



**TECHNO INDIA UNIVERSITY**  
WESTBENGAL

EM 4, Sector V, Salt Lake, Kolkata-700091, West Bengal, India  
Phone: +91 9836544416/17/18/19, Fax: +91 33 2357 1097

**3-Year Bachelor of Business Administration (BBA) Curriculum and  
Syllabus**

**Fifth Semester**

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
TIU-UMG-T301	Financial Management	3	1	0	4
TIU-UMG-T303	Customer Relationship Management	2	1	0	3
TIU-UMG-T305	Strategic Management	3	1	0	3
TIU-UMG-T307	Business Environment	3	1	0	4
TIU-UMG-T309	Research Methodology	3	1	0	4
TIU-UEN-T301	Career Advancement Skill & Development	2	1	0	3
<b>Practical</b>					
TIU-UMG-P301	Pilot Project	0	0	2	2
<b>Sessional</b>					
TIU-UES-S399	Entrepreneurship Skill Development	0	2	0	2
<b>Total Credits</b>					<b>25</b>



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**FINANCIAL MANAGEMENT**

**TIU-UMG-T301**

**L-T-P: 2-1-0**

**Credit: 4**

**Module 1:** Financial Management: Financial goals; Profit vs wealth maximization; Financial functions –investment, financing, and dividend decisions; Financial planning.

**Module 2:** Capital Budgeting : Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return, profitability index; NPV and IRR comparison.

**Module 3:** Cost of Capital: Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.

**Module 4:** Operating and Financial Leverage: Measure; Effects on profit, analyzing alternate financial plans, combined financial and operating leverage.

**Module 5:** Capital Structure: Theories and determinants.

**Module 6:** Dividend Policies: Issues in dividend policies; Walter’s model; M.M. Hypothesis, forms of dividends and stability in dividends, determinants.

**Module 7:** Management of Working Capital : Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital – cash, receivables, and inventories.

**Suggested Readings**

1. S.Bhatt: Financial Management, Excel Books
2. Van Horne, J.C. : Fundamentals of Financial Management; Prentice Hall of India.
3. Khan M.Y. and Jain P.K. : Financial Management - Text and Problems; Tata McGraw Hill.
4. Prasanna Chandra : Financial Management - Theory and Practice; Tata McGraw Hill.
5. Pandey I.M. : Financial Management : Vikas Publishing House.
6. Saha, Tapas Ranjan : Basic Financial Management, World Press
7. Bhabatosh Banerjee, Fundamentals of Financial Management , Prentice Hall of India Ltd., New Delhi, 1st Ed., 2008



**CUSTOMER RELATIONSHIP MANAGEMENT**

**TIU-UMG-T303**

**L-T-P: 2-1-0**

**Credit: 3**

**A Customer Centered/Focused Organization**

How important is good customer service really? The evolution of Customer Service, TQM, Perceptions, The 'Hot Button' of the '90s

**Taking an honest look at your own customer service**

Your current customer service profile, Self-evaluation – honestly! How does your company rate? Protocols, How do you & your company deal with Feelings?

**Your company's Customer Service focus**

In-focused, Customer-Focused, The 3 Basic Elements of Excellent Service, Are you friendly to customers? Customer Friendly Reflections, Expanding your understand of your Company's Definition of Service

**Developing a Winning Customer Service Strategy**

What are your current Customer Service Strategies? Key Strategies, Top Down Approach, Actually using the Feedback you ask for, Know thyself & it shall be true! The creation of client centric practices, The sheer economic necessity of Top Customer Service

**The "Plus's" of exceptional Customer Service**

Critical success factors, Consistency, Criteria, Recognizing Excellence/Reward & Recognition Factors, Awareness, Education

**The WOW Customer Service Training & Service Excellence**

The wisdom of choosing appropriate training, Brainstorming & Problem Solving Customer Service Enhancers, TIPS - The Coaching Approach, The Listen & Learn Approach



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**Which is the way to go: Surveys/Questionnaires, Interviews or Focus groups?**

Surveys, Questionnaires, Interviews, Focus Groups, Who should conduct or run them?  
Which one should you use? HOW TO prepare a Top Customer Service Survey

**Acquiring Customers & Keeping Them**

Put yourself in the customers shoes, What does my customer actually want? Standards – making, measuring & managing, What you can measure you can manage, Reinventing your processes to suit the customer, Quality Groups What NOT to Do if you want to keep your customers

**Those ‘Extras’ & Miscellaneous Factors**

Body Language, It’s How You Say It that really counts, Your computer isn’t always your best friend, The differences between data and information, The 2 “E’s” – Ethics & Espionage

**When the Going Becomes Rough — What to Do!**

When you need to say NO and how to say it! Seeing Red and Dealing with It! Take the Initiative and Bounce Back

**Working in the World of the WEB!**

The Internet has changed the rules & HOW! Automating the personal touch? Clicking with your Customers, Developing Trust & Loyalty – online, Customer Acquisition, Some rules for staying on the road to Success with E-Commerce

**CRM – It’s not just an Option – It’s here to STAY!**

Exactly what is CRM? Is it the Latest & Greatest? How do we use it? Automating the personal touch, Defining the technical requirements, Choosing the right CRM tools, The amazing power of CRM, The correct CRM program for you, What defines success with CRM?

