



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020

BBA (Hons.) - V SEMESTER (2021-2024)

BBAHON501 FUNDAMENTALS OF BUSINESS ANALYTICS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAHON501	CC	Fundamentals of Business Analytics	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. To develop individuals with conceptual knowledge in the multiple disciplines of analytics comprising of business management specializations.
2. To develop individuals who can pursue a career in analytics and continue their professional development by obtaining master's degree specializing in different domains related to analytics.
3. To develop individuals who can apply analytics tools and techniques to solve business analytics problems.
4. To imbibe value-based education for the students that will help them to function effectively in their business analytics career.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Ability to understand business problems with their knowledge in different functional areas of management.
2. Integrate structured, semi – structured and unstructured data.
3. Utilize tools such as Microsoft Excel, SPSS, R, Weka, and Tableau to solve business analytics problems.
4. Ability to apply analytics techniques to analyze and interpret the data.
5. Incorporate descriptive, predictive, and prescriptive analytics.
6. Evaluate the necessary skills and understanding to take up advanced topics in analytics and thus enhance their career prospects.

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BBAHON501	CC	Fundamentals of Business Analytics	60	20	20	-	-	3	-	-	3

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COURSE CONTENT

Unit I: Introduction to Business Analytics

1. Meaning, Definition, and Importance of Business Analytics
2. Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining
3. Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools
4. Identifying Problems & Opportunities through Data Analytics
5. Framing a Business Problem as an Analytical Problem
6. **Project 1**

Unit II: Descriptive Analytics Tools and Techniques:

1. Concept of Descriptive Analytics
2. Meaning, Nature, Importance and Applications
3. Data Analysis – Data visualization
4. Visualization techniques – Tables, Charts, Cross-tabulations.
5. Dashboards.
6. **Project 2**

Unit III: Predictive Analytics Tools & Techniques:

1. Concept of Predictive Analytics
2. Linear Regression (Theory and Problems)
3. Factor Analysis (Theory)
4. Cluster Analysis (Theory)
5. Econometrics and Time Series Forecasting (Theory and Problems).
6. **Project 3**

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Unit IV: Prescriptive Analytics:

1. Concept of Descriptive Analytics
2. Meaning, Nature, Importance of Descriptive Analytics
3. Applications of Descriptive Analytics.
4. Decision tree analysis
5. Risk Analytics – Text Analytics – Web Analytics (Theory).
6. **Project 4**

Unit V: Contemporary Analytics:

1. Financial Analytics, HR Analytics,
2. Customer Analytics for New Product Development
3. Retail Analytics, Sales force Analytics
4. Web and Social Media Analytics
5. Supply Chain and Logistics Analytics (Theory).
6. **Project 5**

Suggested Readings

1. Shmueli, Patel and Bruce, Data Mining for Business Intelligence, Concepts, Techniques and Applications, Wiley.
2. Powell and Baker, Management Science: The Art of Modeling with Spreadsheets, Wiley.
3. Williams, Data Mining with Rattle and R: The Art of Excavating Data for Knowledge Discovery, Springer.
4. Ledolter, Data Mining and Business Analytics with R, Wiley.
5. Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals + website, Wiley, 2013.
6. Winston Wayne L., Microsoft Excel 2013: Data Analysis and Business Modeling, Microsoft Press, USA.
7. James Evans, Business Analytics, Pearson, 2nd Edition, 2017.
8. Naresh K Malhotra, Marketing Research, 5th Edition, Pearson Education /PHI 2007

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BBA (Hons.) - V SEMESTER (2021-2024)

BBAI501 HUMAN VALUES AND PROFESSIONAL ETHICS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAI501	AECC	Human Values and Professional Ethics	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; AECC- Ability Enhancement Compulsory Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to disseminate the theory and practice of moral code of conduct and familiarize the students with the concepts of “right” and “good” in individual, social and professional context

Examination Scheme

The internal assessment of the students’ performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Help the learners to determine what action or life is best to do or live.
2. Right conduct and good life.
3. To equip students with understanding of the ethical philosophies, principles, models that directly and indirectly affect business.

COURSE CONTENT

Unit I: Human Value

1. Definition, Need for Human Values, Sources of Values
2. Essence of Values
3. Classification of Values (Temporal Values, Universal Values)
4. Values Across Culture

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Unit II: Morality

1. Morality its meaning and definition
2. Values Vs Ethics Vs Morality
3. Concept of Impression Management
4. Impression Management Strategies (Intimidation, Ingratiation, Self-promotion, Supplication, Exemplification)

Unit III: Leadership in Indian Ethical Perspective.

1. Leadership, Pre-requisites of Leadership
2. Approaches to Leadership, Leadership Styles
3. Ethical Leadership
4. Values in Leadership

Unit IV: Business Ethics

1. Business Ethics its meaning and definition
2. Relevance of Ethics in Business organizations.
3. Theories of Ethics (Teleological, Deontological)
4. Code of Ethics

Unit V: Globalization and Ethics

1. Globalization and Business Changes
2. Values for Global Managers
3. Corporate Social Responsibility
4. Benefits of Managing Ethics in Work Place.

