Sardar Patel University Mandi

District Mandi -175001 (HP) India

www.spumandi.ac.in

(Established Under H.P. Legislative Assembly Act 03 of 2022)

Syllabus for BBA
CBCS (3 Years) [6 Semesters]
Session 2022-23 Onwards

Faculty of Management Studies & Commerce

Sardar Patel University Mandi (HP)

Sardar Patel University Mandi

Mandi (HP) -175001

"CONDUCT BRANCH"

[No. SPU/Mandi/Conduct/Curriculum Committee/13/2023-]

Scheme of Examinations for BBA

First Year (1st Semester)

SN.	Course Code	Title of the Course	Paper Category		Marks Obtained				Credit
					CCA	ESE	PR	Total	
1	101	Environmental Science	AECC-1	MPM	0	45	0	**45**	**4**
				MM	0	100	0	**100**	
2	102	Fundamental Managemet Organizational Behaviour	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
3	103	Statistics of Business Decisions	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
4	104	Entrepreneurship Development	GE-I	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
Total Marks - (1st Semester)								**400**	**22**

First Year (2nd Semester)

SN.	Course Code	Title of the Course	Paper Category		Marks Obtained				Credit
					13	ESE	PR	Total	
1	201	Business Comunictaion (Language: English/MIL)	AECC-II	MPM	13	32	0	**45**	**4**
				MM	30	70	0	**100**	
2	201	Managerial Economics	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
3	201	Business Accounting	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
4	201	Ethics & Corporate Social Responsibility	GE-II	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
Total Marks - (2nd Semester)								**400**	**22**

Scheme of Examinations for BBA

Second Year (3rd Semester)

SN.	Course Code	Title of the Course	Paper Category		Marks Obtained				Credit
					CCA	ESE	PR	Total	
1	301	Macroeconomics	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
2	302	Principles of Marketing	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
3	303	Management accounting	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
4	304	India's Diversity & Business	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
5	305	Personality Development& Communication Skills	Skill Enhancement Course-I	MPM	13	32	9	**54**	**6**
				MM	30	50	20	**100**	
Total Marks (3rd Semester)								**500**	**30**

Second Year (4th Semester)

SN.	Course Code	Title of the Course	Paper Category		Marks Obtained				Credit
					CCA	ESE	PR	Total	
1	401	Business Research	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
2	402	Human Resource Management	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
3	403	Financial Management	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
4	404	Tax Planning	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
5	405	IT Tools in Business	Skill Enhancement Course-II	MPM	13	32	9	**54**	**6**
				MM	30	50	20	**100**	
Total Marks (4th Semester)								**500**	**30**

Scheme of Examinations for BBA

Third Year (5th Semester)

SN.	Course Code	Title of the Course	Paper Category		Marks Obtained				Credit
					CCA	ESE	PR	Total	
1	501	Quantitative Techniques for Management	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
2	502	Legl Aspects of Business	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
3	503 (Opt any one DSE)	(DSE-I Finance) Investment Banking & Financial Services (DSE-II Marketing) Consumer Behaviour (DSE-II Human Resource) HRD: Systems and Strategies (DSE-IV) Management of Global Business) International Trade: Policies and Strategies	DSE	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
4	504 (Opt any one DSE)	(DSE-I Finance) Investment Analysis & Portfolio Management (DSE-II Marketing) Retail Management (DSE-II Human Resource) Training and Management Development (DSE-IV) Management of Global Business) Global Business Environment	DSE	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
Total Marks (5th Semester)								**400**	**24**

Third Year (6th Semester)

SN.	Course Code	Title of the Course	Paper Category		Marks Obtained				Credit
					CCA	ESE	PR	Total	
1	601	Business Policy & Strategy	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
2	602	Financial Institutions & Markets	Core Course	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
3	603 (Opt any one DSE)	(DSE-I Finance) Project Approaisal & Analysis (DSE-II Marketing) Distribution & Supply Chain Management (DSE-II Human Resource) Performance and Compensation Management (DSE-IV) Management of Global Business) Multinational Business Finance	DSE	MPM	13	32	0	**45**	**6**
				MM	30	70	0	**100**	
4	604 (Opt any one DSE)	(DSE-I Finance) Project Report (DSE-II Marketing) Project Report (DSE-II Human Resource) Project Report (DSE-IV) Management of Global Business) Project Report	DSE	MPM	0	0	45	**45**	**6**
				MM	0	0	100	**100**	
Total Marks (5th Semester)								**400**	**24**

Grand Total (1st, 2nd, 3rd, 4th, 5th & 6th Semesters)	**2600**	**152**

MPM Minimum Passing Marks

MM Maximum Marks

BBA

Annexure-1

CBCS BACHLEORS IN BUSINESS ADMINSTRATION (Template) -144 Credits

Three-years (6-Semester)

Course Structure			Credits	Marks		
Course No.	Semester 1			CCA	ESE	Total
101	Environmental Science	Ability Enhancement Compulsory (AECC)-1	Common with B.A./B.Sc./B.Com.(To be decided by the University)			
102	Fundamental of Management & Organizational Behaviour	Core Course C-1	6 (L5+T1)	30 (Max.) 13(Min.)	70(Max.) 32(Min.)	100(Max.) 45(Min.)
103	Statistics for Business Decisions	Core Course C-2	6 (L5+T1)	30(Max.) 13(Min.)	70(Max.) 32(Min.)	100(Max.) 45(Min.)
104	Entrepreneurship Development	Generic Elective (GE) -1	6(L4+T2)	30(Max.) 13(Min.)	70(Max.) 32(Min.)	100(Max.) 45(Min.)
Semester II						
201	Business Communication (Language : English /MIL)	Ability Enhancement Compulsory (AECC)-2	Common with B.A./B.Sc./B.Com.(To be decided by the University)			
202	Managerial Economics	Core Course C-1	6 (L5+T1)	30(Max.) 13(Min.)	70(Max.) 32(Min.)	100(Max.) 45(Min.)
203	Business Accounting	Core Course C-2	6 (L5+T1)	30(Max.) 13(Min.)	70(Max.) 32(Min.)	100(Max.) 45(Min.)
204	Ethics & Corporate Social Responsibility	Generic Elective (GE) -2	6(L4+T2)	30(Max.) 13(Min.)	70(Max.) 32(Min.)	100(Max.) 45(Min.)

