

**SCHEME AND SYLLABUS**  
**FOR**  
**BBA (GENERAL) COURSE**  
**BACHELOR OF BUSINESS ADMINISTRATION**

(For University Department & Affiliating Institutes)

(w.e.f. Session 2022-2023)



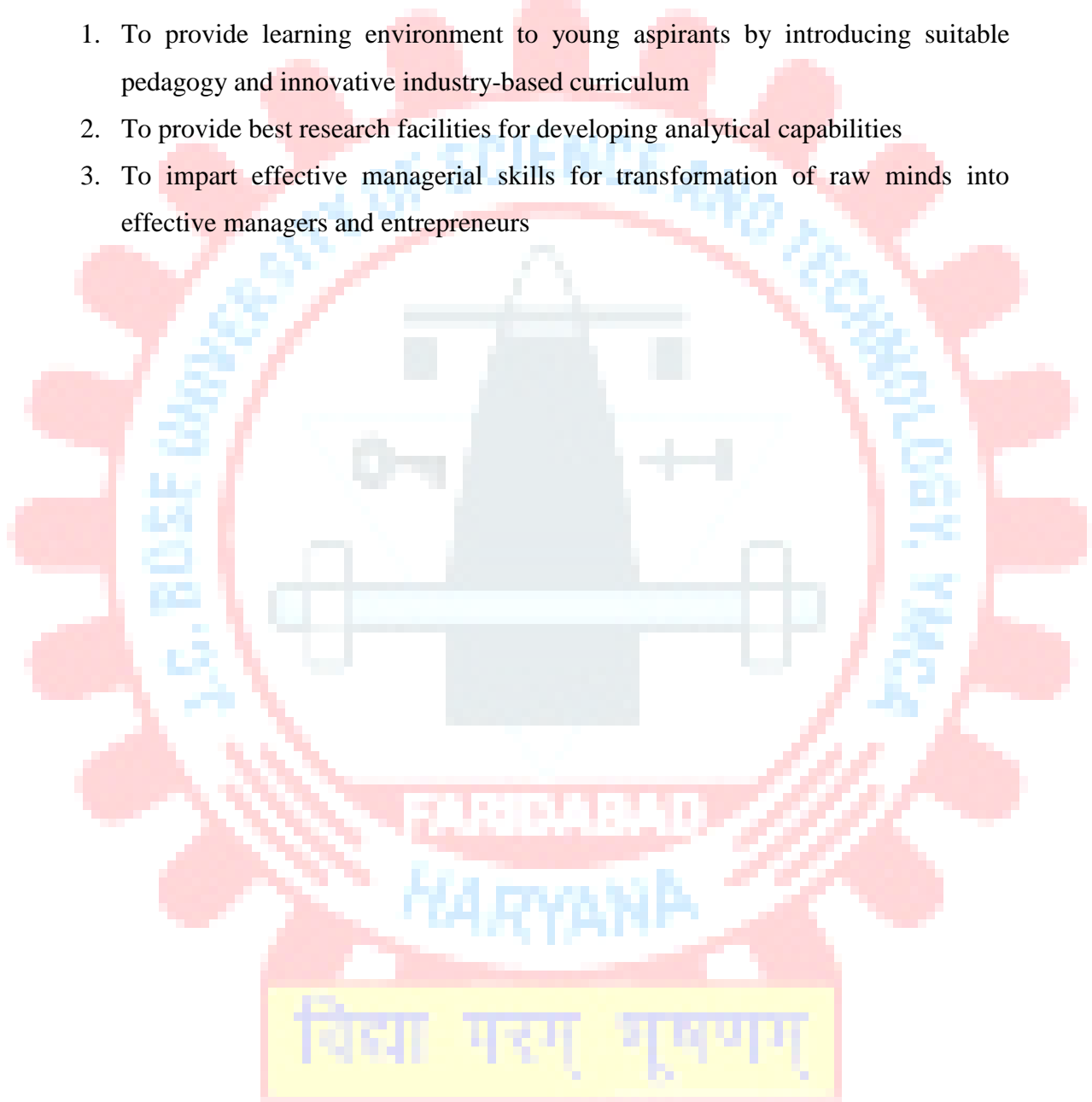
**DEPARTMENT OF MANAGEMENT STUDIES**  
**J.C. BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**YMCA, FARIDABAD**

### **VISION OF THE DEPARTMENT**

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation

### **MISSION OF THE DEPARTMENT**

1. To provide learning environment to young aspirants by introducing suitable pedagogy and innovative industry-based curriculum
2. To provide best research facilities for developing analytical capabilities
3. To impart effective managerial skills for transformation of raw minds into effective managers and entrepreneurs



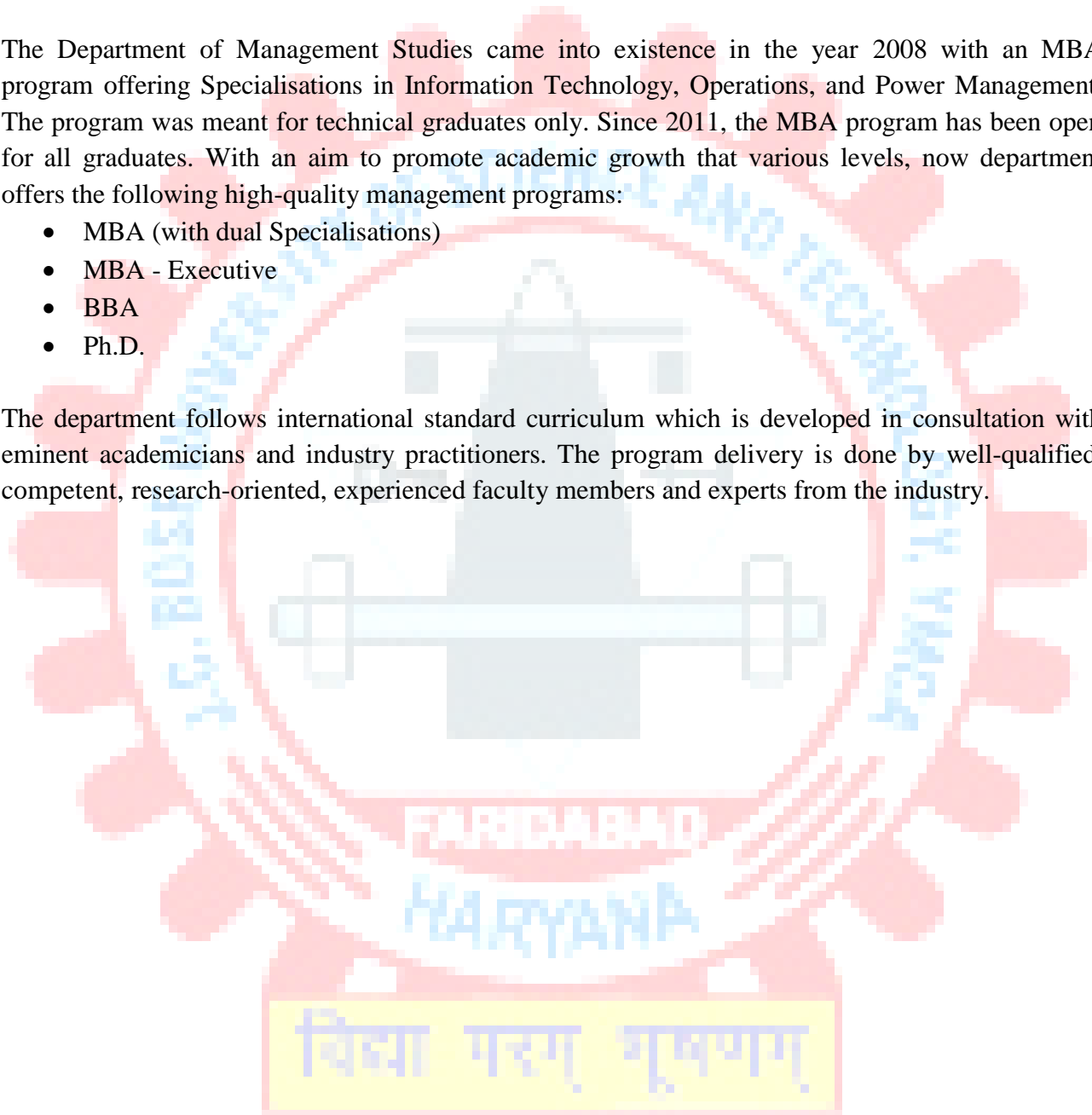
## OVERVIEW OF DEPARTMENT OF MANAGEMENT STUDIES

The Department of Management Studies is one of the faculties of J.C. Bose University of Science and Technology, YMCA formerly known as YMCA University of Science and Technology. The University is presently NAAC accredited 'A' Grade State Government University and most of the University Teaching Departments (UTDs) are accredited by the National Board of Accreditation.

The Department of Management Studies came into existence in the year 2008 with an MBA program offering Specialisations in Information Technology, Operations, and Power Management. The program was meant for technical graduates only. Since 2011, the MBA program has been open for all graduates. With an aim to promote academic growth that various levels, now department offers the following high-quality management programs:

- MBA (with dual Specialisations)
- MBA - Executive
- BBA
- Ph.D.

The department follows international standard curriculum which is developed in consultation with eminent academicians and industry practitioners. The program delivery is done by well-qualified, competent, research-oriented, experienced faculty members and experts from the industry.



## **PROGRAM OUTCOMES**

**After completion of the program, students will be able to:**

- PO1 Develop sound theoretical knowledge of managerial concepts and apply it in current business environment.
- PO2 Develop capabilities and skills to take up managerial roles across diverse industries.
- PO3 Enhance their ability to face global challenges by understanding organisational, economic, and socio-cultural diversity.
- PO4 Develop creative and innovative thinking to solve complex business problems.
- PO5 Develop professional attitude and enhance professional communication skills.
- PO6 Analyze contemporary social problems, explore the opportunities for social entrepreneurship, design business solutions and demonstrate ethical standards in organisational decision making.

## **PROGRAM SPECIFIC OUTCOMES (PSOs)**

**After completion of the program, students will be able to:**

- PSO1 Understand business world and its complexities and will be able to develop the ability and competence to have a problem-solving approach.
- PSO2 Apply knowledge and skills maintaining high standards of social and ethical values.

## **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

**After completion of the program, students will be able to:**

- PEO1 Develop reflective and scientific thinking which will make them inquisitive and curious to gain deep insights of the business world and tackle the complex situations.
- PEO2 Develop leadership and entrepreneurial skills.
- PEO3 Adapt according to ever-changing business environment.

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## STUDY SCHEME

		Type of Course							MOOCs	TOTAL CREDITS
		AECC	DCC	DSE	GE	SEC	MAC	PI		
Semester I	No. of courses	2	5	-	-	-			One MOOC course of 12 weeks in any semester	
	Credits	8	20	-	-	-				
Semester II	No. of courses	-	4	-	1	1	1			
	Credits	-	16	-	4	2				
Semester III	No. of courses	-	5	-	1	1				
	Credits	-	20	-	4	2				
Semester IV	No. of courses	-	5	-	1	1				
	Credits	-	20	-	4	2				
Semester V	No. of courses	-	2	4	1	-				
	Credits	-	8	16	4	-				
Semester VI	No. of courses	-	-	-	-	-	1			
	Credits	-	-	-	-	-	15			
<b>Total Credits</b>		8	84	16	16	6		15	3	<b>148</b>
<b>Curriculum content (% of total number of credits of the program)</b>		5.41	56.76	10.81	10.81	4.05		10.14	2.02	

### Nomenclature of Category Codes

S.No.	Abbreviation	Description
1	AECC	Ability Enhancement Compulsory Courses
2	DCC	Discipline Core Course
3	DSE	Discipline Specific Elective
4	GE	Generic Elective
5	SEC	Skill Enhancement Course
6	MAC	Mandatory Audit Course
7	PI	Project / Internship

## CURRICULUM AND SCHEME OF EXAMINATIONS OF BBA

### FIRST YEAR:

#### First Semester

Paper No	Title of Paper(s)	Hours				Credits	Marks			Code
		L	T	P	Total		Internal	Practical	External	
<b>BBA/G/101</b>	Fundamentals of Management	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/102</b>	Business Environment	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/103</b>	Financial Accounting	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/104</b>	Micro Economics	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/105</b>	Organisational Behaviour	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/106</b>	Environmental Studies	4	-	-	4	4	25	-	75	AECC
<b>BBA/G/107</b>	English Language	4	-	-	4	4	25	-	75	AECC
	<b>TOTAL</b>	28	0	0	28	28	175	0	525	

## Second Semester

Paper No	Title of Paper(s)	Hours				Credits	Marks			Code
		L	T	P	Total		Internal	Practical	External	
BBA/G/201	Presentation and Communication Skills Lab	2	-	-	2	2	15	35	-	SEC
BBA/G/202	Cost and Management Accounting	4	-	-	4	4	25	-	75	DCC
BBA/G/203	Business Statistics	4	-	-	4	4	25	-	75	DCC
BBA/G/204	Macro Economics	4	-	-	4	4	25	-	75	DCC
BBA/G/205	Computer Application in Management	4	-	-	4	4	25	-	75	DCC
BBA/G/206A-206C	Mandatory Audit Course* (MAC)	3	-	-	3	-	25	-	75	MAC
BBA/G/207A-207B	Choose anyone Generic Elective Course 1. Disaster Management BBA/G/207A 2. E-Commerce BBA/G/207B	4	-	-	4	4	25	-	75	GE
	TOTAL	25	0	0	25	22	165	35	450	

**\* Mandatory Audit Course (MAC) Mandatory to Qualify -Select anyone from the list**

Sr. No	Code	Name the Subject	No. of contact hours
1.	BBA/G/206A	Moral Values	3
2.	BBA/G/206B	Introduction to Psychology	3
3.	BBA/G/206C	Health Psychology	3

