

**JIS University, West Bengal**  
**Syllabus for 3-YEAR B.B.A. (After Class XII)**

**1<sup>st</sup> Semester B.B.A.**

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
BBA-101(CC)	Quantitative Methods	3	0	0	3
BBA-102 (CC)	Principles of Management	3	0	0	3
BBA-103 (CC)	Organizational Behavior	3	0	0	3
BBA-104 (CC)	Business Accounting	3	0	0	3
BBA-105 (DSE)	Business Communication	2	0	0	2
	English for Managers	2	0	0	2
BBA-106 (DSE)	Managerial Economics	3	0	0	3
	Demand and Business Forecasting	3	0	0	3
BCS-101 (GE)	Computer Fundamentals & Application	2	0	0	2
<b>Non-credit subjects</b>					
	PROJECT AND SEMINAR -I	0	0	0	0
	Skill Development-I	0	0	0	0
	MOOC/NPTL/NSS/FOREIGN LANGUAGE/OTHERS	0	0	0	0
<b>Practical</b>					
BCS-191 (SEC)	Computer Fundamental and Application Lab-	0	0	2	1
BBA- 192 (SEC)	Business Communication	0	0	3	2
<b>Total Credits</b>					<b>22</b>

## QUANTITATIVE METHODS BBA-101

### **Module –I**

- Ratio –Proportion and Percentage
- Simple Interest
- Profit and Loss

### **Module -II**

- Set theory – Concepts and business applications
- Functions – basic concepts, different types and applications
- Derivatives (single variable) – basic working rules; applications to optimization problems and curve sketching

### **Module -III**

- Matrices and their applications
- Permutations and Combinations; Inclusion-Exclusion principle
- Probability and its applications in business and economics

### **Module - IV**

- Law of Indices- A.P, G.P, and its business application
- Theory of quadratic equations- Functions, number and nature of roots, simultaneous quadratic equation

### **Suggested Readings**

- Learning Anthony, M. and Biggs, N. – Mathematics for Economics and Finance: Methods and Modeling;
- CUP Dowling, E.T. – Introduction to Mathematical Economics; Schaum's Outline Series Hoy Michael et.al. - Mathematics for Economics(2<sup>nd</sup> edition); PHI
- Raghavachari, M– Mathematics for Management; TMH \
- Business Mathematics by Dr. AmarnathDikshit& Dr. Jinendra Kumar Jain.
- Business Mathematics by V. K. Kapoor - Sultan chand& sons, Delhi

# **PRINCIPLES OF MANAGEMENT**

## **BBA-102**

### **Module I -Management**

Definition, nature, importance, evolution of management thought, contribution made by Taylor, Fayol, Hawthorne experiments Maslow; Is managing a science or art? Functions of manager, ethics in managing and social responsibility of managers.

### **Module II -Planning & Control**

Why Management process starts with planning, steps in planning, types of planning, barriers to effective planning, operational plan, strategic planning, Mckinsey's 7's Approach, SWOT analysis, Controlling- concept, Planning- control relationship, process of control, human response to control, dimensions of control, MBO.

### **Module III -Decision Making & Organizing**

Nature, process of decision making, decision making under Certainty and Uncertainty, decision-tree, group-aided decision, brain-storming. Organizing – concept, nature and process of organizing, authority and responsibility, delegation and empowerment, centralization and decentralization, concept of departmentation.

### **Module IV -Staffing**

Concept, Manpower planning, Job design, recruitment & selection, training and development, performance appraisal.

### **Unit V -Leadership & Communication**

Defining leadership and its role, should managers lead, leadership style, leadership development, Leadership behavior. Communication- Process, Bridging gap-using tools of communication, electronic media in Communication.

### **Unit- VI- Group Dynamics-**

Concept of group, Stages of group development,Types of groups, Work Teams Vs. Work Groups, Group Synergy.

## **Unit- VII Recent trends in Management**

Social responsibility of Management- environment friendly management

Management of Change

Management of Crisis

TotalQuality Management

Stress Management

International Management

### **Suggested Readings:**

- Koontz – Principles of Management (Tata McGraw Hill, 1st Edition 2008)
- Robbins &Caulter – Management (Prentice Hall of India, 8th Edition)
- L.M. Prasad – Principles & Practices of Management (Sultanchand& Sons , New Delhi)
- ParagDiwan – Management Principles and Practices (Excel Books, New Delhi)
- Stoner, Freeman, Gilbert. Jr. – Management (Prentice Hall of India, 6th Edition)
- Koontz, wehrich – Essentials of Management (TMH, 5th Edition)

## **BBA-103**

### **Module – I**

- OB – Overview – Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry.
- Organization Theory – Classical Theories : Scientific Management, Administrative Principles, Theory of Bureaucracy; Human Relations Approach; Modern Theories : Systems Approach, Contingency Approach, Quantitative Approach, Behavioural Approach

### **Module – II**

- Work Motivation – Approaches to Work Motivation, Theories of Motivation – Maslow's Hierarchy of Need Theory, Alderfer's ERG Theory, Herzberg's Motivation-Hygiene Theory, McClelland's Achievement – Motivation Theory, McGregor's Theory X & Y, Vroom's Expectancy Theory, Porter and Lawler Expectancy Model.
- Personality and Individual Differences – Meaning of Personality, Determinants of Personality, Theories of Personality, Measurement of Personality, Development of Personality.

### **Module – III**

- The Process of Perception – Process and Principles, Nature and Importance, Factors Influencing Perception, Perceptual Selectivity, Making Judgements, Social Perception.
- Learning– Concepts and Principles, Theories of Learning, Types, Techniques of Administration, Reinforcement, Punishment, Learning about Self.

### **Module – IV**

- Attitudes and Job Satisfaction– Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys.

Work Stress – Understanding Stress, Potential Sources of Stress, Consequences of Stress, Managing Stress. Job Frustration: Meaning, Concept of Job Frustration, Managing Frustrations.

### **Suggested Readings**

- Daft, R.L. : Organisational Theory and Design, Thomson Fincham, R & Rhodes, P. :
- Principles of Organizational Behaviour, OUP Hellriegel, D. Slocum Jr JW. , Woodman RW :
- Organizational Behaviour, Thomson Luthans, Fred :
- Organizational Behaviour, McGraw Hill Newstrom J. W. & Davis K. : Organizational Behaviour, McGraw Hill. Robbins, S. P., Judge, T.A. & Sanghi, S. :
- Organizational Behaviour, Pearson Shukla, Madhukar :
- Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall

## **BUSINESS ACCOUNTING**

### **BBA-104**

**Module 1:** Accounting: Meaning, Nature, Functions, Branches, Relation between Book Keeping, Accounting & Accountancy, Accounting Information-Meaning, Qualitative Characteristics, Users and their information needs

**Module 2:** Double Entry Book Keeping System – Meaning, Features, Advantages, Basic Terminologies: Asset, Liability, Expense, Loss, Income, Gain, Equity & Revenue, Golden Rules of Accounting, Accounting Equation, Accounting Cycle, Journal, Ledger, Cash Book, Trial Balance, Subsidiary Books

**Module 3:** General Accepted Accounting Principle GAAP, Concepts & Conventions

**Module 4:** Capital and Revenue : Classification of Income; Classification of expenditure; Classification of Receipts, Accounting concept of income; Accounting concepts and income measurement.

**Module 5:** Final Accounts for sole proprietorship business: Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries, Closing stock, outstanding , prepaid Expenses, Pre received, Depreciation, Provision, Stock lost by Fire, Goods withdrawal by proprietors

**Suggested Readings:**

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
2. Financial accounting: By Jane Reimers (Pearson Education)
3. Accounting Made Easy By Rajesh Agarwal& R Srinivasan (Tata McGraw –Hill)
4. Financial Accounting For Management: By Amrish Gupta (Pearson Education)  
Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)

**Suggested Readings:**

5. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
6. Financial accounting: By Jane Reimers (Pearson Education)
7. Accounting Made Easy By Rajesh Agarwal& R Srinivasan (Tata McGraw –Hill)
8. Financial Accounting For Management: By Amrish Gupta (Pearson Education)  
Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)

## **BBA-105**

### **Module – I**

- Principles of Communication– Definition, Purpose, Process, Types
- Verbal Communication – Target group profile, Barriers of Communication, Listening, Feedback, Presentation Skills, Use of Aids, Public Speaking, Practice Presentation, Non Verbal Communication

### **Module – II**

- Written Communication – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation,
- Using simple words, Proof Reading.
- Report Writing– Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points,
- Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.

### **Module – III**

- Internal Communication – Circulars, Notices, Memos, Agenda and Minutes
- External Communication – Resume/CV, Using Facsimiles (Fax), Electronic Mail, Handling Mail

### **Module – IV**

- Writing Business Letters– Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement
- Handling Business Information– Annual Report, House Magazine, Press Release, Press Report.

### **Readings**



- Blundell J. A & Middle N. M. G.: Career – English for the Business and Commercial World, Oxford University Press. .
- Kaul ,Asha - Effective Business Communication, Prentice Hall.
- Raman, M & Singh, P - Business Communication, OUP
- Rizvi, M. Ashraf - Effective Technical Communication, Tata McGraw Hill
- Taylor, Shirley - Communication for Business, 4<sup>th</sup>Edn.-Pearson Education

## MANAGERIAL ECONOMIC

### **BBA- 106**

#### **Module 1: Introduction to Managerial Economics**

Managerial Decision Making and Economic Theory, Goals of the firm: Measuring and Maximising Economic Profit, Economic Cost of Using Resources, Economic Profit versus Accounting Profit, Other Goals Forms of Business Organisation, Separation of Ownership and Control, Pricing decisions under Risk and Uncertainty, The Principal-Agent Problem, Asymmetric Information, Moral Hazard and Adverse Selection.

#### **Module 2: Demand Analysis**

(A) Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity, Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and Share in Total Expenditure; Cross Price Elasticity, Substitutes and Complements;

(B) Introduction to methods of demand estimation

(C) Indifference curves, budget line and consumer equilibrium, ICC, PCC

#### **Module 3: Production and Cost Analysis**

(A) Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP.

(B) Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope

(C) Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Iso cost Curves, Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function

(D) Law of supply, elasticity of supply, market equilibrium, changes in equilibrium.

#### **Module4 : Managerial Decision Making under Alternative Market Structures**

(A) Characteristics of Perfect Competition, Profit Maximisation in Competitive Markets, Output Decision in the Short Run, Shut Down Point, Short Run Supply for the Firm and Industry; Output Decision in the Long Run, Break Even Point, Long Run Supply for the Perfectly Competitive Industry, Profit Maximising Input Usage under Competitive Conditions;

(B) Profit Maximisation under Monopoly, Output and Pricing Decisions in the Short and Long Run,

(C) Short and long run equilibrium under monopolistic competition

(D) Interdependence of strategic decision making – oligopoly, Collusion – cartels, price leadership.

#### **Module 5 : Pricing Decisions**

Price Discrimination under Monopoly, Average Cost Pricing, Marginal cost pricing, Peak Load Pricing, Limit Pricing, Multiproduct Pricing, Transfer Pricing.

#### **Module 6: Externalities and Market Failure**

Understanding externalities and market failures, pricing under market failure

#### **References:**

- Damodaran, Suma – Managerial Economics – Oxford University Press
- Hirschey, Mark – Economics for Managers – Thomson South-Western
- Lipsey & Chrystal - Economics (Eleventh Edition) – Oxford University Press  
Maddala & Miller - Micro Economics – Theory & Applications (International Edition) – Tata McGraw Hill
- Maurice & Thomas – Managerial Economics – Tata McGraw Hill
- Peterson & Lewis – Managerial Economics – Prentice Hall of India Pvt. Ltd. / Pearson Education.
- Pindyck and Rubinfeld (Sixth Edition) - Micro Economics – Prentice Hall of India Pvt. Ltd./ Pearson Education  
Salvatore, Dominick - Managerial Economics in a Global Economy – Oxford University Press -
- Salvatore, Dominick - Micro Economics – Theory & Applications (Fourth Indian Edition) – Oxford University Press
- Samuelson & Nordhaus – Economics (Sixteenth Edition) - Tata McGraw Hill
- Sen, Anindya - Micro Economics – Theory & Applications – Oxford University Press
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# **COMPUTER FUNDAMENTALS & APPLICATION**

## **BCS-101**

### **Computer Fundamentals**

#### **Unit -I**

Data and Information: meaning & concept, levels of data processing, data representations;

#### **Unit -II**

Introduction to memory organization – characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory.