Dr Lakhveer Singh
In Chemistry

(Dr. Mamta Sharma)
Asstt. Prof. Botany.
S.P.U. Mandi

BBA Deptt.
VGC Mandi

Continuous Comprehensive Assessment (CCA) Pattern:-

Distribution of marks for CCA in Each course in each semester and instructions for conducting Minor Test and Evaluation of Tutorial / Home Assignments/ seminars/ quiz/etc is as follows.

Distribution of marks for CCA in Each course in each semester

Minor test (Marks)	**Class test/ tutorials/assignment/seminar presentation**	**Attendance**	**Total Marks**
15	10	5	30

Time allowed for conduction Minor Test will be one and half hours.

(A) Mode of conduction Minor Test (15 Marks). Minor test will be conducted after the completion of 48 teaching days (8 Weeks) Three types of questions will be set in Minor Test:-

i) Five MCQ (Choice: 1 out of 4) (True/ False) type of questions of 1 marks each= 5 marks

ii) Two questions of Short answer type in about 100-150 works each of 2.5 marks =5 marks

iii) One question of about 500 words , carrying 5 marks= 5 marks

Marks (Minor Test) =(i+ ii+ iii)=5 +5+5=15 marks

Students will have to pass both the components i.e. CCA and ESE separately to become eligible to be declared successful for the course.

(B) Distribution of marks for evaluation of Tutorial/Home Assignment etc:-

i)5 marks are to be assigned for the quality of contents and structure of the assignment.

ii) 5 marks are assigned for presentation in the class room.

Total marks 5+5 =10 marks

(C) Attendance =5 marks

Paper Setting Scheme of End Semester Examination (70 marks)

Part	Section	No. of Questions	Syllabus Coverage	Nature of Questions & Answers	Question to be attempted	Marks	Max. Marks
A	1	10	Complete	Objective (MCQ)	10	1.5 each	15
	2	8	Complete	Short answer Approx. 100 words	5	3 each	15
B	-	2 (one question from each section)	Unit-I	About 500 words	1	10	10
C	-	2 (one question from each section)	Unit-II		1	10	10
D	-	2 (one question from each section)	Unit-III		1	10	10
E	-	2 (one question from each section)	Unit-IV		1	10	10
					Total Marks		**70**

Note:-In numerical paper, there should be preferably 50% numerical question in each unit.

Bachelors in Business Administration

BBA-1st Year (1st Semester)

***Course*: FUNDAMENTAL OF MANAGEMENT & ORGANISATIONAL BEHAVIOUR**

Course Code-102		
Credits 06	Lectures =05	Tutorials =01
Course Type	**Core Course**	
Lectures to be Delivered	1 hr. Each(L=80, T=10)	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	32	3:00 hrs.

Continuous Comprehensive Assessment (CCA) Pattern:

Minor Test(Marks)	**Class Test/Tutorials/ Assignments (Marks)**	**Attendance(Marks)**	**Total Marks**
15	10	05	30

Course Objective:- To acquaint the students with the fundamentals of business management and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and for us on Indian experiences approaches and cases.

Course Contents

UNIT	**TOPIC**	**DETAILS**
I	a)Conceptual framework of Management	Management: Meaning, Significance, Managerial Function-An overview , Emerging issues in Management
	b) Evolution of Management Thought	Classical Approach -Taylor, Fayol, Neo-Classical and Human relations approaches –Mayo ,Hawthorne experiments ,Behavioural approach , Systems approach ,contingency approach ,MBO-Peter F. Drucker
II	a) Planning & Control	Overview of Planning: Types of Plans & the Planning Process; Decision making Process, Types and Techniques of Control, Control Process.

	b)Organising	Principles of Organizing : Common Organization Structures : Delegation and Decentralization : Factors affecting the extent of Decentralization, Process and Principles of Delegations.
III	a) Organization Behaviour : An Introduction	Importance of Organization Behaviour : Features of Organization Behaviour ,Perception and attribution : Concept ,Nature ,Process, Personality
	b) Motivation & Leadership	Motivation: Concepts and their application, Need, Content and Process Theories, Contemporary Leadership issues : Charismatic, Transformational leadership, Emotional Intelligence.
IV	a) Group Dynamics & Transactional Analysis	Groups and Teams :Definition ,Difference between Groups and Teams ,Stages of Group Development ,Group Cohesiveness ,Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window
	b)Organizational Conflicts	Organization Conflict : Concept ,Sources ,Types, Stages of Conflict, Management of Conflict, Organizational Change Resistance to change ,Managing Resistance to change

Readings:

1. Gilbert: Principles of Management , McGraw Hill.
2. Greenberg Jerald and Baron Robert A: Behaviour in Organisations : Understanding and Management The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar , Business Organisation & Management –Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management –Text & Cases , Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management ,McGraw Hill.
7. Luthans Fred: Organisational Behavior , Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von& Sharma Radha R- Organisational Behaviour ; Tata McGraw Hill.
9. Newstrom John W: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management , Cengage Learning
11. India.
12. Robbins Stephen P: Organisational Behaviour, Pearson.
13. Stephen P. Robbins &Mary Coulter :Management ,Pearson
14. Stoner & Wankel: Management ,Prentice Hall Of India.
15. Y.K.Bhushan: Fundamentals of Business Organisation & Management ,Sultan Chand & Sons.
16. Navin Mathur, Management Gurus ,National Publishing House, New Delhi.

Note: Latest edition of the text books should be used.

Bachelors in Business Administration

BBA-1st Year (1st Semester)

***Course*: STATICS FOR BUSINESS DECISION**

Course Code-103		
Credits 06	Lectures =05	Tutorials =01
Course Type	**Core Course**	
Lectures to be Delivered	1 hr. Each(L=80, T=10)	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	32	3:00 hrs.

Continuous Comprehensive Assessment (CCA) Pattern:

Minor Test(Marks)	**Class Test/Tutorials/ Assignments (Marks)**	**Attendance(Marks)**	**Total Marks**
15	10	05	30

Course Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course Contents

UNIT	**TOPIC**	**DETAILS**
I	a) Measures of Central Tendency	Measures of Central Values: Characteristics of an ideal measure; Measures of Central Tendency – means, median, mode, harmonic mean and geometric mean .Suitability of averages. Relationship between averages.
	b) Measures of Dispersion	Measures of Dispersion: Meaning and Significance .Absolute and Relation measures of dispersion- Range, Quartile Deviation ,Mean Deviation ,Standard Deviation, Coefficient of Variation , Measures of Skewness –Karl Pearson's , Bowley's & Kelly's Methods.