## SECOND YEAR:

### Third Semester

Paper No	Title of Paper(s)	Hours				Credits	Marks			Code
		L	T	P	Total		Internal	Practical	External	
BBA/G/ 301	Marketing Management	4	-	-	4	4	25	-	75	DCC
BBA/G/ 302	Human Resource Management	4	-	-	4	4	25	-	75	DCC
BBA/G/ 303	Financial Management	4	-	-	4	4	25	-	75	DCC
BBA/G/ 304	Business Communication	4	-	-	4	4	25	-	75	DCC
BBA/G/ 305	Foundation of International Business	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/ 306A-306B</b>	Choose anyone Generic Elective Course 1. Operations Management BBA/G/306A 2. Business Mathematics BBA/G/306B	4	-	-	4	4	25	-	75	GE
BBA/G/ 307	Life-Skills Development Lab	2	-	-	2	2	15	35		SEC
	<b>TOTAL</b>	26	0	0	26	26	165	35	450	

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## Fourth Semester

Paper No	Title of Paper(s)	Hours				Credits	MARKS			CODE
		L	T	P	Total		Internal	Practical	External	
<b>BBA/G/401</b>	Business Research Methods	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/ 402</b>	Corporate Accounting	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/ 403</b>	Legal Aspects of Business	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/404</b>	Indian Financial System	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/405</b>	Entrepreneurship Development	4	-	-	4	4	25	-	75	DCC
<b>BBA/G/ 406A-406B</b>	Choose anyone Elective Course  1. Business Ethics and Corporate Governance BBA/G/406 A  2. Business Policy and Strategic Management BBA/G/406 B	4	-	-	4	4	25	-	75	GE
<b>BBA/G/407</b>	Advanced Excel	2	-	-	2	2	15	35		SEC
	<b>TOTAL</b>	26	0	0	26	26	165	35	450	

## Instructions related to Discipline Specific Elective (DSE)

### **THIRD YEAR**

**The students are required to select any two disciplines/specialization out of Finance, Marketing and Human Resource Management in third year.**

1. Finance and Marketing Management (two elective subjects from Finance and two elective subjects from Marketing in fifth semester)
2. Marketing Management and Human Resource Management (two elective subjects from Marketing and two elective subjects from Human Resource management in fifth semester)
3. Human Resource Management and Financial Management (two elective subjects from Human Resource management and two elective subjects from Finance )

### **Fifth Semester discipline/specialization**

Note: The student is required to select four discipline specific elective subject, two elective subjects from each of the chosen discipline/specialization in fifth semester.

Note: The following combinations are permitted.

<b>Sr. No.</b>	<b>Specialization</b>	<b>Specialization</b>
1.	Financial Management	Marketing Management
2.	Financial Management	Human Resource Management
3.	Marketing Management	Human Resource Management

### THIRD YEAR:

### Fifth Semester

Paper No	Title of Paper(s)	Hours				Credits	Marks			Code
		L	T	P	Total		Internal	Practical	External	
BBA/G/501	Income Tax	4	-	-	4	4	25	-	75	DCC
BBA/G/ 502	Management Information System and Decision Support System	4	-	-	4	4	25	-	75	DCC
BBA/G/ 503A-503B	Choose anyone Generic Elective Course 1. Project Management BBA/G/503A 2. Management For Micro, Small and Medium Enterprises (MSMEs) BBA/G/503B	4	-	-	4	4	25	-	75	GE
BBA/G/ FM/HRM/M M/504-507	Choose any two subjects from Discipline Specific Elective (Discipline/ specialisation -1)	4	-	-	4	4	25	-	75	DSE
		4	-	-	4	4	25	-	75	DSE
BBA/G/ FM/HRM/M M/504-507	Choose any two subjects from Discipline Specific Elective (Discipline/ specialisation -2)	4	-	-	4	4	25	-	75	DSE
		4	-	-	4	4	25	-	75	DSE
	Total	28	0	0	28	28	175	-	525	

Note: At the end of fifth semester the students will finalise the research project/internship from their area of discipline chosen and it will be pursued by him/her under the supervision of an internal supervisor in sixth semester. Upon completion of the project/internship, the student will submit a project/internship report in the end of sixth semester.

## Sixth Semester

Paper No	Title of Paper(s)	Hours				Credits	Marks			Code
		L	T	P	Total		Internal	Practical	External	
BBA/G/601	Project / Internship	-	-	-	-	15	100	-	200	PI
	Total	-	-	-	-	15	100	-	200	

### List of Generic Elective Courses

S.No	Code	Nomenclature of Subject
1.	BBA/G/207A	Disaster Management
2	BBA/G/207B	E-Commerce
3.	BBA/G/306A	Operations Management
4.	BBA/G/306B	Business Mathematics
5.	BBA/G/406A	Business Ethics and Corporate Governance
6.	BBA/G/406B	Business Policy and Strategic Management
7.	BBA/G/503A	Project Management
8.	BBA/G/503B	Management For Micro, Small and Medium Enterprises (MSMEs)

### List of Discipline Specific Elective

S.No	Code	Nomenclature of Subject
<b>Finance Discipline/ Specialization</b>		
1	BBA/G/ FM/504	Management of Financial Services
2	BBA/G/ FM/505	Security Analysis and Investment Management
3	BBA/G/ FM/506	Working Capital Management
4	BBA/G/FM/507	Fundamentals of Insurance
<b>Human Resource Management Discipline/ Specialization</b>		
1	BBA/G/ HRM/504	Organisational Change and Development
2	BBA/G/ HRM/505	Training and Development
3	BBA/G/ HRM/506	Industrial Relations
4	BBA/G/HRM/ 507	Compensation Management
<b>Marketing Management Discipline/ Specialization</b>		
1	BBA/G/ MM/504	Consumer Behaviour
2	BBA/G/ MM/505	Retail Management
3	BBA/G/ MM/506	Service Marketing
4	BBA/G/ MM/507	Sales and Distribution Management

**Notes:**

1. Project/Internship is an essential element of the curriculum for the completion of the program. This is designed to provide exposure to organisational working, to develop an understanding of business realities, and to learn to apply theory to real life business situations.
2. At the end of fifth semester the students will finalise the research project/Internship from their area of discipline chosen and it will be pursued by him/her under the supervision of an internal supervisor in sixth semester. Upon completion of the project/internship, the student will submit a project/internship report in the end of sixth semester.
3. A student will select for two disciplines in Semester fifth out of Finance, Marketing and Human resource management.
4. A student is required to take two courses each from chosen Discipline 1 and Discipline 2 in Semester fifth.
5. Discipline specific course of each discipline will be offered out of the list specified in the scheme (depending upon student choices and faculty resources).
6. It is mandatory for students to register and complete one MOOC course from NPTEL/Swayam portal of minimum 12 weeks (3 Credits) as per university norms. The selected MOOC course should not be same as the subjects/courses offered in BBA program.
7. The required credits and hours for BBA program are covered in all the semesters.

**FUNDAMENTALS OF MANAGEMENT**  
**PAPER CODE: BBA/G/101**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After the successful completion of the course, students will be able to:

1. Understand the basic principles and practices of management.
2. Discuss the multidisciplinary nature of management studies.
3. Analyze an organisation for efficiently managing it.
4. Utilize resources in optimum manner by using different managerial techniques.

**UNIT I**

Management- meaning, nature & significance; evolution of management thought: contributions of Taylor and Fayol; Human relations & Behavioural Schools-Hawthorne Studies; Management as a Profession; Management Vs Administration; Levels of Management; Roles of manager in organisation; concept of MBO.

**UNIT II**

Authority & responsibility relationships; Span of Control; Concept of Line & Staff authority; Process of Delegations-Barriers to Delegation; Centralization & Decentralization; Organisation Structures: Types, Advantages & Disadvantages.

**UNIT III**

Functions of management-Planning-nature, process, types; organizing: Concept, nature, process and significance; staffing: concept, importance and nature; directing: concept and scope; controlling: process, types and techniques; Problem-solving; Decision making: Process and techniques.

**UNIT IV**

Business- concept, nature and scope; business as a system; business objectives; business and environment interface; distinction between business, commerce and trade; Forms of Ownership: Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives, Multinational corporations; feasibility and preparation of business plan.

**SUGGESTED READINGS:**

1. Robbins, S.P., and Decenzo, D.A. Essentials of Management, Pearson Education.
2. Koontz H., Essentials of Management, McGraw Hill Education.
3. Stephen P., Robbins, Mary Coulter. Management, Pearson Education.
4. Basu, C. R., Business organisation and management, Tata McGraw Hill, New Delhi.
5. Talloo, Thelman J., Business Organisational and Management, TMH, New Delhi.
6. Tulsian, P.C., Business Organisation, Pearson Education, New Delhi.

Note: Only latest available edition books are recommended.

**BUSINESS ENVIRONMENT  
PAPER CODE: BBA/G/102**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand dynamics of the business environment and current economic situation.
2. Develop a critical understanding of changes in business environment and assess threats and opportunities emerging out of it.
3. Suggest strategic adjustments for an organization which may be needed in changing business environment scenario.
4. Develop suitable adjustment and response strategies.

**UNIT I**

Business environment: concept, nature and significance. Economic, social, political forces affecting business operations & growth. Types of business environment. Environmental scanning.

**UNIT II**

Risk in business environment- country risk and political risk. Economic systems: capitalism, socialism & mixed economy. Economic planning in India: objectives, strategy and problems. Impact of economic planning in India. Economic roles of government: regulatory role, promotional role, entrepreneurial role, planning role, economic role in Indian context.

**UNIT III**

The constitutional environment and state intervention in business. Social responsibility of business: concept, rationale, dimensions and its disclosure by Indian business.

**UNIT IV**

Professionalization and business ethics. Competitive environment of business with reference to MRTP Act and Competition Act.

**SUGGESTED READINGS:**

1. Francis Cherunillam: Business Environment, Himalaya Publications.
2. Suresh Bedi: Business Environment, Excel Books.
3. Alok Goyal: Environment for Managers, V.K. Publications.
4. Justin Paul: Business Environment, Tata Mc-Graw Hill.

Note: Only latest available edition books are recommended.

**FINANCIAL ACCOUNTING**  
**PAPER CODE: BBA/G/103**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Apply the generally accepted accounting principles in recording financial transactions and preparing financial statements.
2. Demonstrate accounting process under computerized accounting system.
3. Evaluate the importance of depreciation in financial statements.
4. Prepare financial statements of non-corporate business entities.
5. Prepare accounts for joint venture and non-profit organisations.

**UNIT I**

Meaning and scope of accounting, nature of financial accounting, Branches of accounting. Accounting principle: Concepts and Conventions. Application of Generally Accepted Accounting Principles (GAAP) in recording financial transactions and preparing financial statements.

**UNIT II**

Accounting Process: From recording of a business transaction to preparation of trial balance. Rectification of errors; Concept of depreciation, Methods of computing depreciation: straight line method and diminishing balance method.

**UNIT III**

Capital and revenue expenditures and receipts, Preparation of financial statements of non-corporate business entities: Trading account, profit and loss account, and balance sheet. Computerized Accounting System: Computerized accounts by using Tally software.

**UNIT IV**

Joint venture accounts. Accounting for Non-Profit Organisations: Meaning of Non-Profit Organisation; Significance of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet; Preparation of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

**SUGGESTED READINGS:**

1. Anthony, R. N., Hawkins, D., Merchant, K. A. Accounting: Text and Cases. New York: McGraw-Hill Education India.
2. Dam, B. B., Gautam, H. C. Financial Accounting. Guwahati: Gayatri Publications.
3. Monga, J. R. Financial Accounting: Concepts and Applications. New Delhi: Mayur Paperback Publishing.
4. Shukla, M. C., Grewal, T. S., Gupta, S. C. Advanced Accounts. New Delhi: Sultan Chand Publishing.
5. Maheshwari, S. N., Maheshwari, S. K., Maheshwari, S. K. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.
6. Sehgal, D. Financial Accounting. New Delhi: Vikas Publishing House Pvt. Ltd.

Note: Only latest available edition books are recommended.



**MICRO ECONOMICS**  
**PAPER CODE: BBA/G/104**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Understand the basic concept and theories of microeconomics.
2. Develop a critical understanding of the implications of the production and cost.
3. Understand various market structures and factor pricing.
4. Acquire necessary skills to analyse certain economic aspects to understand basic business activities.

**UNIT I**

Introduction to Economics, definition and scope of Economics, nature and scope of microeconomics, Demand: law of demand and its determinants, price, cross and income elasticity of demand, law of supply and its determinants, elasticity of supply, Law of diminishing Marginal Utility Analysis, competitive equilibrium; consumer's equilibrium, utility and indifference curve approaches.

**UNIT II**

Basic Cost Concepts, Total Cost, Fixed Cost, Variable Cost Average Cost & Marginal Cost, Explicit Cost and Implicit Cost, Short run and long run production functions, laws of returns; optimal input combination; classification of costs; short run and long run cost curves and their interrelationship; internal and external economies of scale.

**UNIT III**

Characteristics of various factors of production. Determination of rent; quasi rent, optimum size of the firm; factors affecting the optimum size, location of firms.

**UNIT IV**

Equilibrium of the firm and industry, perfect competition, monopoly, monopolistic competition, discriminating monopoly, aspects of non-price competition and oligopolistic behaviour.

**SUGGESTED READINGS:**

1. D. Salvatore. Microeconomic Theory. Tata McGraw Hill, New Delhi.
2. N. Dwivedi. Managerial Economics. Vikas Publishing House.
3. Mark Hirschey. Managerial Economics. Thomson, South Western, New Delhi.
4. R H Dholkia and A.N. Oza. Microeconomics for Management Students. Oxford University Press, New Delhi.
5. N. Gregory Mankiw. Economics: Principles and Applications. India edition by South Western, a part of Cengage Learning. Cengage Learning India Private Limited.
6. P.L. Mehta. Managerial Economics. Sultan Chand, New Delhi.

Note: Only latest available edition books are recommended.

