Syllabus:

BBA 1 SEMESTER

BBA101	Principles & Practices of Management	Credits - 4

Course Objective:

- To orient students about the significance of management practices for a business
- To make students aware about various basic concepts of management
- To make students aware about different schools of thought in management
- To understand and apply the basic functions of management such as planning, organizing, staffing, directing, and controlling

Course Content:

Units	Topics
1. Overview of management	Concept, nature, process and significance of management; managerial levels, skills, functions and roles; management vs. administration; coordination as essence of management
2. Schools of thought in management	TheScientific Management School ; The Classical Management School ;The Behavioral Management School ;The System Approach ;The Contingency Approach; The Dynamic Engagement Approach
3. Planning	Nature, scope and objectives ofplanning; types of plans; planning process; decision making – rational model and types of decision making; SWOT Analysis; Seven – S Model; Management by Objectives (MBO)
4. Organizing	concept, nature, process and significance; principles of designing organization; span of control; departmentation; types of organization structures; authority-responsibility; delegation and decentralization; formal and informal organization. Change Management and types of change .What is Innovation and types of Innovation.
5. Directing & Controlling	Concept, elements and significance. Leadership theories; Motivation and its significance in leading a group; Morale; Nature and scope of control; types of control; control process; effectivecontrol system**.**

Course Material:

Text Book

Principles and Procedures of Management; Stoner, Freeman, Gilbert; Prentice Hall of India

Reference Book

Essentials of Management; Harold Koontz and Heinz Weihrich; Tata Mcgraw Hill, New Delhi

BBA102	Business Statistics	Credits - 4

Course Objective:

This course is about the quantitative methods in business. Quantitative methods deal with the introduction of basic mathematical and statistical methods and models, as well as their software applications for solving business problems and/or in making decisions. Business statistics is the science of collecting, organizing, and summarizing data to provide information, stated in numerical form, for the purpose of making objective business decisions. Topics in statistics include the foundations of statistical methods of sampling, classifying, analyzing, and presenting numerical data; frequency and sampling distributions, averages, dispersion, hypothesis testing, and regression analysis. The course is aimed at introducing students to the key issues in statistical inference, thus allowing them to grasp the potential of statistics as an essential tool in everyday aspects of business.

Course Content:

Units	Topics
1. Introduction to Statistics	what is statistics, types of statistics, basic statistical terms, types of variables, cross-section versus time-series data, sources of data, summation notations.
2. Organizing & Graphing data	raw data, organizing and graphing qualitative data and quantitative data, shapes of histogram, cumulative frequency distribution.
3. Numerical descriptive measures	measures of central tendency and dispersion for ungrouped and grouped data.
	use of standard deviation, measures of positions.
4. Theory of Probability	experiment, outcomes and sample space, calculating probability, counting rule, marginal and conditional probabilities.
	mutually exclusive and independent events, complementary events, intersection of events and multiplication rule, union of events and the rule of addition.
	standard normal distribution, Normal approximation of Binomial distribution, sampling distribution.
5. Estimation of Mean	introduction to estimation, point and interval estimates, estimation of a population mean with known sigma.
	estimation of a population mean with unknown sigma.
6. Hypothesis test about mean	two hypotheses, rejection and non-rejection regions, two-types of errors, tails of a test.
	hypothesis test about population mean with known sigma – p-values approach, critical value approach.

Units	Topics
7. Correlation & Regression	Types of correlation, Methods of studying correlation, Karl Pearson Correlation Coefficient, Rank Correlation, Coefficient of determination, standard error of estimate.
	simple linear regression analysis, standard deviations of random errors, coefficient of determination.
	inferences about B, linear correlation, using the regression model, interpretation of regression results, cautions in using regression.
8. Linear Programing Problem	Meaning of LPP, Formulation of LPP, solution by graphical methods, problems relating to two variables only.
	Simplex Method, the duality concept, the dual objective function, solving the dual problems, using the dual solution to solve the primal.

Course Material:

Text Book

Applied Statistics for Business and Economics: An Essential Version, Allen L. Webster, 3rd edition, Tata McGraw-Hill

Reference Book

1. S.P Gupta: Statistical Methods, Sultan Chand Publication
2. V.K. Kapoor – Operations Research Techniques for Management - Sultan chand & Sons,Delhi.

BBA103	Fundamental of Accounting	Credits - 4

Course Objective:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Content:

Units	Topics
1. Introduction to Accounting.	Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three- column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.
2. Accounting Standards	Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies
3. Depreciation Accounting	Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.
4. Preparation of Financial Statements	Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).
4. Financial Statements	Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, Ratio Analysis.