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***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Kaur, T. (2004). *Values and Ethics in Management*. Galgotia Publishing Company: New Delhi
2. Kaushal, S.L. (2006). *Business Ethics. Concepts, Crisis and Solutions*. Deep & Deep Publications Pvt. Ltd.: New Delhi
3. Beteille, Andre (1991). *Society and Politics in India*. Athlone Press: New Jersey.
4. Chakraborty, S. K. (1999). *Values and Ethics for Organizations*. Oxford University Press
5. Fernando, A.C. (2009). *Business Ethics - An Indian Perspective*. India: Pearson Education: India
6. Fleddermann, C. D. (2012). *Engineering Ethics*. New Jersey: Pearson Education / Prentice Hall.
7. Boatright, J.R. (2012). *Ethics and the Conduct of Business*. Pearson. Education: New Delhi.
8. Crane, A. and Matten, D. (2015). *Business Ethics*. Oxford University Press Inc: New York.
9. Murthy, C.S.V. (2016). *Business Ethics – Text and Cases*. Himalaya Publishing House Pvt. Ltd: Mumbai
10. Naagrajan, R.R (2016). *Professional Ethics and Human Values*. New Age International Publications: New Delhi.

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List of Electives- Finance

SEMESTER-V

<ul style="list-style-type: none">• BBAIEF503 Fundamentals of Indian Financial System
<ul style="list-style-type: none">• BBAIEF504 Basics of Financial Services
<ul style="list-style-type: none">• BBAIEF505 Fundamentals of Services in Banking Sector
<ul style="list-style-type: none">• BBAIEF506 Introduction to Tax Planning and Management



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BBAIEF503 FUNDAMENTALS OF INDIAN FINANCIAL SYSTEM

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF503	DSE	Fundamentals of Indian Financial System	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to gain an understanding of how to interpret and analyze the economic and financial environment in order to make informed investment allocations.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarizing the students with the Indian capital market, its operations, instruments, regulations etc.
2. Equip students with acquiring analytical skills in the market analysis in the context of raising medium and long term funds.

COURSE CONTENT

Unit I: Introduction to Financial Markets

1. Introduction of Financial Markets
2. Structure of Financial System
3. Role of Financial System in Economic Development
4. Financial Instruments

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Unit II: Primary Market System and Regulations in India

1. Pricing of Issue, Methods of Issue
2. Book-building, Road-show
3. Intermediaries in Issue Management
4. Primary Market Intermediaries: Commercial Banks, Development Banks
5. Merchant Bankers, Issue Managers, Rating Agencies, etc

Unit III: Secondary Market System and Regulations in India

1. Stock Exchanges in India: History and development and importance
2. Listing of Scripts, On-line Trading
3. Stock Exchange Mechanism: Trading, Settlement, Risk Management
4. Inside Trading
5. Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags
6. Stock Exchange Regulations
6. Role of FIIs, MFs and Investment Bankers

Unit IV: Foreign Exchange Market

1. Foreign Exchange Market
2. Uses and determinants of Foreign Capital
3. Forms of Foreign capital
4. International Financial instruments

Unit V: Bond Market in India

1. Bond Market in India: Government Bond Market and its Interface with Capital Market
2. Debt Market in India
3. Capital Market and Money Market
4. Primary and Secondary Markets

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BBAIEF503	DSE	Fundamentals of Indian Financial System	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Dhankhar, J. N. (2009). *Indian Capital Market in Operation*. Skylark Publications, New Delhi.
2. Chandra, P. (2009). *Investment Analysis*. Tata McGraw Hill, New Delhi.
3. Choudhry, M. (2002). *Capital Market Instruments*. Prentice Hall, New Delhi.
4. Madhusoodanan, E.D. (2008). *Indian Capital Markets*. Quest Publications, New Delhi.
5. Gurusamy, J. (2009). *Capital Markets*. Tata McGraw Hill, New Delhi.
6. Bhole, L.M. (2001). *Financial Markets and Institutions*. Tata McGraw Hill, New Delhi.
7. Srivastava, R.M. (2007). *Management of Indian Financial Institutions*. Himalaya Publishing House, Mumbai.

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BBAIEF504 BASICS OF FINANCIAL SERVICES

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF504	DSE	Basics of Financial Services	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To understand benefits of leasing, Credit Rating, E-Banking etc.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarize the students with the concept of leasing and Hire purchase.
2. Know the impact and role of Credit rating in the corporate world.
3. Analyze the contribution of merchant banks and venture capital in the promotion of the business.
4. Understand the benefits of Plastic Money, Factoring and forfeiting and debt Securitization.

COURSE CONTENT

Unit I: Introduction

1. Overview of Financial systems In India – Structure, Functions of Financial Systems
2. Financial Instruments, Financial Markets – Capital Markets & Money Markets
3. Characteristics of Financial Markets
4. Functions of Stock Exchange and RBI

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Unit II: Financial Services

- Objectives of financial services
- Types of financial services – capital market services & money market services
- Banking financial corporations, non banking financial corporation's

Unit III: Venture Capital and Leasing

- Venture capital
- Leasing- types of leases – leasing vs borrowing
- Credit rating: CRISIL, ICRA
- Factoring, forfeiting

Unit IV: Mutual Funds Services

- Mutual funds: concepts and objectives
- Functions and portfolio classification
- Debt securitization

Unit V: Merchant Banking

- Hire Purchase
- E-banking
- Micro/ Macro finance
- Merchant Banking

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Suggested Readings

1. Khan, M.Y. (2009). *Financial Services*. Tata McGraw Hill, New Delhi.
2. Pathak, B. (2010). *Indian Financial System*. Pearson, India.
3. Srivastava, R. M. (2010). *Dynamics of Financial Markets and Institutions in India*. Excel Books, New Delhi.
4. Shanmugham, R. (2009). *Financial Services*. Wiley, India.
5. Bhole, L. M. (2009). *Financial Institutions and Markets*. Tata McGraw Hill, New Delhi.
6. Gurusamy, S. (2008). *Financial Markets and Institutions*. Tata McGraw Hill, New Delhi.
7. Gopalswamy, N. (2008). *Capital Market*. Macmillan Publishers, New Delhi.
8. Chary, S.N. (2008). *Venture Capital: Concepts and Application*. Macmillan Publishers, India.
9. Jadhav, N. (2007). *Monetary Policy, financial Stability and Central Banking in India*. Macmillan Publishers, New Delhi.