**ORGANISATIONAL BEHAVIOUR**  
**PAPER CODE: BBA/G/105**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, the students will be able to:

1. Analyze and compare different models used to explain individual behaviour.
2. Develop a critical insight into complexities associated with the group and team behaviour.
3. Identify the processes used in managing change and resolving conflicts.
4. Interpret the influence of organisational development and change in the behaviour of the employees.

**UNIT I**

Fundamentals of organizational behavior: concept, evolution, the importance of OB, contributing disciplines to OB, OB model, contemporary challenges of OB; individual processes and behavior differences.

**UNIT II**

Dynamics of individual behavior: personality - concept, determinant, theories, and applications; values, attitudes, and emotions; perception - concept, process and applications; learning and reinforcement; motivation - concept, theories and applications; stress management.

**UNIT III**

Interpersonal processes: dynamics of groups – characteristics of the group, types, stages of group development, group cohesiveness, group processes and decision making; dynamics of teams – characteristics of the team, forms, team effectiveness; conflict - concept, sources, types, management of conflict; power and political behavior; leadership: concept, function, and styles.

**UNIT IV**

Organisational processes and structure: organisational design - various organisational structures and their effect on human behaviour; organisational climate; organisational culture; organisational change - concept, nature, resistance to change, change management, implementing change and organisational development.

**SUGGESTED READINGS:**

1. Kavita Singh., Organisational Behaviour: Text and cases. New Delhi: Pearson Education.
2. Pareek, Udai. Understanding Organisational Behaviour, Oxford University Press, New Delhi.
3. Robbins, S.P & Judge, T.A. Organisational Behaviour, Prentice Hall of India, New Delhi.
4. Newstrom, J. and Keith Davis, Organisational Behaviour, TMH.

Note: Only latest available edition books are recommended.

**ENVIRONMENTAL STUDIES**  
**PAPER CODE: BBA/G/106**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes**

After completing the course, the student will be able to:

1. Demonstrate skills in organizing projects for environmental protection and sustainability.
2. Analyze various projects and initiatives with respect to the ecosystem restoration.
3. Interpret significance of carbon footprints.
4. Describe the environmental issues and their possible repercussions on the plants in the next few decades.
5. Summarize the green strategies and policies adopted by various business entities to preserve the environment.

**UNIT I**

Environmental Studies: Meaning, Nature, Scope, Importance and Limitations; Ecosystems; Biodiversity and Natural Systems; Natural Cycles and flows—material and energy; Levels of biological diversity: genetic, species and ecosystem diversity; Biogeographic Zones of India; Biodiversity patterns and global biodiversity hotspots. Salient Features: Wildlife (Protection) Act, 1972; Water (Prevention and control of pollution) Act, 1974; Forest (Conservation) Act, 1980; Air (Prevention and control of pollution) Act, 1981; Environmental Protection Act, 1986.

**UNIT II**

Human Systems and Human impact on natural systems, Climate Change, Air Issues: Ozone Depletion, Smog, Water issues: Water quality/access, Pollution, Land Use Changes, Soil degradation, Waste: Quantity generated, Treatment, ex: landfills v. incinerators, E-waste. Threats to biodiversity: Habitat loss, poaching of wildlife, man- wildlife conflicts, biological invasions.

**UNIT III**

ISO Standard 14001: Environmental Management System; Life Cycle Assessment; Environmental Product Declaration; Carbon Foot printing and Ecological Handprints; Environmental Impact Analysis, Environmental Impact Assessment in India: procedure & practices. Environmental Accounting: Concept, Significance, and Types. Environmental Economics, KYOTO Protocol: Aim, Vision, and Functioning; Carbon Trading; Green HRM, Green Marketing, Green Finance. Environmental Ethics. Corporate Environmental Responsibility, Green Entrepreneurship.

**UNIT IV**

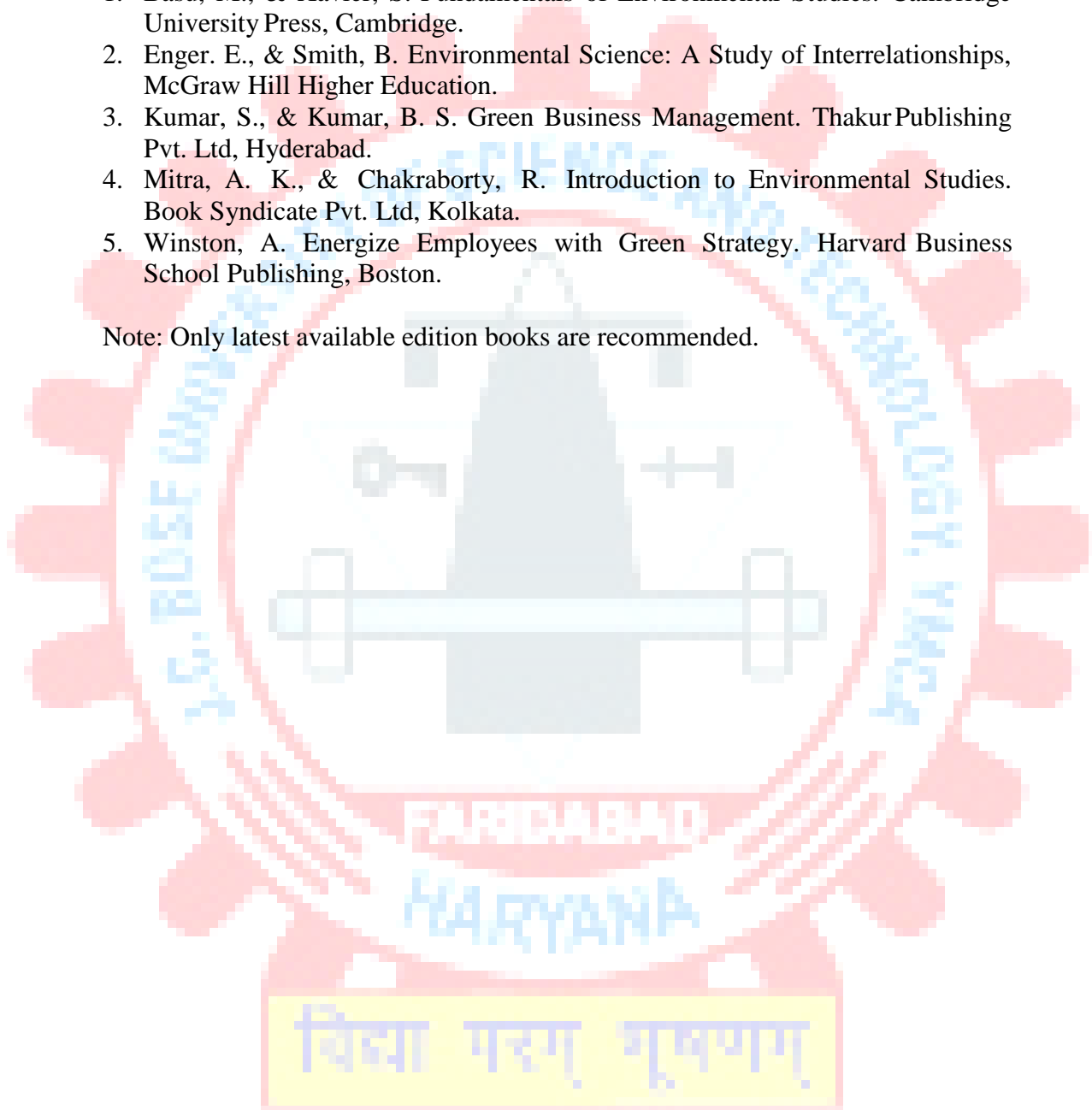
Concept and Evolution of Green Business; Drivers and Motivations; Model of Corporate Greening; Green Business Strategies; Planning and Policy Initiatives for Green Business;

Capturing Green Consumers; Preparing for the future. Green Tax Incentives and Rebates (to Green Projects and Companies). Green Reporting. National Green Tribunal: Structure, composition and functions.

#### **SUGGESTED READINGS:**

1. Basu, M., & Xavier, S. Fundamentals of Environmental Studies. Cambridge University Press, Cambridge.
2. Enger, E., & Smith, B. Environmental Science: A Study of Interrelationships, McGraw Hill Higher Education.
3. Kumar, S., & Kumar, B. S. Green Business Management. Thakur Publishing Pvt. Ltd, Hyderabad.
4. Mitra, A. K., & Chakraborty, R. Introduction to Environmental Studies. Book Syndicate Pvt. Ltd, Kolkata.
5. Winston, A. Energize Employees with Green Strategy. Harvard Business School Publishing, Boston.

Note: Only latest available edition books are recommended.



**ENGLISH LANGUAGE  
PAPER CODE: BBA/G/107**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. To encourage the students to speak English.
2. To enable students to use English in day-to-day communication.
3. To build up their confidence in the usage of English.
4. To develop their written communicative competence.

**UNIT I**

Listening Introduction, definition of listening, listening Vs hearing, process of listening, problems students face in listening, sub-skills of listening, what is good listening? strategies of listening, barriers to listening, listening in the workplace, activities that help you to become better listeners.

**UNIT II**

Speaking English, the lingua franca, varieties of English; Indian English, Received Pronunciation, Why phonetics? Organs of speech and speech mechanism; Classification of English sounds- vowels; consonants; IPA symbols, transcription, the syllable, syllable structure, stress and intonation, some rules of pronunciation, Indian English and deviations from RP, speaking as a skill; speaking on formal and informal occasions; how to perform a wide range of language functions such as greeting, thanking, complaining, apologizing.

**UNIT III**

Reading Introduction, The Reading Process, Reading and Meaning, Methods to Improve Reading, Strengthening Your Vocabulary, Understanding Graphics and Visual Aids, Previewing, Reading in Thought Groups, Avoiding the re-reading of the Same Phrases, Barriers to Reading, Skills for Speed Reading, Sub-skills of Reading, Skimming, Scanning, Extensive Reading, Intensive Reading, Reading E-mail, E-books, Blogs and Web pages.

**UNIT IV**

Letter writing- formal and informal; CV; report writing; presentation as a skill- elements of presentation strategies-audience-objectives-medium- key ideas, structuring the material, organizing content, audio-visual aids-handouts-use of power point.

**SUGGESTED READINGS:**

1. Author Jones, L &R. New International Business English, Alexander, CUP Edition, UK.
2. Author Rizvi, M. A. Effective Technical Communication, McGraw Hills Education Edition, New Delhi.
3. Lynch, Tony. Study Listening. CUP, New Delhi.
4. Jones, Daniel. English Pronouncing Dictionary, CUP, New Delhi.
5. Marks Jonathan. English Pronunciation in Use, CUP, New Delhi.
6. Kenneth, Anderson, Tony Lynch, Joan Mac Lean. Study Speaking, CUP, New Delhi.

Note: Only latest available edition books are recommended.

**PRESENTATION AND COMMUNICATION SKILLS LAB**  
**PAPER CODE: BBA/G/201**

Total credits: 2  
Internal marks: 15  
Practical marks: 35

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Apply written and oral communication techniques in an effective way in day-to-day life.
2. Improve communication skills & public speaking.
3. Develop & deliver effective presentation using various presentation tools.
4. Develop overall personality.

**UNIT I**

Fundamentals of grammar and usage, Improve command over language, Noun, Verb Tense and Adjective. Sentence errors, Punctuation, Vocabulary building to communicate effectively and diplomatically, common errors in business writing.

**UNIT II**

Communication: Basic forms of communication, Process of communication, Principles of effective Business Communication, Types of communication, Barriers of communication (Practical exercise in communication).

**UNIT III**

Effective Presentation— Need, structure, principles, Presentation tools; interactive presentation & effective listening, Use of appropriate verbal & non- verbal communication during presentation. Audience handling during presentation.

**UNIT IV**

Demonstration of different types of presentations : progress report, product demonstration, sales pitch, team presentations, interview presentation, Role play on selected topics with case analysis and real-life experiences, Prompt presentation exercises with constructive feedback. Group discussion on current topics.

**SUGGESTED READINGS:**

1. Effective Presentation Skills – Robert Dilts, Meta Publication.
2. Business Communication Today - Bovee and Thill: Tata McGraw Hill.
3. Develop your presentation skills- Theo Theobald, London; Philadelphia : Kogan Page,.
4. Reuben, Ray; Communication today – understanding creating skills, Himalaya Publishing House.
5. Stephen R. Covey; The seven habits of highly effective people, Rogets Thesaurus.
6. Essentials of Business Communication by Rajendra Paul, Sultan Chand & Sons Publisher.
7. The Hindu News Paper.
8. Economic Times (Newspaper).
9. Business Today Magazine.

Note: Only latest available edition books are recommended.

**COST AND MANAGEMENT ACCOUNTING**  
**PAPER CODE: BBA/G/202**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Determine various types of cost of production.
2. Demonstrate the material and labour cost control techniques.
3. Develop critical understanding about application of marginal costing and budgeting.
4. Understand the various management accounting techniques.

**UNIT I**

Introduction: - Objective, elements of cost, cost sheet, importance of cost accounting, types of costing, difference between cost accounting and financial accounting. Material Control: - Meaning and objectives of material control, material purchase procedure, fixation of inventory levels – Reorder level, EOQ, Minimum level, Maximum level, Danger level and Methods of Valuing Material Issues.

**UNIT II**

Labor Cost Control: - its importance, methods of Time Keeping and Time Booking; Treatment and Control of Labor Turnover, Idle Time, Overtime, Systems of Wage Payment – Time Wage System, Piece Wage System and Balance or Debt Method; Overhead – classification, allocation and apportionment of overhead including machine hour rate. Methods of Costing – Job, Batch and Contract Costing.

**UNIT III**

Management Accounting: - Meaning, nature, scope, objective and functions; marginal costing and profit planning, practical application of marginal costing techniques. Responsibility Accounting: - types of responsibility centers, performance evaluation criteria, budgeting – role of budgets and budgeting in organisations, budgeting process.

**UNIT IV**

Nature and types of Financial Statements; techniques of financial statement analysis, ratio analysis, fund flow and cash flow analysis.

