

**Shree Guru Gobind Singh Tricentenary University Budhera, Gurgaon (Haryana)**



**ORIDANCE**  
**SYLLABI & SCHEME OF EXAMINATION**  
**of**  
**BACHELOR OF BUSINESS ADMINISTRATION**

**For  
1<sup>st</sup> to 6<sup>th</sup> Semester  
w.e.f. 2018-19**

**ORDINANCE OF BACHELOR  
OF BUSINESS  
ADMINISTRATION**

**1. BBA (General/ Dual Specialization) – (3 years, Six semesters)**

The Bachelor of Business Administration (General) is a three year full time credit base program spread over six semesters with classroom interaction. The BBA program aims at developing a student’s intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education. The program assists the student in understanding and developing the unique leadership qualities required for successfully managing business functions, an organizational unit or an enterprise. It is a Dual Specialization program, offers specializations in Marketing, Finance, and Human Resource.

**2. Duration and intake capacity of the Course:**

Bachelor of Business Administration (General/Dual Specialization)	6 Semesters	120
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**3. Admission to the courses:**

Admission to the courses mentioned at Clause 1 shall be made in accordance with the terms and conditions as prescribed in Chapter 2 of the First Ordinance of SGT University, Gurugram as amended from time to time.

**4. Eligibility for admission:**

For admission to the 1<sup>st</sup> Semester of the course as mentioned at Clause 1, the candidate shall fulfill the following criteria:

- a) **Bachelor of Business Administration (General/Dual Specialization):** 10+2 with minimum 40% marks (35% in case of SC/ST)

**5. Schedule of admission and payment of fees:**

The admission schedule, along with last date for submission of admission forms and payment of fees, shall be fixed by the Vice Chancellor from time to time.

**6. Medium of Instructions:**

The medium of instructions and examination shall be English for all the courses as mentioned at Clause 1.

**7. Attendance requirements/Eligibility to appear in examination:**

The student should fulfill the following criteria to be eligible for appearing in the End Term Semester Examination.

- a) He/She should bear a good moral character.
- b) He/She should be on the rolls of the Faculty during the semester.
- c) He/She should have 75% of attendance during the respective semester in each subject separately for Theory and Practical.

- d) The deficiency in attendance, both in theory and practical may be condoned by the Dean of the faculty upto 5% only.
- e) The deficiency in attendance may be further condoned by the Vice Chancellor in cases of exigencies/extreme circumstances.
- f) The student, who fulfills the conditions laid down under (a) and (b) above for one or more subjects and not for the other(s), will be allowed to take examination only in such subject(s) in which he/she fulfills the conditions.
- g) He/She should not be a defaulter in payment of any dues of the SGT University and no disciplinary action is pending against the student.

**8. Exemption from attendance/shortage of attendance to be condoned:**

The relaxation in shortage of attendance shall be given as per the following rules:

Sr. No.	Exemptible No. of lectures	Ground of exemption	Competent Authority
1.	All period of the day of Blood Donation	Voluntarily blood donation to the Blood Bank of needy patient	Dean of the Faculty
2.	All period of the day of examination	For appearing in the supplementary examinations (Theory/Practical/Viva – Voce)	
3.	10 days attendance during a semester	For participation in University or Inter-University/College Sports tournaments/Youth Festivals, Cultural Events, NCC/NSS Camps, University Educational Excursions, Mountaineering courses	

**Provided:**

- a) That he/she has obtained prior approval of the Dean of the Faculty.
- b) That credit may be given only for the days on which lectures were delivered or tutorials or practical work done during the period of participation in the aforesaid events.

**9. Attendance shortage warning:**

Attendance shortage warning will be displayed on the Faculty's Notice Board and/or University Website regularly.

**10. Detained students:**

If a student has less than 75% attendance in any subject/paper during the respective semester, as provided in Clauses 7 and 8, he/she will not be eligible for appearing in the End Term semester Examination in that particular subject/paper will be deemed as detained in that subject/paper. Such student will repeat the subject/paper along with the regular students of the subsequent batch to qualify/fulfill prescribed conditions to appear in the "Eng Term" examination of the subject/paper.

**11. Submission of Examination Forms and payment of examination fee:**

The Dean of the faculty shall submit the examination admission forms of those students who satisfy the eligibility criteria to appear in the examinations along with the prescribed examination fee to the Controller of Examinations as per schedule of examination circulated by the Controller of Examinations from time to time.

## 12. **University Examinations:**

### (a) **End Term Semester Examinations:**

The examinations for Odd Semesters shall ordinarily be held in the month of December and for Even Semesters in the month of May/June.

### (b) **Fail/Re-appear candidates:**

Fail/re-appear candidates of the Odd Semesters will take re-appear exams as an ex-student in the subsequent exams of the Odd Semesters. Similarly, for the Even Semesters, he/she will take re-appear exams in the subsequent exams of the Even Semester. However, a candidate appearing in the final semester (Regular) may appear simultaneously in his/her re-appear papers(s) of lower semesters.

### (c) **Improvement examinations:**

After passing all the semesters, a student may appear as an ex-student for improvement of his CGPA for the following purpose:

(i) Improvement of CGPA equal to 2<sup>nd</sup> division.

(ii) Improvement of CGPA equal to 55% (aggregate of all the semesters)

(iii) Improvement of CGPA equal to 1<sup>st</sup> division.

(aa): For improvement, only one chance for each semester will be given within a period of two years of initially passing of the final examination.

(ab): If a candidate appears for improvement and the status/nature of his/her final result does not improve, his/her improvement result will be declared "PRS" (Previous Result Stands).

(ac): The candidate shall be allowed to appear in the improvement examination(s) along with regular candidates as and when the course is offered. No separate examination will be held for improvement of division/grade. In case of change of syllabi, the student shall have to appear for improvement in accordance with the changed syllabi of the concerned course applicable to the regular students of that exam.

## 13. **Distribution of marks:**

The distribution of marks shall be as prescribed in the Scheme of Examinations approved by the Board of Studies/Academic Council of the University.

## 14. **Setting of Question Papers:**

a) The Dean of the Faculty shall supply the panel of internal and external examiners duly approved by the Board of Studies to the Controller of Examinations. The paper(s) will be set by the examiner(s) nominated by the Vice Chancellor from the panel of examiners. Internal question bank will also be created and submitted to the Controller of Examinations sticking to the domain of syllabus for use in regular and supplementary examination.

- b) The question paper will be moderated by committee who are proficient in the subject in the office of the Controller of Examinations. The moderation will be done to assure that no question is out of syllabus and there is no mistake in the question and the committee will amend/correct the paper accordingly.
- c) Papers of subsidiary subjects will be set and evaluated by the internal examiners.
- d) An examiner shall be allowed to set not more than three papers in a semester examination.
- e) The examiner(s) will set the question papers as per criteria laid down in the Scheme of Examinations as approved by the Board of Studies/Academic Council of the University.

**15. Appointment of Examiners:**

The examiners will be appointed as per the following guidelines with the approval of the Vice Chancellor.

- a) An internal/external examiner should be of the level of an Assistant Professor/Consultant/equivalent or above in the respective subject in a University/Institute/College/Hospitals with a minimum experience of 02 years.
- b) One external and one internal examiner will jointly conduct the practical examination.
- c) External examiners shall not be from the same University and should preferably be from outside the State/University.
- d) External examiners shall rotate at an interval of 2 years.

**16. Evaluation process – theory, Practical, Project & Internal Assessment:**

**(a) Evaluation of Answer Books:**

The answer books may be evaluated either by the paper setter or any other internal or external examiner to be nominated by the Controller of Examinations with the approval of the Vice Chancellor from the panel of examiners approved by the Board of Studies. Centralized Assessment Programme (CAP) may be adopted for evaluation of the answer papers at central area in the Examination Branch.

**(b) Re-evaluation of Answer Books:**

Re-evaluation/re-checking of any paper is allowed. The students can apply for re-evaluation/re-checking of any paper through the HoD/Dean of the Faculty within 10 days of the declaration of the result by paying prescribed fee.

**(c) Internal Assessment:**

a) 40 marks in each written paper, excluding Training Report, Project Report and Viva-Voce, shall be assigned for Internal Assessment.

This internal assessment will be done in the following manner:

- (i) 5 Marks be allotted for attendance, (01 mark if the attendance is 76%-80%, 02 marks if the attendance is 81-85%, 03 marks if the attendance is 86-90%, 04 marks if the attendance is 91-95% and 05 marks if the attendance is 96-100%.
- (ii) 20 Marks will be allotted for two mid semester tests. In each course, there will be two mid-semester tests which would be arranged by the concerned faculty.
- (iii) 10 marks for Seminar, Presentation and
- (iv) 05 marks for Assignment.

- b) The internal assessment awards of a re-appear student in any semester examination be carried forward to the next examination of the same semester provided that the candidate has obtained the pass marks in the internal assessment.
- c) The concerned teacher shall preserve records on the basis of which the internal assessment awards have been awarded and shall make the same available to the controller of examinations whenever required.
- d) The Dean shall forward the internal assessment to the Controller of the Examinations, at least two weeks before the commencement of the examinations of each semester.
- e) The internal assessment / training report/ project report/practical/viva voce award of a candidate who fails in any semester/paper (s) shall be carried forward to the next examination(s).

**(d) Practical Examinations:**

**(i) Appointment of Examiner :**

- The practical examinations shall be conducted by a Board of two examiners consisting of one internal and one external examiner to be nominated by the Vice Chancellor from the panel of examiners recommended by the Board of Studies.
- The distribution of marks in examination of the practical paper will be as per the criteria given below:

Experimental performance	:	60% marks
Viva-Voce	:	30% marks
Laboratory	:	10% marks

**(ii) Comprehensive Viva-Voce :**

The comprehensive Viva-Voce for project/dissertation shall be conducted by a board of two examiners consisting of one internal and one external examiner to be nominated by the Vice Chancellor from the panel of examiners recommended by the Board of Studies. Evaluation of the Project Report/Dissertation will be done by the External Examiner.

**(e) Evaluation of Project:**

**(i) Topic and appointment of Guide/Supervisor:**

Each student who opts for a Research Paper/Project report etc. will be assigned a teaching faculty as Guide/Supervisor from the faculty. Topic of the Research Paper/Project will be as approved by the Dean of the faculty on the recommendation of the teaching faculty/guide/supervisor.

**(ii) Evaluation/Viva-Voce:**

The student will submit the Project Report in the form of Dissertation on completion of the 4<sup>th</sup> Semester but before 15<sup>th</sup> May, failing which it will be acceptable only with late fee of Rs. 1000/- upto 30<sup>th</sup> May. It will be got evaluated in accordance with above mentioned clause 16 (d) (ii).



