

MANAGEMENT EDUCATION & RESEARCH INSTITUTE  
BACHELOR OF BUSINESS ADMINISTRATION  
SEMESTER VI

**BBA-302 PROJECT MANAGEMENT**

***COURSE OBJECTIVE***

The basic objective of this course is to familiarize the students with the concept and its management, planning, analysis, financing, selection by understanding the various tools and techniques that are used in managing the project from planning to control.

**PEDAGOGY**

Prior reading of suggested course material for each session happens to be a prerequisite for each participant (that includes the Faculty too) to meaningfully reflect his/her point of view. Since the reading material will be quite exhaustive, barring exceptions, the role of faculty member is restricted to that of a facilitator or a moderator. Each session shall involve discussion among participants with practical examples and supplements from the faculty member.

**EVALUATION**

|     |   |   |           |
|-----|---|---|-----------|
| (a) | Case Study Participation/Project<br>Presentation / assignment | : | 10 Marks  |
| (b) | Mid Term Examination  | : | 10 Marks  |
| (c) | Class Attendance  | : | 05 Marks  |
| (d) | University Exams  | : | 75 Marks  |
|     | Total   | : | 100 Marks |

**Session-wise Teaching-Learning Plan:**

| S.No. | Topic   | References   | No. of Sessions   |
|-------|---|--|---|
| 1.    | <b>Unit I</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Project management</li> <li>• Objectives and importance of Project management</li> <li>• Tools and techniques for project management and Roles and responsibilities of project manager</li> <li>• Determinants of project success</li> <li>• Phases of project life cycle and classification of projects</li> <li>• Generation of ideas and preliminary screening.</li> <li>• Case study</li> </ul>  | Ch 1 & 2<br><b>Project management by Chandra P. 2014</b><br><b>Jeffrey K. Pinto, 2009, Project Management</b><br><br><b>Internet sources and various case studies</b>    | 01 hours<br>01 hour<br>01 hours<br>01 hour<br>01 hour<br>03 hours<br><br>01 hour<br>02 hours<br>02 hours<br>01 hour |
| 2.    | <b>Unit II</b> <ul style="list-style-type: none"> <li>• Technical analysis: factors considered in technical analysis and affecting the selection of location</li> <li>• Technology selection, source of technology and appropriate technology</li> <li>• Market analysis: conduct of market survey, characterization of market</li> <li>• Market planning</li> <li>• Network techniques: network analysis</li> <li>• PERT and CPM</li> <li>• Identify critical path</li> <li>• Probability of completing the project within given time</li> <li>• Case study</li> </ul> | Ch 7, 8 & 9<br><b>Project management by Chandra P. 2014</b><br><b>Jeffrey K. Pinto, 2009, Project Management</b><br><br><b>Internet sources and various case studies</b> | 02 hours<br><br>02 hours<br>02 hours<br>01 hour<br>01 hour<br>01 hour<br>02 hours<br>01 hour<br>02 hours            |
| 3.    | <b>Unit III</b> <ul style="list-style-type: none"> <li>• Financing of projects: capital structure</li> <li>• Sources of long term finance</li> <li>• Debt financing</li> <li>• Characteristics of debt, types of debts</li> <li>• Equity financing, preferential shares</li> <li>• Equity shares, retained earnings</li> <li>• Short term sources of working capital</li> <li>• Newer sources of finance</li> <li>• Venture capital</li> <li>• Case Study</li> </ul>  | Ch 10<br><b>Project management by Chandra P. 2014</b><br><b>Jeffrey K. Pinto, 2009, Project Management</b><br><br><b>Internet sources and various case studies</b>       | 02 hours<br>02 hours<br>02 hours<br>01 hour<br>01 hour<br>01 hour<br>02 hours<br>02 hours<br>01 hour                |