II	a) Correlation Analysis	Correlation Analysis: Meaning and Significance. Correlation and Causation , Types of correlation, Methods of Studying simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient .
	b) Regression Analysis	Regression Analysis: Meaning and significance, Regression vs. Correlation .Linear Regression. Regression Lines (X on Y, Y on X).
III	a)Times Series	Analysis of Times Series: Meaning and Significance .Components of time series, Measurement of trend: Method of least squares.
	b) Index Numbers	Index Numbers: Meaning and significance Problems in the construction of index numbers Methods of constructing index numbers-weighted and unweighted, Test of adequacy of Index numbers.
IV	a) Probability	Probability: Meaning and Need, Probability Distribution: Meaning, Characteristics of Binomial, Poisson and Normal distribution.
	b) Hypothesis Testing	Hypothesis testing: Concept; Level of Significance; Process of testing, Test of hypothesis concerning Mean: Test of hypothesis Z -test & t- test for single mean.

Reading:

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levir. & David Rubin: Statistics for Management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

Note: Latest edition of the text books should be used.

Bachelors in Business Administration

BBA-1st Year (1st Semester)

***Course:* ENTREPRENEURSHIP DEVELOPMENT**

Course Code-104		
Credits 06	Lectures =04	Tutorials =02
Course Type	**Generic Elective/Interdisciplinary Course(GE-01)**	
Lectures to be Delivered	1 hr. Each(L=60, T=20)	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	32	3:00 hrs.

Continuous Comprehensive Assessment (CCA) Pattern:

Minor Test(Marks)	**Class Test/Tutorials/ Assignments (Marks)**	**Attendance(Marks)**	**Total Marks**
15	10	05	30

Objective: This course provides solid introduction to the entrepreneurial process of creating new businesses , role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies , context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

UNIT	**TOPIC**	**DETAILS**
1	(a)Concept of entrepreneurship	Evolution of the concept of entrepreneurship, John Kao's Modal on Entrepreneurship, Idea generation, Identifying opportunities and Evaluation; Building the team / Leadership strategies planning for business steps in strategies planning Harvesting and Exit strategies
	(b) Forms of	Sole proprietorship; Partnership; limited liability partnership and corporation form of ownership;

	Ownership	advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth.
2	(a)Entrepreneurship Creativity and Innovation	Stimulation Creativity; organizational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organization for Innovation and Positive Creativity.
	(b) Social Entrepreneurship	Introduction to social entrepreneurship: Characteristics and Role of Social Entrepreneurs: Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization.
3	(a) Concept of Family Business	The Entrepreneur; Role and personality; Family Business : Concept, structure and kinds of family firms ; Culture and evolution of family firm; managing Business, family and shareholder relationships;
	(b) Business Groups and Role of Business Houses	Concept of business Groups and role of business house and family business Conflict and conflict resolution in family firms, Managing Leadership, succession and continuity; women's issues in the family business ; Encouraging change in the family business system.
4	(a) Sources of Business Ideas	Significance of business plan/ Project proposal Designing business process, location, layout, operation planning & control. Preparation of Project report
	(b) Mobilising Resources	Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrve.
2. Drucker, P.F (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsecier.
3. Gersick, K.E., Dacis, J.A., Hampton, M.M., & Lansberg, I. (1997). Generation to generation: Life cycles of the family business, Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M.(2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D .H. (2004). Entrepreneurship new venture creation, New Delhi: Prentice Hall of india.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
7. Khandwalla, P. (2203). Corporate creativity, New Delhi: Tata Mc. Graw Hill.
8. Mullins, J. (20040. New business road test. New Delhi: Prentice Hall
9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change, Oxford University Press.
10. Prahalad, C.K. (2006). Fortune at the bottom of the pyramid, eradicatin poverty through profits, Wharton school Publishing.
11. Scarborough & Zimmerer, Effective small Business Management
12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press.

Note: latest edition of textbooks may be used

Bachelors in Business Administration

BBA-1st Year (2nd Semester)

***Course*: MANAGERIAL ECONOMICS**

Course Code-202		
Credits 06	Lectures =05	Tutorials =01
Course Type	**Core Course**	
Lectures to be Delivered	1 hr. Each(L=80, T=10)	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	32	3:00 hrs.

Continuous Comprehensive Assessment (CCA) Pattern:

Minor Test(Marks)	**Class Test/Tutorials/ Assignments (Marks)**	**Attendance(Marks)**	**Total Marks**
15	10	05	30

Course Objectives: - The purpose of this course is to apply micro economics concept and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternative.

Course Contents

UNIT	**TOPIC**	**DETAILS**
I	a) Demand , Supply & Market Equilibrium	Meaning of Demand, The Law of Demand Individual Demand, Market Demand, Individual Supply, Market Supply, Market Equilibrium, Price elasticity of Demand, Income elasticity of Demand, Cross price elasticity of Demand.
	b) Consumer Behaviour	Theory of Consumer Behaviour: Cardinal utility theory, ordinal utility theory (indifference, curves, budget line, consumer choice, price effect,

		substitution effect, revealed preference theory.
II	a) Production Analysis	Producers and optimal production choice optimizing behaviour in short run (geometry of Product curves, law of diminishing margin productivity three stages of production) optimizing behavior in long run (iso-quants, iso-cost line ,optimal combination of resources).
	b) Costs and Scale	Traditional theory of cost, (Short run and long run geometry of cost curves, envelope curves), modern theory of cost (short run and long run) economies of scale.
III	a) Market Structure	Meaning and Definition of Perfect competition Features of Perfect competition, Price determination under Perfect competition, Role of time in determining the Price
	b) Perfect Competition	Equilibrium of a firm and the Industry in the short and long runs, Including industries long run supply curves ,measuring producer surplus under Perfect Competition, effect of changes in Demand , Cost and imposition of Taxes.
IV	a) Monopoly	Basic Features , Short run Equilibrium ,Long run Equilibrium , effect of changes in Demand ,Cost and Imposition of Taxes, Price Discrimination
	b)Monopolistic Competition	Basic Feature , demand and cost, Short run Equilibrium ,Long run Equilibrium, excess capacity, Oligopoly ;Features of Oligopoly, Pricing under Oligopoly, Kinked Demand Curve Model

Readings:

1. Dominick Salvatore (2009).Principles of Microeconomics (5th ed.)Oxford University Press.
2. Lipsey and Chrystal (2008). Economics (11th ed.) Oxford University Press.
3. Koutosyannis (1979). Modern Micro Economics .Palgrave Macmillan.
4. Pindyck, Rubinfeld and Mehta.(2009). Micro Economics (&the d.)Pearson.

Note: Latest edition of the text books should be used.