**Customer Service Management Options of the Future!**

People Orientated? Technology Orientated? Strategies, How to best organize Customer Service for the future



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### **Suggested Readings**

1. CRM at the speed of light by Paul Greenberg, YMH 2nd edition.
2. Customer Relationship Management by V Kumar, Werner J Reinartz, WILRY India edition.
3. Customer Relationship Management by Kristin Anderson and Carol Kerr, TM.



**STRATEGIC MANAGEMENT**  
**TIU-UMG-T305**

**L-T-P: 2-1-0**

**Credit: 3**

**Introduction to Business Policy & Strategic Management:**

- Definition, Concept, Objective and Significance
- The levels at which strategy operates
- Characteristic of Strategic Management
- An Overview: Strategic Management Process
- Concept of Strategic Decision Making

**II Strategy Formulation:**

- Understanding Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives
- Concepts of Strategic Stretch, Leverage & Fit
- Environment Appraisal: Concept & Environmental Sector; PEST Analysis
- Organizational Appraisal: Concepts & Capability Factors ; Porter's Value Chain Model
- Framework for developing Strategic Advantage
- SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities
- Type of Strategies: Corporate Level (Concept of Grand Strategies) , Business Level and Functional Level.
- Guidelines for Crafting Successful Business Strategies

**III Strategy Analysis and Choice:**

- Corporate Level Strategy Analysis: BCG Matrix & GE 9 cell Matrix,
- Business Level Strategy Analysis: Life Cycle Analysis, Porter's Five Forces of Industry Analysis
- Concept of Strategic Decision Making.
- Subjective Factors in Strategic Choice and Process of Strategic Choice

**IV Strategy Implementation:**

- Interrelation Between Strategy Formulation and Implementation
- Aspects of Strategy Implementation
- An overview of Project, Procedural Implementation, Resource Allocation
- Structural Implementation: An overview of: Structural Consideration, Structure for Strategies.



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- Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.
- Functional /Operational Implementation: An overview of: Functional Strategies. V Strategy

**Evaluation and Control :**

- An Overview of Strategic Evaluation and Control
- Strategic Control and Operational Control
- Techniques for Strategic Evaluation and Control
- Role of Organizational Systems in Evaluation
- Mc Kinsey's 7s Framework.

**Cases in Strategic Management:**

- Minimum five cases encompassing the above topics to be analyzed and discussed in the class. Cases to be incorporated in Question Paper

**Books Recommended**

1. Business Policy & Strategic Management – Azhar Kazmi
2. Strategic Management, 12th Ed. – Concepts and Cases – Arthur A. Thompson Jr. and A.J.Strickland
3. Management Policy and Strategic Management (Concepts, Skills and Practices) – R.M.Shrivastava
4. Business Policy and Strategic Management – P.Subba Rao
5. Strategic Planning Formulation of Corporate Strategy - Ramaswamy Suggested Readings
  1. Strategic Management, A Dynamic Perspective -Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia
  2. Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
  3. Globalization, Liberalization and Strategic Management - V. P. Michael
  4. Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt Ltd, New Delhi
  5. Strategic Management – Fred R. David, Published by Prentice Hall International

**BUSINESS ENVIRONMENT**

**TIU-UMG-T307**

**L-T-P: 2-1-0**

**Credit: 4**

**Module 1:** Indian Business Environment: Concept, components and importance.



**Module 2:** Economic Trends: Income; Savings and investment; Industry; Trade and Balance of Payments, Money; Finance; Prices.

Economic Systems: Capitalism, Socialism, Communism,

Mixed Economy-Public Sector & Private Sector

Unit III Industrial Policy –Its historical perspective(In brief);Socioeconomic

implications of Liberalisation, Privatisation,

Globalisation.

**Module 3:** Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.

**Module 4:** Role of Government: Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

**Module 5:** Industrial Policy : Industrial Policies since Independence, New Industrial Policy and its Effect. The Current Five Year Plan: Major policies; Resource allocation.

### **Suggested Readings**

1. Sundaram & Black: The International Business Environment; Prentice Hall
2. P. Chidambaram: Business Environment; Vikas Publishing
3. Dutt R and Sundharam KPM: Indian Economy; S. Chand
4. Misra SK and Puri VK: Indian Economy; Himalaya Publishing
5. Upadhyay, S: Business Environment, Asia Books
6. Chopra, BK: Business Environment in India, Everest Publishing
7. Suresh Bedi: Business Environment,Excel Books





## **RESEARCH METHODOLOGY**

### **TIU-UMG-T309**

**L-T-P: 2-1-0**

**Credit: 4**

**1. Commercial and business research:** aims, objectives, Importance – Research methodology, Research Plan or design-steps to be followed.

#### **2. Research Process**

a. Collecting data :

b. Secondary data :

Sources of collecting secondary data : Demographic information – money, Banking-company Information - Labour market- Capital Market – Tax Information – information on the Economy, International business – Government Information – Syndicated Commercial and other non – Government sources of Information.

#### **3. Research Process**

a. Primary Data:

b. Methods of collecting primary data / tools for collecting primary data.

Questionnaire method : Types of Questions, essentials of good questionnaire / guidelines for Questionnaire designing, Scheduling, Sampling, methods, advantages ; Interview Method : structured and unstructured; Observation Method; Group discussion Method.

#### **4: Data processing and analysis:**

Editing, Codification, Classification, Tabulation, Scaling & Measurement; Hypothesis & its testing.

#### **5: Writing skills for Business Research:**

Project report: selecting and defining Topic, Project – Terms of reference, Subject matter, Style, Structure; Research Paper; Communication research orally – power point presentation. Use of Computers in research: data collection and analysis.