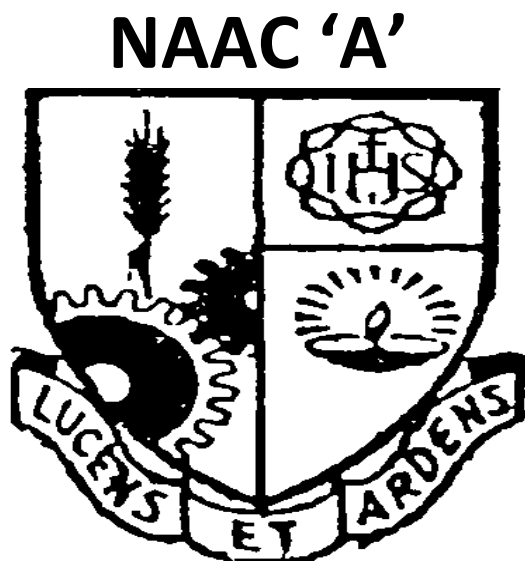


ST. XAVIER'S COLLEGE RANCHI
(AN AUTONOMOUS COLLEGE UNDER RANCHI UNIVERSITY)



Department of BBA

Proposed Syllabus for 2015 Academic Session
Under Choice Based Credit System of UGC

**Undergraduate Degree Programme:
Bachelor in Business Administration (B.B.A.):**

1. It is a three- years programme consisting of six semesters and a total of 26 courses of 100 marks each (that is, a programme of 140 credits)
2. Semester-wise distribution of marks and credits may vary from programme to programme but total marks and credits shall remain the same.
3. There will be two components of evaluation: Continuous Internal Assessment and an End-Semester examination. In a course marks assigned for internal assessment may vary from programme to programme. Scheme of internal assessment will be as detailed below.
4. A student shall have to obtain a minimum of grade C in a course to be deemed as 'Pass'.
5. Grade in a course shall be awarded on the basis of marks obtained in internal assessment and End Semester examination taken together.
6. All other provisions regarding the conduct of the Continuous Internal Assessment and End-Semester Examinations, attendance requirements, examination fee requirements, re-registration, declaration of Grade, promotion to higher semester, matters related to the use of unfair means in examinations, and the award of degree shall be the same as provided for any other programme being run by the college.

Annexure:

Semester - I

Subject Code	Title of the Course	Lecture Hours per Week	Marks		Total Marks	Credits	
			CIA	ESE		Guided	Unguided
BBA/C/101	Environmental Science	03	00	100	100	2	0
BBA/C/102	Principles of Management	06	30	70	100	4	2
BBA/C/103	Business Statistics	06	30	70	100	4	2
BBA/C/104	Ethics & Corporate Social Responsibility	06	30	70	100	4	2

Semester – II

Subject Code	Title of the Course	Lecture Hours per Week	Marks		Total Marks	Credits	
			CIA	ESE		Guided	Unguided
BBA/C/201	Business Communication	03	30	70	100	2	0
BBA/C/202	Human Resource Management	06	30	70	100	4	2
BBA/C/203	Organizational Behaviour	06	30	70	100	4	2
BBA/C/204	Entrepreneurship Development	06	30	70	100	4	2

Semester – III

Subject Code	Title of the Course	Lecture Hours per Week	Marks		Total Marks	Credits	
			CIA	ESE		Guided	Unguided
BBA/C/301	Managerial Economics	06	30	70	100	4	2
BBA/C/302	Principles of Marketing	06	30	70	100	4	2
BBA/C/313	Cost & Management Accounting	06	30	70	100	4	2
BBA/C/304	Any one form the list of Generic Elective / Inter Disciplinary Courses	06	30	70	100	4	2
BBA/C/305	Any one form the list of Skill Enhancement Course	02	30	70	100	2	0

Semester – IV

Subject Code	Title of the Course	Lecture Hours per Week	Marks		Total Marks	Credits	
			CIA	ESE		Guided	Unguided
BBA/C/401	Business & Marketing Research	06	30	70	100	4	2
BBA/C/402	Macroeconomics	06	30	70	100	4	2
BBA/C/403	Financial Management	06	30	70	100	4	2
BBA/C/404	Any one form the list of Generic Elective / Inter Disciplinary Courses	06	30	70	100	4	2

Semester – V

Subject Code	Title of the Course	Lecture Hours per Week	Marks		Total Marks	Credits	
			CIA	ESE		Guided	Unguided
BBA/C/501	Quantitative Techniques for Management	06	30	70	100	4	2
BBA/C/502	Legal Aspects of Business	06	30	70	100	4	2
BBA/C/503	Elective – I	06	30	70	100	4	2
BBA/C/504	Elective – II	06	30	70	100	4	2
BBA/C/505	Summer Internship & Industrial Visit	-	-	100	100	2	0

Semester – VI

Subject Code	Title of the Course	Lecture Hours per Week	Marks		Total Marks	Credits	
			CIA	ESE		Guided	Unguided
BBA/C/601	Business Policy & Strategy	06	30	70	100	4	2
BBA/C/602	Financial Institutions & Markets	06	30	70	100	4	2
BBA/C/603	Elective – III	06	30	70	100	4	2
BBA/C/604	Elective – IV	06	30	70	100	4	2

Discipline Specific Elective Course : A Student would be free to choose any FOUR papers from ONE group.				
	DSE - I (Finance)	DSE - II (Marketing)	DSE - III (Human Resource)	DSE - IV (Management of Global Business)
Semester - V				
1	International Finance	Advertising & Brand Management	Performance & Compensation Management	International Trade Policy & Strategy
2	Investment Analysis & Portfolio Management	Retail Management	Management of Industrial Relationship	Global Business Environment
3	Strategic Corporate Finance	Personal Selling & Sales Force Management	Cross Cultural HRM	Multinational Business Finance
4	Business Analysis & Valuation	Marketing of Services	Talent & Knowledge Management	International Accounting & Reporting System
Semester - VI				
5	Investment Banking & Financial Services	Consumer Behaviour	Training & Development	International Distribution & Supply Chain Management
6	Financial Modelling & Derivatives	International Marketing	HRD: Systems & Strategies	Transnational & Cross Cultural Marketing
7	Project Appraisal	Distribution & Supply Chain Management	Counselling & Negotiation Skills for Managers	International Joint Ventures, Mergers & Acquisitions
8	Research Project	Research Project	Research Project	Research Project

Skill enhancement Course (SEC - Choose any Two, one each from semester III & V)

Semester - III

1. IT Tools for Business
2. Personality Development & Communication Skills
3. Financial Software Package (s)

4. E-Commerce
5. Statistical Software Package (s)

Semester - V

6. Summer Internship - A student will submit report of Summer Internship of Six to Eight weeks which will be internally evaluated.

Generic Elective / Interdisciplinary Course (Choose Any Four)

1. Entrepreneurship Development
2. Ethics & Corporate Social Responsibility
3. Tax Planning
4. Econometrics
5. Production & Operations Management
6. India's Diversity & Business

Note: The distribution of marks for the candidates who are opting for IT Tools for Business or Personality Development & Communication Skills as one of the Skill development papers in semester III will be as follows:

CIS : 30, End Semester: 50, Practical: 20. The total pass marks will be 45.

For all other papers the pass marks will be 45.

Semester – I
Environmental Science
Paper – BBA/AECC/101

The syllabus will be the UGC syllabus adopted by the college and the examination pattern will also be the same.

Semester-I
Principles & Practices of Management
Paper- BBA/C/102 (6 Credits)

Concept and Nature of Management

Meaning, characteristics- management as a science or an art, management as a profession, university of management, management as a process ,Management and Administration, levels of Management, Skills of a manager, Roles of a manager, Significance of management, Limitations of management, Business environment and its interaction with management

Management Theory

Approaches to management – Classical, Neo-classical and modern, contributions to management thoughts – Taylor and Scientific theory, Fayol and Administrative theory Mayo and Hawthorne Experiments

Planning and Decision Making:

Planning – Meaning, Process, Types, Principles, Limitations, Strategic Planning-meaning and process, MBO-Meaning, process and requirements for implementation, Planning premises – Meaning and Types, Forecasting – Meaning and Techniques

Organization Design and Structure

Organization- Meaning , Process, Principles, Organization structure-Determinates and forms : line, functional, line and staff project, matrix and committees, Formal and Informal Organization, Departmentation – Meaning and Bases, Span of Control- Meaning and factors influencing, Authority, Responsible and Accountability, Delegation: Meaning, Process, Principles, Centralization and Decentralization – Meaning, Degree of decentralization, Difference between delegation and decentralization

Fundamentals of Directing

Principles of Direction, Human Factor and Directing, Theory X & Y, Management Process with Theory X & Y, Immaturity & Maturity Theory, Management Models, Theory Z

Controlling

Control – Meaning, steps, Types, Techniques, Significance, Limitations

Reference Book:

1. Principles of Management – M. Govindarajan & S. Natrajan
2. Essentials of Management – Koontz & Odonil
3. Principles of Management – Prakash Chandra Tripathi

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester-I
Business Statistics
Paper – BBA/C/103 (6 Credits)

Introduction

Definition of Statistics, Importance and Scope of Statistics, Limitation of Statistics

Collection & Representation of Statistical Data

Statistical data, Primary and Secondary data, Methods of collection of data-tables, graphs and charts, summarization of Statistical data, Frequency distribution, Diagrammatic Representation of frequency distribution

Measures of Tendency

Meaning of central tendency, Common measures of central tendency, Relationship among A.M, G.M and H.M, Weighted means, Quartiles, Deciles, Percentiles

Measures of Dispersion

Common measures of absolute dispersion, Comparisons of different absolute measures, properties of standard deviation, Measures of relative dispersion

Moments, Skewness and Kurtosis

Different types of moments and their relationships, Meaning of Skewness and Kurtosis, different measures of skewness and kurtosis

Probability Theory

Meaning of Probability, Statement of total probability, compound, independent events, Bayes' theorem(Statement only)Sample problems on probability

Correlation and Regression

Bivariate data, scatter diagram, simple correlation coefficient, simple regression lines, simple properties of correlation and regression

Survey sampling

Introduction, reasons of sample survey, types of bias during sample survey, population parameters and sample statistics, principles of sampling, sampling methods(probability sampling methods & non-random sampling methods), concept of sampling distributions

Hypothesis testing

Introduction, hypothesis and hypothesis testing, rationale for hypothesis testing, general procedures for hypothesis testing, errors in hypothesis testing and power of a statistical test

Index Number

Meaning of Index Number, Problems in construction of Index Number, Type of Index Numbers, Different formulae, Cost of living index number, Uses of index numbers

Time Series Analysis

Components of time series, Determination of trend by semi average and least squares methods- linear, Quadratic and Exponential trend, Measurement seasonal variation by simple average, Ratio to moving average and Trend-ratio methods, Simple forecasting through times data

Reference Books:

1. Gupta, S.P, Gupta, M.P (Sultant Chand & Sons)
2. Statistics for Management – Richard Levin, David S. Rubin

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester I
Ethics & Corporate Social Responsibility
Paper – BBA/GE/104 (6 Credits)

Introduction:

Ethics in Business – meaning & concept; nature of business ethics, sources of ethics, myths about ethics, importance of ethics in business, ethical dilemmas, current issues in corporate ethics

Principles & Models of Ethical Issues

Moral standards & ethical decision making; Consequentialist & Non-Consequentialist Principles; Egoism, Utilitarianism, Right & Justice principles; Trusteeship theory of Mahatma Gandhi

Value & Ethics

Ethical & unethical behavior, benefits of managing ethics in organization, essential features, types & relevance of values in ethical business; Importance of values in formulation of an ethical organization like TATA Steel

Code of Ethics

Meaning and concept; conditions for making codes effective, code of conduct, establishing priority between norms & beliefs; the ethical responsibilities of senior management; code of conduct of ethics for professional areas like: HRM, Marketing & Advertising, Environment & Ecology, Accounting etc.