**17. Criteria for promotion to Higher Semester:**

The student shall be promoted to even semesters automatically without any condition of passing minimum number of papers. For promotion to 2<sup>nd</sup> to 3<sup>rd</sup> Semester or so, the student shall have to clear at least 50% papers of 1<sup>st</sup> and 2<sup>nd</sup> Semester taken together.

**18. Credit Based Grading System:**

**Grading Method:** Based on the performance, each student is awarded a final letter grade at the end of the semester, in each subject. The letter grades and the corresponding grade points are as follows:

Range of Percentage of Marks	Letter Grade	Grade Points	Range of Grade Point	Remarks (Classification of performance)
≥90	O	10	9-10	Outstanding
80-89	A <sup>+</sup>	9	8<9	Excellent
70-79	A	8	7<8	1 <sup>st</sup> Div. with Distinction
60-69	B <sup>+</sup>	7	6<7	1 <sup>st</sup> Division
50-59	B	6	5<6	2 <sup>nd</sup> Division
41-49	C	5	Above 4<5	3 <sup>rd</sup> Division
40	P	4	4	Pass
<40	F	0		Fail
	AB	0		Absent
	X	0	Debarred	A student who has been debarred from appearing in an examination either (i) as per recommendation of the subject teacher for unsatisfactory attendance or (ii) by the Institute as a measure of disciplinary action or (iii) for adopting malpractice at an examination, and consequently awarded a grade 'X', may reregister for the subject(s) after the term of the debarment expires, provided that other provisions of this regulation do not prevent him.

### Calculation of SGPA & CGPA

The Semester Grade Point Average (SGPA) is calculated as under:

$$SGPA = \frac{\sum_{i=1}^n CE_i GP_i}{\sum_{i=1}^n CE_i}$$

Where  $CE_i$  is the number of credits offered in the  $i^{\text{th}}$  subject of a semester for which SGPA is to be calculated,  $GP_i$  is the corresponding grade point earned in the  $i^{\text{th}}$  subject and  $n$  is number of subjects in the semester.

The cumulative Grade Point Average (CGPA) is calculated as under:

$$CGPA = \frac{\sum_{j=1}^m SG_j NC_j}{\sum_{j=1}^m NC_j}$$

Where  $SG_j$  is SGPA earned in the  $j^{\text{th}}$  semester,  $NC_j$  is total credit allotted to the  $j^{\text{th}}$  semester and  $m$  is the number of semester till which CGPA is calculated.

The conversion from CGPA to equivalent percentage is calculated as under:

$$\text{Equivalent percentage marks} = \text{CGPA obtained} \times 10$$

### Calculation of SGPA:

Subject Code	Total Credits	Credits Earned	Grade Point	CE*GP
101	4	4	8.8	35.2
102	4	4	7.2	28.8
103	3	3	8	24
104	3	3	8	24
105	3	3	9.4	28.2
106	3	3	7	21
107	3	3	6.5	19.5
Total	23	23	54.9	180.7

$$SGPA = \frac{180.7}{23} = 7.86$$

**Calculation of CGPA:**

Semester	Total Credits(NC)	SGPA(SG)	SG*NC
1 <sup>st</sup>	32	6.75	216
2 <sup>nd</sup>	30	7.5	225
3 <sup>rd</sup>	30	7.8	234
4 <sup>th</sup>	28	7.25	203
Total	120		878

$$CGPA = \frac{878}{120} = 7.32$$

**19. Pass criteria and grading system:**

The minimum percentage of marks to pass the examination will be 40% for B.Com(Pass), B.Com(Hons.), BBA (Analytics), BBA(General/Dual Specialization), BBA(HA), BA(Hons: Economics), MBA(Dual Specialization), MBA(HA), MA(Economics) in theory and practical examination separately (including internal assessment).

**20. Declaration of results:**

- a. As soon as possible, after the semester examinations are over, the Controller of Examinations shall publish the results of those students who had appeared in the examinations.
- b. Each successful student/the student placed in re-appear shall receive a copy of the Detailed Marks Certificate/Grade Card Sheet of each semester examinations.
- c. The student whose result is declared late without any fault on his/her part may attend the classes of higher semester provisionally at his/her own risk and responsibility, subject to his/her passing the concerned semester examination. In case, the student fails to pass the concerned semester examination, he/she will be governed by the clause 16 & 17 of these regulations.

**21. Grace marks:**

Maximum 1% of total marks excluding internal assessment marks can be awarded to a student in one academic year.

**22. Other provisions:**

- a) Nothing in the Ordinance shall debar the University from amending the Ordinance and the same shall be applicable to all the students whether old or new.
- b) Any other provision not contained in the Ordinance shall be governed by the rules and regulations framed by the University from time to time.

- c) In case of any interpretation, the Vice Chancellor is empowered in this regard and his interpretation shall be the final.
- d) Notwithstanding the integrated nature of this course which is spread over more than one academic year, the Ordinance in force at the time a student joins the course shall hold good only for the examination held during or at the end of the academic year.

**SCHEME  
OF  
EXAMINATION**

## BBA (G) Course Curriculum

### BBA GENERAL

BBA GENERAL							
Paper Code	Nomenclature	Marks			Credits	Remarks	Year
		Internal	External	Total			
<b>FIRST SEMESTER</b>							
06040101	Business Management	40	60	100		Elective	2015
06040102	Financial Accounting	40	60	100	4		2015, 2017, 2018
06040103	Business Mathematics- I	40	60	100		Elective	2015
06040104	Business Economics	40	60	100	4		2015-2017, 2018
06040105	Business Communication	40	60	100		Elective	2015
06040106	Basics of Computers	40	60	100		Elective	2015
06040107	English Language	40	60	100	3	Elective	2017, 2018
06040108	Management Concepts	40	60	100	3	Elective	2017, 2018
06040109	Business Laws	40	60	100	3	Elective	2017, 2018
06040110	Basic Mathematics	40	60	100	4	Elective	2017
06040111	Business Mathematics	40	60	100	4	Elective	2018
<b>SECOND SEMESTER</b>							
06040201	Business Management	40	60	100		Elective	2015
06040202	Financial Accounting	40	60	100		Elective	2015
06040203	Business Mathematics	40	60	100		Elective	2015
06040204	Business Economics	40	60	100		Elective	2015
06040205	Business Law	40	60	100		Elective	2015
06040206	Computer Fundamentals	40	60	100		Elective	2015
06040207	Environmental Studies	40	60	100	2	Elective	2015-2017, 2018
06040208	Organizational Behaviour	40	60	100	3	Elective	2017, 2018
06040209	Cost Accounting	40	60	100	4	Elective	2017, 2018

06040210	Business Statistics	40	60	100	4	Elective	2017, 2018
06040211	Managerial Skills	40	60	100	3	Elective	2017, 2018
06040212	Business Communication	40	60	100	3	Elective	2017, 2018
06040213	Business Informatics	40	60	100	4	Elective	2017, 2018
06040214	Comprehensive Viva Voce	100	0	100	1	Elective	2017
<b>THIRD SEMESTER</b>							
06040301	Marketing Management	40	60	100	4		2015, 2017, 2018
06040302	Cost Accounting	40	60	100		Elective	2015
06040303	Business Finance	40	60	100		Elective	2015
06040304	Human Resource Management	40	60	100		Elective	2015
06040305	Presentation Skill (Workshop & Project)	40	60	100		Elective	2015
06040306	Data Base Management System	40	60	100		Elective	2015
06040307	Business Environment	40	60	100	3	Elective	2017, 2018
06040308	Management Accounting	40	60	100	4	Elective	2017, 2018
06040309	Quantitative Technique	40	60	100	4	Elective	2017, 2018
06040310	Business Ethics	40	60	100	3	Elective	2017, 2018
06040311	Management Information System	40	60	100	4	Elective	2017, 2018
<b>FOURTH SEMESTER</b>							
06040401	Corporate Accounting	40	60	100		Elective	2015
06040402	Financial Management	40	60	100	4		2015, 2017, 2018
06040403	Business Law	40	60	100		Elective	2015
06040404	Business Environment	40	60	100		Elective	2015
06040405	Business Research Methods	40	60	100	4		2015, 2017, 2018
06040406	Project Planning & MIS	40	60	100		Elective	2015
06040407	Project Work	40	60	100		Elective	2015
06040408	Human Resource Management	40	60	100	3	Elective	2017, 2018
06040409	Family Business	40	60	100	3	Elective	2017, 2018
06040410	E-Commerce	40	60	100	3	Elective	2017, 2018
06040411	Project Management	40	60	100	4	Elective	2017, 2018

06040412	Comprehensive Viva Voce	100	0	100	1	Elective	2017
<b>FIFTH SEMESTER</b>							
06040501	Income Tax	40	60	100		Elective	2015
06040502	Management Accounting	40	60	100		Elective	2015
06040503	Economic Development Policies in India	40	60	100		Elective	2015
06040504	International Trade	40	60	100		Elective	2015
06040505	Presentation Skills (Workshop & Project) - II	40	60	100		Elective	2015
06040506	Computer Networking & Internet	40	60	100		Elective	2015
06040507	Summer Training Report	40	60	100		Elective	2015
06040508	Customer Relationship Management	40	60	100	3	Elective	2017, 2018
06040509	Operation Management	40	60	100	4	Elective	2017, 2018
06040510	Forensic Accounting and Fraud Examination	40	60	100	3	Elective	2017
06040511	Indian Financial Management	40	60	100	4	Elective	2017
06040512	Business Finance	40	60	100	4	Elective	2017
06040513	Consumer Behaviour	40	60	100	4	Elective	2017, 2018
06040514	Sales & Distribution Management	40	60	100	4	Elective	2017, 2018
06040515	Human Resource Planning & Development	40	60	100	4	Elective	2017, 2018
06040516	Organization Change & Development	40	60	100	4	Elective	2017, 2018
06040517	Summer Internship	100	0	100	1	Elective	2017, 2018
06040518	Indian Financial System	40	60	100	4	Elective	2018
06040519	Financial Markets and Services	40	60	100	4	Elective	2018
06040520	Corporate Governance	40	60	100	3	Elective	2018
<b>SIXTH SEMESTER</b>							
06040601	Indirect Taxes	40	60	100		Elective	2015



06040602	Entrepreneurship Development	40	60	100	3		2015, 2017, 2018
06040603	Corporate Tax Planning	40	60	100		Elective	2015
06040604	International Business Management	40	60	100		Elective	2015
06040605	E-Commerce	40	60	100		Elective	2015
06040606	Project Work - II	40	60	100		Elective	2015
06040607	Comprehensive Viva Voce	40	60	100		Elective	2015
06040608	Strategic Management	40	60	100	4	Elective	2017, 2018
06040609	Major Research Work	40	60	100	3	Elective	2017, 2018
06040610	Income Tax & Planning	40	60	100	4	Elective	2017, 2018
06040611	Auditing	40	60	100	4	Elective	2017, 2018
06040612	Service Marketing	40	60	100	4	Elective	2017, 2018
06040613	Retail Management	40	60	100	4	Elective	2017, 2018
06040614	Human Resource Information System	40	60	100	4	Elective	2017, 2018
06040615	HR Audit	40	60	100	4	Elective	2017, 2018
06040616	Comprehensive Viva Voce	100	0	100	1	Elective	2017, 2018

# **SYLLABUS**

**BBA First Semester**  
**Management Concepts -06040108**

**1. Assessment**

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** This course is an introduction to the management function. It will focus on the theory and fundamental concepts of management including planning, organization, staffing, directing and controlling.