Bachelors in Business Administration

BBA-1st Year (2nd Semester)

***Course*: BUSINESS ACCOUNTING**

Course Code-203		
Credits 06	Lectures =05	Tutorials =01
Course Type	**Core Course**	
Lectures to be Delivered	1 hr. Each(L=80, T=10)	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	32	3:00 hrs.

Continuous Comprehensive Assessment (CCA) Pattern:

Minor Test(Marks)	**Class Test/Tutorials/ Assignments (Marks)**	**Attendance(Marks)**	**Total Marks**
15	10	05	30

Course Objectives: To familiarize students with the mechanics of preparation of Financial Statement, understanding corporate financial statement, their analysis and interpretation.

Course Contents

UNIT	**TOPIC**	**DETAILS**
I	a) Theoretical Framework	Financial Accounting ,Accounting as an Information System, Importance ,Scope, and Limitations, Uses of Accounting Information Basis of Accounting Generally Accepted Accounting Principles . The Accounting Equation, Nature of Accounts and Rules of Debit and Credit
	b) Accounting Process	Recording Transactions in General Journal. Recording Transactions in three column Cash Book. An overview of Subsidiary Books. Preparation of Ledger Accounts.

II	a) Depreciation Accounting	Depreciation Accounting and Revenue Recognition, Methods of charging Depreciation Straight –line Method and Written –down –value Method.
	b) Bank Reconciliation Statement	Bank Reconciliation Statement: Meaning and Reasons for Preparing Bank Reconciliation Statement , Methods of Preparing Bank Reconciliation Statement
III	a) Preparation of Financial Statements of Sole Proprietor	Preparation of Trial Balance, Preparation of Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor with adjustment entries.
	b) Financial Statements of Joint Stock Company	Understanding Contents of Financial Statements of a Joint Stock Company as per Companies Act 2013, Preparation of Cash Flow Statement.
IV	a) Financial Statement Analysis	Objectives of Financial Statement Analysis; Sources of Information, Techniques of Financial Statement Analysis Horizontal Analysis, Vertical Analysis and Ratio Analysis .Meaning and Usefulness of Financial Ratios, Limitations of Ratio Analysis.
	b) Ratio Analysis	Analysis of Financial Ratios from the Perspective of different Stakeholders like; Investors, Lenders, and Short term Creditors: Profitability Ratios, Solvency Ratios, Liquidity Ratios and Turnover Ratios.

Reading:

1. S.N.Maheshwari, Suneel K.Maheshwari and Sharad K.Maheshwari: An Introduction to Accountancy, Vikas Publishing, Vikas Publishing House Pvt. Ltd.
2. R.Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T.Horngren , Gart L.Sundem, John A.Elliott and Donna R. Philbrick, Introduction to Financial Accounting Pearson.
4. J.R. Monga, Financial Accounting: concepts and application , Mayur Paperbacks.
5. T.P.Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

Note: Latest edition of the text books should be used.

Bachelors in Business Administration

BBA-1st Year (2nd Semester)

Course: ETHICS AND CORPORATE SOCIAL RESPOSNSIBILITY

Course Code-204		
Credits 06	Lectures =04	Tutorials =02
Course Type	**Generic Elective/Interdisciplinary Course(GE-02)**	
Lectures to be Delivered	1 hr. Each(L=60, T=20)	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	32	3:00 hrs.

Continuous Comprehensive Assessment (CCA) Pattern:

Minor Test(Marks)	**Class Test/Tutorials/ Assignments (Marks)**	**Attendance(Marks)**	**Total Marks**
15	10	05	30

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance; It also talks about the corporate social responsibility.

Course Contents

UNIT	**TOPIC**	**DETAILS**
1	(a) Conceptual framework of business ethics	Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business; Theories of Business Ethics, Globalization and Business Ethics.
	b) Moral Issues in business	An alternative to moral principles; Moral issues in Business; Worker's and employee's right and responsibilities, profit maximization vs social responsibility.

2	(a) Corporate Governance	Concept, Need to improve corporate governance standards, Features of good governance, Models of Corporate Governance, Benefits of Good Corporate Governance.
	b) Major Corporate Governance Failures	Junk Bond Scam(USA),Enron(USA),Andersen Worldwide(USA),Satyam Computer Services Ltd.(India); Common Governance Problems Noticed in various corporate failures is corporate Governance always the cause for Corporate failures?
3	a) Concept of Corporate social responsibility	Meaning, Evolution of corporate social responsibility, CSR and Corporate Sustain ability, Business social performance.
	b) Issues in CSR	Environmental aspect of CSR, Common indicators for measuring social responsibility, CSR Models, Drivers of CSR
4	a)Regulatory Framework of Corporate Governance	Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading, SEBI Norms based on KM Birla Committee Clause 49 of Listing Agreement.
	(a) Role of auditing in corporate governance	Role of auditors in enhancing corporate governance, duties and responsibility of auditors, corporate governance and internal auditors, Whistle blowing: kinds of whistle blowing, precluding the need for whistle blowing discrimination,.

Reading:

1 Manuel G Velasquez : Business ethics- concepts and case Pearson.
2 Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3 A.C. Fernando: corporate Governance Pearson Education.
4 A.C. Fernando: Corporate Governance Pearson Education.
5 Adrian Davies: strategic approach to corporate governance Gower Pub Co.
6 N. Gopalswamy: Corporate governance a new paradigm A H wheeler Publishing Co Ltd.
7 Marianne M Jennings: Cases in Business Ethics Indian South_ Western college Publishing.
8 Kevin Gibson: ethics and business, an Introduction, Cambridge Applied ethics Cambridge University Press
9 Bhanummurthy K.V Ethics and Social Responsibility of Business, Pearson Education India.