Corporate Social Responsibility of Business

Historical background, meaning & concept, why business should assure social responsibility, changing views of management's responsibility, the social responsibility of business involves ethics; the stakeholder engagement: a key to success

Corporate Governance

Meaning & concept, basic ingredients for good Governance, reasons for recent interest in corporate governance, role of codes (CII, SEBI etc.), promoting value based Governance in organization, Corporate Governance in ITC Ltd. is an example

Reference Books:

1. Business Ethics – Daft.
2. Business Ethics – Manuel G. Velasquez
3. Business Ethics & Managerial Values – S.K.Bhatia

4. Corporate Social Responsibility - C. Gopalkrishna
5. Ethics in Business & Management – R.P.Banerjee

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – II
Business Communication
Paper – BBA/AECC/201 (2 Credit)

Remedial Grammar

Précis Writing, Comprehension, Common Errors in English, Verbs, Subject-verb concord, Determiners, Prepositions Phrasal verbs

Fundamentals of Communication

Nature of Communication, Process of Communication, Types of Communication, Channels of Communication; Aspects of Communication; Barriers to Communication: Communication noise, Barriers - Sender- oriented, receiver-oriented, Physical, Psychological, Linguistic/Semantic and Cultural, Characteristics of good communication, 7 C's, 4 S's

Business Correspondence

Types of letters – Enquiry, Placing orders, complaints, instructions, requests, adjustments and claims, sales, social correspondence, memo, circular, notice , office order, office note, job application letter, preparing the résumé

Other Instruments of Communication

Report Writing - Importance, Types, Structure, Process of writing, Business Proposals, Advertisement and Press Release

Suggested Reading:

1. Rizvi, M Ashraf : Effective Technical Communication Tata-McGraw Hill, New Delhi
2. Kaul Asha : Effective Business Communication Prentice hall of India, New Delhi
3. Raman, M & Singh, P : Business Communication OUP, New Delhi
4. Rai & Rai : Business Communication Himalaya Publishing House, New Delhi
5. Parikh, Surve : Business Communication: Basic Concepts and Skills Orient Blackswan, Hyderabad

Question Pattern – One (01) Compulsory question from Unit I to be asked carrying 20 marks e.g. Comprehension Passage followed by questions / correction of errors.

Seven (07) questions, carrying 10 marks each, to be asked from units II, III and IV out of which any four (05) may be attempted 5x10 = 50

Semester – II
Human Resource Management
Paper – BBA/C/202 (6 Credit)

Human Resource Management

Introduction, Functions & Importance, Evolution of Human Resource Management, Difference between Personnel Management & Human Resource Management, Role of Human Resource Manager, Role of Line Manager in managing HR, Challenges of Modern HRM

Human Resource Planning

Concept & Definition, Objectives, Need & Importance, Factors affecting HRP, Estimating Manpower requirements, The Process of Manpower Planning

Job Analysis

Meaning and Objective; Job Description; Job Specification; Job Evaluation

Recruitment & Selection

Concept; Sources; Methods and Processes

Performance Appraisal

Concept; Methods; Bias in PA system; Effective Administration

Training and Development

Concept; Objectives and Importance; training needs analysis; training methods; Training Evaluation.

Succession Planning and Career Planning

Job Enrichment; Job Rotation; Job Enlargement; Employee Involvement Activities (Quality Circles, Small group Activities)

Wage and Salary Administration

Concept & Meaning of Wages; Types of Wages and Wage Plans; Factors affecting Wage & salary Administration

Discipline and Grievance Handling

Concept and Importance; Disciplinary procedures and action; Causes for Grievances; Grievance Redressal Procedure.

Industrial Relation

Concept of IR; Industrial Disputes; Worker's Participation, Labour Welfare
International HRM
Concept, Need, Objectives and Features

Reference Books:

1. Human resource Management by K Aswathapa
2. Managing Human Resource by Arun Monapa
3. Human Resource Management by Anjali Ghnekar
4. Human Resource Management by A. Ghanekar – Everest Publishing
5. Managing Human Resources by Ramaswamy – OUP
6. Human Resource Management by M.S. Saiyadain – Tata McGraw Hill
7. Personnel Management and Industrial Relation by Ratnorm & Srivastava – Tata McGraw Hill

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – II
Organizational Behaviour
Paper – BBA/C/203 (6 Credit)

Introduction

Concept of OB; Management roles, skills and activities; Disciplines that contribute to OB; Opportunities for OB (Globalization, Indian workforce diversity, customer service, innovation and change, networked organizations, work-life balance, people skills, positive work environment, ethics)

Individual Behavior

Learning, attitude and job satisfaction

Concept of learning, conditioning, shaping and reinforcement, Concept of attitude, components, behavior and attitude, Job satisfaction: causation; impact of satisfied employees on workplace, Comparison of job satisfaction amongst Indian employees with other cultures

Motivation

Concept; Theories (Hierarchy of needs, X and Y, Two factor, McClelland, Goal setting, Self-efficacy, Equity theory); Job characteristics model; Redesigning job and work arrangements; Employee involvement; Flexible benefits, Intrinsic rewards

Personality and Values:

Concept of personality; MBTI; Big Five model, Relevance of values; Indian values, Linking personality and values to the workplace (person-job fit, person-organization fit)

Group Behavior

Groups and Work Teams

Concept; Five stage model of group development; Group think and shift; Indian perspective on group norms, Groups and teams, Types of teams, Creating team players from individuals, Team building and team based work (TBW)

Leadership

Concept; Trait theories, Behavioral theories (Ohio and Michigan studies), Contingency theories (Fiedler, Hersey and Blanchard, Path-Goal); Authentic leadership, Mentoring, self-leadership, online leadership, Inspirational Approaches (transformational, charismatic), Comparison of Indian leadership

styles with other countries. Exercises, games and role plays may be conducted to develop team and leadership skills

Organizational Culture and Structure

Concept of culture; Impact (functions and liability); Creating and sustaining culture; Employees and culture; Creating positive and ethical cultures, Concept of structure; Prevalent organizational designs; New design options

Reference Books:

1. Robbins S. P, Judge T. A & Sanghi S. "Organizational Behaviour", Pearson
2. Luthans Fred., "Organizational Behaviour", McGraw Hill
3. Hellriegel, Slocum and Woodman, Organisational Behavior, South-Western, Thomson Learning, 9th edition, 2001
4. Behavior In Organizations, Jerald Greenberg, 8th ed, Pearson Education
5. Arnold, John, Robertson, Ivan t. and Cooper, Cary, I., "Work psychology: understanding human behavior in the workplace", Macmillan India Ltd., Delhi
6. Dwivedi, R. S., "Human relations and organizational behaviour: a global perspective", Macmillan India Ltd., Delhi

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – II
Entrepreneurship Development
Paper – BBA/GE/204

Introduction

Definitions & Structure, Entrepreneurial culture, Theories of Entrepreneurship, Types of Entrepreneurs, Entrepreneurial Traits and Motivation, Entrepreneur Vs Professional managers

Entrepreneurial Development

Entrepreneurial Environment, Process of Entrepreneurial Development and Training, Institutions in Aid of Entrepreneurs

Projects Management

Search for a Business Idea, Project Identification and Formulation, Project Appraisal

Financial Analysis

Ratio Analysis, Investment Process, Breakeven Analysis, Budget & Planning Process

Sources of Finance

Project Financing, Institutional Finance to Entrepreneurs, Financial Institutions, Role of Consultancy Organizations

Setting Up A Small Industry

Location, Steps and Selection of Types of Organization, Incentives & Subsidies

Reference Books:

1. Dynamics of Entrepreneurial development and management – Vasant Desai, HPH.
2. Entrepreneurship Development. Colombo Plan Staff college for Technical Education (Adapted by Center for Research and industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi – 1998

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – III
Managerial Economics
BBA/C/301 (6 Credit)

Introduction to Managerial Economics

Definition of Economics - Important concept of Economics – Basic Economic problem – Relationship between Micro and Macro economics – Managerial Economics – meaning, concept, significance and scope

Basic of Demand and Supply

Demand Function, Supply function- Market Equilibrium – Changes in market Equilibrium – Demand elasticity & Supply Elasticity – Effects of taxes, subsidies, price control, price support, Tariff and Quota

Theory of Production

Factors of Production, Production function -total product, average product and marginal product, Law of variable proportion, Returns to scale, Optimum factor combination

Cost Analysis

Different concepts of Cost & Revenue: short-run and long-run costs and revenues—economies, and diseconomies of scale

Market Structure, and Pricing decisions

- a) Market Structure, degree of competition, pricing decisions
- b) Features of perfect competition, monopoly, monopolistic competition and oligopoly
- c) Perfect competition : Price and output decisions in the short-run and the long –run
- d) Monopoly and Monopolistic Competition :- Price and output decisions short – run and long-run equilibrium under monopoly and monopolistic competition- price discrimination by degree
- e) Oligopoly : kinked demand curve- price leadership models – Collusion model: The Cartel

Special Pricing Strategies

Cost-plus pricing, the multi product pricing, Transfer Pricing, Peak-Load pricing, Product bundling.

Reference Books:

1. Managerial Economics – D.N. Dwivedi
2. Business Economics – M.L. Jhingan
3. Managerial Economics – Vanita Agarwal

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – III
Principles of Marketing
Paper – BBA/C/302 (6 Credits)

Introduction

Nature and scope of Marketing, Evolution, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts, Concepts & Steps involved in planning

Marketing Communication

Concept of Marketing Communication Mix, Marketing Communication Objectives, Steps in developing effective Marketing communication, stages in designing message, Public Relation

Marketing Mix

Product Mix- Concept, Product Hierarchy, New Product Development, Product Life Cycle, Concept of Branding, Packaging & Labeling as a marketing tool

Pricing – Pricing concepts, Impact of Five “C”s on pricing, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing

Distribution Mix – Purpose, Channel design and Channel Management decision, Factors affecting channel choice, Channel conflict, Basic concepts of e-commerce, e-marketing, m-Commerce

Promotion Mix – Sales Promotion Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal Selling- Advantages of Personal Selling, Steps involved in Personal Selling

Segmentation, Targeting & Positioning

Segmentation – Need for Market Segmentation, Factors influencing segmentation, Market Aggregation, Segmentation of Consumer/ Industrial markets

Targeting: Basis for identifying target customers, Target Market Strategies.

Positioning: Need for Positioning, Product differentiation strategies

Buyer Behaviour

Buying motives & Buying habits, Factors influencing buying behaviour, Buying decision process, Industrial buying Vs House hold buying, Consumerism

Marketing Audit

Features of marketing audit, various components of marketing audit

Reference Books:

1. Principles of Marketing- Kotler, Keller, Koshe & Jha
2. Marketing Management- Namakumari & Ramaswamy
3. Marketing Management-Rajan Saxena

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – III
Cost & Management Accounting
Paper – BBA/C/303 (6 Credit)

Introduction

Meaning, objectives and advantages of cost accounting, Difference between financial, cost and management accounting and. Cost concepts and classifications, Role of a cost accountant in an organization

Elements of Cost

a. Materials: Material/inventory control- concept and techniques, Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues – FIFO, LIFO, Simple Average and Weighted Average

b. Labour: Accounting and Control of labour cost, time keeping and time booking, concept and treatment of idle time, over time, labour turnover and fringe benefits

c. Overhead: Classification, allocation, apportionment and absorption of overhead

Methods of Costing

Unit costing, Job costing. Contract Costing. Process costing (process losses, valuation of work in progress, joint and by-products) Service costing (only transport)

Budgeting and Budgetary Control

Concept of budget and budgetary control, objectives, merits, and limitations, Functional budgets, Fixed and flexible budgets, Zero base budget, Cash budget, Sales budget and Production budget

Standard costing and variance analysis

Meaning of standard cost and standard costing: advantages, limitations and applications, Variance analysis – material, labour, overhead and sales variances

Cost-Volume-Profit Analysis

Break-even analysis - algebraic and graphic methods, Contribution / sales ratio, key factor, Margin of safety, Decision making: Costs for decision making, variable costing and differential analysis as aids in making decisions – fixation of selling price, make or buy, product mix, operate or shut down

Reference Books:

1. Horngreen, Charles T., George Foster and Srikant M. Dattar. Cost Accounting: A Managerial Emphasis. Prentice Hall of India Ltd., New Delhi.
2. Horngreen, Charles T., Gary L. Sundem. Introduction to Management Accounting. Prentice Hall.
3. Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers, Jalandhar.
4. Lal, Jawahar. Cost Accounting. Tata McGraw Hill Publishing Co., New Delhi.
5. Nigam, B.M. Lall and I.C. Jain. Cost Accounting: Principles and Practice. Prentice Hall of India, New Delhi.
6. Arora, M.N. Cost Accounting – Principles and Practice. Vikas Publishing House, New Delhi.
7. Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahabir Book Depot, New Delhi.
8. Singh, S. K. and Gupta Lovleen. Management Accounting – Theory and Practice. Pinnacle Publishing House.
9. Usry, Milton E. and Lawrence H. Hammer. Cost Accounting: Planning and Control. South Western Publishing Co.
10. Barfield, Jesset T., Cecily A. Raibarn and Michael R. Kinney. Cost Accounting: Traditions and Innovations. Thomson Learning.
11. Lucey, T. Costing. ELST, London.
12. Garrison H., Ray and Eric W. Noreen. Managerial Accounting. McGraw Hill.
13. Drury, Colin. Management and Cost Accounting. Cengage Learning.
14. Lal, Jawahar. Advanced Management Accounting Text and Cases. S. Chand & Co., New Delhi.
15. Khan, M.Y. and P.K. Jain. Management Accounting. Tata McGraw Hill, Publishing Co., New Delhi.