#### **Unit-III**

Introduction to I/O organization; CPU organization, binary arithmetic, ALU, control logics, software concept & terminology; Operating Systems Concepts ; Introduction to Graphical User Interface;

#### **Unit-IV**

Introduction to Management Information Systems; Fundamental or Data Communication; Network Concepts and Classification; Introduction to internet and its application.

#### **Unit-V**

Overview of Computer Applications in Public Services and Business; Office Automation Applications – Word Processor (MS - Word), Spreadsheet (MS-Excell), Graphics & Presentation (MS-Powerpoint); Database Management System (ACCESS)

#### **Readings**

- V. Rajaraman : Fundamentals of Computers, Prentice-Hall.
- S. K. Basandra :Computers Today, Galgotia Books.
- J. Shelly & R. Hunt : Computer Studies, Wheeler Publisher

**Syllabus for 3-YEAR B.B.A.**

**2<sup>nd</sup> Semester**

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
BBA-201 (CC)	Business Law	3	0	0	3
BBA-202 (CC)	Human Resource Management	3	0	0	3
BBA-203 (CC)	Marketing Management	3	0	0	3
BBA-204 (CC)	Cost Accounting	3	0	0	3
BBA-205 (DSE)	Business Organization	3	0	0	3
	Corporate Image Building	3	0	0	3
BBA-206 (DSE)	Economic Environment of Business	3	0	0	3
	Development Economics	3	0	0	3
BBA-207 (GE)	Business Ethics and CSR	3	0	0	3
<b>NON CREDIT SUBJECTS</b>					
	PROJECT AND SEMINAR	0	0	0	0
	Skill Development	0	0	0	0
	MOOC/NPTL/NSS/FOREIGN LANGUAGE/OTHERS	0	0	0	0
<b>Practical</b>					
BBA-291 (SEC)	Communication Skill and Language Lab-II	0	0	3	2
<b>Total Credits</b>					<b>23</b>

## **BUSINESS LAW**

### **BBA-201**

#### **Module I**

What is Law, various sources of Law, significance of law, business law, impact of law on society & business economic aspects of Constitution & its implications. Law of Contract – Definition & Nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free constant, legality of object & consideration, contingent contract, quasi contract, discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge, Principal – agent relationship & rights & obligation of Principal & agent.

#### **Module II**

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

#### **Module III**

The Negotiable Instruments Act 1881 – Essentials of a Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.

#### **Module IV**

The Companies Act 1956 (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions. Directors, Managing Directors-their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement.

#### **Module V**

Law of Partnership- nature of Partnership, Registration of firms, kinds of partners, Relationship between partners, relation of partners' third parties, Partnership deed, Rights of partners, obligations of partner, Reconstitution of firms, dissolution of firms.

**Readings:**

1.Mercantile Law – M. C. Kuchhal

2.Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 2<sup>nd</sup> Edition, Himalaya Publishing House, 2004.

3.Kapoor, N. D.; Elements of Mercanlite Law, Sultan Chand & Sons, New

## **HUMAN RESOURCE MANAGEMENT**

**BBA- 202**

**Credit- 3**

### **Module 1:Human Resource Management**

- Overview : Scope & Coverage of HRM, Development of HR Functions, Structure and Function of HR Manager.
- Role of Line Managers in Managing Human Resources.

### **Module 2:Human Resource Planning:**

- Need for HR Planning Assessment of available HR in the Organization, Work load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.

### **Module 3:Employment Administration:**

- Recruitment & Selection of HR – Methods and Processes; Training & Development of HR – Types and Techniques.
- Performance Appraisal – Instruments and Administration; Discipline & Grievance Handling; 2
- Promotion, Transfer and Demotion – Meaning and Importance, Employee Separation-Exit Policy, VRS, Lifetime employment without guarantee, Lay-off, retrenchment.

### **Module 4:Compensation Management:**

- Components of remuneration, factors effecting wage and salary levels, variable compensation and incentive schemes.

### **Module 5:Employee Benefits:**

- Employee Benefits & Services- Factors influencing Benefits & Services, Employee Security Benefits, Old-age & retirement Benefits, Employee Health & Safety, Accident Prevention- Safety Engineering. 2



### **Module 6:Industrial Relations in India:**

- Concepts, Theory, Approaches, Context of IR.
- Growth and Structure of Trade Unionism, Trends in Industrial Disputes; Industrial Disputes Settlement Machinery under ID Act,
- Collective Bargaining; Worker's Participation in Management; Labor Welfare.

### **Suggested Readings**

1. V.S.P. Rao: Human Resource Management, Excel Books
2. Dwivedi: Human Resource Management, Vikas
3. C.S. VenkataRatnam& B.K. Srivastava : Personnel Management and Industrial Relations, Tata McGraw Hill.
4. Anjali Ghanekar : Human Resource Management, Everest Publishing
5. A.M. Sheikh : Human Resource Development and Management, S.Chand
6. E.A. Ramaswamy : Managing Human Resources, Oxford University Press
7. M.S. Saiyadain : Human Resource Management, Tata McGraw Hill
8. Dipak Kumar Bhattacharya -Human Resource Management, Excel Books
9. Arun Monappa - Managing Human Resource, Laxmi Publications
10. P. Subba Rao - Essential of HRM and Industrial Relations , Himalaya Publications
11. C.B. Memoria& S.V. Gankar - Personnel Management , Text and Cases, Himalaya Publications.

## **MARKETING MANAGEMENT**

**BBA- 203**

### **Module 1 : Introduction**

Marketing – Definition, Concepts Significance & functions of Marketing, Approaches to the study of Marketing, Fundamentals of Marketing - Role of Marketing - Relationships of Marketing with other functional areas - Concept of marketing mix - Marketing Management of Product services - Marketing approaches - Selling - Various Environmental factors affecting the marketing functions

### **Module 2: Buying Behavior**

Buyer Behavior - Consumer foods and Industrial goods - Buying motives - Buyer Behavior Model - Factors influencing buyer behavior Market segmentation - Need and basis of Segmentation - Marketing strategy - segmentation - Targeting - Positioning

### **Module 3: Marketing Mix**

Meaning – Scope, Utility – Product mix, Product concept, Product life Cycle – Product Simplifications – Decertification Elements Price mix – factors, Methods, Importance.

### **Module 4: Market Segmentation**

Meaning, Definition, Different ways to Segmentation, Essential of effective Market Segmentation, Destination between differential Marketing & Concentrated Marketing.

### **Module 5: Sales Forecasting**

Sales Forecasting - Various methods of Sales Forecasting - Analysis and Application. The Product - Characteristics - Benefits - Classifications - Consumer goods - Industrial goods - New product development process Product Life Cycle - Product Portfolio analysis - Product line and product mix decisions - Branding - Packaging.

### **Module 6: Pricing**

Pricing - Factors influencing pricing decisions - Pricing objectives - Pricing policies and procedures - Pricing strategies - Physical distribution - importance of various kinds of marketing channels - Distribution problems - Salesman motivation - Compensation – Control.

### **Module 7: Advertising and Promotion**

Promotion - Advertising - Publicity - Public relations - Personal Selling - Direct selling - Sales Promotion Administration

### **Module 8: Marketing Research**

Marketing Research – Meaning & scope – marketing research procedure – types & techniques of Marketing Research – Managements use of Marketing Research.

#### **Books Recommended:**

##### **Study Books**

1. Marketing Management By Philip Kotlers
2. Marketing – A Managerial Introduction By Gandhi

##### **Reference Books**

1. Marketing Management Cravens By Hills – Woodruff
2. Marketing Information System By Davis – Olsan
3. Consumer Behavior By Schiffman – Kanuk
4. Principles and practice of Marketing By John Frain

### **COST ACCOUNTING**

#### **BBA- 204**

**Module 1:** Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit, Meaning of Cost, Costing and Cost Accounting , Objectives & limitations of cost accounting, Elements of Cost, components of costs, classification of costs, items specifically excluded from cost accounting, Cost ascertainment- Cost object – cost unit-Cost Center vs profit centre,

**Module 2:** Designing and installing a Cost Accounting system – Methods, techniques and systems of costing. Preparation of cost sheet, and estimated cost sheet

**Module 3:** Material Costing: Books of Accounts leading to the Classification of materials – Material Control – techniques of Inventory control – Setting of stock levels – EOQ, Inventory systems-Periodic and perpetual-Continuous stock taking, Valuation of materials- Incoming materials and outgoing materials-Specific price method – FIFO –LIFO – Simple Average Method – Weighted Average Method- (including materials returned to stores).

**Module 4:** Labour Cost: Direct and Indirect labour, Control of labour cost by different departments (Including Meaning of Time and Motion Study, Merit Rating, Job Analysis, Time keeping and Time booking), treatment of holiday pay- Idle time- overtime and night shift allowance-causes and treatments, Methods of Wage Payment, Time rate and Piece Rate – Incentive Schemes – Halsey Premium Plan, Halsey weir Premium Plan – Rowan Bonus Plan – Taylor’s and Merrick’s differential piece rate systems

**Module 5:** Overheads: Classification of overheads – Procedure for accounting and control of overheads, Overhead distribution stages– Allocation of overheads – Appointment of overheads, Apportionment of Service department costs to production departments – Repeated Distribution method –Simultaneous equation method, absorption of Overheads– Methods of Absorption

**Module 6:** Introduction - Job Costing – Batch Costing – Contract Costing

**Module 7:** Process Costing – principles – distinction between Process and Job – Preparation of process accounts – treatment of normal loss – abnormal loss – abnormal gain – Joint and By-products

### **Readings:**

1. Cost Accounting-An Introduction, Nigam & Jain, PHI
2. Cost & Management Accounting ,Inamdar.EP
3. Maheshwari, S. N. and S. N. Mittal; Cost Accounting – Theory and Problems, 22nd Revised Edition, ShriMahavir Book Depot, New Delhi
4. Jain and Narang; Cost Accounting, Kalyani Publishers, 2002.
5. Arora,M.N.,Cost Accounting 2<sup>nd</sup> Edition, Vikas Publication.
6. Advanced cost Accounting by Saxena and Vasistha.

7. . Advanced Cost Accounting – Made Gowda,Himalaya Publication**Readings:**

1. Cost Accounting-An Introduction, Nigam & Jain, PHI
2. Cost & Management Accounting ,Inamdar.EP
3. Maheshwari, S. N. and S. N. Mittal; Cost Accounting – Theory and Problems, 22nd Revised Edition, ShriMahavir Book Depot, New Delhi
4. Jain and Narang; Cost Accounting, Kalyani Publishers, 2002.
5. Arora,M.N.,Cost Accounting 2<sup>nd</sup> Edition, Vikas Publication.
6. Advanced cost Accounting by Saxena and Vasistha.
7. . Advanced Cost Accounting – Made Gowda,Himalaya Publication

## **BUSINESS ORGANIZATION**

### **BBA-205**

**Module1:** Meaning, scope and evolution of commerce & industry, -Industrial Revolution- its effects. -Emergence of Indian MNCs & transnational corporations -Recent trends in business world. Globalization & challenges for Indian Business in new millennium. Profit maximization vs Social responsibility of business.

**Module2:** Business Enterprises: Entrepreneurship – Concept & Nature; Locations of Business Enterprise (Weber’s Theory); Government Policy on Industrial Location.

Business sectors & forms of business organizations- private sector, Cooperative sectors, public sector, joint sector, Services sector.