**3. Syllabus:**

**Unit-1**

Concept of Management: Nature, Process & Significance, Functions of management, Management V/s Administration, Principles of Management, Scientific Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers. Cross cultural issues in management

**Unit-2**

Planning: Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages, and Limitations of Planning. Organizing: Nature and Purpose of Organizing Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization

**Unit-3**

Staffing: Concept, Nature and Importance of Staffing; Motivation, Nature and Importance of Motivation: Types of Motivation; Leadership: Meaning and Importance, Traits of a leader. Controlling: Nature and Scope of Control, Types of Control, Process of Controlling, Controlling Techniques, Effective Control System

**Unit-4**

Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objective (MBO), Benefits and Weaknesses of MBO. Strategies and Policies: Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

**4. Suggested Readings:**

1. Koontz & Weihrich, Essentials of Management. McGraw Hill
2. C.B. Gupta, Business Organization and Management. Mayur paperbacks.
3. Rao and Narayan; Principles and Practice of Management.
4. Parsad, L. M, Principles and Practice of Management. Sultan Chand, New Delhi
5. Druker, Peter F. Management Challenges for the 21st century. Butter worth Heinemann, New Delhi
6. Nirmal Singh, Principles of Management, Deep & Deep Publications Pvt. Ltd., New Delhi.
7. Gupta & Chaturvedi, Organisation & Management, Shree Mahavir Book Depot.
8. P. Subha Rao, Management & Organisational Behaviour, Himlyya Publishing House.
9. Harold Koontz & Heinz Weihrich, Essentials of Management, Tata McGraw Hill.
10. Stephen F. Robbins, Mary Coulter, Management, Prentice Hall of India Pvt. Ltd.

**BBA First Semester**  
**Financial Accounting (06040102)**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The primary objective of the course is to familiarize the students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

**3. Syllabus:**

**Unit-1**

Introduction: Meaning, Objectives, Process, Limitations and Basic Terms of Accounting; Generally Accepted Accounting Principles; Journalizing, Posting and Preparation of trial balance.

**Unit-2**

Capital and Revenue Items; Reserves and Provisions; Depreciation: Meaning, Causes, Accounting Procedure; Methods of Computing depreciation, Straight line method and Diminishing balance method, Change of method.

**Unit-3**

Final Accounts with adjustments; Rectification of errors.

**Unit-4**

Accounting for Non-Profit organizations; Accounts from incomplete records.

**4. Suggested Readings :**

1. Gupta, R.L., Radha Swami, M., Financial Accounting, Sultan Chand and Sons., New Delhi.
2. Monga J.R., Ahuja, Girish, Sehgal, Ashok: Financial Accounting, Mayur Paper Back, Noida.
3. Shukla, M.C., Grewal, T.S. and Gupta, S.C.; Advanced Accounts, S. Chand and Company, New Delhi.
4. Goel, D.K., Financial Accounting, Arya Publications, New Delhi.

**B.B.A First Semester**  
**Business Economics (06040104)**

**1. Assessment:**

Internal Assessment Marks(Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

**3. Syllabus**

**Unit- 1**

Scope and nature of microeconomics, Law of demand, Demand curve, Law of supply, Supply curve, Market equilibrium, Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply, Indifference curves, budget line, consumer equilibrium, price effect, substitution effect, income effect for normal, inferior and Giffen goods, Price consumption curve, Income consumption curve, Engels curve

**Unit- 2**

Production with one variable input, Total, Average and Marginal Product, Law of Diminishing Marginal Returns, Production function with two variable inputs: Isoquant curvess, iso-cost line, producer's equilibrium, Economic region of production, Economies of scale, Expansion path, Economies of scope, Short-run Total, Average and Marginal Cost, Short-Run Cost Curves and their relationships, Long-Run Average and Marginal Cost Curves

**Unit- 3**

Concept of Total, Average and Marginal Revenue; Nature of Revenue Curves in Various Markets and their Curves; Relationship between Average and Marginal Revenue Curves in different Market Situations, Price determination under different market situations- perfect competition, monopoly, monopolistic competition and oligopoly.

**Unit- 4**

Factor market: Marginal productivity theory of distribution, Determination of rent; quasi rent; alternative theories of interest and wages

**4. Suggested Readings:**

1. D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delhi
2. H. L. Ahuja, Business Economics. S. Chand Publication
3. Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi
4. Keat, Paul G. and Philip K.Y. Young, Managerial Economics, Economic tools for Today's Decision Makers. Pearson Education, Delhi

**BBA First Semester  
Business Laws (06040109)**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
	<b>40</b>	<b>End Term Marks: 60</b>	

**2. Objective:** This course seeks to enable the students to gain understanding of basic legal terminologies and various rights and duties of an individual under various types of contracts.

**3. Syllabus**

**Unit- 1**

**The Indian Contract Act 1872:** Contract – meaning, Characteristics and Kind of contracts, Essentials of valid contract, Proposal, Acceptance and Revocation. Contractual capacity of parties, free consent of parties. Lawful consideration and object. Agreement expressly declared as void.

**Unit- II**

Performance and Discharge of contract. Implied, Quasi or Constructive contracts. Breach of contract. Contract of Indemnity and guarantee. Contract of bailment.

**Unit-III**

**Indian Partnership Act 1932:** Nature of Partnership firm, Relations of partners to third parties, Duties and rights of partners, Minor as a partner, Registration of firms.

**Limited Liability Partnership Act, 2008:** Introduction, Features, Governance, Formation and Incorporation, Partners and their relations in LLP, Conversion to LLP, Winding up and Dissolution of LLP.

**Unit-IV**

**Sale of Goods Act 1930:** Contract of Sale, Condition and Warranties, Transfer of Property or Ownership, Performance of the Contract – Delivery and Payment, Unpaid Seller and Suits for breach of Contract.

**4. Suggested Readings:**

1. Sharma, A., *Business Regulatory Framework*, V.K. Publications.
2. Kapoor, N.D., *Business Law*. Sultan Chand & Co., New Delhi.
3. Kuchhal, M.C., *Business Laws*, Sultan Chand & Co., New Delhi.

**BBA First Semester**  
**Business Mathematics 06040111**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**Unit– 1**

Set theory and its real life practical applications, Series and Sequence: Arithmetic Progression (A.P.), Geometric Progression (G.P.), and Harmonic Progression (H.P.) with simple practical applications in real life business environment.

**Unit–2**

Matrices: definition; types of matrices; algebra of matrices, adjoint of a matrix, Inversion of matrices, elementary row operations; solution of a system of linear equations having unique solution and involving not more than three variables using matrix method, Determinants: solution of Linear simultaneous equations using Cramer's Rule, Real life applications of matrices and determinants

**Unit – 3**

Permutations and Combinations, Probability and Probability distribution: concepts of basic probability, including conditional probability, Bayes' Formula and the notion of independence of two or more events, Poisson, Binomial, and Normal Probability distribution, simple real life business applications of probability

**Unit–4**

Real number systems, constants and variables, functions; Graphical representations of functions, limits and continuity of functions, Derivations of simple algebraic functions and application of derivatives in Economic and Commerce, Maximum and Minimum, Integration as anti derivative process; Standard forms; Integration by substitution, Definite integration and its real life applications- consumer's and producer's surplus

**Books:**

- 1) Allen, RGD: Basic Mathematics: Macmillan, New Delhi.
- 2) Dowling, E.T. Mathematics for Economics: Schaum Series, McGraw Hill, London.
- 3) Vohra, N.D.: Quantitative Techniques in Management: Tata McGraw Hill, New Delhi.
- 4) Soni, R.S.: Business Mathematics: Pitamber Publishing House, Delhi
- 5) Bhardwaj, R.S.: Mathematics for Economics and Business, Excel Books
- 6) Sancheti, D.C. and Kapoor, V.K. : Business Mathematics, Sultan Chand & Sons (P) Ltd, New Dehli

**BBA Second Semester**  
**Organizational Behaviour (06040208)**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** To gain a solid understanding of human behaviour in the workplace from an individual, group, and organizational perspective. This course deals with human behaviour in organizations. Conceptual frameworks are applied to course topics which include: motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture.

**3. Syllabus:**

**Unit -1**

**Changing paradigm of management**—Contingency and contemporary Approach to Management, Management of strategic Change, Knowledge Management, Learning Organization. Foundations of Individual Behaviour: The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues.

**Unit -2**

**Motivation:** Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behaviour Modification.

**Unit -3**

**Foundations of Group Behaviour:** Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness, Group and Inter-group Relations

**Unit -4**

**Leadership:** Nature and Significance of leadership, leadership in different cultures, leadership theories and styles: Trait theories, Behavioural theories, Contingency theories, Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent developments in Leadership Theory.

**4. Suggested Readings:**

- 1) Griffin, Ricky W, Organizational Behaviour, Houghton Mifflin Co., Boston.
- 2) Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman, Organizational Behavior, South Western Faculty Publishing, Ohio.
- 3) Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, Management of Organisational Behaviour, Utilizing Human Resources, Prentice Hall, New Delhi.
- 4) Ivancevich; John and Micheol T. Matheson, Organisational Behaviour and Management, Tata McGraw, New Delhi. Hill
- 5) C.B. Gupta, Business Organization and Management, Mayur paper backs



**BBA Second Semester**  
**Cost Accounting (06040209)**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The purpose is to expose the students to the costing process and how cost information could play a significant role in Management of Organisations.

**3. Syllabus:**

**Unit-1**

Meaning, objectives and advantages of cost accounting, Difference between financial, cost, and management accounting. Cost concepts and classifications. Preparation of cost sheet

**Unit-2**

Material (inventory) Control: Concept of Material Cost, Meaning and objectives of material control, Accounting and control of purchases, storage and issue of materials, Methods of pricing of material issues, Fixation of inventory levels - minimum level, maximum level, danger level and methods of valuing material issues.