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester - III
Productions and Operation Management
Paper – BBA/GE/304(A) (6Credit)

Introduction

Productions as a system, production management and operations management, Characteristics of modern production and operation management, organization of production function.

Production Process

Production processes: Manufacturing operation & Service operations, Difference between manufacturing and service operations.

Work Study

Method study and Motion Economy, Work Measurement, Performance rating, Standard time, Stop watch time study, Work sampling.

Plant location & Plant layout

Errors in selection of a location, Steps in Location selection, Relative importance of location factors, Meaning, Definition and Scope of Facility layout, Factors influencing layout, Types of layout, Importance of layout.

Materials Management, Plant Maintenance & Material Handling

Objectives & Importance of Materials management, Functions of Purchasing department, Overview of Store management – Objectives & Functions; Types of maintenance – Preventive, Predictive and Overhaul; Selection of good material handling equipment – Gravity and Powered conveyors, Hoists and Cranes, Lifting trucks, Motor transport.

Production/Operations Planning and Control

Meaning, Factors determining Production planning procedures and Production control procedures, Role of PPC in Operations management, Principles and Functions of PPC, Inspection & Quality control: Types and criteria of inspection, Significance of Quality control, Statistical Quality control, Control charts, Acceptance sampling plans.

Reference Books:

1. Production & Operations Management – Panneerselvam
2. Production & Operations Management – Adam Ebert

3. Manufacturing & Technology Management- L. Jhamb
4. Theory & Problems in Production and Operations Management - S.N Chary,
5. Production and Operation Management, Himalaya Publishing-
Ashwathappa

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – III
Econometrics
Paper – BBA/GE/304(B) (6 Credits)

Introduction

The Origin, Definition & Objectives of Econometrics, Characteristics & Scope of Econometrics, Some Basic Concept of Econometrics, Limitation of Econometrics

Methodology, Tools & Models of Econometrics

Econometrics & Mathematics, Econometrics & Statistics, Methodology Of Econometrics Research, Raw Material Of Econometrics - Time Series Data - Cross Section Data, Economic Models & Econometrics Model, Limitation Of Model Building, Time Series Model & Cross Section Model, Physical & Social Science Model

Simple Linear Regression Model: Two Variable Cases

Estimation of model by method of ordinary least squares, Properties of estimators, Goodness of fit, Tests of hypotheses, Scaling and Units of measurement, Confidence intervals, Gauss-Markov theorem, Forecasting

Multiple Linear Regression Model

Estimation of parameters, properties of OLS estimators, goodness of fit - R² and adjusted R², partial regression coefficients, Testing hypotheses – Individual and Joint, Functional forms of Regression models, Qualitative (dummy) Independent variables

Violations of Classical Assumptions: Consequences, Detection and Remedies

Multicollinearity, Heteroscedasticity, serial correlation

Specification Analysis

Omission of a relevant variable, inclusion of irrelevant variable, tests of specification errors

Reference Books:

1. Jay L. Devore, Probability and Statistics for Engineers, Cengage Learning, 2010.
2. John E. Freund, Mathematical Statistics, Prentice Hall, 1992.
3. Richard J. Larsen and Morris L. Marx, An Introduction to Mathematical Statistics
4. and its Applications, Prentice Hall, 2011.

5. D. N. Gujarati and D.C. Porter, Essentials of Econometrics, McGraw Hill, 4th
6. edition, International Edition, 2009.
7. Christopher Dougherty, Introduction to Econometrics, Oxford University Press, 3rd
8. edition, Indian edition, 2007.
9. Fundamentals Of Econometrics: B,C,Mehara & Kranti Kapoor, Himalaya Publishing
10. An Introduction To Econometrics: Lawrence R.Klein, Prentice-Hall Of India Private Ltd.
11. Econometrics & Mathematical Economics: Singh, Parasher & Singh, S.Chand & Co

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – III
IT Tools for Business
Paper – 305(A) (2 Credits)

Introduction

Introduction to computer system, uses, types

Data Representation

Number systems and character representation, binary arithmetic

Human Computer Interface Types of software, Operating system as user interface, utility programs

Devices

Input and output devices (with connections and practical demo), keyboard, mouse, joystick, scanner, OCR, OMR, bar code reader, web camera, monitor, printer, plotter

Memory

Primary, secondary, auxiliary memory, RAM, ROM, cache memory, hard disks, optical disks

Computer Organisation and Architecture

C.P.U., registers, system bus, main memory unit, cache memory, Inside a computer, SMPS, Motherboard, Ports and Interfaces, expansion cards, ribbon cables, memory chips, processors

Overview of Emerging Technologies

Bluetooth, cloud computing, big data, data mining, mobile computing and embedded systems

Practical exercises

Based on MS Office / Open Office tools (special emphasis on Word, Excel & PowerPoint) using document preparation and spreadsheet handling packages

Reference Books:

1. A. Goel, Computer Fundamentals, Pearson Education, 2010
2. P. Aksoy, L. DeNardis, Introduction to Information Technology, Cengage Learning, 2006
3. P. K.Sinha, P. Sinha, Fundamentals of Computers, BPB Publishers, 2007

Question Pattern – Total 07 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 5 questions (5X10=50)

Semester – III
Personality Development and Communication Skills
Paper – BBA/SEC/305(B) (2 Credits)

Introduction

Soft Skills, Self-discovery, Developing Positive Attitude and Forming Values

Listening and Speaking

Listening – Difference between Hearing and Listening, Kinds of Listening, Improving Listening

Speaking – Types of Conversations: Formal and Informal, How to become a Better Speaker?,

Improving Fluency – English Vowels and Consonants, Articulation, Accent, Rhythm, Intonation and Stress

Professional Speaking

Art of Public Speaking, Presentation Skills, Group Discussion and Job interviews

Management of Self

Body Language, Etiquettes, Time Management, Stress Management

Reference Books:

1. Dr. K. Alex : Soft Skills : Know Yourself and Know The World S. Chand, New Delhi
2. Rizvi, M Ashraf : Effective Technical Communication Tata-McGraw Hill, New Delhi
3. Kaul Asha : Business Communication Prentice Hall of India, New Delhi

Question Pattern – Total 07 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 5 questions (5X10=50)

Semester – III
Financial Software Packages
Paper – BBA/SD/305(C) (2 Credits)

Introduction to Tally

Need of Computerized Accounting, Accounting S/W Package- Tally and its Advantages, opening Screen of Tally

Basic Accounts

Company Creation, Group, Ledger, Voucher Entry, Single Mode Voucher Entry, Accounts Voucher Printing, Day Books Summaries, Trial Balance, Final Accounts, Report Printing

Traders Accounts

Customer Supplier, Profile, Sales purchase Voucher Entry, Bills Register, Sales Purchase Summary, Bill Reference, Outstanding Reports

Advanced Financial Accounts

Advanced Accounting Features, Cost Category and Cost Centre, Voucher Type and Classes, Bank Reconciliation, Budget and Scenarios, Voucher Class, Foreign Currency

Basic Inventory

Inventory Master, Inventory Voucher, Invoicing, Inventory Reports, Invoice Register, Sales purchase analysis, Stock Journal Reports

Reference Books:

1. Implementing Tally 9 - Ashok K. Nadhani and Kishor Nadhani (BPS)
2. Implementing Tally 7.2 – (BPS)

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
E- Commerce
Paper – BBA/SEC/305(D) (2 Credits)

Introduction

Meaning, Nature, Concepts, Advantages & Reasons for transacting online, Categories of E-Commerce, Supply Chain Management, Customer Relations Management

Planning Online-Business

Nature and Dynamics of the internet, Pure Online Vs. Brick & Click business, Assessing requirement for an online business designing, Developing and Deploying the system, One to One enterprise

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

Applications in E-Commerce

E-commerce applications in manufacturing, wholesale, retail and service sector

Security and Legal Aspects of E-Commerce

Threats in E-Commerce, Security of Clients and Service-Provider, Cyber Law - Information Technology Act 2000: An overview of major provisions

Reference Books:

1. E-Commers – Agarwala & Agarwala
2. E-Business – Bajaj and Nag

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Statistical Software Packages
Paper – BBA/SE/305(E) (2 Credits)

Statistical Package for Social Scientists (SPSS)

Brief description and history of SPSS, Running SPSS and the Initial window(s), Running SPSS, The Initial SPSS window(s)

Overview

The Title Bar, The Menu Bar, The (Power) Tool Bar, The Data Editor (Data View and Variable view), The Status Bar

Sample SPSS session: Overview of this exercise

Open File, List Cases, Frequencies, Explore, Graphics, Non Parametric Wilcoxon Test, Correlation, Regression (Optional)

Creation of a small data file and computation of new variables Overview

Preliminary considerations about data structures, Creation of a data dictionary, Entering data, Moving around the data, Editing data, Computation of new (or existing variables)

Data entry

Descriptive statistics

Examining assumptions of parametric statistics, Test for normality, Test for homogeneity of variances, Transformations

Comparative Statistics 1

Comparing means among groups, Comparing two groups using parametric statistics – Two-sample t-test, Paired T-test, Comparing two groups using non-parametric statistics – Mann Whitney U test, Comparing three or more groups using parametric statistics – One-way ANOVA and post-hoc tests, Comparing three or more groups using non-parametric statistics – Kruskal-Wallis test, For studies with two independent variables- Two-way ANOVA, ANCOVA

Comparative Statistics 2

Comparing frequencies of events - Chi Square Goodness of Fit, Chi Square Test of Independence

Comparative Statistics 3

Relationships among continuous variables - Correlation (no causation implied),
Regression (causation implied)

Graphing your data

Simple bar graph, Clustered bar graph, Box plot, Scatter plot

Printing from SPSS

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – IV
Business and Marketing Research
Paper – BBA/C/401 (6 Credits)

Introduction to Research

Significance, Objective of research, Types of research

Research Design

Need, Features and Important concepts related to research design, Types of research design

Sampling Design

Steps in sampling design, Characteristics of a good sample, Types of sample

Market Data Collection

Various sources of market Information: Methods of collecting Market Information, Primary Data, Secondary data, Collection of Data through Random Sampling, Questionnaire & Interview Schedule, Difference between questionnaire & interview schedule, Case Study Method

Marketing research techniques

Market Research: Socio cultural trends, Demand Estimation and Sales forecasting research, Test marketing, Multivariate techniques: Cluster Analysis and Discriminant Analysis

Measurement in Business Research

Scaling Techniques and Attitude Measurement: Likert Scale, Thurstone Scale, Summated Rating Scale

Data analysis – Quantitative Analysis

Frequency Distributions: Cross tabulation, Graphing: Stem and Leaf Plot and Box-and-whiskers-Plot, Indices: Ratios, rates, percentages and Proportions, Measures of Central Tendency and Variability, Measures of Relation: Correlation and Regression, Probability and Probability Distributions, Tests of Hypothesis: Z-Test, F-Test, t-Test and Chi-square Test.

Data Analysis – Qualitative research

Focus groups, Interviews, Ethnography, Grounded Theory, Participant observation and Content Analysis- Brief overview

Report writing

Significance & Layout of research report.