|                                 |  |   |  |
|---------------------------------|--|---|--|
| 4.                              | <b>Unit IV</b> <ul style="list-style-type: none"> <li>• Project evaluation and control: Project monitoring and controlling</li> <li>• Project evaluation</li> <li>• Post project evaluation (Post audit)</li> <li>• Abandonment analysis</li> <li>• Social cost benefit analysis: social cost and benefit</li> <li>• Emerging concepts and issues in project management</li> <li>• Case Study</li> </ul> | Ch 11& 13<br><b>Project management by Chandra P. 2014</b><br><b>Jeffry K. Pinto, 2009, Project Management</b><br><br><b>Internet sources and various case studies</b> | 02 hours<br>01 hour<br>02 hours<br>01 hour<br>02 hours<br>02 hours<br>02 hours<br>02 hours |
| <b>Total Number of Sessions</b> |  |   | <b>56</b>  |

## Reference

**Project management by Chandra P. 2014**  
**Jeffry K. Pinto, 2009, Project Management**  
**And**  
**Internet Sources**

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE  
BACHELOR OF BUSINESS ADMINISTRATION**

**SEMESTER VI**

**BBA 306- International Business Management**

**COURSE OUTLINE**

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**COURSE OBJECTIVES**

**METHODOLOGY**

- (1) The pedagogy will be lectures, discussions, case studies, assignments and role-plays.
- (2) Audio-Visual aids will be used during the course.

**EVALUATION**

Besides the semester end- examination, the students will be continuously assessed during the course on the following basis:

|   |          |                  |
|---|----------|------------------|
| (a) Mid term Test   | :        | 15 Marks         |
| (b) Internal Assessment Quiz/Assignment/ Project/Case Study | :        | 10 Marks         |
| (c) External University Exams                               | :        | 75 marks         |
| <b>Total</b>  | <b>:</b> | <b>100 marks</b> |

|   |  |           |
|---|--|-----------|
| <p><b>UNIT I-----INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>• <b>International Business- Introduction, Concept, Definition</b></li> <li><b>International Business : Scope, Trends, Challenges and Opportunities</b></li> <li><b>Meaning and Importance of International Competitive Advantage</b></li> <li><b>Multidimensional View of Competitiveness</b></li> <li>• <b>Financial Perspectives</b></li> <li>• <b>International Monetary Systems and Financial Markets, IMF, World Bank, IFC, IDA, Globalization and FDI , National FDI Policy</b></li> </ul>  | <p><b>Ch – 1, 15, 19,24</b><br/><b>(Ashwathappa)</b></p> | <p>8</p>  |
| <p><b>UNIT II-----GLOBALIZATION</b></p> <ul style="list-style-type: none"> <li>• <b>Impact of Globalization-1</b></li> <li>• <b>Impact of Globalization-2</b></li> <li>• <b>Technology and its Impact, Enhancing Technological Capabilities</b></li> <li>• <b>Technology Generation, Technology Transfer, Technology Diffusion</b></li> <li>• <b>Dissemination and Spill Over</b></li> <li>• <b>Rationale for Globalization</b></li> <li>• <b>Liberalization and Unification of World Economics</b></li> <li>• <b>International Business Theories</b></li> <li>• <b>Trade Barriers – Tariff and Non-Tariff Barriers</b></li> </ul>  | <p><b>Ch. 1, 3</b><br/><br/><b>( Aswathappa)</b></p>     | <p>12</p> |
| <p><b>UNIT III----- Strategy Making and International Business</b></p> <ul style="list-style-type: none"> <li>• <b>Structure of Global Organization</b></li> <li>• <b>Types of Strategies used in Strategic Planning for achieving global Competitive advantage</b></li> <li>• <b>Meaning, Concept and Scope of Distinctive Competitive Advantage</b></li> <li>• <b>Financial Integration</b></li> <li>• <b>Cross Border and Merger and Acquisitions</b></li> </ul>   | <p><b>Ch – 11, 13</b><br/><b>( Aswathappa)</b></p>       | <p>8</p>  |
| <p><b>UNIT IV-----Socio Cultural Environment</b></p> <ul style="list-style-type: none"> <li>• <b>Managing diversity within and across Cultures</b></li> <li>• <b>Country Risk Analysis</b></li> <li>• <b>Environmental Risk Assessment</b></li> <li>• <b>Macro Environment Risk Assessment</b></li> <li>• <b>Need for Risk Evaluation</b></li> <li>• <b>Corporate Governance</b></li> <li>• <b>Globalization with social responsibility</b></li> <li>• <b>Social Responsibility of TNC</b></li> <li>• <b>Recent development in CSR and Policy Implications</b></li> <li>• <b>Global Human Resource Management</b></li> <li>• <b>Selection, Development</b></li> <li>• <b>Appraisal and Compensation in IHRM</b></li> <li>• <b>Motivating employee in global Context and groups across cultures, Multicultural Management</b></li> </ul> | <p><b>Ch- 22, 23,</b><br/><b>( Aswathappa)</b></p>       | <p>12</p> |
| <p><b>TOTAL SESSIONS</b></p>  |  | <p>40</p> |