**Unit-3**

Labour Cost Control: Meaning and Computation of Labour cost. Concept, objectives and importance of labour cost control, Time keeping and book keeping, Concept and treatment of labour turnover, idle time, overtime and fringe benefits, Wage payment: time wage system, piece wage system, incentive wage plans – individual plans and group plans.

**Unit-4**

Concept, classification, allocation, apportionment and absorption of overheads.

Methods of costing : unit costing, job costing, contract costing, process costing (should be replaced by treatment of normal and abnormal gain/loss).

**4. Suggested Readings:**

1. Cost Accounting by M.L Aggarwal, Sahitye Bhawan Publications.
2. Cost Accounting by SP Gupta, VK Publication.
3. Cost accounting by Asish Bhattacharyya, PHI Publication

**BBA Second Semester**  
**Business Statistics (06040210)**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** The overarching objective of Business Statistics is for students to describe data and make evidence based decisions using inferential statistics that are based on well-reasoned statistical arguments.

**3. Syllabus:**

**Unit -1**

Meaning and Definition of Statistics, Classification and Tabulation of Primary and Secondary data, Presentation of data, Graphic diagrammatic presentation, Mean Median, and Mode, Functions & Limitations of Statistics, Geometric Mean, Harmonic Mean

**Unit -2**

Range, Inter Quartile Range, Quartile Deviation, Mean Deviation and Standard Deviation, Coefficient of variation, Lorenz Curve, Skewness and its Measures, Graphical Measure of Dispersion, Kurtosis, Moments, Time series analysis

**Unit -3**

Co-relation co-efficient, regression lines and equations, Regression coefficients, Methods of Simple Regression Analysis, Coefficient of Correlation by Concurrent Deviation Method, The coefficient of Determination

**Unit -4**

Probability: Concept, Addition and Multiplication laws, Expectation. Probability distributions: Binomial, Poisson, Normal, Baye's Theorem

**4. Suggested Readings:**

1. Dr.S.P.Gupta, Statistical methods, S.Chand & Co., New Delhi.
2. D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.
3. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.
4. R.P.Hooda, Statistics for Business and Economics, Mcmillan India Ltd., New Delhi.

**BBA Second Semester**  
**Managerial Skills (06040211)**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** To offer exposure of essential managerial skills to students and developing these skills in the students.

**3. Syllabus:**

**Unit- 1**

Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self awareness on the issues of emotional intelligence, self learning styles, values, attitude towards change

**Unit-2**

Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting.

**Unit-3**

Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counselling, defensiveness and disconfirmation, principles of supportive communications, Personal interview management

**Unit-4**

Team building: Developing teams and team work, advantages of team, leading team, team membership, Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works.

**4. Suggested Readings:**

1. V.S.P.Rao Managerial Skills Excel Books, 2010, New Delhi
2. David A Whetten, Cameron Developing Management skills, PHI 2008
3. Ramnik Kapoor Managerial Skills PathMakers ,Banglore
4. Kevin Gallagher, Skills development for Business and Management Students,Oxford,2010
5. Krishnamohan & Meera Banerjee, 1998. Developing Communication Skills, New Delhi: McMillan India Ltd.
6. Ragendra Pal & Korlahali J.S. 1996. Essentials of Business Communication, New Delhi: 1996: Sultan Chand & Sons.

**BBA Second Semester**  
**Business Communication (06040212)**

**1. Assessment:1414**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world. Students will learn to analyze, understand and write clear and concise business communication statements and strengthen their oral presentation competence.

**3. Syllabus:**

**Unit-1**

Basics of Communication, Seven C's of Effective Communication, Nature and Process of Communication, Types of Communication: verbal and non-verbal. Different forms of communication. Barriers to Communication: Linguistic, psychological, interpersonal, cultural, organizational etc.

**Unit-2**

Letter Writing, presentation, inviting quotations, sending quotations, and social correspondence, Office Memos, Notices, Agenda, Minutes of Meetings, Report Writing, types of business reports, structure of reports, E-mail Writing

**Unit-3**

E-Correspondence, Viewing and Reviewing of Books and Forms of Writing (C.V and Job Application)

**Unit-4**

Applied Grammar – Structure of Sentences, Importance of Vocabulary, Antonym & Synonyms, Homophones Writing Bibliography/ Citations/References, Brochures, Spoken English, Presentation of Plans, Speech, Preparation, Mode of Delivery of presentations; Addressing the Audience.

**4. Suggested Readings:**

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi
3. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication , Pearson Education
4. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
5. Rai, U., & Rai, S. M. (2015). Business communication. Himalaya Publishing House.
6. Verma, S (2014). Business Communication: Essential strategies for 21st Century Managers
7. KoneraArun, Professional Communication, Tata McGraw Hill, New Delhi.

**BBA Second Semester  
Business Informatics -06040213**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** To offer exposure of essential computer skills to students and developing these skills in the students.

**3. Syllabus:**

**Unit- 1**

**Operating Systems-** DOS: External and Internal Commands and Features.

WINDOWS 7: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am I, banner, date, kill, etc.).

**Unit- 2**

**MS Office 1- MS Word 2007:** Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

**MS Access 2007:** Database creation, screen/form design, report generation using wizard

**Unit- 3**

**MS Office 2-MS Excel 2007:** Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel's chart features, working with graphics, using worksheet as databases, automating "what-if" projects.

**MS PowerPoint 2007:** PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point.

**Unit- 4**

**Information Technology-** Introduction to IT and its development, Impact and Future of IT in Business Organisation, Overview of the following: 4 GL, Image processing, Virtual Reality, Video Conferencing, Decision Support System, Expert System, Artificial Intelligence, and Information Super Highways.

**4. Suggested Readings:**

1. Balagurusamy Fundamentals of Computer, 1e, Tata Mac-Graw Hill
2. Deepak Bharihoke Fundamentals of Information Technology Excel books
3. Manish Mahajan IT Infrastructure & Management Acme learning
4. Rashi Agarwal Computer Organisation and Design, Acme learning

**BBA Third Semester**  
**Business Environment -06040307**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment that impacts the business enterprises in India. This will help them in gaining an understanding of the environmental factors influencing Indian business organizations. The objective is also to facilitate the interface with business enterprises, small and big, so that actual practices in business are learnt by the students.

**3. Syllabus:**

**Unit-1**

Business Environment-Meaning, Importance, Environmental Factors including social and cultural elements, Recent Political Environment, Recent Economic and Financial Environment, Planning in India-Planning commission, Liberalisation and Planning, NITHI AAYOG, Industrial Policy: Agenda of Development; Public-Private Partnership.

**Unit-2**

Indian Financial System: Monetary And Fiscal Policy, Role of regulatory institutions in Indian financial system – RBI and SEBI, Foreign Trade and Balance of Payment. Human Development, Rural Development, Problems of Growth; Redefining Value Proposition to MSMEs

**Unit-3**

Direct & Indirect Taxes (MODVAT), (CENVAT), VAT, GST; Competition Law, Corporate Governance, Liberalisation, International Business Environment, World Trade Organisation (WTO)

**UNIT-4**

Social Responsibility of business enterprises, EXIM policy, FDI policy, Global Competitiveness, Technology and Competitive Advantage

**4. Suggested Readings:**

1. Shaikh & Saleem - Business Environment, Pearson Publications
2. Francis Cherunilam – Business Environment, Text and Cases, Himalaya Publishing House
3. Mittal - Business Environment, Excel Books
4. V. Neelamegam – Business Environment, Vrinda Publications
5. Fernando-Business Environment, Prentice hall
6. Mishra S K & Puri V K - Economic Environment of Business, Himalaya Publishing House

**BBA Third Semester**  
**Management Accounting -06040308**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The purpose is to expose the students with the basic concept and tools in management accounting concepts and their applications in managerial decision making.

**3. Syllabus:**

**Unit-1**

Management Accounting: Meaning, nature, scope, objective, functions and techniques. Financial Accounting vs. Cost Accounting vs. Management Accounting, Management Accountant-Role-Essential qualities Budgetary Control: Managerial Control Process; Benefits; Limitations; Installation of the System; Classification of the Budgets; Preparation of different types of Budgets: Cash Budget, Sales Budget and Master Budget.

**Unit-2**

Definition, Significance and Applications of Standard Costing, Various Types of Standards, Installation of Standard Costing System for- Material, Labour and Overhead

**Unit-3**

Introduction to Marginal Costing: Meaning, application, advantages, limitations. Fixed and Variable cost, Contribution, Cost- Volume- Profit Analysis, Break even analysis and profit volume graph.. Marginal costing and important management decisions (Problems on decision making only).

**Unit-4**

Financial Statements: Nature, Attributes, Objectives, Importance & Limitations, Recent Trends in Presenting Financial Statements; Financial Statements Analysis: Types, Methods, Objectives and Limitations; Ratio Analysis: Accounting, Uses, Classifications, Advantages and Limitations

**4. Suggested Readings:**

1. Charles T. Horngern, Gary L. Sundem, Introduction to Management Accounting, Prentice Hall of India Pvt. Ltd.
2. Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
3. Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
4. Holman, Louderbock, Management Accounting, Cenage Publication.
5. Khan and Jain, Management Accounting, Tata McGraw Hill Publication
6. Pandey, I M, Management Accounting, Vikas Publication
7. Chandra, Prasana, Management Accounting, Tata McGraw Hill Publication

**BBA Third Semester**  
**Quantitative Technique- 06040309**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**1. Objective:** The objective of this paper is to acquaint the students with various quantitative techniques are of great importance for business decision-making.

**2. Syllabus:****Unit-1**

Operations Research: Evolution, methodology and role in managerial decision making. Linear programming: Terminology; Properties and assumptions; Formulation of LP problems; Graphical method; Simplex method (Upto three variables), special cases in LPP, concept of duality.

**Unit-2**

Transportation problems: Concept, Methods of Initial Solution (NW Corner, Least Cost, and VAM) Optimal solution by MODI method, Stepping Stone method. Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions. Assignment problems: Concept, Hungarian method, Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

**Unit-3**

PERT/CPM: Network construction, Difference between PERT and CPM, calculating Floats, probability considerations in PERT. Decision theory: Decision making under uncertainty and risk, decision trees.

**Unit-4**

Game theory: Pure and mixed strategy games, principle of dominance, 2-person zero sum game and their solution. Queuing theory: concept, assumptions and applications; Poisson distributed arrivals- Exponentially distributed service time models (MM1 and MMK), Replacement Theory: Individual and Group replacement.