Reference Books:

1. Kerlinger, Fred N. (1995), Foundations of Behavioural Research, 3rd/edition, Prism Harcourt Brace
2. Kothari, C R (2004), Research Methodology, Methods and Techniques, 2nd revised/edition, New Age International Publishers
3. Saunders, Lewis and Thornhill (2009), Research Methods for Business Students, 3rd/edition, Pearson Education

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – IV
Macroeconomics
Paper – BBA/C/402 (6 Credits)

Introduction to Macroeconomics

The Science of Macroeconomics, What Macroeconomists Study, How Economists Think, The Data of Macroeconomics: Measuring the Value of Economic Activity: Gross Domestic Product, Measuring the Cost of Living: The Consumer Price Index, Measuring Joblessness: The Unemployment Rate

The Economy in the Long Run

National Income: What Determines the Total Production of Goods and Services, How is National Income Distributed, What Determines the Demand for Goods and Services, What Brings the Demand and Supply into Equilibrium Money and Inflation: What is Money, The Quantity Theory of Money, Seigniorage: The Revenue from Printing Money, Inflation and Interest Rates: The Real and Nominal Interest Rates, Two Real Interest Rates: Ex-ante and Ex-post, Hyperinflation and Social Costs of Inflation

The Open Economy

The International Flows of Capital and Goods, The Role of Net Exports, Exchange Rates: Nominal, Real and Effective Exchange Rates, Balance of Payments: Trade Balance, Unemployment: Job Loss, Job Finding and Natural Rate of Unemployment, Job Search and Frictional Unemployment, Real-wage Rigidity and Structural Unemployment: Minimum Wage Laws, Unions and Collective Bargaining, Labour Market Experience in India

The Economy in the Short Run: Business Cycle

Introduction to Business Fluctuations, The Facts about the Business Cycle, Time Horizons in Macroeconomics, Aggregate Demand, Aggregate Supply, Stabilization Policy, Aggregate Demand: The IS-LM Model, The Goods Market and the IS Curve: The Keynesian Cross, The Money Market and the LM Curve
The Theory of Liquidity Preference, Conclusion: The Short run Equilibrium

Microeconomics behind Macroeconomics:

Consumption Function, Keynes and the Consumption Function, Milton Friedman and the Permanent Income Hypothesis, Investment Function: Business Fixed Investment, Residential Investment, Inventory Investment

Reference Books:

1. Abel, Andrew B., Bernanke, Ben S. & Croushore Dean (2011). Macroeconomics, Pearson Education, 7th Edition
2. Blanchard, O. (2006) : "Macroeconomics" 4th Edition, Pearson Education, Delhi.
3. D'Souza Errol (2008). Macroeconomics, Pearson Education, Delhi
4. Mankiw, N Gregory (2010) . Macroeconomics, Worth Publishers, 7th Edition

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester - IV
Financial Management
Paper – BBA/C/403 (6 Credit)

Introduction

Objectives and Scope of Financial Management, Financial Goal: Wealth maximization versus Profit maximization, functions and position of Finance Manager in an organization; Time Value of Money, Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares

Sources of Finance

External sources of finance: Shares - meaning, types, advantages and limitations, Debentures – Meaning, types, advantages and limitations; Public Deposits – Meaning, advantages and limitations, Borrowing from banks, types of loans, advantages and limitations

Internal sources of Finance: Reserves and surplus – Bonus shares – Retained earnings – Dividend policy – Importance, advantages and limitations of these sources

Financial Statements Analysis

Tools for Financial Analysis - Ratio Analysis, Preparation and Interpretation of Fund Flow & Cash Flow Statement

Management of working capital: Concept, Types, Factors affecting working capital needs, Operating cycle approach, Dangers of excessive and inadequate working capital, Bank Finance for Working Capital

Financing Decision

Designing of capital structure, Cost of capital & valuation, Operating leverage, Financial leverage and Combined Leverage

Investment Decision

Nature and Types of Investment Decisions, Investment Evaluation criteria: NPV and IRR, Payback, capital budgeting practices of Indian companies

Capital Markets in India

Capital markets in India, Primary and Secondary Capital Markets in India, Merchant Banking, Mutual Funds and Capital Markets

Reference Books:

1. Financial Management – Prasanna Chandra
2. Financial Management- I M Pandey
3. Corporate Fincnce – S.C Kuchhal
4. Financial Management- Khan & Jain

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – IV
Tax Planning
Paper – BBA/GE/404(A) (6 Credit)

Introduction

Definition of Person, Assessee, Income, Gross total Income, Total Income, Previous Year, Assessment Year, Dividend, Agriculture Income, Capital Asset, Heads of Income, Residential Status and Tax Incidence, Status of different assesses – Incidence of Tax Individual and Company, Income Exempted from Tax

Computation of Income Tax

Computation of Income under different heads, Salaries – Valuation of perquisite, Retirement benefits, P.F, Gratuity, Pension, Leave Encashment

Income from Other Sources

Income from house property, Profits and gains of business or profession – Basic Concepts, Capital Gains – Basic Concepts, Income from other sources

Deductions

Deduction under Chapter VIA- 80C, 80CCC, 80D, 80E, 80G to 80 U, Assessment of Individuals and Ascertainment of Tax Liabilities

Corporate Taxation

An introduction to corporate taxation- Concept of MAT, Basic concepts of TDS & Advance tax payment, Wealth Tax- Basic Concepts, Basic concepts of indirect tax, Excise, Customs, VAT & service Tax

Reference Books:

1. Direct Taxes Law and Practice – V K Singhania
2. Direct Taxes Planning & Management – V.K Singhania, Kapil Singhania & Monica Singhania
3. Indirect Taxes Law and Practice – V.S Datey

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – IV
India's Diversity & Business
Paper – BBA/GE/404(B) (6 Credits)

Culture

concept, meaning & definition - Elements of culture - Discourses on culture in 19th and 20th Century (an overview) - Layers of culture - Manifestations of culture - Civilization - concept, meaning & definition - Characteristics of civilization - difference between culture and civilization - Cultural diversity - Dimensions of cultural diversity

Indian Culture & Heritage

Cultural diversity of India - Geographic - Religious - Languages –Clothing and attire - Food habits - Cultural - Economic Culture & History of India (Trade & Industrial Organization, Traders & Shopkeepers, Inland routes and Trade marts, Exports & Imports, Production centers & Specialization, Credit & Banking, Barter & Medium of exchange, Labour and vocational mobility) - Business culture of India -Specialty of Indian business style - Industrialization in India - History of Industrialization - Industrialization today

Business culture

Business culture models - Interpersonal interaction model & Risk and feedback model (Power culture, Achievement culture, Support culture, Role culture, Macho, Tough-guy culture, Work-hard and Play-hard culture, Bet-the-Company culture & Process Culture) - Business culture consultants - Organizational culture and business history - Typologies of organizational culture - Key elements of organization culture - Organization culture & Ethics

Corporate culture

Evolution of Corporate culture - Corporate culture and organizational culture – Necessity for designing - Corporate culture, values and strategic change – Organizational capabilities - Changing and cultivating a positive corporate culture – a better Corporate culture - Corporate culture and performance – Corporate culture and its historical context in India - Corporate culture and Indian Industries

Reference Books:

1. Classical Readings on Culture and Civilisation (International Library of
2. Sociology) by Stephen Mennell and John Rundell (Routledge)
3. The Culture And Civilisation Of Ancient India In Historical Outline by DD

4. Kosambi (Vikas Publishing)
5. Glimpses of Indian Culture by Dr. Giri Raj Shah (Paperback)
6. Culture Wise India: The Essential Guide to Culture, Customs & Business
7. Etiquette by Noel Gama
8. India - Culture Smart!: The Essential Guide to Customs & Culture Becky
9. Stephen [Paperback]
10. Religion and Culture In Indian Civilization by Amit Kumar Sharma (Publisher
11. D.K. Printworld (P) Ltd.

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Quantitative Techniques for Management
Paper – BBA/C/501 (6 Credits)

Set Theory

Set, Empty Set, Finite and infinite sets, Equal Sets, Subsets, Power set, Venn Diagrams, Union and intersection of sets, Difference of sets, Universal Set, Complement of a set

Permutations and Combinations

Fundamental Principles of Counting, Permutation of n different things, Permutation of things not all different, Permutations with repetitions, Restricted Permutations, Combination of n different things

Arithmetic & Geometric Progression

Arithmetic Progression: Sequence, n^{th} term of A.P., Sum of n terms of A.P., Arithmetic Mean, Geometric Progression: n^{th} term of G.P., Sum of n terms of G.P., Infinite Geometric series, Geometric Mean

Matrix Algebra

Definition of matrix, Order of matrix, Types of Matrices: Row Matrix, Column Matrix, Null Matrix, Square Matrix, Diagonal Matrix, Scalar Matrix, Triangular Matrix. Algebra of Matrices, Transpose of a Matrix, Determinant of square matrix up to order three, Ad-joint of a matrix, Invertible Matrix, Inverse of a matrix, Solution of simultaneous linear equations by Matrix method

Differential Calculus

Differentiation, Differentiation of a product of two functions, Differentiation of a quotient of two functions, Differentiation of a function of a function, Differentiation of Logarithmic & Exponential function (excluded trigonometrically functions), Maxima & Minima

Integral Calculus

Fundamental rules of Integration, Integration by method of Substitution, by parts and Partial Fractions

Interest Calculations

Simple Interest, Compound Interest, Daily, Monthly, quarterly and semi -annual Compounding, Continuous Compounding, Annual Percentage Rate, Depreciation : Flat Rate Depreciation and Reducing Balance Depreciation, Annuities, Debt Repayments, Sinking Funds

Reference Books:

1. Essential Mathematics for Economics and Business.
2. Senior Secondary School Mathematics by R. S. Aggarwal for Class XI and XII.

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Legal Aspects of Business
Paper – BBA/C/502 (6 Credit)

Introduction

Meaning and Definition of Business / Mercantile Law, Scope of Mercantile Law, Sources of Mercantile Law in India

Indian Contract Act, 1872

Contract – meaning, essentials and kinds. Offer, Acceptance, Consideration- essentials and exceptions, Capacity of parties, Free consent, Modes of discharge of a contract, Remedies for breach of a contract

The Sale Of Goods Act, 1930

Meaning and Essentials of Contract of Sale, Sale and Agreement to Sell, Implied Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights

Companies Act, 2013

Company - Meaning, Kinds, Formation of accompany - Promotion, Incorporation, On-line registration, Commencement of business. Memorandum of Association, Articles of Association & Prospectus. Company Meetings & Resolutions. Winding up of a Company – Meaning and Modes of winding

Consumer Protection Act, 1986

Scope and Applicability, Consumer of goods and consumer of services, Rights of a consumer, Unfair & Restrictive Trade Practices, Complaint – Meaning, Relief available to a consumer, Consumer Protection Councils, Consumer Disputes Redressal Agencies – District Forum, State Commission & National Commission

Negotiable Instrument Act 1881

Introduction: Meaning & definition of Negotiable Instrument; Characteristics of Negotiable Instrument

Types of Negotiable Instrument: Promissory Note; Bills of Exchange; Cheque; types of cheques; Difference between the Negotiable Instrument; Payment in due course

Parties to a Negotiable Instruments: Capacity of Parties; Parties to a Bill of Exchange, Parties to a Cheque; Holder; Holder in due course

Presentment and Negotiation: Meaning of Presentment; Presentment for acceptance; Kinds of Acceptance; Presentment for Payment; Meaning of Negotiation; Modes of Negotiation

Discharge of Negotiable Instrument: Meaning of Discharge of NI; Modes of Discharge of an Instrument; Discharge of a parties; Material Alteration

Dishonour of a Negotiable Instrument: Dishonour by Non-acceptance; Dishonour by Non-payment

Reference Books:

1. Kuchhal, M.C.& Vivek Kuchhal , “Business Legislation for Management”, Vikas Publishing, House (P) Ltd., New Delhi
2. Chadha, R.,Chadha, S., “Corporate Laws”, Mayur Paperbacks, New Delhi
3. Bansal, V. and Arora, A., “Corporate Law”, Vikas Publishing, House (P) Ltd., New Delhi
4. Kumar, A., “Corporate Laws”, Internatinal Book House (P) Ltd.
5. Gulshan, S.S.” Business Law”, Excel Books
6. Bare Acts relating to the laws

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
International Finance
Paper – BBA/DSE/503(A)(FM) (6 Credits)

International Monetary and Financial System

Importance of international finance, Bretton woods conference and afterwards, European monetary system-meaning and scope, Balance of payment and International Linkages: Balance of payments and its components; International flow of Goods, Services and Capital

Foreign Exchange Markets

Determining exchange rates; fixed and flexible exchange rate system; Exchange rate theories, participants in the foreign exchange markets; Foreign exchange market spot markets; Exchange rate quotes; LERMS: Factors affecting exchange rates-spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency possession, Information and Communication, Foreign Exchange trades

Foreign Exchange Risk

Transaction exposure, Translation exposure and Economic exposure, Management of exposures- Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques, Management of Risk in Foreign Exchange Markets: Forex derivatives-Swaps, Future and Option and Forward contracts

International Capital and Money Market and Instruments

Salient feature of different international markets, GDRs. ADRs, IDRs, Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits

Multilateral Financial Institutions

Role of IMF, IBRD and other development banks, International investors and foreign investment institutions, Current Developments: International indebtedness, Capital Account Convertibility-pros and cons; Innovations in International financial instruments

Reference Books:

1. Apte. P.G : International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.

3. Eitman D.K. and A.I. Stenehill: Multinational Business Cash Finance, Pearson Education, New Delhi.
4. Henning C.N.W Piggot and W.H. Scott: International Financial Management, McGraw Hill, International Edition.
5. Rodriquefe R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition.
6. Shaprio Alan C: Multinational Financial Management, Prentice Hall, New Delhi.
7. Yadav Surendra S., P.K Jain and Max Peyrad : Foreign Exchange Markets, Macmillan, New Delhi.
8. Zeneff D. and J.Zwick: International Financial Management, Prentice Hall, International Edition.
9. O' Connor DJ ,Bueso AT: International Dimensions of Financial Management , Macmillan , New Delhi.
10. Pibeam Keith: International Finance: MacMillan Press, Hong Kong, Melvin 'International Money and Finance' Pearson, New Delhi

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Strategic Corporate Finance
Paper- BBA/DSE/504(B)(FM) (6 Credits)

Introduction

Corporate Objectives, Wealth maximization – Profit maximization, Social welfare and Corporate growth, Impediments to Wealth maximization, Financial Market – Money Market and Capital Market

Financial Statement Analysis

Common Size Statement and Comparative Statement, Ratio Analysis, Financial Forecasting

Valuation of Corporate Bonds and Stocks

Basics of Debt Instruments, Valuation of Bonds - Price, Coupon and Yield relationships, Yield to Maturity, Bond Pricing Theorems, Valuation of Stocks - Dividend Discount Model – Constant Growth Model and Two Stage Growth Model, P/E Valuation Model

Capital Budgeting

Overview of Capital Budgeting, Techniques of Evaluating Investments – Return on Investment, Income Based Method-Average Accounting Rate of Return Method, Nominal Cash Flow Based Method Payback Period, Discounted Cash Flow Based Methods – Discounted Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), Benefit Cost Ratio, Modified IRR, Risk Capital Budgeting- Sensitivity Analysis, Capital Budgeting and Corporate Strategy

Project Financing

Introduction, Sharing of Risk, Agency Cost of Debt, Free Cash Flow, Types of Project Contracts, Financial Agreements, Public -Private Partnerships (PPP), Funding Aspects, Project Feasibility Studies

Mergers and Acquisitions

Types of Mergers, Rationale for Mergers, Gains from Mergers, Target Valuation, Valuation by Parts, Seller's Perspective, Critical Factors for Success of Merger

Economic Value Added and Corporate Performance

Concept, Competitors to EVA, Functional Departments of a Co. as EVA Centers, EVA and MVA, EVA and NPV, EVA and TQM and Shareholder's Wealth, Improving EVA

Reference Books:

1. Fundamental of Corporate Finance, Stephen A Ross, Westerfield & Jordan, Tata McGraw Hill Publication
2. Financial Management & Policy ,Vanhorne James C, TMH Publication
3. Principal of Corporate Finance ,Brealy , Myes, Allen & Mohanty, TMH Publication
4. Corporate Finance- Theory and Practice, Vishwanath S.R., Response Books (A division of Sage Publications)
5. Corporate Finance, Theory and Practice, Pierre Vernimmen, John Wiley & Sons
6. Corporate Finance, Stephen A Ross, Tata McGraw Hill
7. Corporate Finance, Ashwath Damodaran, John Wiley

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Advertising & Brand Management
Paper – BBA/DSE/503(A)(MM) (6 Credits)

Part – A
Advertising Management

Introduction to Advertising

Evolution of Advertising, The world of Advertising and Integrated Marketing Communication, Social, Ethical and Regulatory aspects in advertising, Hierarchy of effects

Advertising Business

The advertising business overview, The Advertising Agency: role, structure, function, and income, pitching. Client Agency Relationship

Advertising Planning

Objective setting- DAGMAR, Advertising Budget: various approaches, Positioning and the value Proposition, Creative brief.

Creative Strategy

Planning and development: ad creativity, planning creative strategy, Creative process- Advertising campaigns, copy platform, search for the big idea. Implementation and Evaluation: Appeals and execution styles, client evaluation, Creative Production: Print, Electronic.

Media Planning

Basic Terminologies, media selection, planning & scheduling strategy, media buying,

Part-B

BRAND MANAGEMENT

Introduction to Brand Management

Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty

Brand Extension

Need for Brand Extension, Types of Extensions, Brand Creation, Managing Brands, Brand Portfolio, and Brand Assessment through Research, Brand Equity: Concept and Definitions, Measurement- Cost based Methods, Price based Method

Brand Identity, Brand Image & Brand Personality

Concepts and Perspectives of Brand Identity, Levels & Prism of Brands, Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality

Brand Positioning

Identifying and Establishing Brand Positioning and Brand Values, Positioning Guidelines

Brand Over- Time

Forces affecting Brands, Challenges faced by the Brands, Maintaining Desired Brand Association, Brand Revitalization, Brand Elimination

Reference Books:

1. Building Measuring and Managing Brand Equity- Kevin Lane Keller
2. Brand Management- David Aaker
3. Advertising and Promotion : Belch and Belch
4. Advertising management : Batra, Myers and Aaker
5. Advertising : Chunawalla, Sethia
6. Advertising :Principle and practice : Wells, Burnett, Moraitry

Question Pattern – Total 10 Questions to be set (5 from each part) with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections.

Examinees are to attempt – 7 questions with at least 3 from each part.

Semester – V
Personal Selling & Sales Force Management
Paper – BBA/DSE/503(B)(MM) (6 Credits)

Introduction to Sales Management

Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling

Sales Forecasting

Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods

Sales Organization

Need for Sales Organizations, Structure, Sales Manager's Functions and Responsibilities, Planning for major customers and Sales Budget

Personal Selling Process & Approaches

Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls, – Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing

Managing the Sales Force:

a) **Recruiting, Selection and Training of Sales force:** Procedures and criteria extensively used as selection tools for recruiting and testing sales ability, Sales Force Job Analysis and Description

b) **Areas of sales Training:** Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, customers and technology – Relationship Selling Process and Customer education. Value added selling

c) **Motivating the Sales Team:** Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package. Supervising

d) **Evaluating Sales Force Performance and Controlling Sales activities:** Sales Records and Reporting Systems, Improving Sales Productivity, Ethical and Legal Issues in Sales Management

Reference Books:

1. Sales Management - Richard Rstill, Edward W. Cundiff
2. Strategies for selling-Gerald A. Michaelson
3. Sales Management Handbook – Forsyth Patrick
4. Value added selling-Tom Reilly
5. Building a Winning Sales Team – Gini Graham & Scott
6. Professional Sales Management – Anderson, Hair and Bush
7. Motivation and Job Satisfaction – M. D. Pestonjee
8. Sales Management – Thomas
9. Industrial Marketing – Richard M. Hill

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Performance & Compensation Management
Paper – BBA/DSE/503(A)(HR) (6 Credits)

Performance Management

Nature and Objectives of Performance Appraisal, Performance Appraisal and Competitive Advantage, Process and Methods of Performance Appraisal, Issues and Challenges in Performance Appraisal, Performance Management: Definition, Objectives and Need and Measurement, Performance Appraisal Vs Management

Wage Policy in India

Historical Perspective, Minimum Wage, Fair Wage, Living Wage, Need-Based Minimum Wage, Issues and Objectives of India's Wage Policy

Employee Remuneration

Components of remuneration, Salary, Basic Pay, Dearness Allowance, System of Dearness Allowance Payment, Flat and Indexed DA, Frequency of DA payment, Allowances and Reimbursements, Benefits, Retirement Benefits, Perquisites, Performance –related Pay, Non-monetary benefits

Pay Model

Total Returns for Work, Transactional and Relational Returns, Devising a Pay Model, Compensation Objectives- Internal Alignment, External Competitiveness, Employee Contributions, Management Policy, Pay Techniques

Performance-related Pay (PRP) or Variable Pay (VP) Programs

Definition, Advantages of PRP programs, Prerequisites of an Effective PRP, Types of PRP- Short-term, Merit Pay, Individual Incentive Plans, Straight Piece Work and Standard Hour Work Plan, Team Incentive Plans, Gain sharing Plans, Long Term Profit Sharing Plan, Stock Option Plans (SOP), Employee Stock Ownership Plans (ESOP)

Theories of Remuneration

Reinforcement Theory, Expectancy Theory, Equity Theory, Agency Theory

Executive Compensation

Reasons of High CEO compensation, Components of an Executive Compensation Package- Base Salary, Benefits, Perks, Short-term Incentives, Long term

incentives, Stock Options, Incentive Stock Options, Nonqualified Stock Options, Phantom Stock Options, Stock appreciation Rights, Restricted Stock Plans

Reference Books:

1. Compensation- Milkovich and Newman
2. Human Resource Management- Aswathappa
3. Report of the Second National Commission on Labour (2002): Part III
4. Aswathappa, K (2011) Human Resource Management: Text and Cases, 6th edition, Tata Mcgraw Hill, Section 3, Chapter 10
5. Armstrong, Michael & Baron, Angela (2005) Managing Performance, Performance Management in Action, CIPD Publication

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester V
Cross Cultural Human Resource Management
Paper- BBA/DSE/503(B)(HR) (6 Credits)

Global Business Environment and Human Component

Global Business Environment and Human and Cultural variables and Cross cultural differences and managerial implication; cross cultural research methodology and Hofstede study

Cross Cultural management

Fundamentals of Culture; Cross-Cultural Perspectives; Cultural Paradox; Concept of National Culture, Cultural Sensitivity Cross Cultural Leadership and Decision making, Cross Cultural Communication and negotiation

Introduction and Overview to Human Resource Management

International HRM – An Introduction; Differences between Domestic and International Human Resource Management; Expanding the Role of HRM in International Firms; Organisational Context – International HRM Approaches; The Path to Global Status; Mode of Operation; HR and Expansion Strategies

International HRM as a Perspective

International Recruitment and Selection; Performance Management; Training & Development; Compensation

International HRM- Issues and Strategies

Repatriation; Career Anxiety; Devaluing International Experience; Coping with New Role Demands; Labour Relations

International HRM- Moving Beyond Models, Challenges and Implications

Managing People in International Context; Human Resource Issues in Multinational Corporations, HR outsourcing, Diversity management

Ethics and the International HR

Social Responsibility and International Business; HRM In Cross Culture Mergers & Acquisitions

Reference Books:

1. K Aswathappa, Sadhna Dash, International Human Resource Management- Text And Cases, Tata McGraw-Hill

2. Paula Caligiuri, David Lepak, Jaime Bonache, Managing The Global Workforce, John Wiley & Sons Ltd.
3. International HRM, P.Subba Rao, HPH
4. Cultures Consequence ; International Differences in Work related Values, G. Hofstede – – Sage
5. International Dimensions of Human Resource Mgt. , Doweing , P.J. – End Edition Words Worth
6. International HRM, A. Harzing, Sage
7. International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling et al., Third Edition (South Western).
8. Bernardin H. J, and Russell J. E., Human Resource Management, Irwin-Mc Graw, 2nd ed, Singapore.
9. Punnett B, J, International Perspective on Organisational Behavior and Human resource Management, PHI, N.Delhi

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester - V
International Trade Policy & Strategy
Paper – BBA/DSE/503(A)(GB) (6 Credits)

Theoretical Foundations of International Trade

Reasons for international trade: Mercantilist and neo-mercantilist view, Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade, Gains from trade, Foreign trade multiplier, Terms of trade

Instruments of Commercial Policy

Tariffs quotas and other measures and their effects, Arguments for and against protection, Trade regulations and WTO, Trade policy and developing countries

Factor Movements and International Trade in Services

Capital flows-Types and theories of foreign investments, Barriers to foreign investments, Labour migration, Theory of international trade in services

Balance of Payment Account

Concept and significance of balance of payments account; Current and capital account components and accounting system, Balance of payment deficits and correction policies

Theoretical Aspects of Economic Integration

Free trade area, customs union and common market, Theory of customs union, Trade creation and diversion effects

India's Foreign Trade and Investments

Pattern and structure of India's foreign trade, Terms of trade, Foreign investment flows, India's balance of payments account and correction policies, Foreign debt situation

Policy Framework and Promotional Measures

India's foreign trade and investment policy, Policy making body and mechanism, Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives, Institutional arrangements for export promotion, Export processing/special economic zones, 100% EOUs

Reference Books:

1. Economic Survey, Govt. of India.

2. Export-import Policy and Other Documents, Govt. Of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations,
5. Academic Press, New York.
6. Mannur, H.G., International Economics, 2 nd ed., Vikas Publishing House,. New Delhi, 1999.