Note: latest edition of textbooks may be used

CBCS BACHELOR IN BUSINESS ADMINISTRATION (Template)-144 credits
Three Years (6-Semesters)

(BBA –I & II Semester effective from 2016-17 (**already approved by Academic Council),** BBA-III & IV Semester effective from 2017-18 and BBA V & VI Semester effective from 2018-19)

Course Structure			**Credits**	**Marks**		
Course No.	**Semester I**			**CCA**	**ESE**	**Total**
101	Environmental Science	Ability Enhancement Compulsory **(AECC)-I**	Common with B.A./B.Sc./B.Com.			
102	Fundamental of Management & Organizational Behaviour	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
103	Statistics of Business Decisions	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
104	Entrepreneurship Development	Generic Elective (GE)-I	6 (L4 +T2)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
Semester-II						
201	Business Communication (Language: English/ MIL)	Ability Enhancement Compulsory **(AECC)-II**	Common with B.Com. **Hon's**			
202	Managerial Economics	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
203	Business Accounting	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
204	Ethics & Corporate Social Responsibility	Generic Elective (GE)-II	6 (L4 +T2)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)

ANNEXURE-I

CBCS Bachelor in Business Administration

Syllabus for III & IV Semester effective from session 2017-18 & for V and VI Semester effective from Session 2018-19 onwards

Course Structure			Credits	Marks			
Course No.	**Semester III**			**CCA**	**ESE**	**Total**	
301	Macroeconomics	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)	
302	Principles of Marketing	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)	
303	Management Accounting	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)	
304	India's Diversity & Business	Generic Elective -III	6 (L4 +T2)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)	
305	Personality Development & Communication Skills	Skill Enhancement Course-I	6 (L4 +P2)	30 (Max.) 13 (Min)	**Theory** 50(Max.) 23(Min)	**Practical** 20(Max.) 9(Min.) **Internal**	100 (Max) 45(Min)
Semester IV							
401	Business Research	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)		100 (Max) 45(Min)
402	Human Resource Management	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)		100 (Max) 45(Min)
403	Financial Management	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)		100 (Max) 45(Min)
404	Tax Planning	Generic Elective -IV	6 (L4 +T2)	30 (Max.) 13 (Min)	70 (Max) 32(Min)		100 (Max) 45(Min)
405	IT Tools in Business	Skill Enhancement Course-II	6 (L4 +P2)	30 (Max.) 13 (Min)	**Theory** 50(Max.) 23(Min)	**Practical** 20(Max.) 9(Min.) **Internal**	100 (Max) 45(Min)
Semester V							
501	Quantitative Techniques for Management	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)		100 (Max) 45(Min)
502	Legal Aspects of Business	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)		100 (Max) 45(Min)
503	**(DSE-I Finance)** Investment Banking & Financial	DSE **Note: Students can opt any one**	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)		100 (Max) 45(Min)

	Services **OR** **(DSE-II Marketing)** Consumer Behaviour **OR** **(DSE-III Human Resource)** HRD: Systems and Strategies **OR** **(DSE-IV Management of Global Business)** International Trade: Policies and Strategies	**of the specialization in Vth Semester and the same will continue in the VIth Semester.**				
504	**(DSE-I Finance)** Investment Analysis & Portfolio Management **OR** **(DSE-II Marketing)** Retail Management **OR** **(DSE-III Human Resource)** Training and Management Development **OR** **(DSE-IV Management of Global Business)** Global Business Environment	DSE	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
Semester VI						
601	Business Policy & Strategy	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
602	Financial Institutions & Markets	Core Course	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)
603	**(DSE-I Finance)** Project Appraisal & Analysis **OR**	DSE	6 (L5 +T1)	30 (Max.) 13 (Min)	70 (Max) 32(Min)	100 (Max) 45(Min)

	(DSE-II Marketing) Distribution & Supply Chain Management **OR**					
	(DSE-III Human Resource) Performance and Compensation Management **OR**					
	(DSE-IV Management of Global Business) Multinational Business Finance					
604	**(DSE-I Finance)** Project Report **OR**	DSE	6			100 (Max) 45(Min) **(External Evaluation)**
	(DSE-II Marketing) Project Report **OR**					
	(DSE-III Human Resource) Project Report **OR**					
	(DSE-IV Management of Global Business) Project Report					

Continuous Comprehensive Assessment (CCA) Pattern:-

Distribution of marks for CCA in each course in each Semester and instructions for conducting Minor Test and Evaluation of Tutorial/ Home Assignments/ Seminars/ quiz etc is as follows.

Distribution of marks for CCA in each course in each semester

Minor Test (Minor)	**Class Test/ Tutorials/ Assignment/ Seminar/ Presentation**	**Attendance**	**Total Marks**
15	10	5	30

Time Allowed for conduction of Minor Test will be one and half hours.

(A) Mode of Conduction Minor Test (15 Marks).

Minor Test will be conducted after the completion of 48 teaching days (8 Weeks) three types of questions will be set in Minor Test:-

i. Five MCQ (Choice: 1 out of 4) (True/ False) type of 1 mark each=5 Marks.
ii. Two questions of Short answer type in about 100-150 words each of 2.5 marks=5 marks.
iii. One question of about 500 words, carrying 5 marks=5 marks.

Marks (Minor Test)=(i + ii+ iii)=5+5+5=15 marks.

Students will have to pass both the components i.e. CCA and ESE separately to become eligible to be declared successful for the course.

(B) Distribution of marks for evaluation of tutorials/ Home Assignments etc:-

i. 5 Marks are to be assigned for the quality of content and structure of the assignment.
ii. 5 Marks are assigned for presentation in the class room.
Total Marks=5+5=10 Marks.

(C) Attendance=5 Marks

Paper Setting Scheme

End Semester Examination for all the courses except Course No-305 (Personality Development and Communication Skills), Course No 405 (IT Tools in Business) and Course No. 604 (Project Report)

(70 Marks)

Part	Section	No. of Questions	Syllabus Covered	Nature of Questions & Answers	Questions to be attempted	Marks	Max. Marks
A	1	10	Complete	Objective (MCQ)	10	1.5 each	**15**
	2	8	Complete	Short answer approx. 100 words	5	3 each	**15**
B	-	2 (One question from each section)	Unit-I	About 500 words	1	10	**10**
C	-	2 (One question from each section)	Unit-II	About 500 words	1	10	**10**
D	-	2 (One question from each section)	Unit-III	About 500 words	1	10	**10**
E	-	2 (One question from each section)	Unit-IV	About 500 words	1	10	**10**
						Total Marks=	**70**

Note: In Numerical paper, there should be preferably 50% numerical questions in each unit.

Paper Setting Scheme

Course No. 305 (Personality Development and Communication Skills) and **Course No. 405 (IT Tools in Business**)

50 Marks

Part	Section	No. Of Questions	Syllabus Covered	Nature of Questions & Answers	Questions to be attempted	Marks	Max. Marks
A	1	10	Complete	Objective (MCQ)	10	1each	**10**
	2	6	Complete	Short answer approx. 75 words	4	2 each	**8**
B	-	2 (One question from each section)	Unit-I	About 300 words	1	8	**8**
C	-	2 (One question from each section)	Unit-II	About 300 words	1	8	**8**
D	-	2 (One question from each section)	Unit-III	About 300 words	1	8	**8**
E	-	2 (One question from each section)	Unit-IV	About 300 words	1	8	**8**
						Total Marks=	**50**

Course No. 604 (Project Report) requires no paper setting. Only Project evaluation will be made by the external examiner out of 100 marks)

Bachelor in Business Administration

BBA- 2nd Year (3rd Semester)

Course: Macroeconomics

Course Code: 301		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

301. MACRO ECONOMICS

Objective: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Content

Unit I: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money

Unit II: Keynesian theory of Income and employment : Simple Keynesian Model, Components of aggregate demand, equilibrium income, changes in equilibrium, multiplier, ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III: Money: Functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control;Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation.