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BBAIEF505 FUNDAMENTALS OF SERVICES IN BANKING SECTOR

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment**				
BBAIEF505	DSE	Fundamentals of Services in Banking Sector	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

1. The objective of the course is to providing an in-depth analysis of the commercial banking in the liberalized Indian economy
2. Familiarizing the students with the regulating framework for banks in India

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Equip the students with the in depth knowledge of financial management in the banking organizations.
2. Give understanding of new banking practices and processes.
3. Familiarize the students with concept of CAR, Liquidity ratios.

COURSE CONTENT

Unit I: Introduction to Indian Banking System

1. Indian Financial System: An Overview
2. Indian Banking System ,Role and Importance of Banks
3. Banking Structure in India ,Types of Banks

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Choice Based Credit System (CBCS) in Light of NEP-2020 BBA (Hons.) - V SEMESTER (2021-2024)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF505	DSE	Fundamentals of Services in Banking Sector	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Analysis of the Banking Structure

1. Analysis of the Banking Structure
2. Interpreting Bank Balance Sheet
3. Income Expenditure Statements
4. CAR, Liquidity Ratios, Structural Ratios and Profitability Ratios

Unit III: Banking Regulations

1. Banking Regulations
2. CRR, SLR, CRAR
3. Provision for NPAs , Impact of NPA, Factors responsible for NPA,
4. Credit Risk Management
5. Treasury Management

Unit IV: Banking Organizations

1. Loan Management
2. Investment Management
3. Asset Liability Management Using traditional GAP and Modern Techniques

Unit V: Opportunities for Banks

1. Mergers and Acquisition
2. Opportunity for Strengthening the Banking Organization
3. International Banking Organizational Structure, Activities and Regulation

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Choice Based Credit System (CBCS) in Light of NEP-2020 BBA (Hons.) - V SEMESTER (2021-2024)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF505	DSE	Fundamentals of Services in Banking Sector	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Rejda, G. (2010). *Principles of Risk Management and Insurance*. Pearson, Boston.
2. Iyenge, V. (2010). *Introduction to Banking*. Excel Books, New Delhi.
3. Arunajatesan, S. & Viswanathan, T. R. (2009). *Risk Management & Insurance*. Macmillan Publishers, India.
4. Hull, John C. (2010). *Risk Management and Financial Institutions*. Pearson, Singapore.
5. Joshi, V. and Joshi, V. (1998). *Managing Indian Bank*. Response Books, London.
6. Paul, J. (2010). *Management of Banking and Financial Services*. Pearson, India.

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BBAIEF506 INTRODUCTION TO TAX PLANNING AND MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF506	DSE	Introduction to Tax Planning and Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarize the students with the functions and performance of Direct and Indirect tax.
2. Provide understanding of Tax Planning.

COURSE CONTENT

Unit I: Introduction

1. Introduction to Direct Taxes, Income Tax, Wealth Tax
2. Important Provision of Income Tax Act

Unit II: Basic Concepts

1. Basic Concepts: Assessment Years, Previous Years
2. Person, Income, Gross Total Income
3. Capital and Revenue Receipts and Expenditure
4. Residential Status and Incidence of Tax
5. Tax Free Income

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BBA (Hons.) - V SEMESTER (2021-2024)

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEF506	DSE	Introduction to Tax Planning and Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit III: Income from Salary

1. Income from Salary: Meaning
2. Taxability of Allowances and Perquisites
3. Permissible Education, Treatment of PF, Gratuity

Unit IV: Income from Business and Profession

1. Income from Business and Profession: Basis of Charge
2. Scheme of Provisions
3. Deductions Expressly Allowed

Unit V: Income from House Property

4. Income From House Property: Tax Planning
5. Deduction: Deduction Allowed From Total Income
6. Rebates and Relief
7. TDS: Tax Deduction at Source

Suggested Readings

1. Singhania, V.K. (2010). *Direct Tax Law*. Taxman Publications, New Delhi.
2. Jain & Jain (2010). *Tax Planning and Management/ Income Tax*. Path makers, Bangalore.
3. Hariharan, N. (2009). *Income Tax: Law & Practices*. TMH, New Delhi.
4. Lal, B.B. (2010) *Income Tax*. Pearson, New Delhi.
5. Singhania, V. & Singhania, M. (2010). *Students' Guide to Income Tax*. Taxmann's, Mumbai.

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Choice Based Credit System (CBCS) in Light of NEP-2020
BBA (Hons.) - V SEMESTER (2021-2024)

List of Electives -Human Resource
Semester V

• BBAIEH503 Collective Bargaining and Negotiation Process
• BBAIEH504 Building Learning Organizations
• BBAIEH505 Fundamentals of Training and Development
• BBAIEH506 Relationship Management



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Choice Based Credit System (CBCS) in Light of NEP-2020 BBA (Hons.) - V SEMESTER (2021-2024)

BBAIEH503 COLLECTIVE BARGAINING AND NEGOTIATION SKILLS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH503	DSE	Collective Bargaining And Negotiation Process	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to throw light on concepts, theories and requisite institutional framework for collective bargaining.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To provide exposure to the required skills in negotiating a contract.
2. To build awareness of certain important and critical issues in collective bargaining.