**Prescribed Text:**

1. K Aswathappa(5<sup>th</sup> Edition, 2013). International Business, Tata Mcgraw Hill.

**References:**

1. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International Business Environments and Operations, Pearson Education

# MANAGEMENT EDUCATION & RESEARCH INSTITUTE

## BACHELOR OF BUSINESS ADMINISTRATION

### SEMESTER VI

#### BBA 308 - Business Policy and Strategy

#### COURSE OUTLINE

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#### COURSE OBJECTIVE

To provide students with an understanding of the basic concepts and principles in the area of business policy and strategy formulation and to inculcate in them an awareness of the importance of understanding the nuances of conceptualizing, creating, communicating and implementing appropriate policies and strategies aimed at fulfilling the organizational goals

#### METHODOLOGY

Direct interaction with students through lectures (structural), case study, role plays, trainings, presentations, assignments and Projects.

#### EVALUATION

Besides the Semester end- examination, the students will be continuously assessed during the course on the following basis:

|     |                     |   |           |
|-----|---------------------|---|-----------|
| (e) | Mid term            | : | 15 marks  |
| (f) | Internal Assessment | : | 10 marks  |
| (g) | End Term Exams      | : | 75 marks  |
|     | Total               | : | 100 marks |

Contd...2...

**TEACHING PLAN: BBA 308 Business Policy & Strategy**

| Detailed Course Outline   | References  | No. of Sessions  |
|---|---|--|
| <p><b>UNIT I- Introduction</b></p> <ul style="list-style-type: none"> <li>• Nature, Scope and Importance of Business Policy</li> <li>• Evolution of Business policy</li> <li>• Forecasting and Long - range planning</li> <li>• Strategic Planning and Strategic management</li> </ul> <p><b>Strategic Management Process</b></p> <ul style="list-style-type: none"> <li>• Formulation Phases- Vision, Mission and environmental scanning</li> <li>• Objectives and strategy</li> <li>• Implementation phase- Strategic activities, evaluation and control</li> </ul> | <p><u>Text Reference</u></p> <p>Azhar Kazmi, 1<sup>st</sup> edition, 2015, Strategic Management and Business Policy, McGraw Hill Education</p>      | <p>14 Hrs</p> <p>2</p> <p>1</p> <p>2</p> <p>2</p> <p>1</p> <p>3</p> <p>1</p> <p>2</p>          |
| <p><b>UNIT II- Environmental Analysis</b></p> <ul style="list-style-type: none"> <li>• Need and characteristics of environmental factors</li> <li>• Categorization of environmental factors</li> <li>• Approaches to environmental scanning process</li> <li>• Structural analysis of competitive environment</li> <li>• ETOP-A diagnosis tool</li> </ul> <p><b>Analysis of internal resources</b></p> <ul style="list-style-type: none"> <li>• Strengths and weaknesses</li> <li>• Resource audit-Strategic advantage analysis</li> </ul>                            | <p><u>Text Reference</u></p> <p>Weelen, 14<sup>th</sup> edition 2014, Concepts in strategic management &amp; Business policy, Pearson Education</p> | <p>14 Hrs</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>1</p> |