Forms of Business Organization: Sole Proprietorship, Joint Hindu Family Firm, Partnership firm, Joint Stock Company, Cooperative Organization; Types of Companies, Choice of form of organization; Promotion of a company – stages in formation; documentation (MOA, AOA).

**Module3:** Merges & acquisitions-mergers in India. Networking, Franchising, BPOs & KPOs, E-commerce, On-line trading, patents, trademarks & copyright

**Module4:** Small Business: Scope and role; Government Policies. Government and Business interface, Stock Exchange in India, Business combinations – causes, types, effects, Trade Associations and Chamber of Commerce – FICCI, CII Association, AIMO.

Multinationals – Concept and role of MNCs; Transactional Corporations (TNCs); International Business Risks.

**Module5:** Business and Society: Changing Concepts and Objectives of Business, Professionalization, Business ethics, Business and culture, Technological Development and Social Change, Social Responsibility of Business, Social Audit.

**Books Recommended:**

1. Modern Business Organization by S. A. Sherlekar
2. Industrial Organization Management: Sherlekar, Patil, Paranjpe, Chitale
3. Business Organization and Management ByJallo, Tata McGraw Hill
4. Business Environment Text and Cases By F. Cherunilam (Himalaya Publication House)
5. Organizing and Financing of Small Scale Industry by Dr. V. Desai
6. Industrial Organization and Management by Dr. C. B. Gupta, Publisher Sultan Chand & Co. Delhi
7. Business Organization and Management by Dr. C. B. Gupta, Publisher Sultan Chand & Co. Delhi

## ECONOMIC ENVIRONMENT OF BUSINESS

### BBA-206

#### **Module – I**

- Circular Flow of Income and Concepts of Macro Aggregates:
- Core concepts of business cycle and phases; National Income Accounting, Three methods of measuring GDP/GNP, concepts in open and closed economy
- Theory of Income Determination

#### **Module – II**

- Simple Keynesian Model: closed economy, concepts of consumption and investment as addition to capital stock, private autonomous expenditure multiplier, introducing the Government – fiscal policy – Government expenditure multiplier
- Tax Rate Multiplier, Balanced Budget Multiplier, Extension: Paradox of Thrift

#### **Module – III**

- Introduction of money and asset market: IS-LM: Fiscal policy and monetary policy, comparison of crowding out effects.
- Introduction to foreign trade: export and import multipliers
- Inflation and Unemployment
- Concepts of inflation – demand pull and cost push, Stabilization policies, introduction to Philips curve as relation between inflation and unemployment.
- International Linkages

#### **Module – IV**

- Concepts of Balance of Payments; alternative exchange rate systems – fixed, flexible and managed float; Comparative
- Advantage as basis for trade; tariff and non-tariff barriers.
- Planning, Growth and Development
- A brief introduction to Indian Planning system, Planning and Marketization, Imperative and Indicative Planning

**Reference:**

- Principles of Macroeconomics, SoumyenSikdar, Chapter 7
- Managerial Economics, Suma Damodaran, Chapter 15
- Economics(Eleventh Edition)– Lipsey& Chrystal – chapter 22,23
- Macroeconomics – Dornbusch& Fischer – Chapters 12
- Economics(Sixteenth Edition) - Samuelson &Nordhaus – 34,35
- Economic Environment of Business: S.K. Mishra andV.K. Puri
- Growth and Development, A P Thirlwal

**BUSINESS ETHICS & CSR**

**BBA- 207**

**Module1:** Meaning of Ethics, Definition of Ethics and Business Ethics, Introduction to Business ethics, Need, Importance, Nature, Scope, Objectives of Business Ethics, Û Types of Business Ethics. Factors influencing Business Ethics, Characteristics of Business Ethics,



Ethical aspects in Marketing, Ethical decision making. Corporate Ethics – ethical behavior & audit of ethical behavior. Individual ethics, Professional Ethics.

**Module2:** Introduction, Importance and need for Business Ethics in Indian Context, roots of unethical behaviour and Issues, Corporate Governance Ethics, How ethics can make corporate governance more meaningful. Gandhian Philosophy. Social Audit.

**Module3:** Indian Values and Ethics - Respect for Elders, Hierarchy and Status, Need for Security, Non - Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Attitudes and Beliefs.

**Module4:** Business Ethics in Global Economy: Concept of Globalization. Global Business Network. Relationship among Business, Business Ethics and Business Development. Developing Business ethics in Global Economy. Marketing ethics in foreign trade.

**Module 5:** Corporate social Responsibility of business, Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of Under-privileged People, Social Welfare and Community Development Activities.

#### **Module5: Case Studies**

1. A.C. Fernando, Corporate Governance, Pearson ( Also Refer for Cases)
2. C.S.V. Murthy, Business Ethics, Text and Cases, HPH
3. Hartman, Perspectives in Business Ethics, TMH
4. Business Ethics - An Indian Perspective, Ronald D. Francis & Mukti Mishra, TMH

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**Syllabus for 3-YEAR B.B.A.**

**3<sup>rd</sup> Semester B.B.A.**

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
BBA-301 (CC)	Financial Accounting	3	0	0	3
BBA-302 (CC)	Production Management	3	0	0	3
BBA-303 (CC)	Contemporary Digital Innovation	3	0	0	3
BBA-304 (CC)	Operation Research	3	0	0	3
BBA-305 (DSE)	Entrepreneurship Development	2	0	0	3
	Small Business Management	2	0	0	3
BBA-306 (DSE)	Company Law and Corporate Governance	3	0	0	3
	Business Law	3	0	0	3
BBA-307 (GE)	Management Information System	3	0	0	3
EVS-301 (AECC)	Environmental Science	2	0	0	2
<b>Non credit subjects</b>					
	PROJECT AND SEMINAR -I	0	0	0	0
	Skill Development-I	0	0	0	0
	MOOC/NPTL/NSS/FOREIGN LANGUAGE/OTHERS	0	0	0	0
<b>Sessional</b>					
BBA-381	Minor Project -1	0	2	0	2
<b>Practical</b>					
BBA-391 (SEC)	Communication Skill and Language Lab -II	0	0	3	2
<b>Total Credits</b>					<b>27</b>

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## **BBA-301**

**Module 1:** Financial Statement Analysis: Meaning and types of financial statements; Limitations of financial Statements; Objectives and methods of financial statements analysis, Comparative Statement- Common Size Statement-Trend Analysis

**Module 2:** Income Statement, Ratio Analysis & Interpretation, Classification of ratios – Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios,

**Module 3:** Preparation of Cash Flow Statement as per AS-3 (revised)

**Module 4:** Depreciation: Concept of depreciation; Causes of depreciation; depletion, amortization; Depreciation accounting; Methods of recording depreciation; Straight line and diminishing balance method

**Module 5:** Partnership Accounting: Partnership deed Provisions of the Indian Partnership Act 1932 in the absence of partnership deed, Fixed v/s fluctuating capital accounts. Limited Liability Partnership, Division of profit among partners, guarantee of profits, past adjustments (relating to interest on capital, interest on drawing, salary and profit sharing ratio), Preparation of P&L Appropriation Account, Admission of a partner (excluding goodwill)

### **Readings:**

Gupta, R.L. and V.K. Gupta; Financial Accounting: Fundamentals, Sultan Chand Publication

Monga, J.R., An Introduction to Financial Accounting, First Edition, Mayoor Paperbooks, 2005.

## **PRODUCTION MANAGEMENT**

### **BBA-302**

#### **Module 1:**

- History and Overview of Production Management.
- Types of production Management

#### **Module 2 :**

- Capacity Planning.
- Location Planning.
- Layout Planning
- Maintenance Management

### **Module 3:**

- Productivity Management.
- Supply chain management
- Purchasing and Warehousing.
- Methods Study, Motion Study and Work Measurement.

### **Module 4:**

- Job Evaluation
- Materials management.

### **Module 5:**

- Total Quality Management
- Few latest techniques
- Case Studies

### **Recommended Books:**

#### **Study Books:**

- K.Ashwathappa, SreedharBhat, Production and Operations Management, HPH, 2012.
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press
- J.K, Sharma: Operations Research, Macmillian, 2013.

#### **Reference Books:**

- Ajay K Garg, Production and Operations Management, TMH, 2012

- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- Prof. L.C. Jhamb: Production Operations Management, 18th edition, Everest Publishing House,
- Richard B. Chase, Ravi Shankar, Operations and Supply Management 12th Edition, TMH

## Contemporary Digital Innovations

### **BBA-303**

#### **Module 1: Website Building**

Introduction to Web Technologies - How the Website Works? - Domains and Hosting - Responsive Website - Types of Websites (Static and Dynamic Websites) - Web Standards and W3C recommendations – Practical session with Drag and drop website builder

#### **Module 2: Digital Marketing**

Basics of Digital Marketing - Email Marketing - Social Media Marketing - Content Marketing - Search Engine Optimization - Search Engine Marketing - Mobile Marketing

#### **Module 3: Web Analytics**

What's analysis? - Is analysis worth the effort? (Small businesses, Medium and large scale businesses) - Analysis vs. intuition - What is web analytics? - Getting started with Google Analytics - How Google Analytics works - Accounts, profiles, and users

#### **Module 4: Cloud Computing**

Why cloud? - What is cloud computing? - Cloud Models: Service Models: IaaS, PaaS, SaaS - Deployment Models: Public cloud, Hybrid cloud, Private cloud – Cloud providers

#### **Module 5: Artificial Intelligence**

What is AI? - AI applications – Types of AI – Programming languages for AI – Machine Learning – Limitations of Machine Learning – Deep Learning – Neural Networks

# **OPERATIONS RESEARCH**

## **BBA-304**

### **UNIT -1. LINEAR PROGRAMMING**

- a) Formulation of LP Models
- b) Graphical LP Solution
- c) Simplex Method
- d) Artificial Variables – Big M - Method and Two-phase Method
- e) Duality, Sensitivity Analysis, Shadow Price and their economic interpretation

### **UNIT -2. TRANSPORTATION, TRANSHIPMENT AND ASSIGNMENT MODELS**

- a) Construction of Transportation, Trans-shipment and Assignment Models
- b) The Transportation Algorithm
- c) The Hungarian Method for the Assignment Problem
- d) The Trans-shipment problem

### **UNIT -3. GOAL PROGRAMMING**

- a) Construction of Goal Programming Models
- b) Goal Programming Algorithms

### **UNIT -4. INTEGER LINEAR PROGRAMMING**

- a) ILP Algorithms - Branch and Bound, Cutting Plane Algorithm

### **UNIT -5. DECISION ANALYSIS**

- a) Decision Making under Certainty – Analytic Hierarchy Process
- b) Decision Making under Risk and Uncertainty

### **UNIT -6. QUEUEING MODELS**

- a) M/M/1 Queues and applications
- b) M/M/c and M/M/c/k Queues and their applications

### **UNIT -7. SIMULATION MODELS**

- a) Construction of Simulation Models



b) Generation of Random numbers from discrete distributions

Application models to be discussed in detail

### **Suggested Readings**

- Anderson, Sweeny and Williams - Quantitative Methods for Business (8th edition); Thomson learning
- Hillier, F.S. and Lieberman, G.J. : Operations Research (8 th edition), TMH
- Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer Rander B, Stair R M Jr, Hanna M E : Quantitative Analysis for Management (9<sup>th</sup> edition); Pearson Education
- Ross, Sheldon – Simulation; Elsevier Taha, H.A. : Operations Research - An Introduction (8th edition), Prentice Hall/Pearson Education
- Vohra, N. D. Quantitative Techniques for Management (3<sup>rd</sup> edition), TMH
- Winston, Wayne L. – Operations Research: Applications and Algorithms (4<sup>th</sup> edition); Thomson Learning

## **ENTREPRENEURSHIP DEVELOPMENT**

**BBA-305**

### **Module -I**

Entrepreneurship: Meaning & concept; psychological & social factors; conditions needed for entrepreneurship; role of government; qualities of a prospective entrepreneur.

