>IV</td><td colspan="5">Security in E Commerce: Threats in Computer Systems: Virus, Cyber Crime Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server.</td></tr>
<tr><td>V</td><td colspan="5">Issues in E Commerce: Understanding Ethical, Social and Political issues in E-Commerce: A model for Organizing the issues, Basic Ethical Concepts, Analysing Ethical Dilemmas, Candidate Ethical principles Privacy .</td></tr>
</table>

VI	**Information Rights**: Information collected at E-Commerce Websites, The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance

Text Books & References

1. Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd.
2. RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, “Electronic Commerce–A ManagerialPerspective",
Addison-Wesley.
4. Elias M Award, “Electronic Commerce from Vision to Fulfilment”, 3rd Edition, PHI,
Judy Strauss, Adel El-Ansary, Raymond Frost, “E-Marketing”, 3RDEdition, Pearson Education.