Unit IV: Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Readings:

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (3rd Semester)

Course: Principles of Marketing

Course Code: 302		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

302. PRINCIPLES OF MARKETING

Objective: This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content:

Unit I:

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing

Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach– Boston Consultative Group (BCG) matrix

Unit II:
Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

Unit III:
Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development.
Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit IV:
Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers.
Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (3rd Semester)

Course: MANAGEMENT ACCOUNTING

Course Code: 303		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**

70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

303. MANAGEMENT ACCOUNTING

Objective: To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Content

Unit I

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost.

Unit II

Cost-Volume-Profit Analysis: Contribution, Profit -Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit III

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers.

Unit IV

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances.

Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration
BBA- 2nd Year (3rd Semester)

Course: INDIA'S DIVERSITY AND BUSINESS

Course Code: 304		
Credits:06	**Lectures: 04**	**Tutorials: 02**
Course type	**Generic Elective-III**	
Lectures to be delivered	**1 Hr. Each (L=60, T=20)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

304. INDIA'S DIVERSITY AND BUSINESS
(Generic Elective-III)

Objective :

The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit I

Recognizing, Accommodating and valuing diversity

Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources;

Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements. Social diversity in India: Peopling , demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

Unit 2

People, Livelihood and Occupational Diversity

Traditional livelihoods and their nature - agriculture, crafts, industry and services;

Region, occupation and employment

Unit 3

Linkages between Diversity and India's Socio-economic challenges

Regional variations in terms of geographic and socio-economic factors- trends and emerging options;

Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

Unit 4

Diversity and Business

Indian Consumers and marketing; Rural and Urban context

Diversity, manufacturing, industry and services;

Diversity and Innovation;

Workforce diversity and management

References:

- Bhatt, B. L(1980)-" India and Indian Regions: A Critical Overview" in David E. Sopher '*An Exploration of India- Geographical Perspectives on Society and Culture'*. Cornell. Pages- 35-61 for Socio cultural regions.
- Bill Aitken, Seven sacred rivers, Penguin Books, 1992
- Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) *Rural Sociology in India,* reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
- Chakravarti AK (2004) *Regional Preferences for Food: Some Aspects of Food Habit Patterns In India* in Grover N and KN Singh (eds) 2004,*Cultural Geography: Form and Process* , Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375)
- Fernando Mart ín-Alca´zar• Pedro M. Romero-Ferna´ndez• Gonzalo Sa´nchez-Gardey, Transforming Human Resource Management Systems to Cope with Diversity, **Journal of Business Ethics,** 2012, 107:511-531
- Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
- Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (3rd Semester)

Course: Personality Development & Communication Skills

Course Code: 305		
Credits:06	**Lectures: 04**	**Practicals: 02**
Course type	**Skill Enhancement Course-I**	
Lectures to be delivered	**1 Hr. Each (L=60, P=20)**	

Semester End Examination System

Theory		
Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
50	**23**	**3:00hrs**
Practical		
Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
20	**9**	**1:00hr**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

305. Personality Development & Communication Skills (Skill Enhancement Course-I)

Objective: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Course Content:

Unit I

Techniques in Personality development a) Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

Unit II

Written communication,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

Unit III

Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking

UNIT-IV

Corporate Grooming, Dressing Etiquette, Preparing for Interview, Emotional Quotient.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (4th Semester)

Course: Business Research

Course Code: 401		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

401. BUSINESS RESEARCH

Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

Course Content:

Unit I: Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Unit II: Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context.

Unit III: Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design..

Unit IV: Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Report writing.

Readings:

1. Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. Naresh Malhotra – Marketing Research, Pearson.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (4th Semester)

Course: Human Resource Management

Course Code: 402		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

402. HUMAN RESOURCE MANAGEMENT

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

Course Contents

Unit I

Human Resource Management: Concept, Functions, roles, skills & competencies. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HR role in strategy formulation & gaining competitive advantage.

Unit II

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, Job analysis – Uses, methods, Job description & Job specifications. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III

Training: Concept, Needs, Systematic approach to training, Methods of training. Performance management system: concept, uses of performance appraisal, factors that distort appraisal.

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security; health, retirement & other benefits.

Unit IV

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management,Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (4th Semester)

Course: Financial Management

Course Code: 403		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	32	3:00hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	10	05	30

PAPER NO: 403 – FINANCIAL MANAGEMENT

Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I

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; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Risk - Systematic & unsystematic risk – their sources and measures.

Unit II

Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitably Index Method.
Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit III

Capital Structure: 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.
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.

Unit IV

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique,

Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Readings

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty: Principles of Corporate Finance**,** McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (4th Semester)

Course: Tax Planning

Course Code: 404		
Credits:06	**Lectures: 04**	**Tutorials: 02**
Course type	**Generic Elective-IV**	
Lectures to be delivered	**1 Hr. Each (L=60, T=20)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

404. TAX PLANNING
(Generic Elective-IV)

Objective: The objective of this course is to acquaint the students with the tax structure for individuals and corporate and also its implications for planning.

Course Contents:

Unit I (Only Theory)
Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

Unit II (Theory and Practical)
Tax Planning under the head Salary

Unit III (Only Theory)
Computation of Income under the Head: House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.

Unit IV (Only Theory)
Clubbing of Income, Set-off and carry-forward of losses , Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units.

Text Books:
1. Singhania, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.)
2. Ahuja& Gupta. Simplified Approach to Corporate Tax. Flair Publications Pvt. Ltd (Latest ed.)

References:

1. Ahuja& Gupta. Simplified Approach to Income Tax Flair, Publications Pvt. Ltd.
2. Mahesh Chandra &Shukla, D.C. Income Tax Law & Practice Pragati Publications.
3. Goyal, S.P. Tax Planning and Management. SahityaBhawan Publications.
4. Singhania, V.K .Student Guide to Income Tax. (University ed.). Taxmann Publications Pvt. Ltd.