Course Material:

Text Book

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.

3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.

Reference Book

1. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
2. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

BBA104	**Micro Economics**	**Credits - 4**

Course Objective:

Economics is a social science of how individuals use scare resources to satisfy their unlimited wants. It is about understanding choices and decision making, whether that choice is made by an individual, a firm, a government, or the society as a whole. This course will introduce to you what it means to "think like an economist." We begin with the foundations that underlie all of economics. Then we explore an important branch within economics: microeconomics. Microeconomics looks at individual agents' behaviour and their interactions in markets.

Course Content:

Units	Topics
1. Introduction to Economics	Definition of economics, concept of scarcity, trade-off, opportunity cost, marginal benefit and marginal cost
	Economic models, role of assumption, circular flow diagram, production possibility frontier, positive versus normative economics
2. How Market Works	The market forces of supply and demand – concept of demand (supply) schedule and demand (supply) curve, slope of a curve, market demand (supply) versus individual demand (supply), determinants of demand (supply), shifts in demand (supply) curve, concept of equilibrium.
	Elasticity and its application – concept of elasticity, price elasticity, income elasticity, cross-price elasticity.
	Application of supply, demand, and elasticity and market for factors of production – labour market – demand for labour, supply of labour, equilibrium in the labour market, some determinants of equilibrium wages, the economics of discrimination. Supply, demand, and government policies – price controls, taxes, elasticity and taxes.
3. Markets and Welfare	Consumer surplus, producer surplus, market efficiency, application of cost of taxation – deadweight loss, determinants of deadweight loss, deadweight loss and tax revenue.
4. The Cost of Production	Production and costs, various measures of cost, short-run and long-run costs.
5. The Market Structure	Firms in the competitive market, monopoly, monopolistic competition,

Units	Topics
	and oligopoly
6. Topics for Further Study	The theory of consumer choice – concept of indifference curve, consumer optimality, and applications.
	Asymmetric information – principal agent problem, moral hazard, adverse selection.

Course Material:

Text Book

Principles of Microeconomics, N. Gregory Mankiw, 6th edition, Cengage Learning India Pvt Ltd

Reference Book

1. Koutsoyiannis, A. (Latest) : Modern Micro Economics, McMillan Press, London.
2. Pindyck, Robert S., Rubinfeld : Micro-Economics, Prentice Hall of India, New Delhi

BBA105	English Language Skill-I	Credits - 4

Course Objective:

To train students to acquire language skills with a view to enable them

a) to achieve effective and appropriate communication
b) to have a command over the interdependent skills of reading and communication; and
c) to appreciate literature and develop an understanding of how it may contribute to personal growth and advancement

Course Content:

Units	Topics
1. What is language	Definition - Components of Language - The Sounds of English Language - Units of Meaning - Word Order and Sentence Structure - Meaning in Language – Learning English as a Second Language
2. Lend me your ear	Why to listen? – How to listen? – What to listen? - Importance of Active Listening –Constraints of listening in SLA
3. The talking ape	Importance of imitation – Internal monologue to global communication – Power-point presentation skills - Quantity versus quality speech
4. Step-by-step to	The sentence – Parts of Speech- Degrees of Comparison - Tenses –

grammar	Punctuation
5. Read and write your way up	Reading for Comprehension – Dictionary work – Difference between speaking, reading and writing –structuring writings coherently
6. Belles letters	Relationship between Literature and Language learning– Social function of Literature – Role of good literature in enriching one's language

Course Material:

Text Book

1. Raman, Meenakshi and Sangeeta Sharma. Technical Communication: Principles and Practice. 2nd ed. Oxford University Press: New Delhi, 2011
2. Wren and Martin. Rev. by N. D. V. Prasad Rao. High School English Grammar and Composition. S. Chand & Company

Reference Book

1. Miglani, Seema and Shikha Goyal. English for Professionals: A Book of Communication Skills in English. 2nd ed. Nirmal: Kurukshetra, 2013.