COURSE CONTENT

Unit I: Collective Bargaining and its Theories

1. Definition, Characteristics, Pre-requisites and Levels of Collective Bargaining,
2. Theories : Hick's Analysis of Wages Setting under Collective Bargaining
3. Critical Issues, Collective Bargaining & the emerging scenario

Unit II: Pre-Negotiation

1. Preparing the Charter of Demand(s),
2. Creating the Bargaining Team, Submission of COD,
3. Costing of Labour Contracts

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH503	DSE	Collective Bargaining And Negotiation Process	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit III: Effective Negotiation

1. Definition, Process of Negotiation: Preparing for Negotiation, Communication Style, Breaking Deadlocks, Strategy and Tactics/Games Negotiators Play, Closing Successfully

Unit IV: Post Negotiation

1. Administration of the Agreement
2. Grievance Management
3. Binding up the Wounds
4. Implementation of Negotiation, Post Negotiation Technique

Unit V: Practical aspects of Collective Bargaining

Case Studies in National and International context

Suggested Readings

1. Moran, W. G. (1991). *Dynamics of Successful International Business Negotiations*. Gulf Publishing Company.
2. Argenti, R. (2007). *Strategic Corporate Communication*. Tata McGraw-Hill Education: India
3. Cohen, H. (2007). *You Can Negotiate Anything*. Jaico Publishing House: India
4. Herman, S. (1998). *Collective Bargaining and Labor Relations*. Prentice Hall: Indiana, USA
5. Cohen, S. (2002). *Negotiating Skills for Managers*. McGraw Hill Professional

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Choice Based Credit System (CBCS) in Light of NEP-2020

BBA (Hons.) - V SEMESTER (2021-2024)

BBAIEH504 BUILDING LEARNING ORGANIZATIONS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH504	DSE	Building Learning Organizations	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The objective is to understand conceptual as well as practical dimensions of building a learning organization and the role knowledge management in contemporary organizations.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment.
2. To gain insight into the organizational learning processes, how they can be fostered and enhanced.
3. To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base. o provide exposure to the required skills in negotiating a contract.

COURSE CONTENT

Unit I: Learning Organization-An Introductory Perspective

1. Definition, Importance and Features of Learning Organizations,
2. Learning Organization – Positives and Negatives, Single Loop and Double Loop Learning.

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH504	DSE	Building Learning Organizations	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Learning Disciplines and Tools and Techniques

1. Peter Senge's Five Learning Disciplines
2. Personal Mastery, Mental Models, Shared vision, Team Learning, System Thinking

Unit III: Contemporary Issues of Learning Organization:

1. Emerging Business Realities
2. Measuring Learning : The Intellectual Capital
3. Organizational Culture and Learning Organization

Unit IV: Knowledge Management

1. Components of Knowledge Management – Generating Knowledge.
2. Organizing Knowledge and Distributing Knowledge.

Unit V: Contemporary Issues of Knowledge Organizations

1. Motivating Knowledge Worker to Learn.
2. Future of Knowledge Organizations.
3. Cases in Indian and Global Scenario

Suggested Readings

1. Senge, P. (2012). *Learning Organizations*. Culp Press
2. Ian Palmer, G. A. (2000) *Managing Organizational Change: A Multiple Perspectives Approach*. McGraw-Hill Higher Education
3. Tiwana, A. (2002). *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms*. Pearson Education: India.
4. Davenport, T. (2000). *Working Knowledge: How Organizations Manage What They Know*. Harvard Business Press.

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BBA (Hons.) - V SEMESTER (2021-2024)

BBAIEH505 FUNDAMENTALS OF TRAINING AND DEVELOPMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH505	DSE	Fundamentals of Training and Development	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective is to understand conceptual as well as practical dimensions of Training and its need. It also focuses on designing, evaluation and management of training programs.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To understand the need assessment of training.
2. To assess the ROI on training programs.
3. To design the training program for diverse workforce.

COURSE CONTENT

Unit I : Conceptual Framework of Training

1. Introduction to Training, Development and Education
2. Importance, Purpose and Issues in Training
3. Organizational Characteristics influencing Training

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment#	END SEM University Exam	Teachers Assessment#				
BBAIEH505	DSE	Fundamentals of Training and Development	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II : Strategic Training

1. Approaches to Training : Proactive, Reactive and Systemic
2. Strategic Training and Development Process
3. Training needs in different Business Strategies
4. Competency Based Training

Unit III : Training Need Assessment and Designing Effective Training

1. Training Need Assessment (TNA) : Organisational Analysis, Personal Analysis and Task Analysis, Methods of Need Assessment Techniques
2. Designing Effective Training – Concept, Design Process, ADDIE Model, IST Model
3. Considerations in Designing Effective Programs

Unit IV: Transfer of Training and Methods of Training

1. Transfer of Training : Concept and Importance
2. Factors Facilitating Transfer of Training
3. Training Methods and their pros and cons

Unit V: Evaluation of Training

1. Training Evaluation – Concept and Reasons for Evaluation
2. Outcomes used in evaluation of Training Programs - Reactions, Cognitive, Behavior and Skill Based, Affective, Results and ROI
3. Recent Practices in Training and Development
4. Cases in Indian and Global Scenario

Suggested Readings

1. Noe, A. R and Kodwani A. D (2016). Employee Training & Development. McGraw-Hill Education: India.
2. Sahu, R.K. (2009) Training for Development. Excel Books: India
3. Bhatia, S.K. (2008). Training and Development. Deep and Deep Publications: India

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BBA (Hons.) - V SEMESTER (2021-2024)

BBAIEH506 RELATIONSHIP MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH506	DSE	Relationship Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

Helping participants establish effective and satisfactory relationships in personal life and managerial practices

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To provide deeper understanding of the psychological dynamics of human relationships, as they are applicable to social and professional life.
2. To provide an aid to establish effective and satisfactory relationships in personal life and managerial practices.