**SUGGESTED READINGS:**

1. Jain & Narang, Advance Cost Accounting, Kalyani Publishers, New Delhi.
2. Maheshwari & SN Mittal., Elements of Cost Accounting, Shree Mahavir Book Depo.
3. Bhar, B.K., Cost Accounting Methods and Problems, Academic Publishers.
4. Prasad, N.K., Principles and Practice of Cost Accounting, Syndicate Pvt.Ltd..

Note: Only latest available edition books are recommended.

**BUSINESS STATISTICS**  
**PAPER CODE: BBA/G/203**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After the successful completion of the course, students will be able to:

1. Apply application of quantitative techniques in business decision making.
2. Analyze data using statistical techniques and able to forecast under uncertain business environment.
3. Examine normality and apply its concepts in different sampling techniques.
4. Apply quantitative techniques to business situations and optimize available resources.

**UNIT I**

Statistics: Meaning, purpose, scope and limitations; presentation and tabulation of data: meaning, objectives and types of classification, formation of frequency distribution, role types and construction of diagrams and graphs.

**UNIT II**

Measures of Central Tendency: Arithmetic mean, median, mode, characteristics, applications and limitations of these measures; Measure of variation: Range, quartile deviation, mean deviation and standard deviation, co-efficient of variation and skewness.

**UNIT III**

Correlation Analysis: Introduction, significance, types and Methods of Correlation analysis – Scatter, diagram Karl Pearson's coefficient, Rank correlation. Regression Analysis: Introduction, significance, simple linear regression model, method of least squares, standard Error of estimates.

**UNIT IV**

Index Number: Introduction, importance, Construction, Price and Quantity index numbers, Laspeyres', Paasche's, Edgeworth-Marshall's, Fisher's method, Relative methods. Time series Analysis: Introduction, Utility of time series analysis, Components and analysis of time series. Measuring Trends of time series, semi-average, moving averages and method of least squares.

**SUGGESTED READINGS:**

1. Berry, G.C. Business Statistics, Mc Graw Hill Publication.
2. Gupta, S.P. & M.P. Gupta. Business Statistics, Sultan Chand and Sons Publication.
3. Gupta, C.B. An Introduction to Statistical Methods, Vikas Publishing House Pvt Ltd.
4. Gupta, S.P. Statistical Methods, Sultan Chand and Sons Publication.
5. Sharma, J.K. Business Pearson Education, New Delhi Statistics.

Note: Only latest available edition books are recommended.



**MACRO ECONOMICS**  
**PAPER CODE: BBA/G/204**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, the students will be able to:

1. Understand basic macroeconomic concepts and variables.
2. Develop a critical understanding of the implications of income and consumption relationship with respects to various theories.
3. Understand and analyze the macroeconomic impacts through monetary and fiscal policies.
4. Analyze the macro environment which would help them in managerial decision-making processes.

**UNIT I**

Nature and scope of macroeconomics, Difference between Macroeconomics and Microeconomics, circular flow of income; national income – alternative concepts of income and their interrelationship, measurement of national income, The Keynesian theory of Determination of National Income in two sector model, three sector model, and four sector model, stock and flow variables.

**UNIT II**

Macro analysis of consumer behavior: Aggregate demand and supply, Consumption function, Attributes of consumption function, Propensity to consume, Significance of consumption function. income consumption relationship, multiplier analysis, Business cycle: Concept, phases, causes and remedies.

**UNIT III**

Nature of fiscal policy, fiscal deficits, fiscal policy in relation to growth and price stability, basic issues in fiscal deficit management, nature and management of public debt; business taxes – types, rationale and incidence.

**UNIT IV**

Money supply measures; credit creation process and money multiplier, instruments of monetary policy; promotional and regulatory role of central bank; Inflation – types, causes, effects and control measures.

**SUGGESTED READINGS:**

1. Dwivedi, D. N. Macro Economics. Chennai: Mc Graw Hill Education.
2. Mankiw, N. G. Principles of Macroeconomics. Boston: Cengage Learning.
3. Gupta, G.S. Macroeconomics – Theory and Applications, Tata McGraw Hill, New Delhi.
4. Edward Shapiro. Macroeconomic Analysis, Galgotia, New Delhi.
5. D'souza, Errol. Macroeconomics, Pearson Education, New Delhi.

**Note:** Only latest available edition books are recommended.

**COMPUTER APPLICATION IN MANAGEMENT**  
**PAPER CODE: BBA/G/205**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, the students will be able to:

1. Learn about evolution of the computer systems, basics of computer software, hardware and various networking technologies.
2. Familiarize with the basic concepts of internet, search engine, web applications and various fundamental features of World Wide Web (WWW).
3. Describe the role of information technology and management information systems in business and record the current issues faced by the firm to solve business problems.
4. Familiarize with the multimedia applications in business and marketing.

**UNIT I**

Introduction to Computers-History, basic anatomy, operating system, memory, input/output devices; types of computers, classification of computers; hardware and software.

Basic concepts of computer communication and networking; network devices, wireless networking, computer virus and firewalls.

**UNIT II**

Introduction to information technologies; www, search engines, web browsers, IP addressing, web hosting and web publishing, Internet applications in business, chatting and e-mailing; computer applications, advantages and limitations, use of computer in offices, education, institutions, healthcare.

**UNIT III**

Data, information and types; Information systems, types – MIS, TPS, OAS, DSS, expert systems, executive information systems.

**UNIT IV**

Multimedia applications in business; marketing and advertising; web applications of multimedia.

Lab Work: Lab will be based on basic and practical exposure of computer application in management.

**SUGGESTED READINGS:**

1. Saxena. Computer Applications in Management. Vikas Publishing House, New Delhi.
2. Ram, B. Computer Fundamentals. New Age Publication, New Delhi.
3. Saxena and Pradeep Kumar. Computer Applications in Management. Anmol Publication.
4. Gupta, Satinder Bal & Goel, Prteeti. Computer Applications in Management. SMBD Publishers.
5. Goel and Kakhar. Computer. New Age Publication.

**Note:** Only latest editions of the above books are recommended.

**MORAL VALUES**  
**PAPER CODE: BBA/G/206 A**

Total credits: 0  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, the students will be able to:

1. Impart moral value for the society.
2. Understand the rationale of social responsibility.
3. Recognize and appreciate ethical considerations and values relevant to business activity.
4. Maintain balance in their personal and professional life.

**UNIT I**

Human values; morals values; values and ethics; basic etiquettes; integrity – work ethics – honesty – courage – empathy – self-confidence – character; positive attitude and beliefs; balanced approach professional and personal life; social responsibilities and rights.

**UNIT II**

Good society: Need and Importance, Moral Reasoning, Theories of Moral Reasoning; Diversity, Equity and Equality.

**UNIT III**

Concept of moral Relativism and Moral Imperialism. Cognitive Moral Development. Encouragement to Ethical Behaviour. Approaches to Foster using Ethical Behaviour.

**UNIT IV**

Concept of Trusteeship: Everything belongs to society; Man is only a caretaker, our responsibility to ensure welfare of all.

**SUGGESTED READINGS:**

1. John, R. Boatright. Ethics and the Conduct of Business, Pearson Education, New Delhi.
2. Edmund, G. Seebauer and Robert L Barry, Fundamentals of Ethics for Scientists and Engineers, Oxford University Press, Oxford.
3. Hartman, Laura P. and Joe Des Jardins, Business Ethics: Decision-Making for Personal Integrity & Social Responsibility. McGraw-Hill/Irwin.
4. Arthur, John. Studying Philosophy: A Guide for the Perplexed. Pearson/Prentice Hall.

**Note:** Only latest editions of the above books are recommended.

**INTRODUCTION TO PSYCHOLOGY**  
**PAPER CODE: BBA/G/206 B**

Total credits: 0  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After the completion of this course, the students will be able to:

1. Develop understanding regarding subject matter and methods of psychology.
2. Develop understanding regarding sensory processes and nature of perception.
3. Acquaint with understanding of emotions and motivation.
4. Acquire understanding regarding personality and intelligence.

**UNIT I**

Psychology: History, Emergence as Science, Subject Matter. Methods of Psychology: Experimental, Observation, Survey.

**UNIT II**

Sensory Processes: Visual, Auditory – Structure and Functions of Eye and Ear. Perception: Nature, Perception of form – Figure and Ground, Perceptual Organisation, Depth Perception–Cues.

**UNIT III**

Emotion: Nature, Bodily Changes. Theories of Emotion: James-Lange, Cannon-Bard and Schachter–Singer. Motivation: Nature, Biological and Psychological Motives.

**UNIT IV**

Personality: Nature, Determinants of Personality, Type and Trait Approach. Intelligence: Nature, Theories: Spearman, Thurstone, and Cattell.

**SUGGESTED READINGS:**

1. Atkinson, R.L., Atkinson, R.L, et al. Introduction to Psychology. HBJ Publishers, N. Y.
2. Singh, A.K. Uchattar Samanaya Manovigyan. Moti Lal Banarsidas, Delhi.
3. Singh, A. & Singh, U. Prayogatamak Manovigyan. Vedic Prakashan, Bhiwani.
4. Singh, R. & Shyam, R. Adhunik Sangyanatmak Manovigyan. Haryana Sahitya, Panchkula.

**Note:** Only latest available edition books are recommended.

विद्या परम् गुरुणम्

**HEALTH PSYCHOLOGY**  
**PAPER CODE: BBA/G/206 C**

Total credits: 0  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After the completion of this course, the students will be able to:

1. Gain understanding regarding the concept of health and role of psychology in it.
2. Get acquainted with well-being and its significance.
3. Develop insight into scientific knowledge regarding negative consequences of stress and other health related disorders.
4. Appreciate the positive impact of health enhancing behaviors on well-being and mental health.

**UNIT I**

Introduction to Health Psychology: Nature, Goals and Scope. Relationship between mind and body. Emergence of Health Psychology.

**UNIT II**

Well-being: Components of Well-being: Eudemonia and Hedonism, Life Satisfaction Affect. Assessment of Health and Well-being.

**UNIT III**

Stress, Illness and Pain: Causes and Consequences; Coping with Stress, Pain and Illness. Health Related Disorders- Coronary Heart Disease, Cancer, Diabetes, HIV and AIDS.

**UNIT IV**

Health Enhancing Behaviours: Psychological factors - Resilience, Hope, Optimism; Exercise; Safety and Nutrition. Implications for Well-being.

**SUGGESTED READINGS:**

1. DiMatteo, M.R. and Martin, L.R. Health psychology. New Delhi: Pearson.
2. Sarafino, E.P. (Health psychology: Bio Psychosocial interactions NY: Wiley.
3. Snyder, C.R., & Lopez, S.J. Positive Psychology :The scientific and practical explorations of human strengths. Thousand Oaks, CA: Sage.
4. Taylor, S.E. Health Psychology. New York: Tata McGraw Hill.

Note: Only latest available edition books are recommended.

**DISASTER MANAGEMENT**  
**PAPER CODE: BBA/G/207A**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completion of the course, student will be able to:

1. Identify and describe the types of natural and non-natural disasters and implications of disasters on environment.
2. list and describe the main hazards to which a region is, or may be, vulnerable.
3. Describe briefly how the effects of disasters can be reduced on vulnerable groups.
4. Know the legal framework for disaster management.

**UNIT I**

Introduction to Natural and Manmade Disasters , development as causes of disaster; rapid population growth, environmental pollution; epidemics; industrials accidents and chemical releases; multipurpose project and resettlement issues; humanitarian assistance in emergencies. MBO, SWOT analysis

**UNIT II**

Floods- flood plains, drainage, basins, nature and frequency of flooding, flood hazards, urbanization and flooding, flood hydrographs, dams barrages and rivers diversions, creation of reservoir, influence on micro-climate, impact on flora and fauna. Landslides. Drought,

**UNIT III**

Coastal hazards- tropical cyclone, coastal erosion, sea level changes and its impact on coastal areas and coastal zone management. Climate change- Emissions and global warming, impact on sea level in south Asian region environmental disruptions and their implications.

**UNIT IV**

Earth quakes- preliminary concepts, seismic waves, travel-time and location of epicenter, nature of destruction, a seismic designing, quake resistant building and dams. Tsunamis- causes and location of tsunamis; volcanoes-causes of volcanism, volcanism materials, geographic distribution of volcanoes. India Disaster Resource Network, Role of legislations in Disaster Management, Scope of Disaster Management Law with reference to Disaster Management Bill 2005.

**SUGGESTED READINGS:**

1. William H. Dennen and Bruce R. Moore, WCB Publishers, Iowa.
2. John M. Wallace and Peter V. Hobbs, Atmospheric science: An Introductory Survey, Academic Press, New York.
3. EgbortBocker and Reink Van Grondille, environmental Physics, John Wiley & Sons Ltd..
4. Barbar W. Murk et. al., Enviromental Geology, John Wiley & Sons, New York..
5. Bohle, H.G., Downing, T.E. and Watts, M.J. Climate Change and Social Vulnerability: the sociology and geography of food insecurity, Global Environmental, Changes. No 4, 37-48

Note: Only latest available edition books are recommended.

**E-COMMERCE**  
**PAPER CODE: BBA/G/207B**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand the fundamentals of e-commerce.
2. Develop understanding of online business technology.
3. Understand e-commerce applications.
4. Understand security aspects of e-commerce.

**UNIT I**

Introduction – meaning, nature, concepts, advantages and reasons for transacting online, categories of e-commerce; planning online business: nature and dynamics of the internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, one to one enterprise.

**UNIT II**

Technology for online business – internet, IT infrastructure; middleware contents: text and integrating e-business applications; mechanism of making payment through internet: online payment mechanism, electronic payment systems, payment gateways, visitors to website, tools for promoting website; plastic money: debit card, credit card; laws relating to online transactions.

**UNIT III**

Applications in e-commerce – e-commerce applications in manufacturing, wholesale, retail and service sector.