BBA 2 SEMESTER

BBA201	**Business Environment**	**Credits - 4**

Course Objective:

- To sensitize the class, that there are continuous changes taking place in the environment. These changes are beyond the control of organization but they have significant impact on organizational functioning.
- To help understand importance of scanning environment on continuous basis.
- To sensitize with external factors (micro and macro) that can have potential impact on organization

Course Content:

Units	Topics
1. Overview of business environment	- A glimpse of business environment,- Nature, scope and objective of business,- Environmental analysis and forecasting - Economic environment,- Political and government environment

	- Natural and technical environment, Demographic environment
2. Industrial Policies and Regulations	- Industrial Policy - IRDA and Industrial Licensing - Privatization and Disinvestment - Industrial Sickness - Patents and trademarks
3. The Financial System	- Monetary and Fiscal Policy - Financial Market Structure - Money and capital Markets - Stock Exchange and its Regulation - Industrial Finance
4. Economic Planning and Development	- Planning in India - Industrial Development Strategy - Planning and Development of Agriculture
5. Global Environment	- GATT/WTO and global liberalization - International investments - Multinational corporations - Globalization - Development and regulations of foreign trade - Foreign exchange management act (FEMA)

Course Material:

Text Book

Business Environment: Text and Cases Francis – Cherunilam; Himalaya Publishing House

Reference Book

1. Essentials of Business Environment - K Ashwathapa; Himalaya Publishing House
2. Business Environment - Shaikh Saleem; Pearson Education
3. Business Environment - Vivek Mittal, Excel Books

BBA202	**Principles of Marketing Management**	**Credits - 4**

Course Objective:

The overall objective of this course is to introduce you to the fundamental principles and concepts of marketing and to provide you a structure for applying these concepts in a decision making framework. By the end of the course, each student would attain proficiency in the following areas:

- Understand levels of a product and product mix such as product line length, depth, width etc.
- Understand various approaches in segmentation and targeting.
- Develop thorough understanding of various pricing strategies used by organizations.
- Knowledge of various mediums of promotion and analyze their effectiveness.

Course Content:

Units	Topics
1. Understanding marketing management and the marketing environment	What is marketing and what is marketed
	Different concepts of approach to marketing
	4P's of marketing
	Core marketing concepts
	The marketing environment
2. Connecting with customers	The value chain and value delivery process
	SWOT Analysis
	Getting information through market research
	Creating customer value, satisfaction, loyalty
	Analyzing consumer markets
	Analyzing business markets
3. Marketing strategies	Market segmentation
	Targeting selected market segments
	Crafting the brand positioning
4. Shaping the market offerings and delivering value	Setting the product strategy
	Pricing techniques
	Distribution strategies
	Promotion strategies
5. Creating successful long term growth	Product life cycle
	New product development
	Dealing with competition
	Building strong brands

Course Material:

Text Book

Marketing Management-A South Asian perspective; Kotler, Keller, Koshy, & Jha; Pearson Education

Reference Book

1. "Marketing Management";Saxena (2001); Tata McGraw Hill, New Delhi
2. "Marketing Management";Dalrymple and Parsons (2001); 7th Ed., John Wiley and sons, Singapore

BBA203	Human Resource Management	Credits - 4

Course Objective:

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

Course Content:

Units	Topics
1. Introduction to Human Resource Management	Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations
2. Human Resource Planning	Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.
3. Training	Concept, Needs, Systematic approach t o t r a i n i n g , ethods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.
4. Compensation	Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans.
5. Industrial Relations & Collective Bargaining	Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining

Course Material:

Text Book

De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management,New York: John Wiley & Sons.
Dessler, G: Human Resource Management, Pearson

Reference Book

Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

BBA204	**Macro Economics**	**Credits - 4**

Course Objective:

There are two important branches of Economics: Microeconomics and Macroeconomics. Microeconomics is the study of the choices that individuals and firms make in a competitive world characterized by scarcity. Macroeconomics is the study of the choices of the economy as a whole. Macroeconomics attempts to understand the fluctuations in aggregate variables such as GDP, unemployment and prices. These understandings will allow us formulate predictions about future economic performances and evaluate alternative policies (monetary and fiscal), which are meant to address the aforementioned fluctuations.

Course Content:

Units	Topics
1. Introduction to Macro Economics	- Definition, scope, importance and limitations of macro economics
2. Measuring National Income	- Introduction to Macroeconomics - National Income Accounting: Gross Domestic Product, Gross National Product, Real Vs. Nominal GDP - Income Vs Expenditure Method - Methods of measuring National Income, Difficulties in the measurement of National Income - Various concepts of National Income (GNP, GDP, NNP, NDP), personal income, disposable income
3. Classical and Keynesian Theories of Income and Employment	- Classical Model - Keynes's Criticism of Classical Theory - Keynesian theory of income and employment - Say's Law of Markets
4. The Consumption and Investment Function	Concept of Multiplier, investment of multiplier, Loanable funds market
5. The monetary system	- Functions of Money - Stocks of Money (M1, M2, M3 and M4)