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Global Business Environment
Paper – BBA/DSE/503(B)(GB) (6 Credits)

Introduction to International Business

Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications

Environmental Context of International Business

Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions

Global Trading Environment

World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers, Counter trade

International Financial Environment

Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows

International Economic Institutions and Agreements

WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements

Regional Economic Groupings in Practice

Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA, Regional economic cooperation

Multinational Corporations and their involvement in International Business

Issues in foreign investments, technology transfer, pricing and regulations, International collaborative arrangements and strategic alliances

Emerging Developments and Other Issues

Growing concern for ecology; Counter trade; IT and international business

Reference Books:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.

2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester - V
Investment Analysis & Portfolio Management
Paper – BBA/DSE/504(A)(FM) (6 Credits)

Investment

Nature and scope of investment analysis, Elements of investment-return, risk and time elements, Objectives of investment, Security return and analysis, Measurement of return and risk, Types of Investments: Financial investment-securities and derivatives, deposits, tax sheltered investments, Non-financial investment-real estate, gold and other types and their characteristics, Sources of financial information

Fundamental Analysis

Economic analysis, Industry analysis and company analysis

Technical Analysis

Various prices and volume indicators indices and moving average interpretation various types of trends and indices

Valuation of Fixed Income Securities

Bonds debentures, Preferable shares, and convertible securities. Valuation of Variable Income Securities Equity Shares

Portfolio Management

Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation

Portfolio Analysis

Estimating rate of return and standard deviation of portfolio returns, Effects of combining securities, Markowitz risk-return optimization, Single index model: Portfolio total risk, portfolio market risk and unique risk, Sharpe's optimization solution

Capital Market Theory

Capital market line, security market line, Risk free lending and borrow, Recent developments. Factor Models: Arbitrage pricing theory, principle of arbitrage portfolios, Two factor and multi factor models

Portfolio Construction

Techniques of portfolio construction. Portfolio Performance Evaluation: Measure of return risk adjusted measure of performance evaluation, market timing, evaluation criteria and procedures.

Reference Books:

1. Barua, Raghunathan and Verma : Portfolio Management , Tata McGraw Hill, Delhi.
2. Clark, James, Francies: Investment management McGraw Hill, International Edition,
3. N.Y. Fabozzi Frank J: Investment Management, Prentice Hall, International Edition, New York.
4. Fischer D.E and Jordan R.J.: Security Analysis and Portfolio Management , Prentice Hall, Delhi.
5. Strong Robert: Portfolio Construction: Management and Protection, West Publishing Co.
6. Sharpe William F: Portfolio Theory and Capital Markets, McGraw Hill, New York.
7. Bhalla V. K: Investment Management, Portfolio Analysis- S Chand, New Delhi.
8. Agarwala.K.N. and Deeksha Agarwala: Bulls, Bears and The Mouse, Macmillan, New Delhi.
9. Fischer Donal E and Ronald J. Jordan: Security Analysis and portfolio Management , Prentice Hal, Delhi. French Don : Security and portfolio Analysis, Merni Publishing Co.
10. Kevin S Portfolio Management, Prentice Hall, New Delhi.
11. Machi raju H.R.: Working of Stock Exchange in India, Wiley Eastern Ltd., New Delhi.
12. Sharpe William F. Gordon J. Alexander and Jeffery J Balley: Investments, Prentice Hall, New Delhi

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

SEMESTER – V
Business Analysis & Valuation
Paper- BBA/DSE/504(B)(FM) (6 Credits)

Introduction

Framework for business analysis and valuation using financial statements – From Financial statement to Business analysis – Case the role of capital market intermediaries in the Dot-Com Crash of 2000.

Strategy analysis

Overview of Accounting analysis, Implementing accounting analysis, Financial analysis

Prospective analysis

Forecasting, Valuation Theory and Concepts

Valuation implementation

Business analysis and valuation Applications

Credit Analysis

Credit analysis and Distress Prediction, Mergers & Acquisitions, Corporate financing policies, Communication and Governance

Reference Book:

Krishna G. Palepu, Paul M. Healy, and Victor L. Bernard, “Business Analysis and Valuation “Text and cases, Thomson Learning 2007

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Retail Management
Paper – BBA/DSE/504(A)(MM) (6 Credits)

Introduction

Introduction to Retailing, Characteristics and Functions of Retailing, Trends in Retail Formats, Relationship between the Retailers and their suppliers, Understanding Retail Customer, Relationship marketing in retailing, Current Retail Scenario in India

Merchandise Management

Merchandise management, Merchandise Assortment Plan, Purchasing, Brand management and Retailing, Category management, Criteria for selection of suppliers

Retail Pricing Strategy

External influences on Retail Pricing Strategy, Retail pricing objectives and Strategies, Consumer responsiveness to Prices- Role of price elasticity and sensitivity

Retail Promotion Strategy

Selection of Promotion mix, Advertising, media selection, sales promotion, personal selling, publicity

Retail Location Strategy, Atmospherics and Space Management

Importance of location decision, types of retail location, site selection analysis, Retail Atmospherics, Store space management, Estimating demand, Physical materials in Store designing, Internet Retailing, Human Resource challenges in retailing, Employee management, Organizational design of a small retail

Marketing & Finance

Customer buying behaviour, Buying process, Segmenting, Competitive Advantages, Implementation of CRM in retail, Measures of Financial performance & productivity measures

Reference Books:

1. Retail Marketing Management – David Gilbert
2. Retailing: Environment & Operations – Andrew Newman & Peter Cullen
3. Managing Retailing – Piyush K Sinha & Dwarika P. Uniyal

4. Fundamentals of Retailing – K.V.S. Madan

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due weight-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Marketing of Services
Paper – BBA/DSE/504(B)(MM) (6 Credits)

Introduction

Nature of Services Marketing, Definition and Characteristics of Services, Classification of Services, The Services Environment, Evolution of services

Segmentation, Targeting and Positioning

Strategic Aspects of Services Marketing, Segment Selection or targeting a few Segments, Positioning a Service in the Marketplace, Targeting Customers and Building Relationships, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy

Services Marketing Mix

Service Product, Service Products; Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability

Service Quality

The Parasuraman, Berry and Zeithami Models, Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand, Services theatre and service experience, Gap between Expected and Perceived service, Customers' role in service delivery.

Place, Promotion & Pricing

Place, Promotion and Pricing issues in Services Marketing Understanding Costs and Developing Pricing Strategies, Communicating and Promoting Services

Role of People in Service Marketing

People – The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery, Physical Evidence, Services Capes Designed for Employees and for Customers. Process – The Customer's Point of View Blueprinting, Managing the Waiting Process, Use of Information Technology (IT), Offering Greater Choice A Major Service Process: Complaints Management and Service Recovery

Applications

Applications of Service Marketing Principles; The Importance of application of the Components of Marketing of services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services, Hospitals, Consultancy Services, Education and Training Services, Tourism, Travel and transport Services

Reference Books:

1. Services Marketing – Christopher H. Lovelock and Chatterjee; Pearson Books
2. Services Marketing – Valarie A. Zeithami, Mary Jo Bitner
3. Principles of Services Marketing, 4th edition – Palmer, A.; Mc-Graw Hill
4. Services Marketing – Govind Apte; Oxford Univ. Press
5. Services Marketing – Rajendra Nargundkar; Tata Mc Graw Hill

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Management of Industrial Relations
Paper- BBA/DSE/504(A)(HR) (6 Credits)

Introduction to Industrial Relations: Meaning & Definition of Industrial Relations, Parties of Industrial Relations, Objective, Importance & Scope of Industrial Relations, Evolution of Industrial Relations in India, Conditions for congenial Industrial Relations

Trade Unions: Concept, Evolution & Functions of Trade Union, Why do workers join Trade Union, Types and structure of Trade Union, Formation of Trade Union in India, Problems of Trade Union

Industrial Disputes: Concept, Classification & Causes of Industrial Disputes, Tools of Industrial Disputes in the hands of workers, Strikes- types of strikes, Lockouts, Impact of Industrial Disputes

Prevention: Grievance - Meaning and definition; Causes of Grievance, Procedure of Model Grievance redressal; Disciplinary Action- Needs, Meaning, aspects of disciplinary procedure; Domestic enquiry, Consultative Machinery-Concept of Participative Management, Types of Consultative Machinery, Reasons for failure

Settlement of Industrial Disputes: Statutory Methods as per Industrial Disputes Act 1947, Works Committee: formation of WC; Functions of WC Dissolution of WC, Conciliation: Meaning of Conciliation, Conciliation Officer, Conciliation Board, Voluntary and compulsory conciliation, Conciliation proceedings, Court of Inquiry, Voluntary Arbitration: Concept, Types of Arbitration, Reference of Dispute to Arbitration, Procedure for investigation, Submission of award, Voluntary arbitration in India, Adjudication Process(Compulsory Arbitration): Concept; Types of Adjudication (3 tier system)-Labour Courts-Industrial tribunals-National tribunals

Non –Statutory Methods

Code of Discipline: Evolution of Code of Discipline; objectives of Code of Discipline, Mutual agreement between Management and Trade Union, Agreement on part of Management, Agreement on part of Trade Union

Tripartite/Bipartite Machinery

Workers Participation in Management Scheme 1975: Objectives; Levels of Participation, Workers participation models in India- Works Committee, Joint Management Councils: Objectives, Scope, levels of Participation, Workers Participation in Management Scheme 1975: Joint Councils, Shop councils, Collective Bargaining: Concept, Nature, Functions, Types of Collective Bargaining, Collective Bargaining process, Pre-requisites for a successful Collective Bargaining Process

Reference Books:

1. Mamoria&Mamoria, Dynamics of Industrial Relations in India, Himalaya Publishing House
2. Venkataraman, C.S, Indian Industrial Relations, National Institute of Personnel Management
3. Sharma A.M, Aspects and legal frame work of Industrial Relation, Himalaya Publisher

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Talent and Knowledge Management
Paper- BBA/DSE/504(B)(HR) (6 Credits)

Introduction

Concept of Talent Management, Talent imperatives, Need for Talent Management, Key processes of Talent Management, Scope of Talent Management, Importance of Talent Management: Role of HR in Talent Management

Talent Procurement and Development

Developing a Talent Management System, Identifying Talent needs, Sourcing Talent, Recruiting process, Developing talent, Deploying Talent, Talent multiplication

Talent Engagement and Retention

Cost and consequences of talent departure, Diagnosing causing the cause of talent departure, Measuring and Monitoring turnover and retention data, Concept of Talent Engagement, Designing engagement strategies

Introduction to Knowledge

Understanding Knowledge, Understanding the difference between data, information and knowledge, Understanding the various types of knowledge viz. tacit and explicit, Impact of Knowledge types on managing knowledge

Concept of Knowledge Management

Understanding the history, and the close relationship of Knowledge Management with other concepts, Understanding the three major inputs viz. strategy, people and IT for a successful Knowledge Management system

Knowledge Management, Strategy and HRM

Understanding the need to align individual needs with organization, How HRM can design reward systems to facilitate Knowledge Management; Using “organizational routines” for managing knowledge

Knowledge Management System

Analyzing business environment, Knowledge audit and analysis; Designing Knowledge Management Team, Creating a Knowledge Management blue print

implementation, Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design

Reference Books:

1. AmritTiwana, The essential Guide to Knowledge Management, Person Education
2. Elias M. Awardetc, Knowledge Management, Pearson Education
3. Cheese, Peter, Robert and Elizabeth, The Talent Powered Organizations, Kogan Page Limited

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Multinational Business Finance
Paper – BBA/DSE/504(A)(GB) (6 Credits)

Introduction

Complexities and issues in financial decisions of a multinational firm, Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers

International Capital Budgeting

Multinational considerations and calculation of cash flows, Adjusted Present Value approach, Cost capital: Assessment and management of political risks

International Portfolio Management

Decision to invest in portfolio: International CAPM, Identification of optimum portfolio

International Project Financing

Concepts, Types, Techniques & Key elements, Capital structure decision

International Working Capital Management

Cash management, Receivables & inventory management, Dividend Policy for Multinational Corporations.