**UNIT IV**

Virtual existence – concepts, working, advantages and pitfalls of virtual organisations, workface, work zone and workspace and staff less organisation; designing on E-commerce model for a middle level organisation: the conceptual design, giving description of its transaction handling, infrastructure and resources required and system flow chart; security in e-commerce: digital signatures, network security, data encryption secret keys, data encryption.

**SUGGESTED READINGS:**

1. Murty, C.V.S., E-Commerce, Himalaya Publications, New Delhi
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, N.Delhi.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, N.Delhi.
4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley

Note: Only latest available edition books are recommended.

**MARKETING MANAGEMENT**  
**PAPER CODE: BBA/G/ 301**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completion of the course, the students will be able to:

1. Understand the process of marketing by which companies create value for customers and capture value from customers in return.
2. Understand the significance of consumer behavior, segmentation, targeting and positioning.
3. Make the product and pricing strategies.
4. Make the distribution strategies, promotion strategies.

**UNIT I**

Introduction to Marketing; difference between marketing and selling; core concepts of marketing; marketing mix; marketing process; marketing environment.

**UNIT II**

Determinants of consumer behaviour; consumer's purchase decision process (exclude industrial purchase decision process); market segmentation; target marketing; differentiation and positioning; marketing research; marketing information system.

**UNIT III**

Product and product line decisions; branding decisions; packaging and labeling decisions; product life cycle concept; new product development; pricing decisions.

**UNIT IV**

Distribution channels: - retailing, wholesaling, warehousing and physical distribution, promotion mix - personal selling, advertising, sales promotion, publicity, conceptual introduction to customer relationship marketing;

**SUGGESTED READINGS:**

1. Kotler, Philip, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha. Marketing Management, Pearson Education, New Delhi.
2. Dhunna, Mukesh, Marketing Management, Text and Cases. Wisdom Publications, New Delhi.
3. Sakena, Rajan, Marketing Management, McGraw Hill, New Delhi.
4. Zikmund, William G. Marketing, Cengage Learning, New Delhi.
5. Panda, Tapan K. Marketing Management, Excel Books, New Delhi.

Note: Only latest available edition books are recommended.



**HUMAN RESOURCE MANAGEMENT**  
**PAPER CODE: BBA/G/302**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand the basics of human resource management.
2. Analyse the human resource challenges in present scenario.
3. Know the essentials of employing, maintaining and promoting a motivated workforce.
4. Develop critical understanding of contemporary issues of human resource management.

**UNIT I**

Introduction – nature and scope of human resource management, HRM objectives and functions, HRM policies, HRM in globally competitive environment; strategic human resource management, HR outsourcing.

**UNIT II**

Acquisition of Human Resource -Human Resource Planning; Job analysis and job design; Recruitment – Concept and sources; Selection – Concept and process; placement and induction; job evaluation - concept & methods; Employee welfare; social security; grievance-handling.

**UNIT III**

Training and Development -Concept and Importance; Identifying Training and Development Needs; training methods and evaluation, Designing Training Programmes; Role-Specific and Competency Based Training; Training Process Outsourcing; Management Development; Career Development and Succession planning. Brief overview of HRIS.

**UNIT IV**

Performance Appraisal - Nature, objectives and importance; techniques of performance appraisal; potential appraisal and employee counselling; Compensation: concept and policies; job evaluation; fringe benefits; performance linked compensation. Balance Scorecard, Competency based HRM. Industrial Disputes: causes and settlement machinery.

**SUGGESTED READINGS:**

1. Gary Dessler. A Framework for Human Resource Management. Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
3. Aswathapa,K. Human resource management: Text and cases, Tata McGraw Hill Education.
4. Haldar, U. and Sarkar Juthika, Human Resource Management, Oxford University Press.
5. Rao,V.S.P., Human Resource Management, Cengage Learning India
6. TN Chhabra, Human Resource Management, Dhanpat Rai & Co., Delhi
7. Biswajeet Pattanayak, Human Resource Management, PHI Learning

**Note:** Only latest available edition books are recommended.

**FINANCIAL MANAGEMENT**  
**PAPER CODE: BBA/G/303**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand the concept of financial management and various source of finance.
2. Analyse capital budgeting process and apply capital budgeting techniques for Business decisions;
3. Examine capital structure and cost of capital.
4. Critically examine various theories of dividend, identify and analyse dividend policy; and suggest sound dividend policy.
5. Design working capital policy based on the assessment of financial requirements.

**UNIT I**

Nature, scope, and objectives of financial management, Finance decision, Functions and Responsibilities of Finance Manager. Sources of Finance: Different Sources of Finance including internal sources, external sources.

**UNIT II**

Time value of money, Capital Budgeting Process, Capital budgeting methods: Payback Period Method, Discounted Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index.

**UNIT III**

Components of cost of capital, Method for calculating Cost of Equity, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC). Capital Structure- Theories of Capital Structure.

**UNIT IV**

Theories of dividend decision - Walter's Model, Gordon's Model, MM Approach, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy. Concept of Working Capital, Operating Cycles, Working capital estimation.

**SUGGESTED READINGS:**

1. Chandra, P. Financial Management-Theory and Practice. Tata McGraw Hill Education, New Delhi.
2. Horne., J. C., &Wachowicz, J. M.. Fundamentals of Financial Management, Prentice Hall, New Jersey.
3. Khan, M. Y., & Jain, P. K. Financial Management: Text and Problem. Tata McGraw Hill Education India, New Delhi.
4. Kothari, R. Financial Management: A Contemporary Approach. Sage Publications India Pvt. Ltd, New Delhi.
5. Pandey, I. M. Financial Management. Vikas Publications, New Delhi.
6. Rustagi, R. P. (Fundamentals of Financial Management. Taxmann Publication, New Delhi.
7. Ross, S. A., Westerfield, R. W., Jaffe, J., & Kakani, R. K. Corporate Finance. McGraw Hill Education, New York.

8. Sharma, S. K., & Zareen, R. Fundamentals of Financial Management. S. Chand Publishing, New Delhi.
9. Singh, P. Financial Management. Ane Books Pvt. Ltd, New Delhi.
10. Singh, J. K. Financial Management-Theory and Practice. Galgotia Publishing House, New Delhi.
11. Singh, S., & Kaur, R. Fundamentals of Financial Management. SCHOLAR Tech. Press, New Delhi.
12. Tripathi, V. Basic Financial Management. Taxmann Publication, Delhi.
13. Srivastava, R., & Mishra, A. Financial Management. OUP India, New Delhi.
14. Study Material of CA Course (New) Intermediate Level Paper 8A: Financial Management.



**BUSINESS COMMUNICATION**  
**PAPER CODE: BBA/G/ 304**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, the students will be able to:

1. Understand the critical importance of business communication from view point of managerial efficiency.
2. Assess the different communication requirements and develop a suitable communication strategy for enhancing efficiency.
3. Identify communication barriers and design suitable communication systems to eliminate communication gaps.
4. Develop and strategize communication networks with-in and outside the organisation.

**UNIT I**

Importance and role of communication in business organisations; 7C's of communication; process of communication; how to overcome barriers in communication.

**UNIT II**

Principles of effective written communication; types of business letters - commercial letters, sale letter, routine letter; enquiries; inter-office memos; report writing; speech writing; preparing agenda of meeting and minutes of meetings; writing e-mail: art of public speaking; listening skills; team communication.

**UNIT III**

Business etiquettes across cultures; communication using technology; video conferencing; mass communication - advertisements, publicity and press releases; public relations; newsletters.

**UNIT IV**

Principles of designing presentations using audio- visual aids; creating and delivering online presentations; writing a summer project report; writing CVs & application letters; group discussions & interviews.

**SUGGESTED READINGS:**

1. Chaturvedi P.D.& Chaturvedi M. Business Communication skills, concepts and applications. Pearson education.
2. Lesikar,R.V.,Flatley,M.E.,Rentz,K. Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company.
3. Boove,C.L.,Thill,J.V. & Chaturvedi, M. Business Communication Today. Pearson education.
4. Krizan,A.C.B., Merrier,P., Logan,J.P. and Williams, K.S. Effective Business Communication,Cengage Learning.
5. Scot,O. Contemporary Business Communication, Biztantra.

Note: Only latest available edition books are recommended.

**FOUNDATION OF INTERNATIONAL BUSINESS**  
**PAPER CODE: BBA/G/ 305**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Understand factors of international business and different risks involved in it.
2. Assess the methods of evaluating and entering foreign markets.
3. Compare and contrast international business management with domestic business management.
4. Analyse various strategic issues involved in international business management.

**UNIT I**

Types of international business; basic structure of international business environment; risk in international business; motives for international business; barriers to international business; global trading and financial system – an overview.

**UNIT II**

Foreign market entry modes; factors of country evaluation and selection; decisions concerning foreign direct and portfolio investment; control methods in international business.

**UNIT III**

Basic foreign manufacturing and sourcing decisions; product and branding decisions for foreign markets; approaches to international pricing; foreign channel and logistical decisions.

**UNIT IV**

Accounting differences across countries; cross cultural challenges in international business; international staffing and compensation decisions; basic techniques of risk management in international business.

**SUGGESTED READINGS:**

1. Daniels, J.D., and H.L. Radebaugh, International Business: Environment and operations, Pearson Education, New Delhi.
2. Hill, Charles W.L., International Business, Tata McGraw Hill, New Delhi.
3. Sharan, V., International Business: Concept, Environment and Strategy, Pearson Education, New Delhi.
4. Bennett, Roger, International Business, Pearson Education, New Delhi.

Note: Only latest available edition books are recommended.

**OPERATIONS MANAGEMENT**  
**PAPER CODE: BBA/G/306 A**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After the completion of the course, the students will be able to:

1. Gain a conceptual understanding of the manufacturing and services Operations.
2. Apply best practices for managing operations.
3. Measure and manage quality of manufacturing and services operations.
4. Utilize resources in optimum manner by using various techniques.

**UNIT I**

Production economics: introduction, evaluation, major long term and short term decisions; objectives, importance and activities, differences between products and services. Meaning and types of production systems: production to order and production to stock; plant location; factors affecting location and evaluating different locations.

**UNIT II**

Production Planning and Control: Introduction, objectives and Phases, Operation Planning and Schedule System, Aggregate Planning, Master Production Schedule, Material Requirement Planning, Capacity Planning, Routing, Scheduling.

**UNIT III**

Material Management: Introduction and Meaning of Material Management, Scope of Material Management, Material Planning and Control, Purchasing, Store management, Inventory Control, Standardization, Simplification, Value Analysis, Ergonomics, JIT Manufacturing.

**UNIT IV**

Quality Control: Introduction, Quality, Inspection, Quality Control, Statistical Quality Control, Quality Circle; Quality Assurance and Certification: ISO 9000, ISO 9004, ISO 14000 Series.

**SUGGESTED READINGS:**

1. Dobler & Burt, Purchasing and Supply Management: Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Nair, Purchasing and Material Management, Vikas Publishing House, New Delhi.
3. Gopal Krishnan, P., Handbook of Materials Management, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Gopala krishnana, P. & Sundarshan, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Bhat, K. Shridhara, Materials Management, Himalaya Publishing House.

Note: Only latest available edition books are recommended.

**BUSINESS MATHEMATICS**  
**PAPER CODE: BBA/G/306 B**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completion of this course, the students will be able to:

1. Understand the concept of analytical geometry and their applications.
2. Understand the concept of arithmetic, geometric and harmonic progressions.
3. Understand the concept of calculus and appropriately apply the concepts for comprehending relevant situations/problems.
4. Understand the concept related to Logarithm and log tables.

**UNIT I**

Plane Analytical Geometry: Cartesian Coordinate system, Length of line segment, section formula (Ratio), equation of straight line.

**UNIT II**

Arithmetic, geometric and harmonic progressions.

**UNIT III**

Integral calculus: Integration as an inverse of derivative, integration by substitution method and by parts, indefinite integral and definite integral and its application in business.

**UNIT IV**

Logarithm, Law of operations, log tables, compound interest, documentation.

**SUGGESTED READINGS:**

1. Gorakh Prasad: Differential Calculus
2. Shanti Narayan : An Integral Calculus
3. Gorakh Prasad : Integral Calculus

Note: Only latest available edition books are recommended.

**LIFE-SKILLS DEVELOPMENT LAB**  
**PAPER CODE: BBA/G/ 307**

Total credits: 2  
External marks: 35  
Internal marks: 15

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand core life skills, its concept, process and practice.
2. Understand self-management in social context.
3. Understand & develop thinking skills, problem solving and coping abilities.
4. Understand and develop personal & professional effectiveness.

**Unit I**

Basics of Life Skills importance, Philosophy of KARMA, Social and Cultural Etiquette: Need for etiquette (impression, image, earn respect, appreciation, etc), SWOT Analysis (Practical exercise).

**Unit II**

Self-Awareness: Techniques used for Self-Awareness, Managing the Self in different Social Contexts, Effective Communication & Interpersonal Relationship, Johari Window (Practical exercise).

**Unit III**

Thinking Skills: Concept Formation, Reasoning, Creative & Critical Thinking; Problem Solving, Coping with Emotions, Coping with Stress.

**Unit IV**

Life Skills Work in Combination; Life Skills for Personal Effectiveness, Life Goal Setting; Time Management; Effective Learning: Study Skills and Memory Techniques; Successful Career Planning & Development.

**SUGGESTED READINGS:**

1. Dahama O.P., Bhatnagar O.P. Education and Communication for Development, Oxford & IBH Publishing Co. Pvt. Ltd. New Delhi.
2. Duffy Grover Karen, Atwater Eastwood. Psychology for Living Adjustment, Growth and Behaviour Today, Pearson Education Inc, New Delhi.
3. Nair .V. Rajasenani. Life Skills, Personality and Leadership, Rajiv Gandhi National Institute of Youth Development, Tamil Nadu.
4. Stella Cottrell. Critical Thinking Skills: Developing Effective Analysis and Argument, Palgrave Macmillan Ltd., New York.