**3. Suggested Readings:**

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
4. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.



**BBA Third Semester  
Business Ethics -06040310**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the course is to provide knowledge to the students about various ethical practices which are to be adopted and various corporate failures as a result of poor ethical practices.

**3. Syllabus**

**UNIT-I**

Business ethics: Introduction: Meaning of ethics, Types of business ethics, issues, why ethical problems occur in business, Ethical dilemmas in business, Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties Justice and fairness, Ethical decision making-personal and professional moral development and moral reasoning Computer ethics and business: Computer crime, Computers and corporate responsibility, Computer and privacy Professional ethics: Ethics in international business

**UNIT-II**

Corporate governance: concept, need to improve corporate governance standards, Features of good governance, corporate governance abuses, Role played by regulators to improve corporate governance. Different Approaches to Corporate Governance, Leadership and Corporate Governance, Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor's Problem and protection, Corporate Governance and Other Stakeholders, Corporate governance rating- need, importance, process, parameters

**UNIT-III**

Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing. Whistle blowing: Kinds of whistle blowing, Blowing as morally prohibited, Whistle blowing as morally permitted, Whistle blowing as morally required, precluding the need for whistle blowing, insider trading: Trade secrets, corporate disclosure. Discrimination, affirmative action

**Unit-IV**

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility Socially Responsive Management: Strategies of response, formulating socially responsive strategies Implementing social responsiveness, Conceptual framework of social responsibilities of business, Financial incentives for social responsibility, Role of self regulation in discharge of social responsibility.

**4. Suggested Readings:**

1. Sharma, F.C. *Business Values & Ethics*. Shree Mahavir Book Depot, NaiSarak, New Delhi.
2. Murthy, C.S.V. *Business Ethics*. Himalya Publishing House.
3. Parkashan, S. *Managerial Ethics*. Rajat Publications.
4. Dave, C.L. *Social Accounting*. Renuka Publishers, Jodhpur.
5. A.C. Fernando-*Business Ethics*, Prentice Hall, Latest Edition. Andrew Crane and Dark Matter
6. *Business Ethics*, Oxford Publications. Adrain Davies
7. *Best Practices in Corporate Governance* (Gower), Latest Edition. A.C. Fernando
8. *Corporate Governance –Principles , Policies, and Practices* (Pearson Education).

**BBA Third Semester**  
**Marketing Management -06040301**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:**

1. To identify core concepts of marketing and the role of marketing in business and society.
2. Inculcate ability to develop marketing strategies based on product, price, place and promotion objectives.
3. Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
4. Ability to apply knowledge and skills to real-world experiences in an internship.

**3. Syllabus:**

**Unit -1**

Introduction to marketing, difference between marketing and selling, Evolution of marketing concepts, Marketing Mix, Marketing process, Marketing environment

**Unit- 2**

Determinants of consumer behavior, consumer purchase decision process; market segmentation-concept, importance and bases, Target marketing, Differentiation and positioning, Product differentiation v. market segmentation

**Unit- 3**

Product and Product line decisions; Branding, Packaging and Labelling decisions, Product life cycle, New Product Development; Pricing decisions; Pricing policies and strategies.

**Unit- 4**

Marketing Channels, Retailing, Wholesaling, Warehousing and Physical distribution, Conceptual introduction to supply chain management, conceptual introduction to customer relationship marketing; Promotion Mix and factors affecting promotion mix, Types of Marketing- Tele Marketing, E-Marketing- service Marketing, Rural Marketing- features and importance, suggestion for improvement of Rural Marketing.

**Project work**

1. Supply Chain for various consumer goods e.g. fast-selling and perishable goods.
2. Promotional methods and strategies of on line retailers and fixed place retailers in contrast; of automobile companies, of fresh food chains etc.

**4. Suggested Readings:**

1. Kotler, Keller, and Jha, Marketing Management, Pearson Education
2. Zikmund and D'Amico, Marketing, Thomson Learning
3. Etzel, Walker, Stanton & Pandit, Marketing Concepts and Cases.
4. Arun Kumar, Meenakshi, Marketing Management, Vikas Publishing House.
5. Saxena, Rajan, Marketing Management, Mc Graw Hill
6. Chhabra and Grover: Marketing Management, Dhanpat Rai

**BBA Third Semester  
Management Information System -06040311**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

2. **Objective:** The objective of this paper is to acquaint the students with management information system are of great importance for business decision-making.

**3. Syllabus:**

**Unit-1**

Data vs Information, Importance of Information, Types of Information System, Transaction Processing System, Decision Support System, Group Decision Support System, Executive Information System.

**Unit-2**

Management Information System: Concept, Information System Requirements at Different Management Levels, Decision Making and Information System, Decision Making Process, Decision Making Model, Problem Solving and System Approach to Problem Solving.

**Unit- 3**

System Analysis and Design, SDLC, Role of System Analyst, Functional Information System: Production Information System, Marketing Information System, Financial Information System, Human Resource Information System

**Unit- 4**

Information System Resources, Ethical and Social Issues in Managing Information System Resources, Cyber Crime, Information Security and Cyber Laws, Audit of Information System

**4. Suggested Readings:**

1. Management Information Systems, Mudrick & Ross, Prentice Hall of India
2. Management Information Systems, Sadagopan, Prentice Hall of India
3. Management Information Systems, CSV Murthy, Himalaya publications.
4. Management Information system, O'Brien Marakas, Tata Mc Grew hill (9<sup>th</sup> Edition, 2010)
5. Management Information system, L M Prasad, Sultan Chand Publishing House(2<sup>nd</sup> Edition ,2011)
6. Information system concepts for Management, Lucas,H.C, Tata Mc Grew Hill (1<sup>st</sup> Edition, 1986)
7. Managing Information system in the digital Firm, Loudon K.C, Prentice Hall of India (2006)

**BBA Fourth Semester**  
**Human Resource Management-06040408**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization in order to achieve business objectives. In this course, students will learn the basic concepts of HRM, various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, selection, placement, training evaluation, compensation and development) and organizational culture.

**3. Syllabus:**

**Unit- 1**

Nature of Human Resource Management-Concepts, Objectives and Functions; HRD-Concept and Mechanisms; Role and status of HR Manager; Organization of HR Department; HR Policies; HRM in globally competitive environment; Strategic Human Resource Management.

**Unit- 2**

Acquiring Human Resource: Human Resource Planning, Job analysis and job design, employee involvement, flexible work schedules, Recruitment and Selection-new trends; Placement and induction; Right sizing.

**Unit- 3**

Developing human resource: Employee training, training need assessment, Training methods and evaluation, cross cultural training, Designing executive development programme, Techniques of Executive development, Career planning and development.

**Unit- 4**

Enhancing and rewarding performance: Establishing Performance Management system; Performance Appraisal-Techniques of appraisal; Potential Appraisal and employee counselling; Establishing reward and pay plans-job evaluation, wage and incentive plans, employee benefits, ensuring safety and healthy work environment.

**Project Work:**

1. Recruitment and Selection Policies of known companies in the neighbourhood with special reference to executives at three levels—entry level, middle level and top level, of technical hands, professionals and managerial executives.
2. Training and development programmes in different companies—manufacturing companies, service companies, IT companies etc. for different levels of employees—goals, contents, techniques and renewals.

**4. Suggested Readings:**

1. Dessler, Human Resource Management, Prentice Hall
2. Decenzo & Robbins, Fundamentals of Human Resource Management, Wiley India.
3. Werther and Davis: Human Resource Management, Prentice Hall
4. Chhabra, T.N., Human Resource Management, Dhanpat Rai & Co., Delhi.
5. Gupta, C.B., Human Resource Management, Sultan Chand & Sons, Delhi.

## BBA Fourth Semester Financial Management -06040402

### 1. Assessment:

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** The objective of the study is to expose the student to analytical framework guiding financial decision making within the business firm. Emphasis is placed on financial analysis, the evaluation of investment opportunities available to the firm, working capital management, and the analysis of alternative means of financing the firm. To be effective in finance, student must understand how supply and demand interact to determine prices and interest rates and how changes in national economic variables affect industries and firms within that economy.

### 3. Syllabus:

#### Unit-1

Financial Management: Meaning, concept, significance, objectives and scope; financial decisions. Time value of money, Risk and Return Analysis.

#### Unit- 2

Financial Planning: Concept and theories. Capitalization: meaning, types (over capitalization, undercapitalization and optimum capitalization). Financial forecasting: Meaning, purpose, process, types, methods and theories. Sources of finance

#### Unit-3

Capital Structure: Concept, patterns, point of indifference, theories, sound capital mix, capital gearing, financial distress and pecking order theory. Leverages: Meaning and types (financial leverage, operating leverage, composite leverage).

Cost of Capital: Concept, significance, computation of cost of capital (cost of debt, Inflation adjusted cost of debt, cost of preference capital, cost of equity share capital and CAPM, cost of retained earnings and weighted average cost of capital).

#### Unit-4

Capital Budgeting: Nature, significance and techniques. Risk and uncertainty in capital budgeting; risk adjusted discounting rate, certainty equivalent method, sensitivity technique, probability technique, standard deviation technique, co-efficient of variation method and decision tree analysis.

Management of Cash and Marketable Securities: Objectives of Cash Management, Factors Determining Cash Needs, Receivables Management: Meaning, Objectives, Credit Policies. Inventory Management: Introduction, Objectives, Techniques.

### 4. Suggested Readings:

1. Gupta, S.K.. & Sharma, R.K., Financial Management: Theory and Practice. Sultan Chand and Sons
2. Goel, D. K., Goel, R., & Goel, S., Accounting for Management and Financial Management. Avichal Publishing Company.
3. Pandey, I. M., Essentials of Financial Management, 4<sup>th</sup> Edition. Vikas Publishing House.
4. Maheshwari, S. N., Financial Management: Principal and Practices. New Delhi, Sultan Chand.

**BBA Fourth Semester  
Family Business -06040409**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** To make the student understand the competencies and commitment required for a successful career in a Family business.

**3. Syllabus:**

**Unit-1**

Defining the family business, Promoting trust among family members and among nonfamily members, family culture, beliefs & values and their impact on business, rediscovering and re-orientating family business for new environment, change management for family businesses, leading the change, understanding the role of role of non-family managers.

**Unit-2**

Issues, Problems and Unique concerns of family business, involvement in management, family management and control of business, interactions between the family and business systems, Long term success of the family business, Promoting Professionalism in family business, Business ethics, Governance and entrepreneurship, succession planning and effective conflict resolution.