### **Module -II**

Entrepreneurial Motivation : McClelland's N-Ach theory; self – analysis, personal efficacy, culture & values, risk- taking behaviour, technology backup.

Entrepreneurial Skills: Creativity, problem solving, decision making, communication, leadership quality.

### **Module -III**

Information : Assistance from different organizations in setting up a new venture; technology parks; industrial corporations; directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Commission, DGS & DNSIC, DGFT

### **Module -IV**

How to apply for assistance – procedure, forms, procedures for obtaining contract from Railways, Defence, P & T etc., SIDBI.

Preparation of Project Report: Product/service selection; feasibility report preparation

### **Module -V**

Case Studies: Diagnostic case studies of successful / unsuccessful entrepreneurs; key variables explaining success/ failures

### **Suggested Readings**

- Chandra, Prasanna – Projects (6<sup>th</sup> Edition); TMH
- Clements and Gido – Effective Project Management; Thomson Learning
- Clifford F. Gray and Erik W. Larson – Project Management (3<sup>rd</sup> edition); TMH
- Donald F. Kuratko and Richard M. Hodgetts – Entrepreneurship (7<sup>th</sup> edition); Thomson Learning

## **BBA-306**

### **Module I**

Definition and Nature of Company, Types of Companies, Formation of Companies, Liability of Promoters, Incorporation of Companies, Commencement of Business.

### **Module II**

Memorandum of Association (MOA), Contents, Doctrine of Ultra-vires, Articles of Association (AOA), Doctrine of Indoor Management and exception to it.

### **Module III**

Prospectus, Statement in lieu of Prospectus, Mis-statement and its remedies, Share Capital, Allotment of Shares- definition of Share, Share Warrant, Share Certificate, Difference between Share and Stock, Types of Shares, Voting Rights, Right Issues.

### **Module IV**

Management of Company, Appointment of Directors, Legal Position, Duties, Liabilities and Powers, Company Meeting: Statutory, Annual General Meeting, Extraordinary Meeting; Meeting of BOD: Quorum, Kinds of Resolutions.

### **Module V**

Modes of Winding-up, Rules regarding Issue of Debenture, Dividends and Issue of Bonus Shares, Buy-back of Shares. Provisions regarding Borrowing and Issue of Debentures, Dividend and Bonus Shares, Modes of Winding-up; Salient features of Indian Companies Act, 2013.

### **Module VI**

Corporate Governance - Objectives, issues, features, Corporate Governance codes – Cadbury report, CII recommendations, Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading.

**Readings:**

1. Bare Acts- Govt. or Private publication
2. Company Law – Singh Avtar, 11th Ed., Eastern Book Co., Lukhnow
3. Mercantile Law – Shukla – 30th Ed. – S. Chand & Co.

**MANAGEMENT INFORMATION SYSTEM****BBA-307****Module I**

Introduction: Definition, Purpose, Objectives and Role of MIS in Business Organization with particular reference to Management Levels. MIS Growth and Development, Location of MIS in the Organization – concept and design. Transaction Processing System, Decision Support System, Executive Information system, Expert System, and their recent developments in the field of MIS.

**Module II**

System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc. Relevance of choice of System in MIS, Integration of Organization Systems and Information Systems, System Development Life Cycle, System Analysis, Design and Implementation, MIS Applications in Business.

**Module III**

**Information and Managerial Effectiveness** : Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.

**Module IV**

**Information Systems** : Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system;

Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.

### **Module V**

#### **Relation databases; Data Base Management Systems**

(DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.

Implementation, Evaluation and Maintenance of System : Methods and steps in implementation of system; Approaches and process of evaluating MIS.

### **Module VI**

**Security Issues Relating to Information Systems:** Threats to information systems; Vulnerability, risk and control measures.

#### **Suggested Readings**

1. Arora & Bhatia: Management Information Systems, Excel Books
2. O'Brien James : Management Information Systems, Tata-McGraw Hill
3. Kumar, Muneesh : Business Information Systems, Vikas Publishing House
4. Rajaraman, V : Analysis and Design of Information Systems for Modern Management, Prentice Hall

## **ENVIRONMENTAL STUDIES**

(AEECC)

### **Module 1: Basic of Environmental Studies**

Definition, Nature, Scope and Importance; Components of environment: Environmental education

### **Module 2: Natural Resources: Renewable & Non-renewable Resources**

Nature and natural resources their conservation and associated problems:

- Forest resources: Uses, types and importance, Deforestation and its effects
- Water resources: Distribution of water on Earth; Use, over exploitation of surface and ground water; Dams:

Benefits and problems; Flood and Drought

- Mineral resources: Mineral resources in India; Use and exploitation, Social impacts of mining
- Food resources: World food problems and food insecurities.
- Energy resources: Renewable and Non-renewable energy sources; Use of alternate energy sources
- Land resources: Land as a resource; Land degradation, landslides, soil erosion, desertification
- Use of resources for sustainable development

### **Module 3: Ecology & Ecosystems**

Concept of ecology, Population ecology, Community ecology

- Concept of an ecosystem, different types of ecosystem
- Food chains, food webs and ecological succession
- Energy flow in the ecosystem and energy flow models

### **Module 4: Biodiversity & Conservation**

- Biodiversity: Levels of biological diversity
- Values of biodiversity
- Threat to biodiversity
- Threatened and endemic species of India
- Conservation of biodiversity

- Ecosystem services: Ecological, Economical, Social, Ethical, Aesthetical and Informational values

### **Module 5: Environmental Pollution & Management**

(a) Nature, Causes, Effects and Control measures of –

- Air pollution
- Water pollution
- Soil pollution
- Noise pollution
- Nuclear hazards

Fireworks Pollution:

- Solid waste management: Causes, effects and disposal methods; Management of biomedical and municipal

solid wastes

- Disaster management: Floods, Earthquake, Cyclone and Landslides

### **Module 6: Environmental Policies & Practices**

- Constitutional Provisions for protecting environment- Articles 48(A), 51 A (g)

• Environmental Laws: The Environment (Protection) Act, 1986; The Air (Prevention and Control of Pollution)

Act, 1981; The Water (Prevention and Control of Pollution) Act 1974; Forest (Conservation) Act, 1980

- The wildlife Protection Act, 1972

• Climate change, Global warming, ENSO, Acid rain, Ozone layer depletion;

**\*\*Field Work Report/Project Report/Term paper/Assignment \*\***

- Environmental assets - River/Forest/Grassland/Hill/Mountain etc.

- Environmental pollution - Urban/Rural/Industrial/Agricultural
- Study of common Plants/Insect /Birds/Wild life etc.
- Study of simple ecosystems: Pond/River/Hill slope etc.
- Municipal solid waste management and handling.

### Syllabus for 3-YEAR B.B.A.

#### 4<sup>th</sup>Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
<b>BBA-401 (CC)</b>	Financial Management	3	0	0	3
<b>BBA-402 (CC)</b>	International Trade and Commerce	3	0	0	3
<b>BBA-403 (CC)</b>	Statistical Methods for Management Decision Making	3	0	0	3
<b>BBA-404 (CC)</b>	Industrial Relations and Labor Welfare	3	0	0	3
<b>BBA-405 (DSE)</b>	Small Business Management	3	0	0	3
	Emotional Intelligence and Managerial Effectiveness	3	0	0	3
<b>BBA-406 (DSE)</b>	Retail Management	3	0	0	3
	Individual and group Dynamics	3	0	0	3
<b>BBA-407 (GE)</b>	E-Commerce and Web Technology	2	0	0	2
<b>Non credit subjects</b>					
	PROJECT AND SEMINAR -I	0	0	0	0
	Skill Development-I	0	0	0	0
	MOOC/NPTL/NSS/FOREIGN LANGUAGE/OTHERS	0	0	0	0
<b>Practical</b>					
<b>BBA -491 (GE)</b>	Web Technology Lab	0	0	3	1



<b>BBA-492</b>	Evaluation of Minor Projects	0	0	3	1
<b>Total Credit</b>					<b>23</b>

## **FINANCIAL MANAGEMENT**

### **BBA-401**

**Module 1:** Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment, Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Profit vs wealth maximization

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

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

**Module 4:** Capital Structures: Approaches to Capital Structure Theories – Net Income approach, Net Operating Income approach, Modigliani Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

**Module 5:** Operating and Financial Leverage : Measure; Effects on profit, analysing alternate financial plans, Combined financial and operating leverage.

**Module 6:** Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

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

### **Suggested Readings**

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

## **INTERNATIONAL TRADE AND COMMERCE**

### **BBA-402**

#### **Module 1**

International Business Environment – Globalization – Forces, Meaning, dimensions and stages in Globalization – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade – Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India.

#### **Module II**

Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Halsteade model - Responsibilities of International Business

Managing Multinational Enterprises – Problems and Potential – Multinational Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems

#### **Module III**

Introduction to International Financial Management – Balance of Trade and Balance of Payment – International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy.

#### **Module IV**

Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences. International Marketing – Entry strategies – Market selection – Barriers Perspectives- International monetary systems and financial markets, IMF, World Bank IBRD, IFC, IDA, existing international arrangements; Globalization and foreign, investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization.

#### **Module V**

Global sourcing and its impact on Indian Industry – Globalization and internal reform process – India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and threats

#### **Books Recommended:-**

1. International Business Environment – Sundaram and Black
2. International Business Environment – Bhalla and Raju
3. International Business – Francis Cherulinam
4. International Business – Rao and Rangachari
5. Export Management – Rathod

**STATISTICAL METHODS FOR MANAGEMENT DECISION MAKING**

**BBA-403**

### **Module 1: Introduction**

Statistics – Definition, Importance and Scope in Managerial Decision Making , Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives, Application of Diagrams and Graphs.

### **Module 2: Measures of Central Tendency**

Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles.

Measures of Variation, Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.

### **Module 3: Correlation and Regression**

Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient.

Business Forecasting, Methods of Forecasting, Time Series Analysis: Components of Time Series,

### **Module 4: Index Numbers**

Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Consumer Price Index Numbers.

### **Module 5: Probability**

Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Normal Distribution.

Estimation of Parameters, Point and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of

Means and Proportions.

**Module 6: Sampling and Sampling Distribution**

Concepts, Random Sampling and Non Random Sampling, Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions.

**Module 7: Test of Hypothesis**

Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification, Statistical Quality Control Charts

Minimum 5 cases to be discussed

**Module 8:**

Chi-square test, F-Test, T-test

**Suggested Readings**

1. Business Statistics, J.K. Sharma, Pearsons Education.
2. Statistics for Management, Richard I. Levin & Rubin, Pearson Education
3. Quantitative Analysis for Management , Render and Stair, TMH
4. Quantitative Business Analysis - Text & Cases, SamuelBodiley
5. Quantitative Methods in Business, Anderson , Thomson Learning.

**INDUSTRIAL RELATIONS AND LABOUR WELFARE**

**BBA-404**

## **Module I**

Introduction to Industrial Relations: Meaning, definition, importance, scope of Industrial Relations and factors in Industrial Relations.

Approaches towards the study of Industrial Relations (Psychological Approach , Sociological Approach, Socio- Ethical Approach, Gandhian Approach, Industrial Relations Approach and HR Approach)

Evolution of Industrial Relations & Trade Unions: concept, functions, TU Movement in India

## **Module II**

Industrial Disputes, Collective Bargaining & Workers Participation in Management: Meaning, definition & Causes of Industrial Disputes; Model Grievance Procedure; Types of Conflict Resolution: Negotiation, Investigation, Mediation, Conciliation, arbitration & Adjudication. Works Committee, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court, Industrial Tribunal & National Tribunal. Collective Bargaining – Meaning, Characteristics, Importance, Process, Pre-requisites and Types. Employee Engagement: Concept, Importance & Employee Engagement in India. Workers Participation in Management(WPM): Meaning, Pre-Requisites, Advantages & Disadvantages, Levels and Types of Labor Laws.