Online Readings/Supporting Material:
1. Finance Act for the relevant assessment year.
2. CBDT Circulations.
10. 3. Latest Court Judgements for the relevant Assessment year.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 2nd Year (4th Semester)

Course: IT Tools in Business

Course Code: 405		
Credits:06	**Lectures: 04**	**Practicals: 02**
Course type	**Skill Enhancement Course-II**	
Lectures to be delivered	**1 Hr. Each (L=60, P=20)**	

Semester End Examination System

Theory		
Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
50	**23**	**3:00hrs**
Practical		
Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
20	**9**	**1:00hr**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

405. IT TOOLS IN BUSINESS
(Skill Enhancement Course-II)

Objective: The objective of this course is to acquaint the students with Information Technology tools which includes various Office Automation Tools for individuals and corporate.

Course Contents

UNIT-I

Spreadsheets

Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data

consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver)Exchanging data using clipboard, object linking and embedding.

UNIT-II
Word-processing

Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders.
Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography. Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

UNIT-III
PowerPoint presentation

Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons. Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

UNIT-IV
Databases

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record

manipulation, Sorting & Filtering.
Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.
Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.
Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration
BBA- 3rd Year (5th Semester)

Course: Quantitative Techniques for Management

Course Code: 501		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

501. QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.
Course contents:

Unit I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)
Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III: Network Analysis: Construction of the Network diagram, Critical Path - float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV:
Introduction to Game Theory: Pay off Matrix- Two person Zero- Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Readings:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration
BBA- 3rd Year (5th Semester)

Course: Legal Aspects of Business

Course Code: 502		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

502. LEGAL ASPECTS OF BUSINESS

Objective: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

Course contents:

Unit I:

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit II:

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit III:

The Companies Act 2013:

Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.

Unit IV:

Consumer Protection Act 1986:

Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

The Right to Information Act 2005:

Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Readings:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing

House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
7.Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration
BBA- 3rd Year (5th Semester)

Course: Investment Banking and Financial Services

Course Code: 503		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-I Finance)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

503. (DSE-I Finance)
INVESTMENT BANKING AND FINANCIAL SERVICES

Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

UNIT- I

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of

Investment / Merchant Banking; SEBI guidelines for Merchant Bankers.

UNIT II

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT III

Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest &Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, Factoring, forfaiting and its arrangement.

UNIT IV

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology.

Securitization: concept, securitization as a funding mechanism.

REFERENCES

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (5th Semester)

Course: Consumer Behavior

Course Code: 503		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-II Marketing)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	32	3:00hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	10	05	30

503. (DSE-II Marketing)
CONSUMER BEHAVIOR

Objective: The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Course contents:

Unit I

Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach.

Unit II

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, self-concept & its importance, types of involvement.

Trait theory: Theory of self-images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation& interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour,

Consumer Attitudes: Formation of attitudes, functions performed by attitudes.

Unit III

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Unit IV

Diffusion of Innovation: Definition of innovation, product characteristics influencing

diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences

NOTE: Cases & application to marketing will be taught with respect to each topic.

Readings

1. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (5th Semester)

Course: HRD: Systems and Strategies

Course Code: 503		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-III Human Resource)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

503. (DSE-III Human Resource)
HRD: SYSTEMS AND STRATEGIES

Objective The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

Course Contents

UNIT - I: Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

UNIT - II: HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.
HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD.

UNIT – III: HRD and diversity management; HRD Climate; HRD Audit.
HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card. Integrating HRD with technology.

UNIT – IV: Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Readings:

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.
6. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
9. Mankin, D.: Human resource development, Oxford University Press India.
10. Haldar, U. K.: Human resource development, Oxford University Press India.
11. Rao, T.V.: Future of HRD, Macmillan Publishers India.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration
BBA- 3rd Year (5h Semester)

Course: International Trade: Policies and Strategies

Course Code: 503		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-IV Management of Global Business)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

503. (DSE-IV Management of Global Business)
INTERNATIONAL TRADE: POLICIES AND STRATEGIES

Objective: The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Contents:

Unit I: Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports.

Unit II: Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt. The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

Unit III: India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

Unit IV: Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators.

Text Books:

1. Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.
2. Connor, David E. O' (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi: Academic Foundation

References:

1. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation

2. Krugman, Obstfeld and Melitz: International Economics. (8th ed.). Pearson Education
3. www.wto.org

- Kaul, Vijay Kumar, 'Innovation Revolution: Harnessing India's Diversity' Yojana, November 2014, also available at SSRN , http://ssrn.com/abstract=2517855
- Kaul, Vijay Kumar, INDIA'S DIVERSITY AND GLOBALISATION: UNIFYING FORCES AND INNOVATION, Working paper in Social Sciences Research Network(SSRN) ,June 2014 http://ssrn.com/abstract=2444668
- Kaul, Vijay Kumar, INDIA'S DIVERSITY: FROM CONFLICT TO INNOVATION, Working paper in Social Sciences Research Network(SSRN) ,June 2014 http://ssrn.com/abstract=2444099
- Kaul, Vijay Kumar, Managing Diversity, in **Business Organisation and Management**, chapter 35, Pearson Education, 2012.
- Nehru J (1946) The Discovery of India, OUP, chaps 4-8
- Sopher, D.E-"The Geographical Patterning of Culture of India" in David E. Sopher '*An Exploration of India- Geographical Perspectives on Society and Culture'*. Cornell, Pages-289-326.
- **Thomas Kochan, KaterinaBezrukova, Robin Ely, et el,** The EFFECTS OF DIVERSITY ON BUSINESS PERFORMANCE: REPORT OF THE DIVERSITY RESEARCH NETWORK, Human Resource Management, Spring 2003, Vol 42, No.1. pp3-21

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (5th Semester)

Course: Investment Analysis and Portfolio Management

Course Code: 504		
Credits:06	**Lectures: 05**	**Tutorials: 01**

Course type	**Discipline Specific Elective (DSE-I Finance)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

504. (DSE-I Finance)
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Contents:

Unit I

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value.

Unit II

Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Unit III

Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

Unit IV

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

References:

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh,R: Security Analysis & Portfolio Management . Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (5th Semester)

Course: Retail Management

Course Code: 504		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-II Marketing)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

504. (DSE-II Marketing)

RETAIL MANAGEMENT

Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Contents

Unit I:
Introduction to Retailing: Definition, Characteristics, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry. Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix &Non traditional selling.

Unit II:
Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.
Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

Unit III:
Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.
Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit IV:
Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Readings

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (5th Semester)

Course: Training and Management Development

Course Code: 504		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-III Human Resource)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	32	3:00hrs

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	10	05	30

504. (DSE-III Human Resource)
TRAINING & MANAGEMENT DEVELOPMENT

Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Contents

Unit I

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training. Tasks of the training function: Building support, overall training capacity, developing materials.