Units	Topics
	- Money Supply: Fractional Reserve Banking System and Money Multiplier - Monetary Policy Tools - Case Study
6. IS and LM Function	- Product Market Equilibrium - Money Market Equilibrium - General Equilibrium
7. Inflation	- The Classical Theory of Inflation - Inflationary Gap - Demand-Pull Inflation, Cost-Push Inflation - Short Run Trade-Off between Inflation and Unemployment (Phillips Curve) Measures to Control Inflation
8. Monetary & Fiscal policy	- Contemporaneous Issues in Monetary Policy - Monetary Policy: Aggregate Demand and Aggregate Supply Analysis - Monetary Policy in a Developing Economy - Contemporaneous Issues in Fiscal Policy - Fiscal Policy: Aggregate Demand and Aggregate Supply Analysis - Fiscal Policy in a Developing Economy
9. Macroeconomic Policy	- Policy Targets and Instruments - Full Employment and Economic Growth; Economic Growth and Price Stability

Course Material:

Text Book

N. Gregory Mankiw, Principles of Macroeconomics (8e), Cengage-Learning

Reference Book

Macro Economics: Theory and Policy by D.N. Dwivedi, 3rd Edition, McGraw Hill Education

BBA205	Cost Accounting	Credits - 4

Course Objective:

Accounting is the language of business. It provides terminology, concepts and frameworks to record, analyze and understand the financial consequences of business activities. The course also covers some important concepts related to costing and their application in business. After successfully completing this course, the students shall be in position to prepare and understand financial statements and use various types of accounting and costing information for taking business decisions.

Course Content:

Unit	Topics
1. Meaning and scope of Cost Accounting	Introduction to Costing Accounting, Decision Making, Direct Cost and Indirect Cost, Product Cost and Period Cost, Basic Cost Concepts, Traditional Costing Vs. Activity Based Costing
2. Material Control	Meaning and objective, material purchase procedure, fixation of inventory levels-Recorder level, EOQ, Minimum level, maximum level, Danger level and methods of valuing material issues. Weighted Average, Replacement, Standard Cost. Treatment of Material Losses
3. Labour Cost Control	Labour Cost Control importance, treatment and control of labour turnover, Ideal time, overtime, system of wage payment-Time wage system, and piece wage system
4. Overhead	Classification, allocation, apportionment and absorption of overheads; Under- and over-absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based cost allocation.

Course Material:

Text Book

Maheshwari, S.N., Maheshwari, S. K., Accounting for Management, 3e, Vikas Publishing House

Reference Book

1. Tulsian, P.C, Financial Accountancy, 2e, Pearson Education
2. Narayanaswamy, R., Financial Accounting: A Managerial Perspective, 4e, PHI Learning
3. Bhattacharyya, Asish K., Financial Accounting for Business Managers, 3e, PHI Learning

BBA 3 SEMESTER

BBA301	Management Accounting	Credits - 4

Course Objective:

Accounting is the language of business. It provides terminology, concepts and frameworks to record, analyze and understand the financial consequences of business activities. Realizing the significance of accounting for managers, this course has been designed to provide an in-depth understanding of accounting concepts, principles and statements to the budding managers.

Course Content:

Unit	Topics
1. Introduction to Management	Nature, Scope of Management Accounting: Meaning, definition,

Accounting:	nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting
2. Budgets and Budgetary Control:	Meaning, Types of Budgets, Steps in Budgetary Control,Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept,Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.
3. Standard Costing and Variance Analysis	Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.
4. Cost-Volume-Profit Analysis:	Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.
5. Financial Statements Analysis	Nature and types of Financial Statements; techniques of financial statement analysis, ratio analysis, fund flow and cash flow analysis, techniques in performance measurement.

Course Material:

Text Book

C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
M.N. Arora: A Textbook of Cost and Management Accounting, Vikas PublishingHouse Pvt. Ltd

BBA302	**Entrepreneurship & Business Development**	**Credits - 4**

Course Objective:

Participants after attending this course would be able to:

- Understand and develop entrepreneurial mindset
- Prepare business plan to start a new business that is sustainable
- Develop marketing, organizational, and financial plan for a new business
- Develop knowledge of financing sources for nes business
- Understand and develop strategies for growth of a new business

Course Content:

Units	Topics
1. The entrepreneurial perspective	The nature and importance of entrepreneurs
	The entrepreneurial and intrapreneurial mind
	The individual entrepreneur
	International entrepreneurship opportunities
2. Creating and starting the venture	Creativity & the business idea
	The business plan
	The marketing plan
	The organizational plan
	The financial plan
3. Financing the new venture	Source of capital
	Informal risk capital & venture capital
4. Managing & growing the new venture	Generating & exploiting new entries
	Strategies for growth & managing the implication of growth
	External resources for growth
	Going public