## **Module III**

The Industrial Disputes Act,1946 & The Factories ACT 1948: The Industrial Disputes Act,1946 - Definitions, Authorities under the Act, Power & Duties of Authorities, Strike & lockout, Lay-off ,retrenchment, closure and dismissal, Grievance Redressal Machinery, Penalties.

The Factories Act, 1948 - Definitions, Authorities, Provisions regarding Safety, Provisions regarding Health, Provisions regarding Welfare, Provisions regarding Leave with Wages, Provisions, regarding Working hours of adults, Penalties.

## **Module IV**

The Payment of Wages Act, 1936 - Definitions, Provisions, Penalties.

The Minimum Wages Act ,1948 - Definitions, Provisions, Penalties.

## **Module V**

Trade Union Laws: The Trade Union Act 1926: Definitions, authorities and all provisions.  
Maharashtra Recognition of Trade Union and Prevention of Unfair Labour practices Act, 1971:  
Definition, authorities and all provisions under the Act

### **Readings**

1. Dynamics of IR – Mamoria, Mamoria and Gankar
2. Industrial Relations – Arun Monappa
3. 4. Industrial & Labour Laws - S.P. Jain

**EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS**

**BBA-405**

### **Module-1**

Introduction: Introduction to Emotional Intelligence (EI); What is EI, EQ & IQ; Historical Roots of Multiple Intelligences & EI; Power of Emotions; The Emotional Brain & Amigdala Hijack; Physiology of Emotions ; Application of Physiology of Emotions

### **Module- 2**

Building Blocks of Emotional Intelligence: Ability Based Model (Mayer & Salovey), Perception; Employment, Comprehension; Management; Trait Model of Self-Efficacy (K.V. Petrides); Mixed Model (Daniel Goleman); Personal Competence (Self Awareness, Self Management & Motivation); Social Competence (Empathy & Social Skills) Empathy; Understanding Empathy; Importance of Empathy; Application of Self-Efficacy of EI.

### **Module- 3**

Aspects & Impact of Fundamental Elements of Emotional Intelligence: Seven Elements defined in Behavioral terms, Self Awareness, Emotional Resilience Motivation Interpersonal, Sensitivity Influence Intuitiveness Conscientiousness, Five Elements defined in Competence terms, Self Awareness & Self Management, Motivation, Empathy, Social Skills, Application of Impact of fundamental elements of EI in our daily life, Everyday Behaviour, Education, Workplace

### **Module- 4**

Measuring Emotional Intelligence & Behavioural EQ: Initial Self-Assessment on EI Elements (Internal), 360 degree Assessment Map, EI Behavioural Test (External), Behavioural EQ, Measuring Behaviour EQ, DISC Test, Role Play on DISC Behaviour Identification, Emotions and the Tripartite Brain, Emotional Competencie. Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Script Analysis using Enneagram

### **Module- 5**

Measuring Emotional Intelligence, Emotions and Childhood, Role of Emotions, Emotions and Attitudes, Managerial Effectiveness: Challenges faced by Organizations & expectations from practicing Managers, Improving Effectiveness: Understanding Organizational goals, Creativity, Optimizing resources, Execution Skills (PDCA Cycle)



**Books:**

1. Daniel Goleman: Working with Emotional Intelligence.
2. Travis Bradberry and Jean Greaves: Emotional Intelligence 2.0
3. Adele B. Lynn: The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work
4. Daniel Goleman: Emotional Intelligence: Why It Can Matter More Than IQ



**RETAIL MANAGEMENT**

**BBA-406**

1) **Marketing Channels:** Definition & Importance, Functions of Marketing

Channels – Intensive, Selective & Exclusive distribution strategies,

Decisions in Channel Management

2) **Wholesaling:** Concept, Importance, Functions –Wholesaler Marketing

Decisions – Trends in Wholesaling

3) **Retailing:** Concept, Importance, Functions - Indian Vs. Global Scenario

4) **Retail formats:** Store & Non Store Retailing –Franchising-Unconventional channels

5) **Retail Location:** Factors affecting location decision – Site Selection –Location based retail Strategies

6) **Store Design:** Interiors and Exteriors - Store layout – Types of layouts –Factors affecting store layout – Store image mix – Store Façade – The Internet Store.

7) **Store Administration:** Floor space management–Managing store inventories and display

8) **Retail Communication Mix:** Planning retail communication - Managing in-store promotions and events

9) **Integrated Marketing Channels:** Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems

**Books:**

1) Retailing Management – SwapnaPradhan

3) Retail Management – Gibson Vedamani

3) Channel Management & Retail Management – MeenalDhotre

**E-COMMERCE AND WEB TECHNOLOGY**

**BBA-407**

**Module I- Introduction to e-business:**

Introduction to Ecommerce, Definition, Benefits Of E-Commerce, Impact Of E-Commerce On Business, Traditional Commerce Vs E-Commerce, Advantages And Disadvantages Of E-Commerce, Electronic Commerce And The Trade Cycle. Electronic Market: Usage, Advantages and Disadvantages And Its Future. E-Commerce Business Models.

### **Module II- Security Threats to e-business**

Consumer Online: The Internet Audience and Consumer Behavior, Basic Marketing Concepts, Internet Marketing Technologies, E-Commerce In Action: E-Tailing Business Models, Common Themes In Online Retailing, The Service Sector: Offline And Online, Online Financial Services, Online Travel Services, Online Career Services.

### **Module III- Electronic Payment System**

Electronic Payment System: Special Features Required in Payment System for E-Commerce; Types Of E-Payment System; E-Cash & Currency Servers, E-Cheques, Credit Cards, Smart Cards, Electronic Purses & Debit Cards. Security Issues in E-Commerce: Security Risks Of E-Commerce, Exposure Of Resources, Type Of Threats, Sources Of Threats, Security Tools & Risk – Management Approach.

### **Module IV- e-Business Applications & Strategies**

Internet And WWW: Brief History of Internet, World Wide Web And Its Evolution, Uniform Resource Locator (URL), Web Browsers, Web Technologies, Web Standards, Web Design Principles: Basic Principles Involved In Developing A Web Site, Planning Process, Five Golden Rules Of Web Designing, Designing Navigation Bar, Page Design, Home Page Layout, Design Concept, Making a website Search engine friendly.

### **Module V- e-Business Applications & Strategies**

What Is HTML, Basic Structure Of An HTML Document, Creating An HTML Document, Introduction To Cascading Style Sheets, Concept Of CSS, How To Build A Web Site, Working On The Web Site, Creating Web Site Structure, How Different Web Editors Work (Text Editor - Site Builder - CMS), CMS Like WordPress, Joomla & Drupal, Hosting A Website.

### **Text Books:**

1 Whitley, David (2000). e-Commerce Strategy, Technologies and Applications. Tata McGrawHill.

2 Schneider Gary P. and Perry, James T (1st Edition 2000). Electronic Commerce. Thomson Learning.

3 Bajaj, Kamlesh K and Nag, Debjani (Ist Edition 1999). E-Commerce: The Cutting Edge of Business. Tata McGraw Hill, Publishing Company Ltd., New Delhi.



**Syllabus for 3-YEAR B.B.A.**

**5<sup>th</sup> Semester**

Course Code	Course Title	Contact Hrs. /			Credit
		Week			
		L	T	P	

<b>Theory</b>					
<b>BBA-501 (CC)</b>	Corporate Taxation	3	0	0	3
<b>BBA-502 (CC)</b>	<b>Strategic Management</b>	4	0	0	3
<b>BBA-503 (CC)</b>	<b>Business Research Methodology</b>	3	0	0	3
<b>BBA-504 (DSE)</b>	<b>Customer Relationship Management</b>	4	0	0	3
	Analysis of Managerial Decision Making	4	0	0	3
<b>MKT-501,(DSE)/HRM-501</b>	Elective -1 (Major )	3	0	0	3
<b>MDA-502 (DSE) TRM-502</b>	Elective -2 (Minor)	3	0	0	3
<b>Non credit subjects</b>					
	PROJECT AND SEMINAR -I	0	0	0	0
	Skill Development-I	0	0	0	0
	MOOC/NPTL/NSS/FOREIGN LANGUAGE/OTHERS	0	0	0	0
<b>SESSIONAL</b>					
<b>BSD-583</b>	Internship Project & OJT viva				4
<b>BSD-584</b>	Pilot Project	0	0	4	2
<b>Practical</b>					
<b>Total Credits</b>					<b>24</b>

**Electives:-**

**Marketing:-** 1) Market Research 2) Sales and Distribution

**Human Resource Management:-** 1) Training & Development. 2) Talent Management

**Financial Management:-** 1) Security Analysis and Portfolio Management 2) International Finance

**Tourism Management:-** 1) Fundamentals of Tourism Industry 2) Tourism Marketing

**Media Management:-** 1) Principles of MEDIA MANAGEMENT 2) Media Agency & Management

## CORPORATE TAXATION

### **BBA-501**

**Module 1:** Income Tax Act -1961(Meaning, Concepts and Definitions) ; History of Income Tax in India, Fundamental concepts and definitions under Income of Tax Act 1961. canons of Taxation,; objective of Income Tax; Taxation structure in India; Concept and definitions- Income Person, Assessee; Assessment year, Previous year, Residential Status; of an Assessee.

**Module 2:** Computation of Taxable Income under the different heads of Income: a) Income From Salary : Salient features, meaning of salary, allowances and tax Liability- Perquisites and their Valuation Deduction from salary. (Theory and Problems) b) Income from House Property : Basis of Chargeability-Annual Value- Self occupied and let out property- Deductions allowed. (Theory and Problems). c) Profits and Gains of Business and Profession : Definitions, Deductions expressly allowed and disallowed (Theory and Problems). Chargeability- Meaning and concept of Short term and long term capital gains-permissible deductions. d) Income from Other Sources Chargeability- Meaning and concept –Inclusion and deduction.

**Module 3:** Computation of Total Taxable Income of an Individual: Meaning and concept, Gross Total Income -deduction u/s-80 and Tax Liability for respective Assessment year.

**Module 4:** Tax deducted at source, Return of Income, Advance payment of Tax, methods of payment of Tax, forms of Returns, Refund of Tax.

**Module 5:** Assessment of various Entities: Assessment of firms and their partners; Assessment of co-operative societies; Assessment of charitable trust

**Module-6 :** GST- overview and techniques.

**Readings:**

1. Indian Income Tax Act--H.C.Malhotra
2. Practical Approach to Income Tax-- Dr.GirishAhujaandDr. Ravi Gupta.
3. Income Tax Act –R. N. Lakhotia
4. Hand Book of Income Tax Law.-- T. N. Manoharam.
5. Direct Tax—B.B. Lal and N. Vashisht.
6. Students guide to Income Tax.--Dr.VinodSinghnia./ Dr. Monica Singhnia.