International Accounting

Foreign currency translation, Multinational transfer pricing and performance measurement, consolidated financial reporting international accounting standards and practices

International Taxation

Key elements and issues, International tax environment, Bilateral treaties and tax heavens

Reference Books:

1. Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi, 1998
2. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs, 1998

3. Company, New Delhi, 2000
4. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass., 1998
5. Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York, 1998
6. Levi, Maurice, International Finance, McGraw Hill Inc., New York, 1996
7. Madura, Jeff, International Financial Management South Western Publishing Company, Cincinnati, 2000
8. Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi, 1994
9. Seth, A.K., International Financial management, Galgotia Publishing

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester - V
International Accounting & Reporting System
Paper – BBA/DSE/504(B)(GB) (6 Credits)

Introduction

Globalization of the concept of accounting- Factors responsible for growth of international accounting, Dimensions of international accounting

International Accounting Standards

International accounting standards and Multinational corporation, Standard setting process at international level, USA GAAPS, UK Accounting standards, Canada and Australian standards, Compensation and standard setting process

Consolidation of Financial statements

Need and Techniques of consolidation, Consolidation provisions of different countries, accounting of inflationary trends- need and techniques and accounting for foreign inflation, Financial reporting and disclosure norms

Accounting for foreign currency translation

Need and Techniques, Rates for translation, treatment of translation gains or loss, Transfer pricing – Concepts and Setting of Transfer prices, Strategic and Practical consideration in Transfer pricing, Motives of Transfer pricing, Regulations

International Information system

Need and Relevance, techniques, analysis of foreign financial statement concept, need and techniques of analysis, problems in analysis, construction of various ratios

Reference Books:

1. International Accounting and Multinational enterprises- Arpon Jeffert G & Rade Baugh, Lee H.
2. International Accounting and Reporting- Evans, Thomas.G
3. International Accounting and Transnational Decisions – Gary S.J
4. International Accounting- Holzer. H. Peter
5. Multinational Accounting- Pradhan, Bimal
6. International Accounting- Rathore, Shiriu
7. International Accounting- Shahrokh M Saudagar

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – V
Summer Internship
Paper – BBA/SEC/505 (2 Credits)

The students of the respective specialization are supposed to undergo mandatorily 45 days Summer Internship with a corporate house/ business organization of repute.

The Summer Internship program should start immediately after the completion of the Fourth Semester Examination.

The students will also prepare a presentation on the industry they will be going for visit in their fifth semester.

Based on the assigned projects, the students have to submit a Project Report to the department. The students will then be evaluated for 100 marks (50 marks for Viva- Voce and 50 marks for Project Writing) based on the practical assignment they have gone through during their summer internship by external evaluators by the industry.

Semester – VI
Business Policy & Strategy
Paper – BBA/C/601 (6 Credits)

Introduction

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

Strategy Formulation

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

Strategy Analysis and Choice

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

Strategy Implementation

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

Strategy Evaluation and Control

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

Reference Books:

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

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester-VI
Financial Institutions & Markets
Paper-BBA/C/602 (6 Credits)

Financial System

Functions of the Financial system, Structure of Indian Financial system, Components of Financial System – Financial assets, Financial intermediaries, Financial Markets, Financial system and Economic Development, Weakness of Indian Financial System

Financial Institution

Commercial Banks – Basic concept of commercial banking, Role of commercial banks in financial market, Recent trends in Commercial banking, Development Banks & Specialized Financial Institutions, Co-operative Banks.

Regulatory Authorities

Reserve Banks of India, Securities & Exchange Board of India, Insurance Development & Regulating Authority

Capital Market

New Issue market-Players, Instruments, Mechanism and guidelines of issue, Secondary Market-Stock market Features, Trading and settlement, Demutualization. Dematerialization of securities, Emerging trends in the Indian Capital Market, Different Types of Indices and Their Construction

Money Market

Call money market, Treasury bill market, Gilt-edged security market, Money market mutual funds, Repos, Recent trends in the Indian Money market

Mutual Funds

Concepts, Types, Characteristics, Present Status of Mutual Fund Industry in India

Reference Books:

1. Banking Law Practice – P.N. Varshney
2. Indian Banking – R Parameswaran and S. Natarajan
3. Money, Banking and International trade – M.C. Vaish
4. Indian Financial System – *H.M. Machiraju*
5. Financial Markets and Institutions – Dr. S.Guruswamy

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – VI
Investment Banking & Financial Services
Paper – BBA/DSE/603(A)(FM) (6 Credits)

Investment banking

Meaning, characteristics, structure of Investment banking industry, Functions of Investment banks

An Introduction to Financial System & its Components

Financial markets and institutions, Financial intermediation, Flow of funds matrix, Financial system and economic development, An overview of Indian financial system

Financial Markets

Money market – Functions, Organization and Instruments, Role of central bank in money market, Indian money market – An overview Capital Markets – functions, organization and instruments, Indian debt market, Indian equity market – primary and secondary markets, Role of stock exchanges in India

Financial Institutions

Commercial banking – introduction, its role in project finance and working capital finance, Development Financial institutions (DFIs) – An overview and role in Indian economy, Life and non-life insurance companies in India. Mutual Funds – Introduction and their role in capital market development, Non-banking financial companies (NBFCs)

Overview of Financial Services Industry

Merchant banking – Pre and Post issue management, underwriting, Regulatory framework relating to merchant banking in India, Difference between Merchant banking and Investment banking

Leasing and hire–purchase

Consumer and housing finance, Venture capital finance, Factoring services, bank guarantees and letter of credit, Credit rating, Financial counseling

Reference Books:

1. Bhole, L.M. Financial Markets and Institutions. Tata McGraw-Hill Publishing Company

2. Khan, M.Y. Indian Financial System – Theory and Practice. Vikas Publishing House
3. Dhanekar. Pricing of Securities. New Delhi: Bharat Publishing House
4. Prasanna, Chandra. Financial Management: Theory and Practice. Tata McGraw Hill Publishing Company Ltd., New Delhi
5. Sinha, S.L.N. Development Banking in India. Madras: Institute of Financial Management and Research
6. Khan and Jain. Financial Services. 2nd ed. Tata McGraw Hill
7. Singh, J.K. Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi
8. Annual Reports of Major Financial Institutions in India

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester - VI
Project Appraisal
Paper – BBA/DSE/603(B)(FM) (6 Credits)

Introduction

Generation and screening of project ideas

Concepts of project management

Concept and categories of projects, Project life-cycle phases, Project management concepts, Tools & Techniques for project management, Roles and responsibilities of a project manager

Project Formulation

Project Formulation stages, Bottlenecks, Feasibility Report, Financing arrangements - finalization of project implementation schedule

Administrative Agencies

Administrative agencies for project approval: Ministry of Finance, Bureau of public enterprises, Planning commission, Public investment board.

Organizing Human Resources and Contracting

Delegation of project manager's authority, Project Organization, Accountability in project execution, Contracts, 'R' of contracting, Tendering and Selection of contractors, Team building.

Organizing systems and procedures

Working of systems, Design of systems, Project work system' design, Work break down structure, Project execution plan, Project procedure manual, Project control system: Planning, Scheduling and Monitoring, Monitoring contracts and Project diary, PERT and CPM model, Network cost system.

Project implementation

Stages of project direction, Communications in a project, Coordination guidelines for effective implementation, Reporting in project management, Types & Methods of Project Evaluation and its Objectives

Project cash flows

Incremental principle, Long term funds principle, Exclusion of financing costs principle.

Project Appraisal Criteria

NPV (Net Present Value), IRR (Internal Rate of Return), Payback period.

Reference Books:

1. Project Management - Choudhary - TataMcGraw Hill Pub
2. Project Management: The Managerial Process (Special Indian Edit.) -Clifford F Gray, Oregon State University
3. Projects : Planning, Analysis, Selection, Financing, implementation and Review -Chandra, Prasanna

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Semester – VI
Consumer Behaviour
Paper – BBA/DSE/603(A)(MM) (6 Credits)

Introduction to Consumer Behaviour

Consumer Behaviour and Marketing Strategies, Consumer involvement and decision making, Information search process, evaluation criteria and decision rules

Consumer Motivation

Information processing and consumer perception, consumer attitudes and attitude change

Influence of Personality

Influence of Personality and self concept on buying behaviour, psychographics and life style, reference group influence

Perception

Concept, Absolute Threshold, Differential Threshold, Subliminal Perception, Dynamics of perception (Selection, organization, interpretation)

Learning

Consumer Learning, Behavioral learning theories (classical conditioning, Instrumental conditioning), Cognitive Learning Theory (Information Processing), Brand Loyalty

Family

Family, Role, Functions, Decision Making, Family Life Cycle

Social Class

Social Class, Mobility, Signs of downward mobility

Consumer Purchase Decision Making

Consumer Decision Making – Levels (Extensive problem solving, Limited problem solving, Routinized purchase behavior), Models (Nicosia, Howard- Seth model, Engel- Blackwell- Miniard Model), Problem recognition and Decision-making, Information search and Decision making

Reference Books:

1. Consumer Behaviour – Schiffman

2. Consumer Behaviour – Engle

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Semester – VI
Distribution & Supply Chain Management
Paper – BBA/DSE/603(B)(MM) (6 Credits)

Introduction

Definition, Objectives, Evolution, Need-Issues involved in developing SCM Framework, Types, SCM activities, Constituents, Organization

Supply chain Integration

Stages, Barriers to internal integration, Achieving Excellence in SCM-Dimensions of Supply Chain Excellence-Forces influencing SCE Emotions, Physical and Financial Supply Chains-Check list for Excellence

Purchasing and Supply Management

Introduction-importance, Objectives, Process-purchasing & other functions, Purchasing and Integrated logistics interfaces, Types of purchases, Purchasing partnerships, Materials sourcing, Just-in-time purchasing

Outsourcing in SCM

Meaning, Need-outsourcing, Risks-outsourcing process, New Opportunities in SCM outsourcing, Myths of SCM outsourcing

Performance Measurement in SCM-Meaning

Advantages of performance measures, Measuring SCM-Supplier performance measurement-Parameters choosing suppliers

Distribution Channel Management

Distribution Channel meaning, Activities performed by Distribution Channel, Channel Structure and Design, Channel Intermediaries and their Roles, Management of Distribution Channels- Logistics Management, Channel Relationship, Channel Control, Channel Influence Strategies, and Channel Conflict.

Modern Selling Approaches

E- Commerce, Web based Selling, Social Media .

Reference Books:

1. David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Ltd., Joe B. Hanna New Delhi, 2003.

2. Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
3. Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
4. Donald Waters : Logistics. Palgrave Macmillan, New York, 2004
5. Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999
6. Sarika Kulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004
7. Distribution Management- S. Eliton

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Semester VI
Training & Development
Paper- BBA/DSE/603(A)(HR) (6 Credits)

Training and Development

Concept of Training, Concept of Development, Principles of Training, Objectives of Training, Necessity of Training, Benefits of Training to the organization, Factors influencing Training

Training Need Analysis

Identification of Training Needs, Needs assessment methods, Issues in Needs assessment, Benefits of Needs Assessment, Consequences of absence of training needs assessment

Designing Training Programs

Process of learning in training programme – attributes and factors influencing, learning process, KOLBS learning style, Reynolds Learning Curve, Gilbert Behavioral Engineering Model, Transfer of Training into performance

Training Methodologies and Techniques

Approaches to training On-the-job Training and Off-the-job Training, Training Methodology-Induction, Apprenticeship, Behavioral Modeling, Business Games, Case Study, Coaching, In-Basket Exercises, Computer-based training, Group discussion, Intranet-based Training, Role Play, Simulations, Managerial grid sessions, T-group training; Teaching Aids and techniques- Lecturing, Audio-visual aids, Programmed Instruction, Computer Assisted Instruction

Evaluation of Training Effectiveness

Concept, Scope of Evaluation, Purposes of Evaluation, Stages in Evaluation, Training Evaluation methods- Kirkpatrick's Framework of Four Model, CROI Method

Management Development Programmes

Concept, Need for Management Development, Objectives of Management Development, Management Development Techniques-Planned Progression, Job Rotation, Creation of 'assistant to' Position, Temporary promotion, Coaching and mentoring, Syndicates

Post Training and Development Work

Record Management- Record Retention Time, Training Record and their Classification, Record Keeping (Japanese 5S)

Reference Books:

1. Blanchard and Thaker, Effective Training, Systems, Strategies and Practices, Prentice Hall
2. Lynton and Pareek, Training and Development, Sage Publications
3. Gary Dessler, Human Resource Management, Prentice Hall

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester VI
Counselling & Negotiation Skills for Managers
Paper- BBA/DSE/603(B)(HR) (6 Credits)

Emergence and Growth of Counselling: Introduction to Counselling; Counselling Objectives and functions; Counselling features; Counselling approaches- Behaviour, Humanistic approach and Rogers Self Theory; Steps in Counselling process; Standard and Non Standard Techniques in Counselling

Self-Development of Managers as Counsellors: Concept; Barefoot Counselling ; Assertiveness and Interpersonal Skills for Counsellors; Counselling Relationship

Counselling Interventions in Organisations: Concept; Empathy; Listening and Responding; Effective Feedback; Performance Counselling; Counselling in Problem Situations; Interpersonal Conflicts; Midlife Blues; Integration and Action Plan

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation. Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA.