|   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Value chain approach to internal analysis</li> <li>• Methods of analysis and diagnosing corporate capabilities-Functional area profile and resource deployment matrix</li> <li>• Strategic advantage profile- SWOT, Mckinsey's 7S framework</li> </ul>   |  |  |
| <p><b>UNIT III- Formulation of corporate strategies</b></p> <ul style="list-style-type: none"> <li>• Approaches to strategy formulation</li> <li>• Major strategy options-Stability, growth and expansion</li> <li>• Concentration, integration and diversification</li> <li>• Internationalization</li> <li>• Cooperation and digitalization</li> <li>• Retrenchment and combination strategies</li> </ul>   | <p><u>Text Reference</u><br/>David Fred, 13<sup>th</sup> Edition, 2011, Strategic Management: Concept and cases</p>  | <p>14 Hrs</p> <p>2</p> <p>2</p> <p>2</p> <p>3</p> <p>2</p> <p>3</p>                            |
| <p><b>UNIT IV- Choice of Business strategies</b></p> <ul style="list-style-type: none"> <li>• BCG model</li> <li>• Stop-Light strategy model</li> <li>• Directional Policy matrix-DPM Model</li> <li>• Product/Market evolution</li> <li>• Matrix and Profit impact of market strategy- PIMS model</li> </ul> <p><b>Major issues involved in the implementation of strategy</b></p> <ul style="list-style-type: none"> <li>• Organizational cultural and behavioral factors</li> <li>• Organization structure</li> <li>• Role of leadership</li> <li>• Resource allocation</li> </ul> | <p><u>Text Reference</u><br/>U. Khachru, 2<sup>nd</sup> edition 2015, strategic management, McGrawhill education</p> | <p>14 Hrs</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>1</p> |
| <p><b>Total number of Sessions</b></p>  |  | <p><b>56</b></p>   |
| <p><b>REFERENCES:</b></p>   |  |  |

1. Azhar Kazmi, 1<sup>st</sup> edition, 2015, Strategic Management and Business Policy, McGraw Hill Education
2. Weelen, 14<sup>th</sup> edition 2014, Concepts in strategic management & Business policy, Pearson Education
3. David Fred, 13<sup>th</sup> Edition, 2011, Strategic Management: Concept and cases
4. U. Khachru, 2<sup>nd</sup> edition 2015, Strategic Management, McGraw Hill Education
5. S. Dhir, 1<sup>st</sup> edition 2016, Cases in Strategic Management, McGraw Hill Education

**MANAGEMENT EDUCATION & RESEARCH INSTITUTE**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**SEMESTER VI**

**BBA 310: Sales and Distribution Management**

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**COURSE OBJECTIVE**

The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

**METHODOLOGY**

1. The pedagogy will be lectures & presentations and case studies.
2. Audio Visual aids will be used extensively during the course.

**Evaluation**

|   |   |           |
|---|---|-----------|
| <b>1) Total Internal Assessment marks</b> |   | <b>25</b> |
| Mid Term Test marks                       | : | 10        |
| Assignments marks                         | : | 10        |
| Internal Assessment marks                 | : | 5         |
| <b>2) University External Exams</b>       |   |           |
| <b>75 marks</b>                           |   |           |
| <b>TOTAL</b>                              |   |           |
| <b>100 marks</b>                          |   |           |