## **STRATEGIC MANAGEMENT**

**BBA-502**

### **Module -1**

#### **I . Introduction to Business Policy & Strategic Management:**

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

### **Module -2**

#### **II Strategy Formulation:**

- Understanding Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives
- Concepts of Strategic Stretch, Leverage & Fit
- Environment Appraisal: Concept & Environmental Sector; PEST Analysis

- Organizational Appraisal: Concepts & Capability Factors ; Porter's Value Chain Model
- Framework for developing Strategic Advantage
- SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities
- Type of Strategies: Corporate Level (Concept of Grand Strategies) , Business Level and Functional Level.
- Guidelines for Crafting Successful Business Strategies

### **Module -3**

#### **III Strategy Analysis and Choice:**

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

### **Module -4**

#### **Strategy Implementation:**

- Interrelation Between Strategy Formulation and Implementation
- Aspects of Strategy Implementation
- An overview of Project, Procedural Implementation, Resource Allocation
- Structural Implementation: An overview of: Structural Consideration, Structure for Strategies.
- Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.
- Functional /Operational Implementation: An overview of: Functional Strategies. V

#### **Strategy Evaluation and Control :**

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



## **Module -5**

### **Cases in Strategic Management:**

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

### **Books Recommended**

1. Business Policy & Strategic Management – AzharKazmi
2. Strategic Management, 12th Ed. – Concepts and Cases – Arthur A. Thompson Jr. and A.J. Strickland
3. Management Policy and Strategic Management (Concepts, Skills and Practices) – R.M. Shrivastava
4. Business Policy and Strategic Management – P. Subba Rao
5. Strategic Planning Formulation of Corporate Strategy - Ramaswamy Suggested

### **Readings**

1. Strategic Management, A Dynamic Perspective - Concepts and Cases – Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in south Asia
2. Strategic Management and Competitive Advantage- Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
3. Globalization, Liberalization and Strategic Management - V. P. Michael
4. Business Policy and Strategic Management – Sukul Lomash and P.K. Mishra, Vikas Publishing House Pvt Ltd, New Delhi
5. Strategic Management – Fred R. David, Published by Prentice Hall International

## **BUSINESS RESEARCH METHODOLOGY**

### **BBA-503**

## **Module -1**

- A. Commercial and business research:** Aims, objectives, Importance. Characteristics of Good Research, Types of Research, Steps in the Research Process

- B. Identifying-** the research problem - concepts, Constructs and theoretical framework - Types and Methods of research.--Review of Literature ---Need and Sources to review of Literature- Survey using Internet- How to find the exact Research Paper using search engines

## **Module-2**

- A. Formulation of Research Problem:** Introduction, Meaning of Research Problem, Guidelines and Criteria for Selecting a Research Problem, Formulating a Research Problem, Techniques for Formulating a Research Problems.
- B. Collecting data :** Primary Data and Secondary Data; Methods of collecting primary data / tools for collecting primary data. Qualitative vs. Quantitative Data.

## **Module -3**

- A. Questionnaire :** Types of Questions, essentials of good questionnaire / guidelines for Questionnaire designing,
- B. Sampling--**Introduction, Importance and Advantages of Sampling, Census vs. Sample, Characteristics of Good Sample, Sampling Techniques, Criteria for Selection of a Sampling Technique
- C. Qualitative Research-** Overview

## **Module-4**

- A. Data processing and analysis:** Editing, Codification, Classification, Tabulation, Scaling & Measurement; Hypothesis & its testing.
- B. Writing skills for Business Research:**Project report: selecting and defining Topic, Project – Terms of reference, Subject matter, Style, Structure; Research Paper; Communication research orally – power point presentation. Use of Computers in research: data collection and analysis.

# **CUSTOMER RELATIONSHIP MANAGEMENT**

**BBA-504**

## **Module -1**

### **A Customer Centered/Focused Organization**

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

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

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

## **Module -2**

### **Your company's Customer Service focus**

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

### **Developing a Winning Customer Service Strategy**

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

## **Module -3**

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

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

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

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

## **Module -4**

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

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

### **Acquiring Customers & Keeping Them**

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

### **Those ‘Extras’ & Miscellaneous Factors**

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

## **Module -5**

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

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

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

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

## **Module -6**

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

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

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

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

## **Suggested Readings**

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

## **MARKETING ELECTIVES**

**BBA- 505**

## **SALES AND DISTRIBUTION**

**1.Introduction to Sales Management:** Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager.

**2. Personal Selling:** Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, (follow-up))

**3.Planning and Organizing Sales Force Efforts:** Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas

**4.Sales Force Management:** Different personnel functions of a sales manager, Quantitative and

qualitative requirements of sales force planning – determination of sales force size, job analysis for type of sales people required

**5. Recruitment and Selection:** Sources of recruitment, Selection process, Methods of selection

**6. Training and Development:** Need and purpose of training, Types of training, Designing a training programme - ACMEE model

**7. Directing the Sales Force:** Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating

**8. Marketing Channels:** Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers

**9. Channel Design and management:** Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements

**10. Physical Distribution & Logistics:** Goals, function, processing, warehousing, inventory & Transportation

Books:

Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases; McGraw Hill.

Lancaster, David & Jobber, Geoff: Selling & Sales Management; Macmillan (India).

Levy, M. & Weitz, B.A.- Retailing Management - McGrawHill

Panda, Sahadev: Sales & Distribution Management; OUP

Pradhan, S : Retailing management, TMH

Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH

## **MARKET RESEARCH**

### **Unit -1**

- Introduction: A Decision Making Perspective of Marketing Research
- An Overview of the Marketing Research
- Problem Identification
- Methodology

### **Unit -2**

- Qualitative Research
- Factor Analysis
- Multi-Dimensional Scaling
- Pre-processor to MDS

### **Unit -3**

- Conjoint Analysis
- Discriminant Analysis
- Cluster Analysis
- Segmenting and Positioning

#### **Unit -4**

- New Product Development
- Pricing Research
- Media Research
- Strategy Formulation

#### **Unit -5**

- Brand Value
- Selling the Idea of MR

#### **Readings :**

1. Aaker; Marketing Research, John Willey & Sons, 2001.
2. Tull & Hawkins; Marketing Research, Prentice Hall of India, 2000.

### **FINANCE ELECTIVES**

#### **INTERNATIONAL FINANCE.**

#### **Module I**

Financial Management in a Global Perspective: Increasing Interdependence in the Global Economy , Trends in International Trade and Cross Border Financial Flows India in the Global Economy Recent ; Developments in Global Financial Markets Liberalization Integration and Innovation Challenges of International Financial Management Gains from International Trade and Investment.

International Monetary System and Financial Markets An Overview: Balance of Payments International Monetary System An Overview of International Financial Markets Exchange Rate Determination and Forecasting.

#### **Module II**

International Trade Theories: Theory of Absolute Advantage Theory of Comparative Advantage Heckscher Ohlin Model Imitation Gap Theory International Product Life Cycle Theory.

Trading Blocks: Formation of Trading Blocks Conditions for Success OPEC Its objectives Functions European Community (EC) Functioning of EC India and EC The North America Free



Trade Agreement (NAFTA) Its objectives UNCTAD Its functions.

### **Module III**

The Foreign Exchange Market: Structure and the Participants Types of Transactions  
Mechanics of

Currency Dealing Exchange Rate Quotations Arbitrage Forward Rates Evolution of  
Exchange

Control and the Foreign Exchange Market in India Exchange Rate Computations.

The Links between the Forex Market and the Money Market: Covered Interest Arbitrage  
Covered

Interest Parity Theorem Swap Margins and Interest Rate Differentials Option Forwards  
Cancellation of Forward Contracts Forward Swaps Short Dated and Broken Date  
Contracts.

### **Module IV**

Managing Transactions Exposure: The Hedging Decision Automatic vs Discretionary  
Hedging Cost of Forward Hedge Choice of Currency of Invoicing Internal Hedging  
Strategies : Leads Lags Netting Offsetting External Hedging : Forwards Money  
Market Hedge Hedging Contingent Exposures an Exposures with Uncertain Timing.

Operating Exposure: Operating Exposure Purchasing Power Parity and Real Exchange Rates  
Determinants of Operating Exposure Operating Exposure for Exporters and Importers  
Assessing and Coping with Operating Exposure.

### **Module V**

International Equity Investment: Comparing Domestic Versus Foreign Equity Investment  
Gains from Crossborder Diversification International CAPM The Depository Receipts  
Mechanism.

International Accounting & Taxation: Accounting for Forex Transactions & Derivatives  
Transfer Pricing Consolidation of MNC's Accounts – International Taxation.

Uniform Customs and Practice for Documentary Credits 1993 Revision Rules: Introduction  
to

International Chamber of Commerce Introduction to UCPDC Description of Articles  
Applications of Articles.

### **Readings:**

International Financial Management Apte, P G. ICAI  
International Financial Management Shapiro, Alan C. PrenticeHall, India  
International Finance, 5th e Levi, Maurice D. Routledge 2009  
International Finance – Theory & Practice Avadhani, V A. Himalaya Publishing  
International Financial Management Charley N Henning, WillanPigott, Robert Haney

### **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Module 1:** Investment management: objective, investment opportunities, and philosophy of individual & institutional investors. Fundamental analysis: concept and significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries.

**Module 2:** Company analysis: nature and style of management, key role of financial analysis, ratio analysis. Technical analysis: different techniques of analysis, Dow Theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

**Module 3:** Efficient market theory random walk: weak form, semi-strong, strong form of market. Comparison of random walk, technical & fundamental analysis.

**Module 4:** Concepts of portfolio diversification and its effects, Theories of Portfolio: Capital Asset pricing model, arbitrary pricing model, Determination of Security market line, Capital market line

**Module 5:** Introduction to Options & futures: concept of derivatives, option trading, option contracts settlement, pricing of option futures, concept of futures, characteristics of future contract, its types, difference between future, options, forwards & contracts.

#### **Readings**

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition,
2. Investments – ZviBodie, &Mohanty – TMH – 6th Edition, 2005.

## **HUMAN RESOURCE MANAGEMENT ELECTIVES**

### **TALENT MANAGEMENT**

**Module I:** Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

**Module II:** Models and Techniques of manpower demand and supply forecasting-- Behavioural Factors in HRD -- Wastage Analysis ñ Retention -- Redeployment and Exit Strategies.

**Module III:** Career Management, Career Planning and Career Development.

Module IV: Performance Planning -- Potentials Appraisal -- HRD Climate.

**Module V:** Human Resource Information System -- Human Resource Accounting. Suggested

**Readings:**

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J.

**TRAINING AND DEVELOPMENT**

**Module I:-** Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training

**Module II:-** Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

**Module III :-** Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training.

**Module IV :-** Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.

**Module V:-** Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training.

**Module VI:-** Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

**Books Recommended:-**

1. Employee Training And Development - Raymond Noe
2. Every Trainers Handbook- DevendraAgochia
3. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
4. Training And Development- S.K. Bhatia
5. HRM-BiswajeetPattanayak

**TOURISM MANAGEMENT ELECTIVES**

**Fundamentals of Tourism Industry**

**Unit – 1**

Introduction: concepts, definitions and historical development

Types of tourists: tourist, traveler, excursionists, forms of tourism: inbound, outbound, domestic,

international. Nature and forms of Travel, its components and elements.

**Unit - 2**

Tourism system & push-pull factors.

Motivation for travel- basic travel motivators, early travel motivators, sociology of tourism  
Determinants and motivations of tourism demand

### **Unit -3**

Introduction to demand for tourism patterns. Patterns and characteristics of the supply of tourism. Seasonality & tourism

Organizations in tourism - need & factors, National Tourist Organizations,

### **Unit - 4**

Impacts of tourism at the destination. its impact: sociocultural, environmental and economic

Factors affecting the future of tourism business.

### **Unit – 5**

Tourism policy and organizations; India's strategy for tourism during the XI plan period; ITDC, state tourism boards; etc.; Sustainable tourism development;

### **Suggested Books:**

1. Introduction to Tourism : A.K.Bhatia
2. Tourism System : Mill R.C & Morrison
3. Tourism Development : R.Garther
4. Successful Tourism Management : Pran Nath Seth
5. Tourism- concepts and practices: Walker, John R. and Walker Josielyn T. Walker

## **Tourism Marketing**

### **Unit I**

Introduction: Concept of business, strategy and role of marketing for competitive advantage for tourism businesses; Concept of value, customer satisfaction and service quality; Service quality Gaps Model.

### **Unit II**

Understanding markets: Concepts of segmentation, targeting and positioning; Differentiation; tourism markets; Tourists types– leisure and business travellers; Tourism consumer behaviour and purchase considerations; Market research and intelligence.

### **Unit III**

Product: Nature and type of tourism products; managing the tourism product; product decisions- new product development; Service bundling; Tourism Area Life Cycle (TALC); Branding and packaging decisions.

#### **Unit IV**

Marketing mix: Process- service blueprinting; Physical evidence- roles of physical evidence, dominant and peripheral goods as physical evidence; Place (Service logistics)- distribution options, managing channels, franchising; Managing People and internal marketing- internal marketing at a destination.