**Unit-3**

Venture Growth strategies: Venture growth strategic issues, entrepreneurial management, and innovation in family business, professional Management, Estate and ownership planning, acting as a venture capitalist for next generation, Exit Strategies in family business

**Unit-4**

Family business start-up, licensing, buyout opportunities & franchising, Maintaining competitiveness, Buying new business, expansion of business, Board meetings, communications, Separation of ownership in family business, strategic implications & challenges in separation, Terms and conditions for effective control by the family, legal issues in family business, Legal documentation process.

**4. Suggested Readings:**

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
3. Family business in India- Sudipt Dutta, Sage (1997)
4. Make Change Your Family Business Tradition by Aronoff, C. E., & Ward, J. L., Palgrave Macmillan, 2010
5. Developing your Family Business Policies: Your Guide to the Future by Aronoff, C. E., Astrachan, J.H., & Ward. J. L, 1998

**BBA Fourth Semester  
E- Commerce -06040410**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** Student will become familiar with mechanism for conducting business transactions through electronic means. Student will able to explain various aspects of E-Commerce.

**3. Syllabus:**

**Unit-1**

**Introduction:** Meaning, nature, concepts, advantages and reasons for transacting online, categories of E-Commerce. Planning Online Business: Nature and dynamics of the internet, pure online vs. brick and click business; assessing requirement for an online business designing, developing and deploying the system, one to one enterprise.

**Unit-2**

Technology for Online Business: Internet, IT Infrastructure, Middleware, contents: Text and Integrating E-business applications. Mechanism of making payment through internet: Online payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; tools for promoting websites; Plastic Money: Debit Card, Credit Card;

**Unit- 3**

Laws relating to online transactions: Salient Features. Applications in E-Commerce: E-commerce applications in manufacturing, wholesale, retail and service sector.

**Unit- 4**

Virtual existence: Concepts, working, advantages and pitfalls of Virtual organization, workforce, work zone and workspace and staff less organization. Designing an E-Commerce Model for a middle level organization: The conceptual design, giving description of its transaction handling, infrastructure and resources required and system flow chart. Security in E-Commerce: Digital Signatures, Network security, Data encryption with secret keys, data Encryption public keys.

**4. Suggested Readings:**

1. Amor, Daniel. E Business R, Pearson
2. Greenslein & Feinman. Electronic Commerce. TMH
3. David Whiteley. E-Commerce: Strategy, Technologies and Applications. TMH.
4. Joseph, P.T. E-Commerce- A Managerial Perspective. PHI.
5. Elias M. Awad. Electronic Commerce: from vision to fulfilment. PHI.

**BBA Fourth Semester**  
**Business Research Methods -06040405**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** The course provides basic knowledge on research methods that equips one to make decisions based on actual business conditions. At the end of this course, students will be able to demonstrate knowledge in different types of research methods and techniques; display skill in performing statistical and research analysis and compose structured reports that reflect in appropriate decision making.

**3. Syllabus:**

**Unit - 1**

Meaning, Purpose, Characteristics and Managerial Value of Business Research, Criteria for a good Business Research Study, Types of Business Research Studies, Business Research Methods and Research Methodology, Organizing Business Research Function, Characteristics of a Good Report on Research Study, Role of Business Research in Making Decisions, Issues and Trends in Business Research, Role of Computers in Business Research, Business Research Process, Business Research Problem.

**Unit 2**

Definition of Business Research Design, Type of Business Research Design, Statistical/Formal Experimental Design, Sampling, Sampling Process, Type of Sampling Methods, Characteristics of a Good Sample Design, Scale Classification, Business Measurement Scales, Scaling Techniques, Comparative & Non-Comparative Scaling Techniques

**Unit 3**

Methods of Data Collection- Questionnaire and Schedules, Processing of data, Preliminary Analysis: Statistical Average, Measures of Dispersion, Simple Correlation and Regression

**Unit 4**

Meaning of Hypothesis Testing, standard error Hypothesis Testing- Student t-test, z-test on one variable

**4. Suggested Readings:**

1. CR Kothari, Research Methodology methods and techniques ,New Age international Pvt Ltd
2. SL Gupta and Hitesh Gupta, Business Research Methods, McGraw Hill Education Pvt. Ltd.
3. Deepak Chawla & Neena Sondhi, Research Methodology, Vikas Publishing House Pvt. Ltd.
4. TN Srivastava & Shailaja Rego, Business Research Methodology, Tata McGraw Hill Education Pvt. Ltd.



**BBA Fourth Semester**  
**Project Management -06040411**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects. .

**3. Syllabus:**

**Unit- 1**

**Introduction to Project:** Project concept, Characteristics, Types, Project life cycle, Project phases, Project selection, Technical analysis and technology selection, Market potential analysis and techniques of long term forecasting

**Unit-2**

**Project Feasibility:** Financial feasibility, Project cost determinants, Project financing, Project Appraisal, Financial feasibility with risk, Types of risk, techniques of risk evaluation and its mitigation.

**Unit-3**

**Network Analysis:** Construction of networks, CPM, various types of floats and their application, PERT and its applications, Time cost relationship, crashing for optimum cost and optimum time

**Unit- 4**

**Project Monitoring:** Earned Value Analysis, abandonment analysis, Reasons for failure, project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

**4. Suggested Readings:**

1. Gido, Effective project management, 3<sup>rd</sup> Edition. 2008, Cengage Learning
2. Gray & Larson, Project Management: The Managerial Process, 3<sup>rd</sup> Edition. 2010, TMH
3. Pinto, Project Management: Achieving Competitive Advantage, Pearson,2010
4. Sunil Abrol, Cases in Project Management, 2010, Excel Books
5. Maylor, Project Management, 3<sup>rd</sup> Edition, 2010, Pearson
6. McManus, Information Systems Project Management, 2010, Pearson
7. Kloppenborg, Contemporary Project Management, 1<sup>st</sup> Edition, 2008 Cengage Learning
8. Gopalakrishnan – Textbook of Project Management,2005 – Macmillan Publishers
9. Joy- Total Project Management,2005 , Macmillan Publishers

**BBA Fifth Semester**  
**Customer Relationship Management- 06040508**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** Emphasize on the importance of acquiring customers and retaining them for a life time. To provide a conceptual understanding of CRM, its processes, and structure, enable participants to develop analytical approaches, methodologies, tools, and techniques for applying CRM.

**3. Syllabus:**

**Unit – 1**

**Customer Relationship Management Fundamentals:** CRM Concept, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, CRM framework, Customer Life Time Value, Relationship Life Cycle.

**Unit- 2**

**Building Customer Relationship Management:** Requisites for Effective Customer Acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Zero customer Defections, Strategies to Prevent Defection and Recover Lapsed Customers

**CRM Implementation:** CRM framework for Implementation, Implementing CRM Process, Integration of CRM with ERP System, Barriers to effective CRM Gartner’s Competency model of CRM.

**Unit- 3**

**Functional Components of CRM:** Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages- Call Center, Multimedia Contact Center.

**Unit-4**

**Impact of CRM on Marketing Channels:** Meaning, how does the traditional distribution channel structure support customer relationship, emerging channel trends that impact CRM.

**Trends and Issues in CRM:** CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, E-CRM in business.

**4. Suggested Readings:**

1. Dr. Mallika Shrivastava, Customer Relationship Management. S. Chand publication
2. Atul Parvatiyar, Customer Relationship Management- Emerging tools, concepts and application. Tata Mc Graw Hill
3. Anderson, K. (2001). Customer Relationship Management. New York: McGraw Hill.
4. Bowersox Donald, J. (2007). Supply Chain Logistics Management. New York: McGraw Hill Higher Education.

**BBA Fifth Semester**  
**Operation Management -06040509**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

**3. Syllabus:**

**Unit-1**

Production/Operations Management- Introduction, evaluation, objectives, difference between products and services (from POM view point), difference between manufacturing and operation. Production Systems- Types, production to order and production to stock, role of production manager.

**Unit-2**

Plant location- Factors affecting locations and evaluating different locations.  
Plant layout- Meaning, objectives, characteristics and their types, materials handling.

**Unit-3**

Production Planning and Control- Meaning, objectives, advantages and PPC elements, Production planning techniques- sequencing and assignment problems.  
Work study- meaning, objectives, prerequisites and procedure and tools of work study, Procedure and techniques of work measurement.

**Unit-4**

Inventory Control- Objective, advantages and techniques (EOQ model and ABC analysis). Quality control - meaning and importance, inspection, quality control charts for variables and attributes and acceptance sampling.

**4. Suggested Readings:**

1. Singh, S. P., Production & Operation Management, Vikas Publication
2. Aswathappa, K., G. Sudarsana Reddy, B. Krishna Reddy, Production & Operation Management, Himalaya Publishing House
3. Mahadevan. B, Operations Management, 2010, Pearson Education.
4. Stevenson J. William, Operations Management, 2009, 9<sup>th</sup> Ed. Tata McGraw-Hill.
5. James R Evans, David A. Collier, Operations Management, 2007, Cengage Learning.
6. Danny Samson and Prakash J. Singh, Operations Management-An integrated approach, 2009, 1<sup>st</sup> Ed. Cambridge Press.
7. Kanishka Bedi, Production and Operations Management, 2007, 2<sup>nd</sup> Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 2003, Prentice Hall of India, 5<sup>th</sup> Ed.

**BBA Fifth Semester  
Forensic Accounting -06040510**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**Objective:** It will help students to facilitate a settlement, claim, or jury award by reducing the financial component as an area of continuing debate, avoid fraud and theft, restore the downgraded public confidence, formulate and establish a comprehensive corporate governance policy

**Syllabus**

**Unit-1**

Introduction to the World of Forensic Accounting  
The Legal Environment of Forensic Accounting  
Screening and Staging Engagements

**Unit-2**

Gathering Evidence — Interviews and Observations  
Financial Statements Analysis — Reading Between the Lines  
Fraud and White-Collar Crime

**Unit-3**

Conducting a Fraud Investigation  
Transforming Data into Evidence

**Unit-4**

Professional Responsibilities  
Fundamentals of Business Valuation

**Suggested Readings:**

1. Forensic Accounting by Bill Hahn, Robert Rufus, Laura Miller, Pearson Publisher
2. Forensic Accounting and Fraud Investigation for Non-Experts by Stephen Pedneault, Frank Rudewicz, Howard Silverstone, Michael Sheetz. (2012). 3rd Edition, Willey Publications
3. Case Studies in Forensic Accounting and Fraud Auditing by D. Larry Crumbley, Wilson LaGraize and Christopher Peters. 2nd Edition, Wolters Kluwer

**BBA Fifth Semester**  
**Indian Financial System -06040518**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The course aims to provide an introduction to the Financial structure and functions. It will help the student to get familiarize with the role of money in economic development, financial markets, financial institutions and monetary policy.