COURSE CONTENT

Unit I: Psychoanalysis of Human Relationships

1. Introduction
2. Psychoanalysis of Human Relationships
3. Relationships in Indian Context
4. Role of Values in Relationships
5. Emotional Negotiation
6. Psychological Center
7. FIRO-B

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH506	DSE	Relationship Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Critical Elements of Relationships

1. Forgiveness
2. Trust
3. Happiness
4. Optimism
5. Compassion
6. Anger Management
7. Emotional Maturity
8. Psychological Well-Being
9. Spiritual Intelligence

Unit III: Applications to the Organizational Relationships

1. Deviant Behavior at workplace
2. Superior-Superior Relationship
3. Organizational Tolerance
4. Organizational Effectiveness
5. Interpersonal Conflicts
6. Organizational Justice
7. Organizational Loyalty
8. Perceived Organizational Support

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEH506	DSE	Relationship Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Applications to Family Relations

1. Work-Family Balance
2. Partnership Parenting
3. Emotional Spillover
4. Deviant Relations
5. Anxiety
6. Relationship Management
7. Expectations and Inter Personal Relations

Unit V: Psychoanalysis of Social Life in India

1. Perception of Relationship in India
2. Understanding Gender based Mindset in India.
3. Psychoanalysis and the Indian Culture

Suggested Readings:

1. Howitt, Michael, and Duncan (1989). *Social Psychology: Conflicts and Continuities*. TataMcGrawHill. Latest Edition.
2. Baron (1989). *Social Psychology*. Pearson Education. : Latest Edition.
3. Taylor, (1997). *Social Psychology*. Pearson Education : Latest Edition.
4. Delamater (2010). *Textbook of Social Psychology*. Cengage Learning: Latest Edition.
5. Myers David G., Sahajpal, P., Behra, P. (2012). *Social Psychology*. McGraw Hill Education, latest Edition: New Delhi.

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List of Electives – Marketing

Semester – V

• BBAIEM503 Introduction to Consumer Behaviour
• BBAIEM504 Marketing of Services
• BBAIEM505 Introduction to Retail Management
• BBAIEM506 Introduction to Direct and Event Marketing



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BBAIEM503 INTRODUCTION TO CONSUMER BEHAVIOUR

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM503	DSE	Introduction to Consumer Behaviour	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to develop an insight and understanding of Consumer Behavior in an organization

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide knowledge of various disciplines contribution in understanding buyer behavior in a holistic manner.
2. Familiarize the students with the advances in consumer research in deciphering buyer motivation, and behavior (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions

COURSE CONTENT

Unit I: Introduction

1. Introduction market strategy and consumer behavior
2. Nature, Scope & Importance of Consumer Behavior
3. Application of Consumer Behavior & consumer Research

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM503	DSE	Introduction to Consumer Behaviour	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Environmental influences on consumer Behavior

1. Culture and consumer behavior
2. Problems in cross cultural marketing
3. Social Class & Consumer Behavior
4. Family life-cycle group and personal influence
5. Opinion leadership

Unit III: Individual Determinants of Consumer Behavior

1. Demographics Psychographics factors
2. Consumer Personality and Consumer Motivation
3. Use of personality, purchase pattern to understand needs and segment markets
4. Consumer involvement

Unit IV: Consumer Decision Processes

1. Consumer Decision Processes
2. Pre-purchase process: Information processing
3. Purchase Processes: Consumer Decision rules
4. Post Purchase processes: Framework
5. Dissonance satisfaction / dissatisfaction

Unit V: Consumer Behavior Models

1. Nicosia Model
2. Howard Sheth Model
3. Engel Blackwell and Miniard Model
4. Sheth Family Decision Making Model

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM503	DSE	Introduction to Consumer Behaviour	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Prakash, Shri (2010). *Theory of Consumer Behavior*. Vikas Publication: New Delhi
2. Hawkins, David (2010). *Consumer Behavior*. TataMcgraw Hill: New Delhi
3. Blackwell et al (2008). *Consumer Behavior*. Cengage Learning; India
4. Batra, Satish & Kazmi (2008). *Consumer Behaviour*. Excel Books: New Delhi
5. Assel, H (2008). *Consumer Behaviour*. Cengage Learning; Boston
6. Solomon M.R. (2009). *Consumer Behavior*. PHI: New Delhi

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BBAIEM504 MARKETING OF SERVICES

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM504	DSE	Marketing of Services	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to provide the insights about the subject - Marketing of Services and to identify and discuss characteristics and challenges of managing service firms in the modern world

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Familiarize the students with services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.
2. Provide understanding of those aspects of marketing that are of particular relevance to service producing organizations

COURSE CONTENT

Unit I: Introduction to Service Marketing

1. Meaning, Definition, Characteristics
2. Components of service Marketing
3. Classification of Service Marketing
4. Factors Leading to a Service Economy

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BBAIEM504	DSE	Marketing of Services	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Service Consumer Behavior

1. Understanding the Service Customer as a Decision maker
2. Customer purchase Associated with Risk, How Service Customers Evaluate the service
3. The Service Consumer Decision Process in the service sector
4. Components of Customer Expectations, Service Satisfaction
5. Service Quality & Service Dimensions

Unit III: The Service Delivery Process

1. Managing Service Encounters, Common Encounter Situations,
2. Managing Service Encounters for Satisfactory Outcomes
3. Service Failure, Service Recovery Process
4. Customer Retention and Benefits.