#### **Unit V**

Marketing mix: Pricing; Promotion- integrated marketing communication approach and promotional mix.

#### **Textbooks:**

1. Chaudhary, Manjula (2010). Tourism Marketing. New Delhi: Oxford University Press.
2. Chowdhary, Nimit and Prakash, Monika (2005). A Textbook of Marketing of Services. New Delhi: Macmillan India Limited.
3. Dasgupta, Devashish (2010). Tourism Marketing. New Delhi: Pearson Education.
4. Middleton, Victor (2001). Marketing in Travel and Tourism, 3/e. New Delhi: Butterworth-Heinemann.

### **MEDIA MANAGEMENT ELECTIVES**

#### **Principles of Media Management**

##### **Module 1:**

Nature and process of human communication, functions of communication, verbal and nonverbal communication, intra-personal, inter-personal, small group, public and mass communication.

##### **Module 2:**



Models: SMR, SMCR, Shannon and Weaver, Lasswel, Osgood, Dance, Schramm, Gerbener, Newcomb, convergent and gate-keeping, communication and socialization.

### **Module 3:**

Nature and process of mass communication, media of mass communication, characteristics and typology of audiences.

### **Module 4:**

Media systems and theories: authoritarian, libertarian, socialistic, social-responsibility, development, participatory. Mass media: public opinion and democracy. Media culture and its production. Media organizations, media content, market – driven media content – effects, skyvasion, cultural integration and cultural pollution.

### **Module 5:**

Issues of media monopoly – cross-media ownership; Ownership patterns of mass media, ethical aspects of mass media, freedom of speech and expression, right to information, media and social responsibility, media accountability, infotainment and ICE.

### **BOOKS**

1. Vir Bala Agarwal & V.S.Gupta: Handbook of Journalism & Mass Communication; Concept Publisher Delhi.
2. Keval J. Kumar: Mass Communication in India;

3. Baidyanath Bhattacharya: Adhunik Ganamadhyam

### **Media Agency & Management**

#### **Module 1.**

Account management: Structure of an ad agency, functions of different departments, types of ad agency, Client servicing, Characteristics of services, 7 P's of services, Stages in client-agency relationship, Issues in client servicing, Understanding the client's business,

Conflict resolution accountability, Negotiation process

#### **Module 2.**

Marketing plan of the client, understanding client's marketing strategy, Outlining Marketing problem/opportunity, Marketing objectives as stated by the client, Profit objective / Sales and market share objective, Setting advertising objective, STP, Constraints on strategy formulation and implementation, Setting evaluation criteria

### **Module 3.**

Agency Finances, Sources of income, Expenditure heads of an agency, Modern systems of financial planning followed by leading agency, Setting the overall advertising and promotion budget, Setting evaluation criteria, Client's evaluation of the agency, Areas of evaluation

### **Module 4.**

Setting up an Agency, Nature of agency business, Stages in setting up a new business, Concept development, Environmental scanning, Market feasibility, Financial feasibility, Making a business plan, Growing the Agency, New Business Development, CRM ( Customer relationship management), Digital advertising, Growth with existing and new clients, Speculative Pitches

### **Module 5.**

Sales Promotion Management, Importance and role in marketing, Promotional objectives, Profit objectives, Market share objectives, Trade, retail and consumer promotion, Consumer Franchise building versus Non-Franchise building promotion, Consumer Sales Promotion tools,

Measuring the effectiveness of Promotional Tools

## BOOKS

1. Media Planning & Buying –Arpita Menon-2009
2. Media Planning & Buying in the 21st Century-2015
3. Entertainment Industry Economics :A Guide for Financial Analysis ( Harold Vogel)-2015

### Syllabus for 3-YEAR B.B.A.

#### 6<sup>th</sup>Semester

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
<b>BBA-601 (CC)</b>	Management Accounting	4	0	0	3
<b>BBA-602 (CC)</b>	<b>Organization Development &amp; Knowledge Management</b>	3	0	0	3

<b>BBA-603 (CC)</b>	<b>Project Management</b>	4	0	0	3
	<b>Consumer Analysis</b>	3	0	0	3
<b>BBA-604 (DSE)</b>	Social Psychology	3	0	0	3
<b>BBA-605 (DSE)</b>	Elective – 3 (Major) Any One	3	0	0	3
<b>BBA-606 (DSE)</b>	Elective- 4 (Minor) Any one	3	0	0	3
<b>Non Credit Subjects</b>					
	PROJECT AND SEMINAR -I	0	0	0	0
	Skill Development-I	0	0	0	0
	MOOC/NPTL/NSS/FOREIGN LANGUAGE/OTHERS	0	0	0	0
<b>SESSIONAL</b>					
<b>BSD-683</b>	Final Project ( Specialization Dependent)	0	0	0	4
<b>Practical</b>					
<b>BBB-691</b>	Grand Viva	0	0	12	4
<b>Total Credits</b>					<b>26</b>

### Electives

**Marketing :-** 1) Service Marketing 2) Advertising and Sales Promotion

**Human Resource Management:-** 1) Compensation Management 2) Global Human Resource Management in Modern Era

**Financial Management:-** 1) Financial Risk Management 2) Financial Services

**Tourism Management:-** 1) Tourism Product 2) International Tourism

**Media Management:-** 1) Print & Electronic Media 2) Public Relations and Channels

## MANAGEMENT ACCOUNTING

**BBA- 601**

**Module 1:** Management Accounting: Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting.

**Module 2:** Budgeting for Profit Planning and Control : Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Performance budgeting.

**Module 3:** Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management/ Sales Budget / Flexible Budget

**Module 4:** Marginal Costing: meaning, advantages, marginal costing and absorption costing; Cost-Profit-Volume Analysis: break-even point, margin of safety, P/V Ratio, concept of key factor, break-even chart and its types;

**Module 5:** Relevant Costing Introduction – Relevant Costs and Revenues- Cost Concepts – Outsourcing Decision –Decision to accept or reject a special order – Decision to continue or abandon a project, Make or Buy, Decision making: costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, exploring new market, make or buy, product mix, operate or shut down, sell or process further decisions etc. Introduction to Standard costing and Budgetary control

**Module 6:** Cost Control - Standard Costs and quality Costs, Cost Variance Analysis, Revenue and Profit Variance Analysis, Responsibility Accounting, Cost Records: Integral and non-integral system; Reconciliation of cost and financial accounts.

**Books:**

Atkinson - Management accounting, Pearson Education  
Banerjee, Bhabatosh – Financial Policy and Management Accounting, PHI, 7th edition, 2008  
Bhattacharyya, Asish - Cost Accounting For Business Managers, Elsevier  
Drury - Management & Cost Accounting, Thomson Learning  
Horngren, Dattar, Foster - Introduction to Management Accounting, Pearson Educatio

**ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT**

**BBA- 602**

**Module I:**

The paradigm of learning organizations, lessons in learning and creativity, learning organizations - paradigm of strategy and management, life long creates trails of life long creators, model of life long creativity, mastering creative problems, solving, models of creative problems solving, model of creative intelligence, convergent thinking, acquiring a creative persona, techniques of creative problems solving and creativity.

**Module II**

Techniques of creative problem solving, Techniques of creativity, problem decomposition, information search, breaking stereotyped response, unblocking, mutual stimulation, imaging, fusioning, ideating, brainstorming, the when of creativity techniques - attributing changing and morphological analysis .

### **Module III**

Building a learning organization:

What is learning organizations - nature of learning enterprises, skills needed by learning organizations, three phases of learning, learning implies unlearning, adaptive and generative learning, building a learning organization, knowledge intensive organization.

### **Module IV:**

Hatha Yogic Practices: Pratyahara, Nadanusandhana

Core issues and themes in building learning enterprises, vision and strategy, nature of the organization structure, an infrastructure for knowledge management, role of information technology in knowledge management, information technology and knowledge approaches.

### **Module V:**

Knowledge management system:

Introduction to knowledge management, knowledge management and knowledge management systems, drivers of knowledge, tacit and explicit knowledge, knowledge management in virtual organizations, implementing knowledge management solutions, knowledge management system on learning organization, knowledge management systems - issues, challenges and benefits.

### **Suggested Readings**

1. Jack Philip e al, Creating Learning organizations, American Society for Training & Development, Peter Senge.
2. The Fifth Discipline: The Art and Practice of the Learning Organizations, Random House Wick & Leon.
3. The Learning Edge: How Smart Managers and Smart Companies Stay Ahead, MC Graw Hill Natarajan G and S Shekhar.
4. Knowledge Management:: Enabling Business Growth, Tata McGraw Hill.

## **PROJECT MANAGEMENT**

**BBA- 603**

### **Module I**

- An Overview and Key Concepts of Project Management
- Project Feasibility Studies
- Project Identification

### **Module 11**

- Market and Demand Analysis
- Technical Analysis



### **Module III**

- Project Cost Estimate
- Financial Appraisal of Single Projects
- Financial Appraisal of Multiple Projects

### **Module IV**

- Human Aspects in Project Management
- Project Organization
- Project Leadership
- Motivation in Project Management
- Communication in the Project Environment
- Conflict in Project Management

### **Module V**

- Project Scheduling with
- Time-Cost Trade-Off and Crashing of Projects
- Contract Management
- Project Cost Control

### **Module VI**

- Resource Scheduling and Resource Levelling
- Risk Analysis in Project Management
- Project Audit and Project Termination
- Project Control
- Case Studies on Project Management

- Readings**
1. Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH
  2. Project Management and Control: Narendra Singh, Himalaya Publishing House
  3. Prasanna Chandra, "Project Planning Analysis" Tata Mcgraw Hill,1996.
  4. Maylor : Project Management; Pearson Education (FT), 4th edition, 2010
  5. Burke, Rory : Project management - planning and control techniques; John Wiley, 4th edn

## **CONSUMER ANALYSIS**

### **BBA- 604**

### **Module I**

Introduction to Consumer Analysis, Models of Consumer Behaviour, Market segmentation; Bases for segmentation, Criteria for effective targeting of market segments, Implementing segmentation strategies

## **Module II**

Need and Motivation; Dynamic nature of motivation, Types and systems of needs, Frustration, defence mechanism.

## **Module III**

Personality and Consumer Behaviour; Theories of personality, Personality and understanding consumer diversity, Self and self-image.

## **Module IV**

Perception; Dynamic of perception, Consumer imagery, Perceived risk.

## **Module V**

Learning and Consumer Involvement; Behavioural learning theories, Cognitive learning theory, Brand loyalty.

## **Module VI**

Attitude-Formation and Change; Attitude formation, Attitude change.

## **Module VII**

Family Life Cycle and Decision Making, Introduction to Social Class, Role of Children in decision making process, Diffusion of innovation and Opinion Leadership.

## **Readings:**

1. Bannet, Peter D & Kassarjian, Harold, H.:Consumer Behaviour, Prentice Hall of India, New Delhi
2. Kanuk, Leslie & Schiffman, Leon: Consumer Behaviour, Prentice Hall, India 2011

## **MARKETING ELECTIVES**

**BBA- 605**

## **SERVICE MARKETING**

## **Module 1: Introduction**

Services Defined; special characteristics of services: heterogeneity, inseparability, intangibility and perishability; attributes those differentiate services from manufactured goods.

### **Module 2: Service as a system**

Service delivery system, service operation system; the drama of service delivery; the service process; people processing, possession processing, information processing.

### **Module 3: Classification of Services**

Classification on degree of tangibility in services, on recipient of services, on customization Vs. standardisation, on nature of relationship with customers, on the balance of demand and supply, on participation of people, possession and facilities, on place and time of delivery. Service Value Source and Competitive Advantage.