**3. Syllabus:**

**Unit-1**

Indian Financial System; its constituents, financial institutions, financial services, financial markets, financial instruments, financial intermediaries.

**Unit-2**

Money Market institutions and capital market institutions, Industrial Development Bank of India, State Financial Corporations, ICICI, EXIM Bank, SIDBI, NBFC, RBI and Commercial Banks.

**Unit-3**

Financial services, classification, regulatory framework, merchant banking, mutual funds, leasing, credit rating, Venture capital.

**Unit-4**

Money market and its instruments, Capital market and its instruments, Stock market and its regulatory framework, SEBI, Profile of Indian stock markets.

**4. Suggested Readings:**

1. Guruswamy, S., "Indian Financial System", TheMcGraw Hill Companies.
2. L.M. Bhole: Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y; "Indian Financial System", TheMcGraw Hill Companies.
4. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
5. J.N. Dhonkar, A Treatise an Merchant Banking, Skylark Pub. Delhi.
6. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
7. SEBI Guidelines issued from time to time.
8. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
9. Gledstone, Venture Capital Investing, NY, Prentice Hall.

**BBA Fifth Semester**  
**Financial Markets and Services -06040519**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.

**3. Syllabus**

**Unit-1**

**Money Market:** Inter Bank call money market, Term Money; Retail & Wholesale; BSE, NSE: Instruments & Players, T Bill, dated Govt. securities, Commercial paper, certificate of deposit, Role of RBI in regulation of money market.

**Unit-2**

**Basic Introduction to Primary & Secondary Market:** Primary Market: New Issue Market, DIP Guidelines, Eligibility conditions, Red herring prospectus, green shoe option, IPO grading, book building, French option, dutch option, minimum subscription, pricing (band, floor), Settlement & Allotment, Escrow account, listing, Secondary Market: Stock market, trade operations & settlement, margin requirement, types of margin, Indices – NIFTY & SENSEX (meaning & composition)

**Unit-3**

**Financial Services: Leasing & Hire Purchase:** meaning, types, benefits of lease to lessor & lessee, methods of determining lease rental (stepped up, ballooned), difference between lease and hire purchase, Factoring & forfeiting: Concept, distinction between factoring and forfeiting, benefits of factoring, impact of factoring on balance sheet, Venture capital: Main features, venture capital process, difference between venture capital finance and conventional sources of finance, disinvestment avenues, Housing finance: Concept, role of NHB, HFCs, different schemes & limits of housing finance, risk associated with housing finance

**Unit-4**

**Credit rating:** process, evaluation of a company, benefits of credit rating to investors, reliance on credit rating for investment decision, Securitization: Concept, origin, features, process, MBS, ABS, risk associated with securitization, Merchant Banking: Introduction, evolution of merchant banking, types of merchant bankers, activities undertaken by different types of merchant bankers, Merger & Acquisition: Concept of merger and takeovers, reasons for merger & acquisitions, Steps involved in merger and amalgamation, case study on mergers, demergers. Insurance: types of insurance (life, non life), types of insurance policies.

**4. Suggested Readings:**

1. M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
2. V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
3. Vasant Desai, Indian Financial Systems, Himalaya Publishers.
4. E. G. Benton, Financial Intermediaries An Introduction
5. R. D. Edminister, Financial Institution – Market and Management

**BBA (G)-5<sup>th</sup> Sem**  
**CORPORATE GOVERNANCE-06040520**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**Objectives:**

- To introduce students to the concepts of corporate governance.
- To inculcate ethical standards and its principles among the students.

**UNIT I – INTRODUCTION**

Corporate Governance (CG): Concept, objectives and significance of CG, Difference between Governance & Management, Theories & Principles of CG-Consequences of Poor Corporate Governance.

**UNIT II - EMERGENCE OF CG**

Recommendations of Kumar Mangalam Birla Committee, J.J. Irani Committee, Naresh Chandra Committee and Narayan Murthy Committee; Listing agreement and stock exchange, Role of SEBI, Constitution of Board and its roles and responsibilities; Various Board Committees and its Constitution.

**UNIT III - CORPORATE SCAMS & REGULATORY FRAMEWORK**

Case studies on various scams in India and abroad – Enron, World.com (USA); Satyam computer services ltd; Sahara (India); Kingfisher ltd (India); Common governance problems noticed in various corporate failures.

Regulatory Framework of CG in India.

**UNIT IV – CG AND RELATED CONCEPTS**

Business Ethics, Insider trading, Corporate Philanthropy, Corporate Sustainability; Corporate Social Responsibility: Meaning, CSR provisions under the Companies Act 2013, Relation between CSR & Corporate Governance; Whistle Blower: Concept, Whistle blower policy.

Related case studies.

## REFERENCE BOOKS:

1. Corporate Governance, Business Ethics & CSR - J. P. Sharma, Ane Books Pvt. Ltd., New Delhi.
2. Politics Ethics and Social Responsibilities of Business - Bhanu Murthy, K. V. and Usha Krishna, Pearson Education, New Delhi.
3. Corporate Governance-Theory and Practice - D Geeta Rani & R K Mishra, Excel Books, New Delhi
4. Corporate Governance (Indian Edition) - Christine A Mallin, Oxford University Press, New Delhi.
5. Corporate Governance-Principles, Policies, and Practice (Indian Edition) - Bob Tricker, Oxford University Press, New Delhi
6. Jayati Sarkar & Subrata Sarkar (2012) Corporate Governance in India, Sage Publications.



**BBA Fifth Semester**  
**Consumer Behaviour - 06040513**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service.

**3. Syllabus:**

**Unit-1**

Consumer behaviour and consumer research; importance of consumer behaviour; evolution of consumer behaviour; methods of studying consumer behaviour; customer centric organizations; market analysis; market segmentation, marketing mix strategies; value of brands in marketing strategy; customer loyalty and retention strategy; global marketing strategy; global marketing strategy; global advertising effectiveness; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving; pre purchase processes; need recognition; internal and external search; pre-purchase evaluation

**Unit-2**

Different types of purchase situations; retailing and the purchase process; determinants of retail success or failure; point -of-purchase materials; consumer logistics; location based retailing; direct marketing consumption behaviours; consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer behaviour; economic resources and consumer behaviour; personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer

**Unit-3**

Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions; culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour; changing values and its effect on marketing; determinants of social class; social class and consumer behaviour; importance of families and households on consumer behaviour; role behaviour and its influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour

**Unit-4**

Group and personal influences on individuals; reference group and its influence on individuals; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumer's opinion; opinions change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember

**4. Suggested Readings:**

1. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour; Thomson Learning; New Delhi
2. Loudon, David J. & Dellabitta, Albert; Consumer Behaviour; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; Pearson Education; New Delhi
4. Soloman, Michael R.; Consumer Behaviour - Buying, Having and Being; Pearson Education; New Delhi

**BBA Fifth Semester**  
**Sales & Distribution Management -06040514**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the course is to familiarize students with theories, techniques and practices related to sales and distribution management.

**3. Syllabus:**

**Unit-1**

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

**Unit-2**

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

**Unit-3**

Distribution management and marketing mix; marketing channels; channel institutions-wholesaling and retailing; designing channel system

**Unit-4**

Channel management; channel information system; market logistics and supply chain management; international sales management

**4. Suggested Readings:**

1. Havaldar, Krishna K.& Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
2. Khan, Mateen; Sales and Distribution Management; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; Sales Management - Decision, Strategies and Cases ; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; Sales Management - Team work, Leadership and Technology; Thomson Learning.; New Delhi
6. Rosenbloom, Bert; Marketing Channels: A Management View; Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; Marketing Channels; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Satish K. & Kansal, Purva; Basics of Distribution Management; Prentice Hall of India; Ne w Delhi

**BBA Fifth Semester**  
**Human Resource Planning & Development -06040515**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the course is to make student aware of the concepts, techniques and practices of Human Resource Planning and Development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization. To create a conceptual background required to undertake any activity to facilitate and manage the HRD functions in an organization and to acquaint the students about different HRD system, the course is divided into four units

**3. Syllabus:**

**Unit-1**

**Human Resource Planning:** HRP - objectives, activities, Recruitment & Selection process, Career planning & development, Training methods, Basic concept of performance appraisal and employees compensation.

**Unit-2**

**Human Resource Development:** Concept, nature, scope, significance, objectives, functions; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD

**Unit-3**

**HRD Process:** Assessing need for HRD; HRD culture and climate; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD Culture and climate.

**Unit-4**

**HRD Activities:** Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centers; HRD mechanisms for workers; HRD in developed countries, HRD in India, HRD in Public Enterprises and small undertakings.

**4. Suggested Readings:**

1. Mankin, D., Human resource development, Oxford University Press India.
2. Haldar, U. K., Human resource development, Oxford University Press India.
3. Rao, T.V., Future of HRD, Macmillan Publishers India.
4. Werner J. M., De Simone, R.L., Human resource development, South Western.
5. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
6. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.

**BBA Fifth Semester**  
**Organisational Change and Development -06040516**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply intervention for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining

**3. Syllabus:**

**Unit-1**

Organizational Change - meaning, nature, types; theories of planned change; Organizational Development - nature and characteristics; process of organizational development

**Unit-2**

Human Process Interventions - T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions

**Unit-3**

Techno structural Interventions - restructuring organization, reengineering, employee involvement, work design; Strategic Interventions - Organization and environment relationships, organization transformation

**Unit-4**

Contemporary issues and applications - Organizational development in global context, organizational development in service sector, OD Practitioners - role, competencies requirement, professional ethics and values and experiences; future trends in OD

**4. Suggested Readings:**

1. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi
3. French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi
4. Chowdhury, Subir, Organisation 2IC, Pearson Education

**BBA Sixth Semester**  
**Strategic Management 06040608**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

**3. Syllabus:**

**Unit-1**

**Strategic Management:** Strategy concept, levels of approaches to strategic decision making, process of strategic management, roles of strategist, strategic intent- mission, objectives, and strategic business unit.

**Unit-2**

**Environment and Organization Appraisal:** Environment concept and components, ETOP and PESTEL, SWOT analysis, BCG matrix, SPACE approach

**Unit-3**

**Strategy Formulation and Implementation:** Corporate level and Business level strategies, behavioural implementation - leadership, value and ethics, functional strategies- plans and policies

**Unit-4**

**Strategic Evaluation and Control:** an overview of strategic evaluation and control, techniques of strategic evaluation and control

**4. Suggested Readings :**

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Edition Ltd, United Kingdom, 2<sup>nd</sup> Edition.
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw Hill Education Private Limited, New Delhi.
4. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.
5. Fred R. David, "Strategic Management- Concepts and Cases", 2010, PHI Learning, New Delhi.
6. Loizos Heracleous, "Strategy and Organisation" 1<sup>st</sup> Edition, 2009, Cambridge

**BBA Sixth Semester  
Entrepreneurship Development -06040602**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** Study of this subject provides an understanding of the scope of an entrepreneur, key areas of development, financial assistance by the institutions, methods of taxation and tax benefits, etc.