Unit II

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.

Unit III

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit IV

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences.

Readings:

1. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.
Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (5h Semester)

Course: Global Business Environment

Course Code: 504		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-IV Management of Global Business)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

504. (DSE-IV Management of Global Business)
GLOBAL BUSINESS ENVIRONMENT

Objective: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy

Unit I:

Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India.

Unit II:
Institutional Framework of Economic Environment Fiscal Policy; Concept & Implications. Monetary Policy; Concept &Implications. Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy.

Unit III:
Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy.

Unit IV
Regional Integration: EU, etc. World Trade Organization.World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

Text Books:
1. The Indian Economy; Problems and Prospects. Edited by BimalJalan, Penguin
2. V.K.Puri: Indian Economy, Himalya Publishing House
Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Business Policy and Strategy

Course Code: 601		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

601. BUSINESS POLICY AND STRATEGY

Objective: To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The

course will focus on Indian cases, approaches and experiences.

Course contents:

Unit I: Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement.

Unit II: Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence.

Unit III: Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

Unit IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, Behavioural considerations affecting choice of strategy.

Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

Supplementary Readings

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Financial Institutions and Markets

Course Code: 602		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Core Course**	

Lectures to be delivered	**1 Hr. Each (L=80, T=10)**

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

602. FINANCIAL INSTITUTIONS AND MARKETS

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; Issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker.

Unit II: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Performance of Primary Market in India.

Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Indian Stock Indices and their construction, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Trading of securities on a stock exchange; Settlement mechanism at BSE & NSE

Unit IV: Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Debt Market: Introduction and meaning, Market for Government/Debt Securities in India.

Readings:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). *Financial Markets and Institutions (*3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). *Financial Services* (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). *Financial Markets in India: A Research Initiative.* Anamica Publications
4. Goel, Sandeep. (2012). *Financial services.* PHI.
5. Gurusamy, S. (2010). *Financial Services.* TMH.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration
BBA- 3rd Year (6th Semester)

Course: Project Appraisal and Analysis

Course Code: 603		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-I Finance)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

603. (DSE-I Finance)
PROJECT APPRAISAL AND ANALYSIS

Objectives : To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

Course Contents:

Unit I: Project Appraisal : An introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principals of Project Analysis.

Unit II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Sources of information: primary /secondary data, Forecasting techniques. Technical Appraisal of project: Material and inputs, production technology, plant location and layouts, selection of plant and equipment.

Unit III: Financial analysis**:** Cost of project and means of financing , major cost components. Profitability and financial projections: cost of production, break even analysis, projected balance sheet, profit and loss account and cash flow statement.

Unit-IV

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach. Investment appraisal: Introduction and techniques, DCF and non DCF methods, Project Appraisal parameters.

Readings :

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Distribution and Supply Chain Management

Course Code: 603		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-II Marketing)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/**	**Attendance**	**Total**

	Assignments (Marks)	(Marks)	Marks
15	**10**	**05**	**30**

603. (DSE-II Marketing)
DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Objective: This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Contents

Unit I: The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment. Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

Unit II: Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

Unit III: Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

Unit IV: Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

Readings

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., &Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and

managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.
11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.
Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Management of Industrial Relations

Course Code: 603		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-III Human Resource)**	
Lectures to be delivered	**1 Hr. Each (L=80, T=10)**	

Semester End Examination System

Maximum Marks Allotted	**Minimum Pass Marks**	**Time Allowed**
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	**Class Test/ Tutorials/ Assignments (Marks)**	**Attendance (Marks)**	**Total Marks**
15	**10**	**05**	**30**

603. (DSE-III Human Resource)

PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents

Unit I

Introduction: Concept, Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

Unit II

Performance management and reward systems. Performance Coaching ,Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance

appraisal.

Unit III

Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

Unit IV

Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in indian industry. Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.

Readings:

1. Milkovich & Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
12. Robert B.: Performance management, McGraw-Hill Education India.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Multinational Business Finance

Course Code: 603		
Credits:06	**Lectures: 05**	**Tutorials: 01**
Course type	**Discipline Specific Elective (DSE-IV Management of Global Business)**	

Lectures to be delivered	**1 Hr. Each (L=80, T=10)**

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	**32**	**3:00hrs**

Continuous Comprehensive Assessment (CCA) Pattern

Minor Test (Marks)	Class Test/ Tutorials/ Assignments (Marks)	Attendance (Marks)	Total Marks
15	**10**	**05**	**30**

603. (DSE-IV Management of Global Business)
MULTINATIONAL BUSINESS FINANCE

Objective: The course has been designed to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

Course Contents:

UNIT I

Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking.

UNIT II

International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

UNIT III

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

UNIT IV

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numericals), pooling, leading and lagging as international payment settlement.

Readings:

1. Shapiro, Allen C. (1995). *Multinational Financial Management*, Prentice Hall India.
2. Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). *Multinational Business Finance* (9th ed.). Addison Wesley, New York.
3. Buckley, A. (2004). *Multinational Finance* (5th ed.). Pearson Education.
4. Vij, Madhu (2010). *International Financial Management* (3rd ed.). Excel Books, N3.
5. Levi, Maurice(1996), *International Finance*, McGraw Hill Inc., (4^{th} ed.). New York, New Delhi.
Madura, J. (2009). *International Financial Management* (10^{th}ed.). New Delhi, Cengage Learning.

Note: Latest Edition of the Text Books should be followed

Bachelor in Business Administration
BBA- 3rd Year (6th Semester)

Course: Project Report

Course Code: 604
Credits:06
Course Type: Discipline Specific Elective (DSE-I Finance)

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks
100 (External Evaluation)	45

604. (DSE-I Finance)
Project Report

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Project Report

Course Code: 604
Credits:06
Course type: Discipline Specific Elective (DSE-II Marketing)

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks
100 (External Evaluation)	45

604. (DSE-II Marketing)
Project Report

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Project Report

Course Code: 604
Credits:06
Course type: Discipline Specific Elective (DSE-III Human Resource)

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks
100 (External Evaluation)	45

604. (DSE-III Human Resource)
Project Report

Bachelor in Business Administration

BBA- 3rd Year (6th Semester)

Course: Project Report

Course Code: 604
Credits:06
Course type: Discipline Specific Elective (DSE-IV Management of Global Business)

Semester End Examination System

Maximum Marks Allotted	Minimum Pass Marks
100 (External Evaluation)	45

604. (DSE-IV Management of Global Business) Project Report