Note: Only latest available edition books are recommended.



**BUSINESS RESEARCH METHODS**  
**PAPER CODE: BBA/G/401**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Outline the significance of research and research methodology and to analyze the problems in conducting social science research in India.
2. Formulate research problem and research design.
3. Determine the sample size in consonance with the research problem and research design.
4. Collect and tabulate required primary and secondary data for analysis.
5. Prepare a report on the basis of collected data.

**UNIT I**

Concept, objectives and significance of Research; Approaches and types of Research; Research Methodology; Research Process; Criteria of Good Research; Challenges in conducting social science research in India.

**UNIT II**

Defining the Research Problem and Research Design; Components, selection and formulation of Research Problem; meaning and need of Literature Review; Meaning of Research Design, Features of a good research design; types of Research Design.

**UNIT III**

Meaning of Census and Sample; Meaning, need, significance and principle of sampling; Essentials of a good sampling; Methods of sampling; Determination of sample size.

**UNIT IV**

Types of data; Methods of collection of primary data: Collection of Secondary Data; Use of computer and internet in collection of data; limitation of primary and secondary data. Tabulation of data for analysis, Research Proposal, Research Report: Qualities of good report, steps in report writing.

**SUGGESTED READINGS:**

1. Madan, P., Paliwal, V., & Bhardwaj, R.. Research Methodology-Methods & Techniques. New Delhi: New Age International Publishers.
2. Kothari, B. L. Research Methodology: Tools and Techniques. Jaipur: ABD Publishers.
3. Borse, M. N. Research Methodology—Modern, Methods & New Techniques. Jaipur: Shree Niwas Publishers.
4. Rao, K. V. Research Methodology in Commerce and Management. Noida, Uttar Pradesh: Sterling Publishers Private Limited.
5. Sharma, R. D., & Chahal, H. Research Methodology in Commerce and Management. New Delhi: Anmol Publications.

Note: Only latest available edition books are recommended.

**CORPORATE ACCOUNTING**  
**PAPER CODE: BBA/G/402**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand the accounting treatment for share capital issues and buy back of shares.
2. Understand the accounting treatment for issue and redemption of debentures.
3. Understand the various adjustments related to the preparation of final accounts.
4. Critically evaluate the valuation of goodwill and shares.

**UNIT I**

Accounting for share capital transaction, alternation of share capital, buy-back of shares, acquisition of business and profit prior to incorporation.

**UNIT II**

Debentures; issue of debentures, methods of redemption of debentures, underwriting of shares and debentures.

**UNIT III**

Statutory provision regarding preparation of company's final accounts, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule VI of the companies act, state the basic features of accounting standards 4, 5, 15, 17 18 and 29;

**UNIT IV**

Valuation of Goodwill and shares, Liquidation of Companies

**SUGGESTED READINGS:**

1. Gupta R.L., Advanced Accounting Vol. II, S. Chand & Sons, New Delhi
2. Grewal T.S. and M.C. Shukla, Advanced Accounting, S. Chand & Sons, New Delhi
3. Jain, S.P. & K.L. Narang, Advanced Accounting, Kalyani Publishers, New Delhi
4. Monga, J.R., Corporate Accounting, Margin Paper Bank, New Delhi
5. Maheshwari S.N., Advanced Accounting, Vikas Publications

Note: Only latest available edition books are recommended.

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**LEGAL ASPECTS OF BUSINESS**  
**PAPER CODE: BBA/G/ 403**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Understand the legal framework regulating business which makes the operations of the organisation legally compliant.
2. Develop a basic understanding of the implications of the changes in the provisions of different business laws and assess the likely impact.
3. Equip with legitimate rights and obligations related to various business laws.
4. Identify non-compliant practises and operations, and replace them with a legally compliant system.

**UNIT I**

The Indian Contract Act, 1872: Law of contract, kinds of contracts, meaning and essentials of a valid contract; offer and acceptance; capacity to contract; consent and free consent; consideration; void agreements; quasi contract; different mode of discharge of contract; remedies for breach of contract.

**UNIT II**

The Sale of Goods Act, 1930: Nature of sale, conditions and warranties, Transfer of ownership in goods, performance of contract of sale, rights of unpaid seller. The Companies Act, 2013: meaning, characteristics and types of companies; incorporation of a company, memorandum and articles of association; director's powers and duties, prospectus, winding up.

**UNIT III**

Negotiable Instrument Act: Meaning and essential elements of a negotiable instrument; types of negotiable instrument; negotiation and dishonour of negotiable instruments. Meaning and scope of Information Technology Act; digital signature; electronic governance; regulation of certifying authority; digital signature certificates; duties of subscribers; penalties adjudication and offences.

**UNIT IV**

RTI Act 2005: Purpose of Right to Information and Obligation of Public Authorities, Exemption from disclosure of information; Overview of Consumer Protection Act, 2019

**Suggested Reading:**

1. Kuchhal, M.C. and Kuchhal Vivek. Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Pathak. Legal Aspects of Business, McGraw Hill Education.
3. Kapoor, N.D. Elements of Mercantile Law, Sultan Chand & Sons. New Delhi.
4. Gulshan, S.S., Mercantile Law, Excel Books.
5. Maheshwari S.N. & Maheshwari, Business Regulatory Framework, Himalaya Publishing House.

Note: Only latest available edition books are recommended.

**INDIAN FINANCIAL SYSTEM**  
**PAPER CODE: BBA/G/404**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcome:**

After completion of the course, the students will be able to:

1. Understand the workings of various components of financial system in India.
2. Analyze the importance of a sound financial system for economic development of a country.
3. Evaluate the workings of different financial institutions.
4. Analyze the instruments available in money market and capital market.

**UNIT I**

Indian Financial System: Nature, structure, role and functions. Structure of Indian banking system, RBI- functions and working, commercial banks, Banking and non-banking intermediaries, Financial Institutions: Functions of NABARD, Regional Rural Banks and Cooperative Banks, ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI.

**UNIT II**

Banking Concepts –credit creation, E-Banking, Universal Banking, Money Market instruments; Call money, Treasury Bills, Commercial Bills, Certificate of deposit, Commercial Papers, Reforms and recent developments in money market.

**UNIT III**

Capital Market: Capital Market instruments, Role of SEBI, Secondary market; trading and settlement; Primary market v/s Secondary Market. Mutual Funds: meaning and types. Reforms and recent developments in capital market.

**UNIT IV**

Non-banking finance companies, Housing finance companies. Overview of financial Services: Merchant Banking, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Credit Rating.

**SUGGESTED READINGS:**

1. Bhole L. M 'Financial institutions and Markets', Tata McGraw Hills.
2. Varshney and Mittal. Indian Financial System, Sultan Chand & Sons.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education.
4. John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System', Tata McGraw Hills.
7. Gurusamy, "Financial Services and System", McGraw Hill Education, March.

Note: Only latest available edition books are recommended.

**ENTREPRENEURSHIP DEVELOPMENT**  
**PAPER CODE: BBA/G/405**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completion of the course, the students will be able to:

1. Understand the dynamics of entrepreneurship to develop proper perspective of current entrepreneurial practices.
2. Develop a clear understanding about business opportunity and selection.
3. Develop a clear understanding about business plan formulation.
4. Suggest institutional support available to new venture.

**UNIT I**

Entrepreneur and Entrepreneurship: Concept of Entrepreneur, Manager, Intrapreneur Traits of an entrepreneur, Concept of Manager, Roles and Responsibilities of Manager, Concept of Intrapreneur, Need and Importance of Entrepreneurship, Relationship between entrepreneur and entrepreneurship, Problem of Unemployment and opportunities of Entrepreneurial in India.

**UNIT II**

Challenges for Women Entrepreneurs in India, Business opportunity Identification: Opportunity Search: Divergent Thinking Mode: Meaning, Objectives; Environmental scanning for business opportunity Identification, Opportunity Selection: Convergent Thinking Mode: Meaning, Objectives, Sources of new ideas, methods of idea generation.

**UNIT III**

Business Plan: Meaning and, Objectives of Business Plan; Elements of Business Plan; Business Planning Process - Self Audit, Evaluation of Business Environment, Setting Objectives, Forecasting Market Conditions, stating actions and resources required, Feasibility Analysis.

**UNIT IV**

Institutional Support to New Venture (Students are expected to study the assistance scheme of following institutions) District Industries Center (DIC), Small Industries Development Bank of India (SIDBI), National Small Industries Corporation (NSIC), Entrepreneurship Development Program (EDP): objectives, curriculum.

**SUGGESTED READINGS:**

1. Desai Vasant: "Management of Small Scale Industries" - Himalaya Publishing House.
2. Taneja Satish and Gupta: "Entrepreneurship Development-New Venture Creation" - Galgotia Publishing Company, New Delhi.
3. Jain P.C: Handbook For New Entrepreneurs Entrepreneurship Development Institute of India.
4. Sangle B. R. : Business Environment & Entrepreneurship, Success Publications, Pune.
5. Gupta C.B. & Srinivas: "Entrepreneurial Development"- Sultan D, Chand & Sons, New Delhi.
6. Prof Rajeev Roy: "Entrepreneurship" - Oxford University Press.

Note: Only latest available edition books are recommended.

**BUSINESS ETHICS AND CORPORATE GOVERNANCE**  
**PAPER CODE: BBA/G/406A**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completion of the course, the students will be able to:

1. Explain the ethical conduct in business and its essence for management.
2. Analyze the value system in business.
3. Understand the basics of corporate governance and emerging role of management.
4. Develop comprehensive understanding on corporate disclosure and role of SEBI.

**UNIT I**

Ethics and Behaviour, Ethical conduct in Business: Ethical Audits, Cost of being unethical, Ethics and social responsibility, Intellectual property rights like designs, patents, trademarks, copy rights.

**UNIT II**

Values–Concepts, values in Business, Types and Formation of Values, importance of value system, Values of Indian Managers; applications of moral values to the challenges of the organisations. Relationship between ethics and values.

**UNIT III**

Corporate Governance: Concept, corporate governance code, Profit maximization versus Corporate Social Responsibility, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD).

**UNIT IV**

Legal aspects: Corporate Disclosure and Investor Protection in India, Guidelines on CSR Management, Corporate disclosure practices, SEBI codes.

**SUGGESTED READINGS:**

1. S.S. Iyer. Managing for Value, New Age International Publishers.
2. Laura P Hartman, Abha Chatterjee. Business Ethics, Tata McGraw Hill.
3. S.K. Bhatia. Business Ethics and Managerial Values, Deep & Deep Publications Pvt .Ltd.
4. Velasquez. Business Ethics - Concepts and Cases, Prentice Hall.
5. Reed Darryl. Corporate Governance, Economic Reforms & Development, Oxford.
6. Mathur U.C. Corporate Governance & Business Ethics, McMillan.

Note: Only latest available edition books are recommended.

**BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**PAPER CODE: BBA/G/406 B**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Get clear understanding of basic concept of strategy and its relationship with the firm's vision.
2. Mission and objectives for the organization's success.
3. Identify different strategic options available and their relation with dynamic environment.
4. Sketch the strategy to be followed by the organization and to effectively implement the strategy that will help the organization to become successful in the market.
5. Evaluate strategies in an effective manner by applying different techniques.

**UNIT I**

An Introduction to Business Policy — Nature, objective and importance of business policy; Strategic Management –meaning, Historical development and significance to Modern Day organisations. Strategic Management Process levels of strategy in organization.

**UNIT II**

Strategy Formulation- Company's mission, purpose and objectives; corporate strategy - concept, significance and objectives; types of strategies; Environmental and organisational appraisal (Internal & external) techniques of business environment analysis,

**UNIT III**

Strategic alternatives and choice; Business ethics and corporate strategy Concept of value chain and competitive advantage Strategy implementation - Designing organisational structure and activating strategies

**UNIT IV**

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of IT in strategic Management.

**SUGGESTED READINGS:**

1. Jauch & Glueck : Business Policy and Strategic Management.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
3. Michael Potter: Competitive Advantage of Nations.
4. Azhar Kazmi : Business Policy and Strategic Management.
5. Kenneth, A. Andrews : Concepts of corporate Strategy.
6. Melvin J. Stanford: Management Policy.
7. John A. Pearce Hand R.B. Robinson Strategic Management.
8. Applegate ,Corporate Information Strategy and Management, McGraw Hill Education.
9. Thompson,Crafting and Executing Strategy, TataMcGraw Hill Education.

Note: Only latest available edition books are recommended.

**ADVANCED EXCEL**  
**PAPER CODE: BBA/G/407**

Total credits: 2  
External marks: 35  
Internal marks: 15

**Course Outcomes:**

After completing the course, the student will be able to:

1. Visualize data for business decisions.
2. Evaluate and integrate appropriate information for business.
3. Apply mathematical and statistical functions for decision making.
4. Identify and organize data from multiple sources.

**UNIT I**

Creating a basic worksheet, managing worksheets, Formatting cells Viewing and printing worksheets, Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. protecting cells.

**UNIT II**

Building basic formulas, Using a function in a formula, Math and statistical functions, Sum, Max, Min, Average, Count, Today, Now, Countif, CountA, CountBlank, Round, Roundup, Round. Financial functions Manipulating dates, times and text, VLOOKUP and HLOOKUP, Conditions in formulas.

**UNIT III**

Goal Seek function ,descriptive statistics, PivotTables, Find trends in data, summarize data by using Sparklines, Data Validation.

**UNIT IV**

Create and modify macros, Create hyperlinks, Creating and managing charts like Column, Line, Pie, Bar, Area, Scatter, 3D, Pivot charts etc. Working with multiple sheets, hyperlinks,. Creating Dashboards.

**SUGGESTED READINGS:**

1. Greg Harvey , Excel.All-in-One for Dummies. John Wiley & Sons.
2. Michael Alexander and Kusleika Richard, et al.
3. Excel Bible. Wiley.

Note: Only latest available edition books are recommended.