Unit IV: Strategic issues in Service Marketing

1. Market Segmentation in the Marketing of Services
2. Target Marketing, Positioning of Services
3. How to Create a positioning Strategy
4. Developing and maintaining Demand and Capacity

Unit V: Challenges of Service Marketing

1. Marketing Planning for Services, Developing and managing the customer service function
2. Developing and Maintaining Quality of Services.
3. Dimensions of relationship marketing
4. Goal of Relationship marketing

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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM504	DSE	Marketing of Services	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Zeithmal, Bitner (2006). *Service Marketing (SIE)*. Tata Mcgraw Hill: New Delhi
2. Hoffman, K.D (2008). *Marketing of Service*. Cengage Learning: Boston
3. Cullen, Peter (2008). *Retailing: Environment & operation*. Cengage Learning: Boston
4. Sivakumar, A. (2007). *Retail Marketing*. Excel Books: New Delhi
5. C Bhattacharya C & Shanker Ravi (2009). *Services Marketing*. Excel Books: New Delhi
6. Nargundkar, Rajendra (2006). *Services Marketing*. Tata Mcgraw Hill: New Delhi
7. Clow, Kenneth E (2003). *Services Marketing: Operation, Management and Strategy*. Wiley: India
8. Apte, Govind (2004). *Services Marketing*. Oxford Press: USA
9. Jauhari, Vinnie (2009). *Services: Marketing, Operations, and Management*. Oxford Press: New Delhi

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BBAIEM505 INTRODUCTION TO RETAIL MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM505	DSE	Introduction to Retail Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context, Retailing in the modern retail formats.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Provide a strategic perspective of the retailing Industry.
2. Equip students with the framework of Retail mix and each of its elements.

COURSE CONTENT

Unit 1: Introduction to Retailing

1. Nature and Importance of Retailing
2. Types of Retailing ownership based, store based, - types of retail, trends in retailing Industry
3. Non-store based, web based
4. Benefits of Retailing Industry
5. Retailing environment

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM505	DSE	Introduction to Retail Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Marketing Channels and Supply Chains

1. Emergence, role and types of marketing channels
2. Channel members and their characteristics
3. Choosing various channel options
4. Factors affecting the choice
5. Supply chain management (SCM)
6. Physical flow of merchandise
7. Logistics of E-Retailing

Unit III: Strategic Planning in Retailing

1. Situation analysis, objectives
2. Identification of consumers and positioning
3. Overall strategy
4. Identifying and understanding consumer
5. Consumer decision process
6. Retailer's action

Unit IV: Location, Operation and Merchandise Management

1. Trading Area Analysis, site selection
2. store formation size and space allocation
3. Store security and credit management
4. Merchandise plans- forecasts, innovativeness
5. Assortment decisions, brand decisions, timing and allocation
6. Merchandise pricing

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM505	DSE	Introduction to Retail Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Retail Promotion

1. Building retail store image
2. Layout planning
3. Retail promotional mix strategy
4. Retail store sales promotional schemes
5. Ethical and legal issues in Retailing

Suggested Readings

1. Gupta, S.L (2008). *Retail Management*. Excel Books: New Delhi
2. Gilbert, David (2003). *Retail Marketing Management*. Pearson Education: New Delhi.
3. Berman, Barry & Evans, Joel (2001). *Retail Management: A strategic Approach*. Prentice Hall:
4. Cundiff, Edward W & Govin, Norman A.P (2007). *Sales Management - Decisions, Strategy and Cases*, Prentice Hall of India: New Delhi
5. Michael, Levy (2008). *Retail Management*. Tata McGraw Hill: New Delhi
6. Vedamani, Gibson .G (2010). *Retailing Management*. Jaico Publishing House: Mumbai
7. Dunne, Patrick .M & Lusch, Robert. F (2013). *Retail Management*. Cengage Learning: Boston
8. Lincoln, Keith & Thomassen, Lars (2009). *How to succeed at Retail*. Kogan Page Limited: London

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BAIEM506 INTRODUCTION TO DIRECT AND EVENT MARKETING

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM506	DSE	Introduction to Direct and Event Marketing	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to provide the basic insights about the subject and to develop understanding of the theories, models and concepts pertaining to data driven direct and event marketing and apply these in a broader marketing context.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. The student will understand how to apply the knowledge of direct and event marketing to practical cases.
2. To critically analyze and understand the impact of direct and event marketing principles on corporate and marketing planning

COURSE CONTENT

Unit I: Direct Marketing and Interactive Marketing

1. Direct marketing- Concept, growth & benefits, limitations
2. Variants of Direct Marketing
3. Main tasks – lead generation, customer acquisition, development and retention.
4. Direct marketing in real time – interactive marketing
5. Direct marketing vs. marketing through Channels

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BBAIEM506	DSE	Introduction to Direct and Event Marketing	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Traditional Methods of Direct Marketing versus Technology Mediated Marketing Channels