### **Module 4: Service quality dimensions**

Reliability, Responsiveness, Assurance, Empathy, and Tangibles. Understanding of Service Quality gap model, Introduction to service satisfaction measurement techniques – SERVQUAL

### **Module 5: Marketing Mix for Services**

4 traditional P's, other special elements for Services marketing The Service Product- Process, Complexity & divergence, Process blueprinting; Differentiating services, Positioning and Repositioning through structural changes, The flower of service  
Physical Evidence: Essential and peripheral, the servicescape, other tangibles; specific tactics for creating service atmosphere- sight appeals: size, shape, colour, location, architecture, sign, entrance lighting; sound appeals, scent appeal, touch appeal. People: People as a form of process of service, people as the service, as the marketers, as the brand and as the organisation; internal marketing; differing roles of people- Primary, facilitators and ancillary; Contactors, Modifiers, Influencers, Isolates, people as boundary spanners and thus having emotional labour due to role conflict. Pricing strategies for services: Cost as tripod, costs customers incur for a service- money, time, physical efforts, sensory costs and psychic costs. Pricing bases: revenue oriented, operations oriented, patronage oriented.

### **Module 6: Distinguishing Services Strategies**

Distribution Channel for Services, Promotion and Communication for services, Customer Service, Unique customer behaviours for service, Moments of Truth, Customers' roles in service delivery

Managing Demand with capacity.

**Readings:**

- 1.A. Payne : The Essence of Services Marketing, Pearson. 1995,
2. V.A. Zeithaml , M. J. Bitner, D D Gremler, A. Pandit: Service Marketing, 5th Edition McGrawHill, 2011
3. Lovelock, C.: Services Marketing: People, Technology, Strategy , Pearson 2003.



**Advertising and Sales Promotion**

**Module -I**

- Communication Process - Communication models for rural communication and urban communication.

- Advertising - Organizational structure of advertising agency and its functions. Evaluation of agency functioning.
- Advertising objectives with specific reference to DAGMAR, Brand objectives and consumer attitudes and market structures.

#### **Module -II**

- Brand position and brand image strategy development.
- Persuasion and attitudinal change through appropriate copy development.
- Copy decision - creation and production of copy.

#### **Module -III**

- Advertising budget.
- Media planning and media research.
- Measuring the effectiveness of advertising campaign.
- Public relations.

#### **Module -IV**

- Planning and designing sales promotion programme with specific reference to sales contest, trade-in discount, coupons etc.
- The Message, the Target and the Media
- Cultural and Ethical Concerns in Advertising

#### **Readings**

1. D. A. Aakers and J. G. Myers : Advertising Management, Prentice Hall, 1999
2. J. T. Russel, W. R. Lane : Kleppner's Advertising Procedures, Prentice Hall, 1996
3. G. E. Belch, M. A. Belch : Advertising and Promotion, McGraw Hill, 1996
4. S. Sengupta : Brand Positioning, Tata McGraw Hill, 1998

### **HUMAN RESOURCE MANAGEMENT ELECTIVES**

#### **Compensation Management**

#### **Module I**

Compensation Management-Compensation management process, Basis of compensation management, motivation and financial and non -financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence.

### **Module II**

Employee Benefits-Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organization, Provisions governing different components of compensation and working of different institutions

### **Module III**

Legal Aspects of Compensation-Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws

### **Module I**

Recent Developments in Compensation Management-Innovations in the area of compensation management in Indian and MNCs operating in India and abroad.

### **Readings:**

1. Strategic Compensation: A human Resource Management Approach by Joseph J Martocchio
2. Compensation and Reward Management, B D Singh, Excel Books

## **Global Human Resource Management in Modern Era**

### **Module I**

Human Resources in a Comparative Perspective

International Recruitment and Selection

Developing International Staff and Multinational Teams

### **Module II**

## Cultural Factors/Issues in Performance Management

Human and Culture variables in global organizations

2Cross-cultural differences and managerial implications , communications and negotiations

### **Module III**

Approaches to International Compensation

Repatriation

Managing Global, Diverse Workforce; Global Unions, Regional Integration and Framework Agreements; Emerging Trends in Employee Relations and Employee Involvement ;International Labour Standards

### **Module IV**

HR/IR issues in MNCs and Corporate Social Responsibility. Cross cultural leadership and decision-making

### **Readings:**

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson learning

## **FINANCE ELECTIVES**

### **Financial Risk Management**

#### **Module I**

Introduction to Risk Management: Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

Corporate Risk Management: Total risk and Expected cash flows, Evolution of risk management. Approaches to risk management, Risk Management process, Tools - Hedging,

forwards, and futures, options and swaps and Hybrids; Risk management guidelines, and Risk management in practice.

## **Module II**

Introduction to Derivatives: Historical perspective, Exchanges the Mechanics of derivative markets, the role of clearinghouses, market players and trading techniques.

Futures :The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Price quotations, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management.

## **Module III**

Options: Overview, Generic options, factors affecting option prices, Types of options; Option pricing Model, Elementary inventory strategies.

Swaps: Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps. Types of swaps and mechanics of swap transaction

## **Module IV**

Credit Derivatives and Weather Derivatvies. Types and Application.

## **Readings**

1. Options, Futures and Other Derivatives John C, Hull – Pearson – 7th edition
2. Risk Management & Insurance, 8th e Williams, C Arthur et al. McGraw Hill
3. Financial Derivatives Redhed, Keith. Prentice Hall India

## **Financial Services**

**Module 1:** Introduction to Financial Services

**Module 2:** Merchant Banking : Nature and scope of merchant banking – regulation of merchant bank activity – overview of current India Merchant banking scene – structure of merchant banking industry – primary markets in India and abroad – professional ethics and code of conduct – current development.

**Module 3:** Leasing & Hire Purchase : introduction – history and development of leasing – concept and classification – types of leases – advantages of leasing – disadvantages of leasing



– evolution of Indian Leasing Industry – leasing and the commercial banking sector – product profile - Concept and characteristics of hire purchase – legal aspects of hire purchase

**Module 4:** Factoring : Concept of factoring – forms of factoring- evaluation of factor legal aspects of factoring – evaluation of factoring – factoring in India Current Developments

**Module 5:** Capital Markets & Money Markets : Government securities market, primary & secondary market- treasury bill market, commercial paper and certificate of deposits

**Module 6:** Credit Cards & Credit Rating

**Readings:**

Management of Financial Services by M Y Khan, TMH

## **TOURISM MANAGEMENT ELECTIVES**

### **Tourism Product**

#### **Unit I:**

Tourism products: concepts, definition, classifications; attractions; difference between tourism resources and products; Heritage- Meaning & Types, Heritage management organizations- UNESCO, ASI, ICOMOS, ASI, INTACH, NGOs.

#### **Unit II:**

Art and architecture: architecture- Hindu, Jain, Buddhist and Islamic; popular religious centres- Hindu, Muslim, Sikh, Buddhist, Jains, Jews, etc.,; forts and palaces; museums, etc.

#### **Unit III:**

Culture: Fairs and festivals; performing arts- classical and folk dances, folk culture, handicrafts and textiles, Indian cuisine; rural tourism (including farm and agro-tourism)

#### **Unit IV:**

Nature: Hills stations, beaches and islands, eco-tourism, wildlife – sanctuaries and parks, deserts; Adventure- soft and hard, water based and others.

#### **Unit V:**

Activity: golf and wine tourism, art galleries, sports tourism, MICE, luxury trains of India; Medical tourism, wellness, spiritualism, yoga, dark tourism, etc

#### **Suggested Books:**

1. The Wonder that was India : A.L.Basham
2. Cultural Heritage of India : R.Acharya
3. Indian Architecture : Percy Brown

### **International Tourism**

### **Unit – 1**

Definition, Nature and scope of Domestic and International Tourism. Role of Government in promotion of Domestic and International tourism in India. Types of International and Domestic Tourism

### **Unit – 2**

Economic determinants of international tourism. Factors affecting Global & regional tourist movements, Contemporary trends in international tourist movements, Characteristics of Inbound tourism and patterns of India's major international market. Long -term tourism growth trends, tourism growth in major regions. Alternative tourism

### **Unit – 3**

Political aspects of the international travel, tourism . Barriers to travel, Political Risk and Crisis management. Tourist typology

### **Unit – 4**

Patterns and characteristics of India's outbound tourism. Domestic tourism in India, major tourist generating states in India.

International Conventions: Warsaw 1924, Chicago 1944, Brussels 1961, 1966 & 1970, Athens 1974, Helsinki 1976.

### **Unit – 5**

International organizations viz. WTO, WTTC, IATA .

National tourism organizations viz DOT, TAAI,

Global competition & the future . Development of transportation, technology & automation world wide. Developmental issues, tourism & the environment

**Suggested books :**

1. International Tourism : A.K.Bhatia
2. Tourism System : Mill R.C. & Morrison

MS

## **Print & Electronic Media**

### **Module 1:**

Print Media- Introduction, Concept, Scope, Advantages & its importance. Nature, Objectives, Purposes and Functions. News: Definition, Nature, Qualities and Values, Hard & Soft News.

Parts/Structure of News - Headline, Intro and Body. Functioning of News Room Essentials of News Writing, The Inverted Pyramid: Need and usefulness, Process of News Gathering Sources of News.

### **Module 2:**

Editorial Page, Editorials and importance of Editorial Page. Types of Editorials, importance of Editorial, Planning of editorials. News Agency Journalism, PTI, UNI, International News Agencies: AP, UPI, Reuters, Syndicates.

### **Module 3:**

Radio as a Mass Medium , Importance of Radio in the present media scenario, strengths and weaknesses of Radio. Overview of AIR, BBC and VOA, Types of Radio- AM, FM, Digital and Community Radio Station.

### **Module 4:**

Principles of Program formatting, Objectives of Radio Programme – Information, Entertainment and Education, Introduction to Radio Studio and basic production Techniques.

Types of Radio Formats-Radio Talks, News, Interviews, Discussions, Features, Documentaries and Commercials, Program for special audience.

### **Module 5:**

TV as a Mass medium, its importance & role in society and Nation building. Working & Objectives of Doordarshan and Satellite TV Channels. Different types of TV Programs, Indoor and Outdoor shooting,

Fundamentals of TV Reporting, Reporting skills, Ethics & Principles of news writing, P to C, VO, News Package, sound bites, Types of editing-linear and Non-Linear, Online and Offline editing.

**BOOKS:**

1. Mac Dougall, Curtis D., (7 February 1987), Interpretative Reporting, Macmillan New York.
2. Hohenberg, John, (January 1983), The Professional Journalist. Rinehart and Inston, London.
3. Mehta DS (1979 ), Mass Communication and Journalism in India, Allied Publishers
4. Shrivastava, K.M., (1989), Radio and TV Journalism, Sterling Publishers, New Delhi
5. Shrivastava, K.M., (1989), Radio and TV Journalism, Sterling Publishers, New Delhi.
6. Shrivastava, K.M. (2005), Broadcast Journalism in the 21st century, New Dawn Press

## **Public Relations and Channels**

### **Module 1.**

PR - Definition, PR-Publicity/Propaganda & Public Opinion, History of PR, Growth as a communication function

### **Module 2.**

PR- as a management function, PR- principles, planning, implementation, research, evaluation, PRO- qualifications and function

### **Module 3.**

PR Tools, Press releases, Press conference, House journals, Corporate films, Other PR Tools (Newsletter, Brochure, Leaflets, Pamphlets, Booklets, Manuals, Annual Reports, Handbills, Sticker, and posters)

### **Module 4.**

Community relations / Employee relations / Govt. relations / Lobbying / CSR (Corporate Social Responsibility), PR in India (Both public & private sector), Role & Function of a PR Agency, Emerging trends in PR

### **Module 5.**

Crisis Management: Predictable and unpredictable crisis, crisis situations, reaction to crisis, crisis communication, more than just debunking the damage, Out of adversity, post crisis communication. The relationship between individual and organization stress, coping with stress.

### **Suggested Reads:**

1. Public Relations in India – J. M. Kaul
2. Practical Public Relations – Sam Black
3. Applied Public Relations – K. R. Balan
4. PR: A Scientific Approach – Baldeo Sahani
5. Effective PR – Cutlip & Center