Cultural aspects of International Business negotiation- Hofstede's dimension of culture and their influence on International Business negotiation - cross culture communication : Issues and Implications – The role of time in Business negotiation – The role of atmosphere in negotiations.

Ethics in negotiations – Communication in negotiations – Negotiation power and relationships in negotiations – Best practices in negotiations – Business Etiquette – Assertive skills – Personality and negotiation skills.

Reference Books:

1. Lewicki, Saunders & Barry - Netgotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)

5. Welfel, Pattersonson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)
7. Rao S.L. - Negotiation Made Simple (Excel Books, 1st Ed.)
8. Cohen S - Negotiation Skills for Managers (Tata Mc Graw Hill, 1st Ed.)

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Semester - VI
International Distribution & Supply Chain Management
Paper – BBA/DSE/603(A)(GB) (6 Credits)

Logistic System

Concept, Objectives and Scope of logistics, System elements, Transportation, Warehousing, Inventory Management, Packing and Unitization, Control and Communication

Transport Fundamentals

Importance of effective Transportation system, Service choices and their characteristics, Inter-modal Services, Transport cost characteristics and Rate fixation, In-company management vs. out-sourcing

General Structure of Shipping

Sea borne trade, International shipping Characteristics and Structure, Liner and Tramp operations, Liner freighting, Chartering-Types, Principles and Practices, Charter, Party Agreement, Developments in sea transportation-Unitization, Containerization, Inter and Multimodal transport; CFC and ICD; Indian shipping – Growth, Policy and Problems; Ports and Port trust, Carriage of Goods by sea, Sea and Combined transport; International conventions and Indian law, Maritime frauds and unethical practices – Causes and Protection, Role and types of cargo intermediaries, International Air transport – International set up for air transport: Freight rates, India's exports and imports by air – Problems and prospects

Basic Framework

Concept of supply chain management (SCM), SCM and trade logistics, Value chain analysis and SCM, Internationalization of SCM, Integrated SCM: Concept, Span and Process of integrated SCM: Supply chain and continuous improvement, Supply Chain performance measurement, Supply chain modeling, Forecasting and Financial implications, Supply chain and after-sales service, Creating life-cycle ownership value, Customer service management, Demand Management, Product Development Process and SCM

Managing Relationship

Role of Relationship marketing in SCM, Managing relationships with Suppliers and Customers, Captive buyers and suppliers, Strategic partnerships, Supplier-retailer collaboration and alliances, Purchasing Process: Strategic role of purchasing in the supply chain and total customer satisfaction, Types of purchases, Purchasing

cycle, Supplier selection and evaluation, Purchase agreement; Purchasing cost management

Supply Chain and Information Management Systems

Importance of information management IT and business management systems
MR, DRP, ERP, PDM, EIP and CPFR: Globalization, technology and business chain management, Re-engineering the supply chain: Future directions

Reference Books:

1. Ballou - Business Logistics/Supply Chain Management, 5e, Pearson
2. Bowersox – Supply chain logistics management, 2e, McGrawHill
3. Chopra / Meindall - Supply Chain Management: Strategy, Planning, and Operation, 5e
4. Sinchi – Designing and managing the supply chain, McGrawHill
5. Sridhar Bhat - Essentials of Logistics And Supply Chain Management, Himalaya

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Semester – VI
Transnational & Cross Culture Marketing
Paper – BBA/DSE/603(A)(GB) (6 Credits)

Introduction

Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview

International Marketing Environment

Influence of physical, economic socio - cultural, political and legal environments on international marketing operations, Scanning and monitoring global marketing environment, International marketing information system

International Market Segmentation and Positioning

Screening and selection of markets; International market entry strategies - Exporting licensing contract manufacturing, joint venture, setting-up of wholly owned subsidiaries abroad

International Product Planning

Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services, Product standardization vs. adaptation, Managing product line, International trade product life cycle, New product development

Pricing for International Markets

Factors affecting international price determination; International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing

International Distribution Decisions

Distribution channel strategy-International distribution channels, their roles and functions, Selection and management of overseas agents, International distribution logistics inventory management transportation, warehousing and insurance

International Promotion Strategies

Communications across countries-complexities and issues, International promotion tools and planning – Advertising, personal selling, publicity and sales

promotion, Developing international promotion campaign, Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions.

International Marketing Planning, Organizing and Control

Emerging trends in international marketing, International Marketing through Internet, Ecological concerns and international marketing ethics

Reference Books:

1. Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi
2. Cateora, Phillip R. and John L. Graham, International Marketing, 10 th ed., Irwin McGraw Hill, Boston, 1999
3. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004
4. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd. New Delhi

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester - VI
Financial Modeling & Derivatives
Paper – BBA/DSE/604(A)(FM) (6 Credits)

Introduction

Meaning and purpose of derivatives, Forward contracts, future contracts, options, swaps and other derivatives, Types of traders, Trading future contracts, specification of the future contracts, operation of margins, settlement and regulations, Source of Financial Risk: Credit Vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc; Systematic and non-systematic risk

Options

Types of options, option trading, margins, valuation of options, Binomial Option Pricing Model, Valuation of put options, Index options, Option market-exchange traded options, Over and counter options, quotes, trading, margins, clearing, regulation and taxations, Arbitrage based relationship of Option pricing, Put call Parity, Black Scholes Option Pricing Model.

Futures

Hedgers and speculation, Future contracts, Future markets-cleaning house, margins, trading future positions and taxation, Future prices and spot prices, Forward prices vs. future prices, Future Vs options

SWAPS

Mechanics of interest rate, swaps, valuation of interest rate swaps; Currency swaps and its valuation, Credit risk and swaps

Managing Market Risk

Hedging Schemes- delta hedging, theta, gamma, Relationship in delta, theta and gamma, Portfolio insurance

Other derivatives

Credit Derivatives, Exotic options

Reference Books

1. Derivatives – Dubofsky and Miller
2. Financial Derivatives – Theory, Concepts and Problems – S.L.Gupta
3. Option, Futures & other derivatives – Hull, John C

4. Financial Derivatives – Redhead
5. Derivatives Markets in India – Thomas
6. Derivatives – An Introduction – Strong J.
7. Derivatives Simplified – Vijay Bhaskar P. & Mohapatra B.
8. Derivatives and Risk Management – Rajiv Srivastava

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Semester – VI
International Marketing
Paper – BBA/DSE/604(A)(MM) (6 Credits)

Introduction

Meaning, Reasons for firms to go for International Marketing, Internationalization Stages, International marketing decisions, Trends in International Trade, Scope of marketing Indian products abroad

International Marketing Environment

Economic, Social, Political and Government, Demographic, and technological Environment, International Trading Environment- Trade Barriers, Non-trade Barriers

International Market Selection and Entry Strategies

Market selection process, Determinants of market selection, Market segment selection, Market entry strategies- Licensing & Franchising, Exporting, Contract manufacturing, Turnkey contracts, Fully owned manufacturing facilities, Assembly operations, Joint ventures, Third Country locations, Mergers & Acquisitions, Strategic alliances & Counter trade

International Product Decisions

Product Decisions, Product Mix, Product life cycle, Product Strategies, Product Communication Strategies, International Branding, Packaging and Labeling

International Pricing Decisions

Pricing objectives, Exporter's Costs, factors affecting pricing, Pricing methods, steps in pricing, Transfer pricing, Dumping

International Distribution

International Channel system, Direct exports, Indirect exports, International Logistics

International Promotion

Promotion strategies, Communication mix, Role of Export Promotion Organizations, Trade fairs & Exhibitions, Problems in International Marketing Communication

Reference Book:

1. International Marketing – Francis Cherunilam
2. International Marketing – Vern Terpstra

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Semester – VI
HRD: Systems & Strategies
Paper – BBA/DSE/604(A)(HR) (6 Credits)

Framework of Human Resource Development

Introduction, Meaning of Human Resource Development, Theoretical Framework of Human Resource Development, Other Framework of Human Resource /Models; Challenges in Human Resource Development, Human Resource Development Goals

Human Resource Development Climate and Practices in India

Introduction, Human Resource Development climate and Organizational Climate, Elements in Human Resource Development climate, Factors contributing to Human Resource Development Climate, Human Resource Development Climate in Indian Organizations, Highlights- Human Resource Development Practices in Indian Organizations, Trends- Human Resource Development in India

Staffing HR Functions

Introduction, Staffing Human Resource function, The New Mandate for Human Resource, Human Resource specialists as strategic partners, Human Resource as business partner, Key functions, Human Resource competencies

Developing HR Strategies

Introduction, Principles in Designing Human Resource Development system, Framework for Strategic Human Resource Development system – Strategic Human Resource Development practices, SHRD Fundamentals- Compensation, Working Conditions, Family Welfare, Human Resource Development Department/ Function, SHRD initiatives- Training, Performance Appraisal, Job Environment, Career Planning, Change Management, Communication, Involvement and Empowerment, Human Resource Development Systems, Human Resource Development Processes, Designing Human Resource Development Process-need assessment, Design, Implementation, Evaluation, Strategic Human Resource Development Facilitators

Human Resource Development for Workers (Blue Collared)

Introduction, Rationale for Human Resource Development for Workers, Human Resource Development mechanisms for Workers, Operationalizing Human Resource Development for Workers

Reference Books:

1. Kandula, R. Srinivas, Strategic Human Resource Development, Prentice Hall of India
2. IshwarDayal, Designing HRD systems, Concept Publishing Company
3. T.V. Rao, Readings in Human Resource Development, Oxford and IBH publishing Co. Ltd

Question Pattern – Total 10 Questions to be set with at-least one question from each section. Question Setter is requested to pay due wait-age to the sections. Examinees are to attempt – 7 questions.

Semester – VI
International Joint Ventures, Mergers & Acquisitions
Paper – BBA/DSE/604(A)(GB) (6Credits)

The Joint Venture Concepts

Definition, Motives and Kinds of Joint Venture, Requirements for joint project negotiation and its organization, Arrangement between joint Venture partners, Major goals of joint venture partners, Major aspects of joint venture agreement, Kinds of agreement for Transfer of Technology, Turnkey project agreement, Technical assistance agreement, Licensing agreement, Consultancy agreement, Franchise agreement, Bilateral investment treaties, Treatment of investments, Rules on currency transfer, Expropriation, Nationalization.

Settlement of Disputes

Kinds of disputes, Types of Arbitration, Choice of law in Arbitration, Choice of forum, Foreign Awards (Recognition & Enforcement) Act 1961, New York convention, Lencitral model law, Conciral conciliation rules 1980, Salient features of Arbitration and conciliation Act 1996, Indian law on Intellectual Property, Copy right, Infringement of copy right, Patent, Designs, Trademarks, Registration of Trademarks, Know-how secrecy clause

Tax treatment of Joint venture Agreement

Implication of taxation, Income receipt or Capital receipt, Tax treatment in the hands of Indian partner, Capital expenditure and Revenue expenditure, Important court decisions, Joint ventures abroad.

Mergers - in the nature of Acquisitions & Amalgamations

Types of Merger, Motives behind Mergers, Theories of Mergers, Operating, Financial and Managerial synergy of Mergers, Value creation in Horizontal, Vertical and Conglomerate Mergers, Internal and External change forces contributing to M & A activities, Corporate restructuring – Different methods of restructuring, Joint ventures – Sell off and Spin off, Divestitures – Equity carve out, Leveraged buy outs (LBO), Management buy outs, Master limited partnerships, Employee stock ownership plans (ESOP)

Merger Process

Dynamics of M&A process, Identification of targets, Negotiation & closing the deal, Five-stage model, Due diligence (detailed discussion), Process of Merger integration, Organizational and Human aspects, Managerial challenges of M & A

Valuation, Valuation approaches – Discounted cash flow valuation, Relative valuation, Valuing Operating and Financial synergy, Valuing Corporate control, Valuing of LBO Methods of financing mergers, Cash offer, Share exchange ratio, Mergers as a Capital Budgeting decision

Reference Books:

1. Arzac - Valuation For Mergers, Buyouts, And Restructuring, 2nd Ed, Wiley
2. Kumar-Merger and Acquisition, McGrawHill
3. Rajinder Aurora – Mergers and Acquisitions, Oxford university Press
4. Rao – Joint Ventures in International Business, Vikas Publishing
5. Sudi Sudarsanam - Creating Value from Mergers and Acquisitions, Pearson
6. Weston - Takeovers, Restructuring and Corporate Governance, 4/e, Pearson

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