1. Traditional methods of DM: Telemarketing, Multi-Level Marketing (MLM)
2. Personal Selling, Exhibition - Trade fairs, Catalogue Marketing, Direct Mail, Company showrooms- factory outlets-own distribution
3. Technology mediated Marketing Channels: Interactive TV, mobile and SMS
4. The advance in digital marketing, Automatic vending machines, Kiosk marketing

Unit III: Integrating Direct Marketing Media

1. The role of brands and personalized marketing communications
2. Building brands through response and optimizing integrated communications
3. Differences between direct marketing media and non-direct media
4. Unique characteristics of addressable media (direct mail, email, fax, phone, SMS)
5. Inserts and door-to-door - formats, costs and response

Unit IV: Introduction to Event

1. Designing corporate events that meet customer's needs
2. The fundamentals of corporate hospitality
3. Managing customer expectations
4. Types of corporate events
5. Corporate event packages: In-house vs. event management companies, Corporate event packages, Staff events, Customer events, Team building, Nature of Teams &Types of Teams

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEM506	DSE	Introduction to Direct and Event Marketing	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Types of Events

1. Charity Events: Charity Events and Award Ceremonies, Setting fund raising targets and objectives, Working with volunteers and committees, Generating goodwill and media exposure, Commissioning celebrities, MCs and entertainment
2. Outdoor Events: Outdoor Events, Types of outdoor event, Concerts, Planning and Logistics, Risk Management, Marketing and Sponsorship.
3. Celebrity events: Celebrity events, Concerts – Launches – Fashion shows, National festivals and high-profile charity events, Liaising with agents, Contract negotiations, Client briefings, Celebrity wish lists and expectations

Suggested Readings

1. Stone, Bob & Ron, Jacobs (2008). *Successful Direct Marketing Methods*. McGraw Hill Professional: New Delhi
2. Hillstrom, Kevin (2006). *Hillstrom's Database Marketing*. Campbell & Lewis Publishers: Oregon
3. Brondmo, Hans Peter (2009). *The Engaged Customer-The New Rules of Internet Direct Marketing*. Harper Collins: New York
4. Hoyle, Leonard. H (2002). *Event Marketing. How to Successfully Promote Events, Festivals, Conventions, and Expositions*. John Wiley & Sons: New York

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List of Electives - Operations Management

Semester – V

• BBAIEO503 Service Operations Management
• BBAIEO504 Production Planning and Control
• BBAIEO505 Introduction to Productivity Management
• BBAIEO506 Quality Management



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BBAIEO503 SERVICE OPERATIONS MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO503	DSE	Service Operations Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of this course is to teach Service Operations Management concepts and also to make students understand tools necessary to solve Service Operations Management problems.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

1. To give understanding of Service Operations Management

COURSE CONTENT

Unit I: Introduction

1. Overview of Services – Concept, Nature
2. Services Characteristics, Classification of services,
3. Differences between goods & services,
4. Role of services in the economy.
5. Case Study

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO503	DSE	Service Operations Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Development

1. Development in Service Schemes
2. Technology used in providing Effective Services
3. Service Quality Techniques, Services Design Options
4. Case Study

Unit III: Facility

1. The Service Encounters
2. The Supporting Facility
3. Service Facility Location Models
4. Case Study

Unit IV: Forecasting

1. Managing Service Projects
2. Forecasting of Demand, Understanding Demand Pattern
3. Managing Demand and Supply
4. Case Study

Unit V: Models

1. Service Supply Relationships
2. Managing Facilitating Goods
3. Service Failure and Recovery Strategies
4. Case Study

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO503	DSE	Service Operations Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. James A. Fitzsimmons and Mona A. Fitzsimmons (2006). *Service Management Operations, Strategy, Information Technology*. Tata McGraw Hill Publishing Company Limited: New Delhi.
2. Robert Johnston and Graham Clark (2005). *Service Operations Management: Improving Service Delivery*. Pearson Education: Delhi.
3. William J. Stevenson (2005). *Operations Management*, McGraw-Hill Irwin New York: USA
4. Mark M. Davis and Janelle Heineke (2005). *Operations Management: Integrating Manufacturing and Services*. McGraw-Hill Irwin New York: USA
5. Jay Heizer and Barry Render (2011). *Operations Management*. Prentice Hall: USA
6. Rajendra Nargoundkar (latest), *Services Marketing – Text and cases*. Tata Megar Hills: New Delhi
7. P.N. Reddy, H.R. Appannaiah, Anil Kumar, Nirmala (Latest), *Services Marketing*, Himalaya publication House: India
8. Vinnie Jauhani, Kirti Dutta, *Services Marketing, Operations and Management*, Oxford University press: India

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BBA (Hons.) - V SEMESTER (2021-2024)

BBAIEO504 PRODUCTION PLANNING AND CONTROL

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO504	DSE	Production Planning and Control	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To give understanding of Production Planning and Control
2. Application of tools used in PPC for achieving efficiency and quality superiority.