| <b>Topic wise Schedule</b>   |                         |                       |
|--|-------------------------|-----------------------|
| <b>Topic</b>   | <b>Book References</b>  | <b>No Of Sessions</b> |
| <p><b>Unit 1: Introduction to Sales management</b></p> <ul style="list-style-type: none"> <li>• Evolution of sales management, Scope and Importance</li> <li>• Skills of a sales personnel</li> <li>• Types of sales managers</li> <li>• Personal selling – Theories and Psychology in selling</li> <li>• Buying situations, Sales process, Sales forecasting, Sales territory design</li> </ul> <p>Case study</p> | <p>[CG]</p> <p>[BR]</p> | 14                    |
| <p><b>Unit 2 Sales force management</b></p> <ul style="list-style-type: none"> <li>• Sales organization structure, Sales force size</li> <li>• Recruitment and Selection of salesforce</li> </ul>  | <p>[HC]</p> <p>[PS]</p> | 8                     |

|  |               |   |
|--|---------------|---|
| <ul style="list-style-type: none"> <li>• Training, Motivation and compensation of sales force</li> <li>• Sales quotas and contests</li> <li>• Evaluation of sales performance</li> </ul> <p><b>Role play activity</b></p>  | [PS]          | 6 |
| <p><b>Unit 3 Distribution channels and institutions</b></p> <ul style="list-style-type: none"> <li>• Function of intermediaries</li> <li>• Types and Role of channel intermediaries in India for consumer and industrial products</li> <li>• Retail – structure, types and role, strategies</li> </ul> | [PS]          | 7 |
| <ul style="list-style-type: none"> <li>• Performance measures, Franchising</li> <li>• Retail Scenario in India.</li> <li>• Wholesaling – Features, classification, decisions, trends and future scenario.</li> </ul> <p><b>Group discussion</b></p>  | [PS]<br>[TFE] | 7 |
| <p><b>Unit 4 Distribution</b></p>  | [PS]          |   |

|   |      |           |
|---|------|-----------|
| <p><b>Channel – Design, management and logistics</b></p> <ul style="list-style-type: none"> <li>• Channel strategy and design</li> <li>• Selection, Motivation and Evaluation of intermediaries</li> <li>• Managing channel dynamics</li> <li>• Relationships and channel conflict</li> <li>• Physical distribution system – objectives and decision areas</li> <li>• Introduction to logistics and SCM</li> <li>• Integration of sales distribution strategy</li> <li>• Ethical and Legal issues in SDM</li> </ul> <p>Case study</p> | [CG] | 14        |
| <b>Total</b>  |      | <b>56</b> |

| <b>Books Recommended</b>  |   |                         |
|---------------------------|---|-------------------------|
| <b>Suggested Readings</b> | <ol style="list-style-type: none"> <li>1. Still. K.R., Cundiff. E.W &amp; Govini. N.A.P (6<sup>th</sup> Ed.,2014). Sales Management. Pearson education, New Delhi</li> <li>2. Rosenbloom, Bert (9<sup>th</sup> Ed.,2014) Marketing channels: A Management View, Cengage Learning, New Delhi McGraw Hill Education.</li> <li>3. Jobber, David and Lancaster, Geoffery (9<sup>th</sup> Ed.,2012), Selling and Sales Management, Pearson education,</li> </ol> | <p>[CG]</p> <p>[BR]</p> |

|  |   |  |
|--|---|--|
|  | <p>New Delhi</p> <p>4. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (1<sup>st</sup> Ed.,2015), Sales Management, Pearson education, New Delhi</p> <p>5. Panda, T.K. and Sahadev, S (2<sup>nd</sup> Ed., 2012) Sales and Distribution Management, OxfordUniversity Press, New Delhi</p> <p>6. Havaladar, K.K. and Cavale, VM. (2<sup>nd</sup> Ed., 2012), Sales and Distribution Management : Text and Cases, Tata McGraw Hill, New Delhi</p> | <p>[JDLG]</p> <p>[TFE]</p> <p>[PS]</p> <p>[HC]</p> |
|--|---|--|