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**INCOME TAX**  
**PAPER CODE: BBA/G/501**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the students will be able to:

1. Understand the basic concepts of income tax and determine the residential status of different persons.
2. Compute income under the heads 'salaries' and 'income from house property'.
3. Compute income under the head 'profits and gains of business or profession', 'capital gains' and 'income from other sources'.
4. Understand clubbing provisions, aggregate income after set-off and carry forward of losses, and deductions allowed under the income tax act; and further, to compute taxable income and tax liability of individuals.

**UNIT I**

Basic concept of Income Tax: Direct and indirect; Direct Tax: Need, features and basis of charges. Income Tax (as per Income Tax Act 1961 and amendments): Basic Concepts; Residential status; Scope of Total Income, Heads of Income; Agriculture Income and its taxability.

**UNIT II**

Meaning of salary, Basis of charge, conditions of chargeability, Allowances, Perquisites, Deductions and exemptions, Computation of taxable Income from Salary. Income from house property Basis of charge, Determinants of Annual Value, Deductions and exemptions, computation of taxable income House Property.

**UNIT III**

Income from profits and gains of business and profession. Income from capital gains, income from other sources, set off and carry forward of losses. Clubbing of income, deduction of tax at source.

**UNIT IV**

Computation of total income and tax-liability of individuals. Filing of returns: Manually and on-line filing of Returns of Income & TDS; Provision & Procedures of Compulsory on-line filing of returns for specified assesses.

**SUGGESTED READINGS:**

1. Gupta, R. Simplified Approach to Income Tax. New Delhi: Flair Publications Pvt. Ltd. Singhania.
2. V. K., & Singhania, M. Student's Guide to Income Tax including GST- 3 Problems & Solutions. New Delhi: Taxmann Publications Pvt. Ltd.
3. Study material of ICAI Intermediate Paper 4A: Income-tax Law.

**Note:** Only latest available edition books are recommended.

**MANAGEMENT INFORMATION SYSTEM AND DECISION SUPPORT SYSTEM**  
**PAPER CODE: BBA/G/502**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Demonstrate knowledge of technical and business issues related to development of information system.
2. Understand the role of information system manger.
3. Design the information system implementation strategies.
4. Conceptualize re-engineered decision support systems.

**UNIT I**

The meaning and use of MIS, System Process of MIS, Development of MIS within the organisation, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS. Types of Information Systems; System Development Life Cycle; System Analyst – Role, Responsibility, Analytical Skills.

**UNIT II**

Managerial Decision Making: System design consideration, input/output design, forms design, file organisation and database, data management, file design, program design.

**UNIT III**

Information Systems Implementation and Maintenance: System Implementation, Software Application Testing, Installation, Documenting the System, Training and Supporting Users, Organisational Issues in Systems Implementation; Maintaining Information systems. Decision support system, components, design Decision making; Decision support system software and hardware, types of decision support system.

**UNIT IV**

Security , Ethical and Societal Challenges of Information system, Business process reengineering, management information system, decision support system, Overview of Artificial Intelligence technologies in business , expert systems, , data warehousing, data mining.

**SUGGESTED READINGS:**

1. James O'Brien A., Management Information Systems, Tata McGraw Hill.
2. Laudon Kenneth and Laudon Jane, Management Information System, Pearson Alter, Steven, Information.
3. Systems: The Foundation of E-Business, Pearson Education.
4. Muneesh, Kumar Business Information Systems, Vikas Publishing House.

**Note:** Only latest available edition books are recommended.

**PROJECT MANAGEMENT**  
**PAPER CODE: BBA/G/503 A**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Explain the concept and attributes of projects, project management system, process and its principles.
2. Perform technical feasibility, marketing feasibility and commercial viability of a project.
3. Prepare project budget in business and analyse project appraisal through various project appraisal techniques.
4. Examine project risk and performance assessment and evaluate project management techniques.

**UNIT I**

Concept and attributes of Project, Identification of Investment opportunities, Project life cycle, Role of Project Manager, Project Management Information System, Project Management Process and Principles, Generation & Screening of Project Idea.

**UNIT II**

Market and Technical Analysis: Technical Feasibility; Marketing Feasibility, Financial Planning: Estimation of Costs and Funds, sources of funds, Demand Analysis and Commercial Viability, Project budget, Tax considerations and legal aspects.

**UNIT III**

Business Criterion of Growth, Liquidity and Profitability, Project appraisal techniques; payback period, accounting rate of return, net present value, internal rate of return, profitability index and Social Cost Benefit Analysis.

**UNIT IV**

Project Risk Management- Identification, Analysis and Reduction, Project quality management, Project Performance Measurement and Evaluation, Project Report, Project Closure and Audit. Cost and Time Management issues in Project Planning and Management. Techniques (PERT & CPM).

**SUGGESTED READINGS:**

1. Chandra. Prasanna. *Project Preparation, Appraisal and Implementation*. Tara McGraw Hill.
2. Gido, Jack,. And Clements, James P. *Project Management*. Cengage Learning.
3. Gray, Clifford F., Larson, Eric W., and Desai, Gautam V. *Project Management: The Managerial Process*. McGraw Hill Education.
4. Barker, Stephen.and Cole, Rob. *Brilliant Project Management*, Pearson.
5. Kharua, Sitangshu. *Project Management and Appraisal*. Oxford Press University.

Note: Only latest available edition books are recommended.

**MANAGEMENT FOR MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs)**  
**PAPER CODE: BBA/G/503 B**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand the key challenges & steps involved in setting up the MSMEs.
2. Gain insight about various supports available to the MSMEs.
3. Knowledge about the MSME Development Act, 2006.
4. Exposure about the global emerging trends and institutional support to the MSMEs.

**UNIT I**

MSMEs in INDIA: Concept of Entrepreneur & Entrepreneurship, Quality & Characteristics of Entrepreneurs, MSMEs: Definition, Performance, Key Challenges & Steps involved in setting up MSMEs.

**UNIT II**

Government Support for MSMEs: Skill Development, Market Linkages, Technology upgradation, Cluster Development & Finance Availability.

**UNIT III**

Policy Initiatives for MSMEs: ASPIRE- A Scheme for Promotion of Innovation, Rural Industry & Entrepreneurship, MSME Development Act, 2006 (Salient Features), MSME Development Act (Amendment) Bill, 2015, E-Governance Initiatives/ Digital Initiatives.

**UNIT IV**

Emerging Trends & Institutions Supporting MSME: Overview of World Trade Organisation (WTO), Intellectual Property Rights (IPR), International SME Network (INSME) and Bar Coding.

**SUGGESTED READINGS:**

1. Dynamics of Entrepreneurship Development & Management: Vasant Desai
2. Entrepreneurship Development in India: C B Gupta & N P Srinivasan
3. Entrepreneurship Development: S S Khanka
4. Entrepreneurship and small Business Management: C B Gupta & S S Khanka
5. small Business Entrepreneurship : Paul Burns & Jim Dewhunt

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Note: Only latest available edition books are recommended.

**MANAGEMENT OF FINANCIAL SERVICES**  
**PAPER CODE: BBA/G/ FM/504**

Total credits: 4  
External: 75  
Internal: 25

**Course Outcomes:**

After successful completion of the course the students will be able to:

1. Understand critical importance of the financial services which act as a base for sound financial system.
2. Assess different financial services and develop strategy for enhancing operational efficiency.
3. Identify managerial issues concerning various financial services.
4. Comprehend the role of various financial services.

**UNIT I**

Overview of financial services –importance of financial services in an economy, role of financial services companies in India, securitization concept – securitization as a funding mechanism, securitization in India.

**UNIT II**

Merchant banking – nature and scope, regulation of merchant banking activity, SEBI guidelines for public issues. Introduction to equipment leasing – introduction, history and development of leasing, concept and classification, risks in leasing business. Hire purchase – concept, characteristics, mathematical evaluation, leasing vs. hire-purchase.

**UNIT III**

Mutual funds (MFs) – evolution, types, regulation of MFs, organisation, structure, performance evaluation. Credit rating – concept, rationale, process, methodology, SEBI regulations for credit rating, consumer finance – role of consumer credit in the financial system, features. Credit cards – concept, types, billing and payment, settlement procedure, mechanism of transactions.

**UNIT IV**

Factoring – concept, forms, functions of factor, evaluation of factoring, factoring disputes, factoring vs. forfeiting, factoring *vis-à-vis* bill discounting, Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; advantages; the present scenario; venture capital (VC) – nature and scope, role of venture capitalists and private equity firms, types of venture capital funds, VC investment process, evaluation criteria, limitations, VC in India. Depository: Concept, Depository participants; functions of depository system; benefits of depository.

**SUGGESTED READINGS:**

1. Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill.
2. Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw-Hill.
3. Gurusamy, S., Financial Markets and Institutions, Thompson Learning.
4. Khan, M.Y., Management of Financial Services, Tata McGraw-Hill.
5. Kohn, M., Financial Institutions and Markets, Tata McGraw-Hill.
6. Padmalatha, S., Management of Banking and Financial Services, Sultan Chand and Sons.
7. Sengupta, A.K., International Factoring in India: Issues, Problems and Prospects, Macmillan India.
8. Tripathy, N.P., Mutual Funds in India: Emerging Issues, Excel Books.

Note: Only latest available edition books are recommended.

## SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

PAPER CODE: BBA/G/ FM/505

Total credits: 4  
External marks: 75  
Internal marks: 25

### Course Outcomes:

After successful completion of the course, students will be able to:

1. Understand different aspects of risk which are faced by individual and organisations while investing.
2. Analyse securities on basis of risk and return.
3. Analyse various securities on the basis of technical and fundamental analysis.
4. Understand various stock markets, trading and settlement procedure of India.

### UNIT I

Investment-Meaning, nature, process and alternatives; return and risk trade off; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk; measurement of systematic risk.

### UNIT II

Objectives and benefits of investment analysis and security valuation; theories of fixed income securities; Time value Concept; Yield to maturity; Bond value theorems, theories of variable income securities; Constant Growth Model; Two stage growth model; Three – phase model; Valuation through P/E Ratio; White Kishore Model; Preferred Stock Valuation.

### UNIT III

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory; Charts; Supports and resistance levels; Relative Strength analysis; Moving Averages, Breadth of market; , Efficient Market Hypothesis.

### UNIT IV

Stock market in India; Development and regulation of security market; Stock issuing market (Primary market); Secondary market; trading and settlement; clearing and settlement procedure; Brief introduction to futures, forward, option, warrants and Swap.

### SUGGESTED READINGS:

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thomson Learning, Bombay.
2. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
3. Sharpe, Alexander & Wiley, Investment. Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi.
6. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis , John Wiley & Sons.
7. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.

**Note:** Only latest editions of the above books are recommended.

**WORKING CAPITAL MANAGEMENT**  
**PAPER CODE: BBA/G/ FM/506**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Identify the variables about working capital.
2. Analyze the detailed process of working capital finance.
3. Apply the concepts that are fundamental to practice of cash management.
4. Implement receivables and inventory management.

**UNIT I**

Concept of working capital; importance of working capital; factors influencing planning of need, determinants of working capital investment.

**UNIT II**

Sources of finance including accruals, trade credit, working capital advance by commercial banks; regulation of bank finance, public deposits, short term loans from FIs, right debentures for W.C., commercial papers and factoring.

**UNIT III**

Motives for holding cash and marketable securities; factors determining the cash balance; forecasting cash flows; methods of financial forecasting, forecasting daily cashflows; sources of uncertainty in cash forecasting; Baumol Model, Beranek model, Miller-Orr model, Stone model for determining the optimum level of cash balances.

**UNIT IV**

Receivables management; costs, benefits, credit policies, evaluation of the credit applicant, credit terms; collections from accounts receivable. Inventory management; cost of holding inventories; control devices; inventory management & evaluation.

**SUGGESTED READINGS**

1. Hampton, John. Financial Decision Making. Prentice Hall, New Jersey.
2. Khan, M. Y and Jain, P. K. Financial Management, McGrawHill.
3. Chandra, P. Financial Management. McGrawHill.
4. Pandey, I. M. Financial Management, Vikas Publication House.
5. Bhalla, V.K. Working Capital Management, S. Chand Publishing.

**Note:** Only latest editions of the above books are recommended.

## FUNDAMENTALS OF INSURANCE

PAPER CODE: BBA/G/FM/507

Total Credits: 4  
External marks: 75  
Internal marks: 25

### Course Outcomes:

After completing the course, students will be able to:

1. Understand the role of insurance in personal and corporate life.
2. Imbibe the contemporary issues in insurance.
3. Analyse the role of IRDA.
4. Apply their knowledge to manage personal and corporate risks through insurance.

### UNIT I

Insurance: concept; characteristics, need of insurance in personal and corporate life, risk exposures, Mechanism of insurance, types of insurance: life and non-life insurance; features, need, types, difference between life and non - life insurance.

### UNIT II

Contemporary issues in insurance: principles of insurance: insurable interest; utmost good faith; indemnity; contribution, approximation; subrogation legal aspects of insurance contract, Reinsurance: concept, types of reinsurance, co-insurance, concept; types of coinsurance, Bancassurance: features and models, challenges of insurance industry.

### UNIT III

Insurance industry in India, origin and development of insurance sector in India; emergence of Insurance regulatory and development authority in India (IRDA), role of IRDA in Indian insurance sector.

### UNIT IV

Types of insurance policies: Pure Life insurance policy, endowment life insurance policy, health insurance policy, Motor vehicle insurance policy, Marine insurance policy, overview of claim settlement & insurance underwriting.

### SUGGESTED READINGS:

1. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi.
2. Harrington Niehaus, Risk Management and Insurance, McGraw Hill Education.
3. Risk Management and Insurance, Gupta P.K. Himalaya Publications.
4. Jatindra Loomba, Risk Management and Insurance Planning, PHI India.