COURSE CONTENT

Unit I: Introduction to Production Planning and Control

1. Meaning, Objectives, Scope of PPC
2. Importance & Procedure of PPC
3. Factors Influencing PPC in the Organization,
4. Managerial Policies and Pre-requisites of PPC
5. Case Study

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO504	DSE	Production Planning and Control	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Materials Planning and Control

1. Input Required for Materials Planning and Control
2. Steps in Materials Planning and Control
3. Techniques of Materials Planning and Control
4. Applications of Material Planning and Control Techniques
5. Case Study

Unit III: Introduction to PPC Techniques

1. Machining Allowances
2. Make or Buy Decision
3. Inventory Control Models
4. PPC in Supply Chain Management
5. Case Study

Unit IV: Introduction to Process Planning

1. Factors Influencing Process Planning
2. Step in Process Planning and Process Selection.
3. Computer Aided Process Planning
4. Enterprise Resource Planning
5. Case Study

Unit V: Scheduling and Sequencing

1. Scheduling, Factors Influencing Scheduling,
2. Working and Scheduling Charts
3. Job Sequences (NJob on Two Machines, NJob on Three Machines)
4. Project Scheduling, Critical Ratio Scheduling
5. Case Study

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO504	DSE	Production Planning and Control	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Jhamb (Latest). *Production Planning and Control*. Everest Publications: Pune
2. Hari Raghu Rama Sharma (Latest). *Production Planning and Control Concepts and Application*. Deep and Deep Publications: New Delhi
3. Bill Scott (Latest). *Manufacturing Planning System*. McGraw-Hill Publications: London
4. George W. Plossl, O. R. Licky's (Latest). *Materials Requirement Planning*. McGraw-Hill Publications: New York

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BBAIEO505 INTRODUCTION TO PRODUCTIVITY MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO505	DSE	Introduction to Productivity Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to expose students to the concept of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To give understanding of Productivity Management Concepts
2. Application of tools used for achieving efficiency and increasing productivity.

COURSE CONTENT

Unit I: Introduction

1. Productivity concepts – Definition, Types
2. Dynamic Concept of Productivity
3. Productivity Benefit Model and Productivity Cycles.
4. Factors affecting Productivity and Its Corrective Measures
5. Case Study

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BBAIEO505	DSE	Introduction to Productivity Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Work Study

1. Work Study- Concepts, Scope and Applications,
2. Types of Work Study
3. Method Study and Work Measurement.
4. Numerical / Case Study

Unit III: Method Study

1. Motion Study -Principles Of Motion Economy
2. Need for Method Study
3. Flow Process Chart, Multiple Activity Chart,
4. SIMO Chart, Travel Chart.
5. Numerical / Case Study

Unit IV: Work Measurement

1. Techniques of Work Measurement including Estimating
2. Time Study –Routing Concepts, Stopwatch Study,
3. Predetermined Time Standards, Synthetic Estimates of Work Times
4. Computation of Standard Time – Elements – Types of Elements
5. Allowance, PMTS Systems (Concepts Only) Activity Sampling

Unit V: Total Productive Maintenance (TPM)

1. Meaning and Objectives of TPM
2. Types of TPM
3. Methodology of TPM
4. Gains of TPM
5. Case Study

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment#	END SEM University Exam	Teachers Assessment#				
BBAIEO505	DSE	Introduction to Productivity Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Suggested Readings

1. Samantha, D.J (1990). *Productivity Engineering and Management*. Tata McGraw-Hill:NewDelhi.
2. H. James Harrington (Latest). *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness*. McGraw-Hill:New Delhi
3. Carl G. Thor (Latest). *Handbook for Productivity Measurement and Improvement Productivity*. Press:India
4. Rastogi, P.N.(1995). *Re-Engineering and Re-Inventing The Enterprise* .Wheeler publications: New Delhi
5. Premvrat, Sardana, G.D. and Sahay, B.S. (1998). *Productivity Management – Systems Approach*. NarosaPublications: New Delhi
6. Work Study – ILO:India

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BBAIEO506 QUALITY MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO506	DSE	Quality Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. To give understanding of TQM Concepts.
2. Total Quality Management Implementation in An Organization for achieving efficiency and quality superiority.

COURSE CONTENT

Unit I: Introduction

1. Quality – Concept , Evolution, Dimensions of Quality
2. Quality Management – Elements and its Principles
3. Quality Assurance – Need, Elements ,Types
4. Quality Control – Need, Elements, Types
5. Case Studies

Unit II: Quality Gurus (Profile and Contribution)

1. Dr. Walter Shewhart, Dr. Edwards Deming
2. Dr. Philip B Crosby, Dr. Joseph Juran
3. Dr. Genichi Taguchi, Dr. Shigeo Shingo
4. Dr. Kaoru Ishikawa, Dr. Masaaki Imai

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBAIEO506	DSE	Quality Management	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit III: Introduction to TQM, BPR

1. TQM Concept , Evolution
2. Total Quality Management – Elements and its Principles
3. BPR Concept , Evolution, Dimensions of Quality
4. BPR – Elements and its Principles
5. Case Study

Unit IV: Introduction to Quality Systems, Six Sigma

1. Quality Systems(ISO)Concept , Evolution
2. ISO 9000 Series, ISO 14000 Series
3. Six Sigma – Concept, Evolution
4. Six Sigma – Elements and its Principles
5. Case Study

Unit V: Quality Awards

1. Rajiv Gandhi National Quality Award
2. The Golden Peacock National Quality Award.
3. IMC Ramakrishna Bajaj National Quality Award
4. Malcolm Baldrige National Quality Award (MBNQA)
5. The Deming Prize

Suggested Readings

1. John S. Oakland (2003). *Total Quality Management Text with Cases*. Butterworth Heinmann: Oxford/New Delhi
2. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Bester field and Mary Besterfield-Sacre (2003). *Total Quality Management*, Pearson Education:NewDelhi.
3. Feigenbaum, A.V (1983) .*Total Quality Control*, McGraw-Hill:New York.
4. Omachonu, V.K., Ross, J.E (1994). *Principles of Total Quality*, Lucie Press:Florida.
5. J. Juran (1979). *Quality Control Handbook*, McGraw-Hill:New York

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