**3. Syllabus:**

**Unit-1**

Entrepreneur, Types of Entrepreneurs, Difference between Entrepreneur and Intrapreneur, Entrepreneurship in Economic Growth, Factors Affecting Entrepreneurial Growth, Entrepreneur Vs. Professional Manager, Major Motives Influencing an Entrepreneur, Achievement Motivation, Training, Entrepreneurship Development Programs- Need, Objectives

**Unit-2**

Medium Enterprises , Small Enterprises – Definition, Classification – Characteristics, Ownership Structures; Sickness in small business – concept, magnitude, causes and consequences, Corrective measures. Government Policy for Small Scale Enterprises. Micro, Small & Medium Enterprises (MSMEs) Policy in India

**Unit-3**

Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal

**Unit-4**

Sources of finance, Term loans, Financial institutions, Capital structure, Management of working Capital, Costing. Break Even Analysis.  
Institutions for Entrepreneurial Development; Role of Banks and Financial Institutions and their assistance to entrepreneurs

**4.Suggested Readings:**

1. S.S.KHANKA, Entrepreneurial Development, S.Chand & Co,New Delhi, 1999
2. Hisrich R D and Peters M P, Entrepreneurship, Tata McGraw-Hill
3. Vasanta Desai, Dynamics of Entrepreneurial Development and Management.
4. Balakrishnan, Financing of Small Scale Enterprises
5. Rabindra N. Kanungo, Entrepreneurship and innovation, Sage Publications, New Delhi

**BBA Sixth Semester**  
**Income Tax Law and Planning -06040610**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** The objective of the study is to expose the students to Tax environment In India. Direct tax is introduced with the aim to make the students with the Income tax law, especially the focus is to familiarizes the students with the legal terms and their meaning under the Income Tax Law.

**3. Syllabus:**

**Unit-1**

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the head salary; income from house property

**Unit-2**

Profits and gains of business and profession including depreciation; capital gains; income from other sources

**Unit-3**

Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals and companies, computation of tax liability

**Unit-4**

Tax planning/avoidance/evasion; tax planning with reference to managerial decisions - own or lease, make or buy, export or local, close or continue etc; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers

**4. Suggested Readings:**

1. Direct Taxes Law & Practice. Dr. H C Mehrotra & Dr. S P Goyal, Sahitya Bhawan Publications, Agra.
2. Direct Taxes & Practice. Dr. V K Singhanian, Taxman Publications.
3. Direct Taxes Law & Practice. Dr. Bhagwati Prasad, Wishva Prakashan, New Delhi
4. Simplified Approach to Income Tax. Dr. Girish Ahuja & Dr. Ravi Gupta, Sahitya Bhawan Publishes & Distributors, Agra

## BBA Sixth Semester Auditing -06040611

### 1. Assessment:

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
40	End Term Marks: 60	Time : 3 Hours	100

**2. Objective:** The purpose is to provide an insight of the auditing practices and procedures prevalent in India.

### 3. Syllabus:

#### Unit-1

Auditing: Meaning, objectives, importance and types of Auditing, Audit Process: internal control, internal check & internal audit, audit programmer.

#### Unit-2

Audit Procedure: Routine checking, vouching, verification & valuation of assets & liabilities

#### Unit-3

Audit of Public company: Qualification, Appointment of company Auditors, their powers, duties and liabilities, Audit of depreciation and reserves, Divisible profits & dividends.

#### Unit-4

Audit Report and Investigation Audit Report: Meaning, objectives, contents and types. Investigation: meaning, Nature and objectives.

### 4. Suggested Readings:

1. Sharma T.R. Principles of Auditing Sahitya Bhawan Agra.
2. Tondon B.N. Principles of Auditing, S. Chand and Co., New Delhi.
3. Gupta Kamal contemporary Auditing Tata Mc Graw Hill, New Delhi.



## BBA Sixth Semester Service Marketing -06040612

### 1. Assessment:

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

### 2. Objective:

1. Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner;
2. Use critical analysis to perceive service shortcomings with reference to ingredients to create service excellence;
3. Provide a theoretical and practical basis for assessing service performance using company examples and report on this in a professional, logical and coherent way;
4. Discuss key linkages between marketing and other business functions in the context of designing and operating an effective service system.

### 3. Syllabus:

#### Unit-1

Foundation of Service Marketing - Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, emergence of service economy

#### Unit-2

Customer Focus - Understanding customer needs and expectations, process of market segmentation, selecting customer portfolio, creating valued relations with customer, customer loyalty, service encounters, measuring customer satisfaction, SERVQUAL and GAP Model, handling complaints, service failure and recovery

#### Unit-3I

Designing and Delivery services - Positioning a service in the market, value addition to service product, planning and branding service product, new service development, pricing the service product, advertising, personnel selling and other communication in services industry, challenges in distribution of services, role of employees, customers and intermediaries in service industry

#### Unit-4

Special Issues in Service Marketing - e-services, online consumer behaviour, self service technologies, understanding specific service industries - financial, hospitality, health, telecom, retail, public utilities, NGOs, travel and tourism, professional services.

### 4. Suggested Readings:

1. Michael Bosworth, John Holland, Customer Centric Selling. Tata McGraw hill
2. Richard Wilson, Colion Gilligan, Strategic Marketing Management. Viva publisher
3. Rao, Steckal, Analysis for Strategic Marketing. Pearson Publisher
4. Ravi Shanker, Services Marketing: The Indian Perspective. Excel Books.
5. Lovelock, 'Services Marketing: People, Technology, Strategy', Pearson Education
6. Zeithaml and Bitner, Services Marketing: Integrating Customer Focus Across the Firm, Tata McGraw Hill

**BBA Sixth Semester**  
**Retail Management & Sales Procedure -06040613**

**1. Assessment:**

Internal Assessment Marks (Mid-Term & Surprise Test, Assignments, Class Participation and Seminar)	External Evaluation		Total Marks
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:**

1. To provide insights on Retail Operations.
2. To provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager.
3. Ability to construct written sales plans and a professional interactive oral sales presentation.
4. Conducting a competitive market analysis and learn how to use it to your selling advantage.

**3. Syllabus:**

**Unit-1**

Introduction: Meaning, nature, scope, importance, growth and present size, Career option in retailing; Technology induction in retailing; Future of retailing in India.

**Unit-2**

Types of Retailing: Stores classified by owners; Stores classified by merchandising categories; Wheel of retailing; Traditional retail formats vs. modern retail formats in India; Store and non-store based formats; Cash and carry business - Meaning, nature and scope; Retailing models- Franchiser franchisee, directly owned; Wheel of retailing and retailing life cycle; Co-operation and conflict with other retailers.

**Unit-3**

Management of Retailing Operations: Retailing management and total performance model; Functions of retail management; Strategic retail management process.

**Unit-4**

Retail planning - importance and process; Developing retailing strategies, objectives, action plans, pricing strategies and location strategies.

**4. Suggested Readings:**

1. Barry Berman and Joel R. Evans. Retail Management: A Strategic approach. Pearson Education
2. Chetan Bajaj and Rajnish Tuli. Retail Management. Oxford University Press
3. Dr. Harjit Singh. Retail Management. S. Chand Publications

**BBA Sixth Semester**  
**Human Resource Information System -06040614**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

**3. Syllabus:**

**Unit-1**

Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation, Human Resource Information Systems Needs Analysis.

**Unit-2**

System Design and Acquisition, Project Management and Human Resource Management Advice for Human Resource Information Systems Implementation, HR Metrics and Workforce Analytics, Cost Justifying HRIS Investments

**Unit-3**

Change Management: Implementation, Integration, and Maintenance of the Human Resource Information System, Human Resources Administration and Human Resource Information Systems, Talent Management, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll, and the Human Resource Information System.

**Unit-4**

Human Resource Information Systems and International Human Resource Management, HRIS Privacy and Security, The Future of Human Resource Information Systems: Emerging Trends in HRM and IT

**4. Suggested Readings:**

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
2. Gueutal & Stone, The Brave New World of Her, Jossey-Bass
3. Monk & Wagner, Concepts in Enterprise Resource Planning, Thomson
4. Dr. Michael Hammer, The Agenda: What Every Business Must Do to Dominate the Decade, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
5. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan page.

**BBA Sixth Semester  
HR Audit -06040615**

**1. Assessment:**

<b>Internal Assessment Marks (Mid-Term &amp; Surprise Test, Assignments, Class Participation and Seminar)</b>	<b>External Evaluation</b>		<b>Total Marks</b>
<b>40</b>	<b>End Term Marks: 60</b>	<b>Time : 3 Hours</b>	<b>100</b>

**2. Objective:** This course would enable the students to gain knowledge about a systematic methodology for evaluating HRD. At the end of this course, students are expected to demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.

**3. Syllabus:**

**Unit-1**

Introduction and Overview, Changing Role of HR, HR as a Strategic Partner, The Need for Measuring HR

**Unit-2**

Approaches to Measuring HR, Competitive Benchmarking, HR Accounting, HR Auditing, HR Cost Monitoring, HR Effectiveness Index, HR Key Indicators, HR MBO, HR Profit Centre, HR Reputation, Return on Investment, Surveys

**Unit-3**

Measuring Specific Impact, Measuring HR's Contribution to Enterprise Goals, Cost Benefit Analyses for HR Interventions, Measuring HR's Impact on Processes, Measuring HR's Value Added, Balanced Scorecard and HR Scorecard

**Unit-4**

Special Issues in Measurement Process, Principle of Good Measurement, Integrating Alternative Measures of Behavioural and Performance Outcomes, End-to-end HR Value Report, Measuring HR Alignment Conclusion: The Next Generation HR Valuation, Human Resource Valuation Strategy for Inventing Future

**4. Suggested Readings:**

1. Rao, T.V. (2010). HRD Audit - Evaluating the Human Resource Function for Business Improvement, 1/e; New Delhi: Response Books
2. Rao, T.V. 2008. HRD Scorecard 2000, 1/e; New Delhi: Response Books
3. Udai Pareek and Rao T V (2003). Designing and Managing Human Resource Systems, 3/e; New Delhi: Oxford & IBH Publishing Co.