**Note:** Only latest editions of the above books are recommended.



**ORGANISATIONAL CHANGE AND DEVELOPMENT**  
**PAPER CODE: BBA/G/ HRM/504**

Total Credits: 4  
External marks:75  
Internal marks:25

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Enhance their capacity to analyze about issues of organisational change.
2. Identify the process and challenges of organisational development.
3. Analyze fundamentals to practice in organisational development.
4. Implement organisational development programs especially at the individual and work group level.

**UNIT I**

Concept of organisation change; Types of change – planned and unplanned change; Reactions to change – resistance and acceptance to change; strategic leadership for management of change; conflict management and building support for change.

**UNIT II**

Models of organisational change – Kotter’s model, Lewin’s model and System model; Introduction to organisational development (OD); organisation development process; role and competencies of the OD practitioner; action research model of OD; OD in global context.

**UNIT III**

Diagnostic process at the organisation, diagnostic methods, challenges in diagnosis; introduction to OD interventions - characteristics of effective interventions; designing interventions and its process.

**UNIT IV**

OD interventions–T-group, process consultation, interpersonal, intra-group and inter-group process, third party intervention; contemporary OD interventions–learning organisations, organisation restructuring, employee involvement, work design and organisational transformation.

**SUGGESTED READINGS:**

1. French, W. L. and Bell, C. H. Organisation Development, Prentice Hall of India.
2. Bhattacharyya. Organisational change and development, Oxford University Press.
3. Singh, Kavita. Organisational Change & Development, Excel Books.
4. Kinicki &Krietner. Organisational Behaviour: Concepts, Skills and Practices, Tata McGraw Hill.

**Note:** Only latest editions of the above books are recommended.

**TRAINING AND DEVELOPMENT**  
**PAPER CODE: BBA/G/ HRM/505**

Total Credits: 4  
External marks:75  
Internal marks:25

**Course Outcomes:**

After completion of this course, the students will be able to:

1. Understand the basics of training and development as a tool of performance enhancement.
2. Evaluate the process of training need assessment.
3. Analyze different tools and techniques of training and development.
4. Understand the evaluation design to assess training program effectiveness.

**UNIT I**

Learning process and training: concept, principles of learning, methods of learning, learning theories and learning curve, learning styles.

**UNIT II**

Introduction to training & development: Concept, objectives, and importance of training and development, the difference between training and development, fundamentals to effective training.

**UNIT III**

Training design and administration: importance and process of training need assessment, synergizing training and development with company's strategy, on-the-job and off-the-job training, lecture method, case Method, buzz-groups and syndicates, role play, simulation, business games, an in-basket exercise, critical incidents, fishbowls, T-groups and transactional analysis, seminars and conferences, techniques and aids, e-learning, and use of technology in training.

**UNIT IV**

Evaluation of training and development programs: reason, criteria, problem and steps involved in the evaluation, feedback mechanism.

**SUGGESTED READINGS:**

1. Dayal, I, Manpower Training in organisations, Prentice Hall of India, New Delhi.
2. Craig, R., Training and Development, McGraw Hill, New York.
3. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
4. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
5. Sahu, R.K. Training for Development, Excel Books, New Delhi.

**Note:** Only latest editions of the above books are recommended.

**INDUSTRIAL RELATIONS**  
**PAPER CODE: BBA/G/HRM/ 506**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Explain the evolution and factors influencing industrial relations in changing environment.
2. Evaluate the effectiveness of trade unions and factors influencing their growth.
3. Examine the effectiveness of workers' participation in management.
4. Evaluate the effectiveness of grievance redressal mechanism.

**UNIT I**

Concept, nature and objectives of Industrial Relations; Evolution and factors influencing IR in changing Environment, Employers' Organisation; Human Resource Management and IR.

**UNIT II**

Important provisions of Trade Unions Act, 1926, Objectives of Trade Union in the era of liberalization; Factors influencing the growth of Trade unions, its registration, rights, and liabilities. Emerging trends in Union Management Relations, Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing.

**UNIT III**

Causes of indiscipline, Maintenance of discipline; Highlights of domestic enquiries; Principle of Natural Justice; Labour turnover; Absenteeism; Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure.

**UNIT IV**

The Industrial Disputes Act, 1947: Important Definitions; various Authorities, Procedure, Powers and Duties of Authorities; Strikes and Lockouts, Lay-off, Retrenchment and closure. The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages, other leaves. The Code on Wages, 2019: Regulation of Minimum Wages, Payment of wages, payment of bonus.

**SUGGESTED READINGS:**

1. Malik, P.L. Handbook of Labour and Industrial Law, Eastern Book Company.
2. Monappa, A., Nambudiri, R., & Selvaraj, P. Industrial Relations and Labour Laws, Tata McGraw Hill Education.
3. Padhi, P.K. Industrial Relations and Labour Law, PHI Learning.
4. Sharma, J.P. Simplified Approach to Labour Laws, Bharat Law House.
5. Srivastava, S.C. Industrial Relations and Labour Laws, Vikas Publishing House.
6. Venkataratnam, C.S. & Dhal, M. Industrial Relations, OUP India.

**Note:** Only latest editions of the above books are recommended.

**COMPENSATION MANAGEMENT**  
**PAPER CODE: BBA/G/HRM/ 507**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After successful completion of the course, students will be able to:

1. Understand the various aspects of Compensation Management.
2. Understand wage and salary administration.
3. Understand rewards and incentives.
4. Understand various regulatory bodies for compensation management.

**UNIT I**

Compensation Management: Compensation, Definition, Classification, Types, Incentives: Fringe Benefits.

**UNIT II**

Wage and Salary Administration: Theories of wages - wage structure - wage fixation - wage payment - salary administration. Difference between salary and wages - Basis for compensation fixation- Components of wages - Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes - Effect of various labour laws on wages-Preparation of Pay Roll.

**UNIT III**

Rewards And Incentives: Rewards for Sales personnel - Pay - commission- Performance based pay system - incentives – executives' compensation plan and packages.

**UNIT IV**

Regulatory Bodies For Compensation Management: Wage Boards - Pay Commissions - Compensation Management in Multi-National organisations.

**SUGGESTED READINGS:**

1. Richard Thrope & Gill Homen. Strategic Reward Systems, Prentice-Hall.
2. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten. People, Performance & Pay, Free Press.
3. Michael Armstrong & Helen Murlis. Hand Book of Reward Management, Crust Publishing House.
4. Joseph. J. Martocchio. Strategic Compensation, A Human Resource Management Approach, Prentice-Hall.
5. Edwarde. E. Lawler III. Rewarding Excellence (Pay Strategies for the New Economy), Jossey –Bass.

**Note:**

1. Only latest editions of the above books are recommended.
2. Content will be covered with suitable practical problems and case studies.

**CONSUMER BEHAVIOUR**  
**PAPER CODE: BBA/G/ MM/504**

Total Credits: 4  
External marks:75  
Internal marks:25

**Course Outcomes:**

After completing the course, the students will be able to:

1. Recognize the importance of consumer behaviour and the forces that drive change in it.
2. Decode how personality, perception and attitude shape buying behaviour.
3. Apply and integrate their understanding of consumer buying behaviour in the context of strategic marketing initiatives.
4. Construct answers to the numerous questions like why the consumer must buy, besides how, when, from where and how often he/she may buy.

**UNIT I**

Introduction to consumer behavior: definition, factors influencing consumer behaviour, marketing strategies and consumer behavior, consumer decision making process, importance of consumer behavior; Indian consumers and their characteristics.

**UNIT II**

Attitude - models and theories of attitude, tri-component attitude model, behaviour intention model and change in attitude; Personality and self-concept: nature of personality, theories of personality (Freudian, Jungian, Neo-Freudian and Trait theory), personality and understanding consumer diversity.

**UNIT III**

Environmental influence: definition of culture, characteristics of culture, dynamism in culture, relevance of subculture and cross culture on consumer behavior; Indian culture and subculture; Marketing strategies and problems related to cross culture.

Social class – definition, determinants of social class, objective approach, composite –variable indices, social class mobility, applications of social class to consumption, family and lifestyle, significance, family life cycle stages; Family-buying influences, applications of AIO studies.

**UNIT IV**

Consumer decision making: four views of consumer decision making; types of consumer purchasing decisions; Basic models of decision making Engle-Kollatt-Blackwell model, Howard–Sheth model, Nicosia model; e-business and its effect on consumer decision making.

**Suggested Reading:**

1. Leon G. Schiffman, Leslie Lazar Kanuk. Consumer Behavior, Prentice Hall Of India.
2. Dr. S.L. Gupta and Sumitra Paul. Consumer Behavior, Sultan Chand and Sons Educational Publishers.
3. Henry Assael (HA). Consumer Behavior, Asian Books Private Ltd.

**Note:** Only latest editions of the above books are recommended.

**RETAIL MANAGEMENT**  
**PAPER CODE: BBA/G/ MM/505**

Total Credits: 4  
External marks:75  
Internal marks:25

**Course Outcomes:**

After completing the course, the student will be able to:

1. Understand the issues related to retailing.
2. Anticipate and manage retail problems by acquiring and applying relevant retail knowledge.
3. Understand the trends of retailing.
4. Have a clear understanding regarding management of a retail store.

**UNIT I**

Definition, Scope and Importance of Retailing; global scenario of retailing, trends in retailing, growth of organized retail in India; Retail strategy, Ethical issues in retailing.

**UNIT II**

Retail formats, Retail store location and site selection, use of consumer behaviour studies, retail store planning, design and layout, retail management information systems: retail technology and automation, role of retail technology in store operating processes, customer relationship management in retailing.

**UNIT III**

Basics of retail merchandising (Buying Function, Markups and markdowns in merchandise management, shrinkage in retail merchandise management); visual merchandising and displays, display strategies, franchising in retailing, retail marketing and advertising, role of personnel selling in retailing.

**UNIT IV**

Retail store operations; servicing the retail customers; retail human resource management; supply chain management in retailing, online retailing, Future of Retailing, Financial aspects of retail management.

**SUGGESTED READINGS:**

1. Pradhan, Swapna; Retail Management; Tata McGraw Hill; New Delhi.
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press; New Delhi.
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi.
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi.
5. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi.

**Note:** Only latest editions of the above books are recommended.

**SERVICE MARKETING**  
**PAPER CODE: BBA/G/ MM/ 506**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completion of the course, the students will be able to:

1. Learn to create customer value by applying services marketing concepts and principles.
2. Understand unique challenges and opportunities of services marketing.
3. Understand the process of service design and development.
4. Understand the significance of people, process and physical evidence in context of services.

**UNIT I**

Definition and concept of service marketing; distinctive characteristics and classification of services; service marketing mix; growth of services; unique challenges in marketing of services; consumer behavior in services.

**UNIT II**

Understanding customer needs and expectations; customer perceptions of service; concept of service quality and customer satisfaction; service encounters; service failure and recovery; service guarantees.

**UNIT III**

Types of new services, challenges of service design and development, stages in new service development; customer defined service standards; physical evidence; servicescape; concept of self-service technologies.

**UNIT IV**

Role of employees and customers in service delivery; delivering service through intermediaries and electronic channels; integrated services marketing communications; pricing of services.

**SUGGESTED READINGS:**

1. Zeithaml, V.A., Bitner, M. J., Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi.
2. Lovelock, C., Wirtz, J. and Chatterjee, J., Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi.
3. Verma, H., Services Marketing – Text and Cases, Pearson Education.
4. Apte, G., Services Marketing – OUP, New Delhi.
5. Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University Press, New Delhi.

**Note:** Only latest editions of the above books are recommended.

**SALES AND DISTRIBUTION MANAGEMENT**  
**PAPER CODE: BBA/G/ MM/507**

Total Credits: 4  
External marks: 75  
Internal marks: 25

**Course Outcomes:**

After completion of the course, the students will be able to:

1. Learn and apply theories, techniques and practices related to sales and distribution management.
2. Understand the different aspects of distribution channels.
3. Motivate the sale force and design appropriate compensation structure for them.
4. Learn channel management.

**UNIT I**

Objective of sales management; personal selling process; determining the size of sales force; staffing the sales force; theories of selling; sales budget; sales forecasting.

**UNIT II**

Motivation of sales force; sales force compensation; management of sales territories and sales quotas; sales contests; evaluating and controlling the performance of salespeople.

**UNIT III**

Distribution management and marketing mix; marketing channels; channel formats; prominent channel systems; wholesaling: functions, classification, key tasks, strategic issues, major wholesaling decisions, managing distributors; retailing: role and types of retailers, retail strategies, retail performance measures, e-retailing.

**UNIT IV**

Channel management; channel power; channel conflict; channel information system; channel performance evaluation; market logistics and supply chain management.

**SUGGESTED READINGS:**

1. Havaladar, K. K. and Cavale, V. M., Sales and Distribution Management, Tata McGraw Hill, New Delhi.
2. Still, R. R., Cundiff, E. W. And Govoni, N., Sales Management – Decision, Strategies and Cases, Pearson Education/Prentice Hall of India, New Delhi.
3. Panda, T. K. and Sahadev, S, Sales and Distribution Management, Oxford University Press, India.
4. Dalrymple, D. J., Cron, W. L. And Decarlo, T., Sales Management; John Wiley & Sons (Asia) Pvt. Ltd, New Delhi.

**Note:** Only latest editions of the above books are recommended.



**PROJECT / INTERNSHIP  
PAPER CODE: BBA/G/ 601**

Total Credits: 15  
External marks: 200  
Internal marks: 100

Every student will be assigned a project/internship topic in the fifth semester from their area of discipline chosen and it will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on regular basis and prepare a project report. The tentative content of the project/internship report is as follows:

1. Cover Page
2. Acknowledgement
3. Certificate from supervisor
4. Introduction
5. Literature Review
6. Research Methodology (Objective of the Research, Hypothesis, Research Design etc.)
7. Data Analysis
8. Findings
9. Conclusions
10. Recommendations
11. References
12. Appendices – to include questionnaire etc. (if any)

The student will submit project/internship report in sixth semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report, one softcopy in CD/DVD along with the requisite fee. The project/internship report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner tentatively in the month of April before the start of final semester practical examination.