Course Material:

Text Book

Entrepreneurship; Robert D Hisrich, Michael P Peters & Dean A Shepherd; Tata Mc-Graw Hill

BBA303	Legal Aspects of Business	Credits - 4

Course objectives:

By the end of the course, each student would attain proficiency in the following areas:

- to help the students to acquire knowledge and understanding of legal principles governing the formation and closing down of different business entities
- to help the students to acquire knowledge and understanding as to how to formulate business transaction in compliance of laws of the land
- to help the students as to how to apply the legal principles governing business entities and their activities in real life situation in rendering their service as professional.

Course Content:

Units	Topics
1. The Contract Act, 1872	Agreement and Contract – Meaning
	Essentials of a Valid Contract-Proposal, Acceptance, Consideration,Capacity to Contract, Free Consent, Legality of Object and Consideration

	Void Agreements; Contingent Contract; Quasi contract; Performance of Contract
	Discharge of Contract; Indemnity and Guarantee; Bailment and Pledge, Agency.
2. Sale of Goods Act, 1930	Meaning and Essentials of a Contract of Sale of Goods
	Bailment and Pledge, Conditions and Warranties and consequences of their breach, Doctrine of Caveat Emptor
	Performance of the Contract of Sale; Duty of Buyer; Rights of Unpaid Seller.
3. Negotiable Instruments Act, 1881	Negotiable Instrument-Meaning, Essentials and Negotiable Instruments, Promissory Note, Bill of Exchange, Cheque
	Holder, Holder in Due Course and Payment in Due Course
	Discharge of Liability; Crossing of Cheques; Presentation of Negotiable Instruments; Dishonour
4. Partnership Act, 1932	Nature, Definition and Essentials of Partnership; Partnership and Similar Organizations and distinction from them
	Position of Minor in Partnership Firm; Registration of partnership Firm-its procedure and benefits of registration
	Partners retirement and their rights and responsibilities; Dissolution of Partnership Firm-its procedure
5. Companies Act, 2013	Meaning and Nature of Company and its features and types; Promotion and Incorporation of a Company
	Board of Directors-their qualifications and disqualification for appointment, duties and position;
	Company Meetings- Annual meeting, board meeting, Winding up of Company

Study Materials:

Text Book I: "Principle of Mercantile Law" by R K Bangia, Allahabad Law Agency, 2009 (sixth edition)

BBA304	**Organizational Behavior**	**Credits - 4**

Course Objective:

The course help the potential managers to understand what people skills are, how it affects the organizations and how these skills could be developed. The course aims to develop an understanding of how individuals relate in the workplace, and how group and organizational structures affect individual behavior. The course will also discuss the effect of individual and group behavior on internal and external environment of the organization.

Course Content:

Units	**Topics**
1. Fundamentals of	Importance of Interpersonal Skills

Organizational Behavior	The Concept of Effectiveness
	How People Skill contribute in organizational effectiveness
2. Individual Differences – Diversity in Organizations	Individual Differences –Diversity in Organizations
	Implementing Diversity Management Strategies
	Implications for Managers
3. Attitudes & Job satisfaction	Concept of Attitude
	Job Attitudes
	Job Satisfaction
	Implications For Managers
	Organization Citizenship Behavior
4. Emotions & Moods	The concept and the affective event theory
	Emotional Labor and Implications for managers
	Emotional Intelligence and Assertive Behavior
5. Personality & values	Understanding Self and measuring personality
	Importance of Values
	Individual's Personality and Values at the Workplace
6. Perception & Individual decision making	The Concept of Perception
	Person Perception
	Individual Decision Making and its impart in Organization
7. Motivation & its application	Concept of Motivation
	Theories of Motivation
	Job Design
	Employee Involvement
	Implications For Managers

Course Material:

Text Book

Robbins, Judge and Vohra; Organizational Behavior (15 edition) New Delhi, Prentice Hall of India, 2012.

Reference Book

1. Pareek, Udai; Understanding Organizational Behaviour; Oxford University Press, 2004.
2. Davis, Keith; Human Behaviour at Work; New Delhi, Tata McGraw-Hill, 1977

BBA305	E- Commerce	Credits - 4

Course Objective:

To give a orientation to students about the basic concepts of E-Commerce

Course Content:

Units	Topics
1. Introduction to E-Commerce	The Scope of Electronic Commerce, Definition of Electronic commerce, Electronic Commerce and the Trade Cycle, Electronic Markets, electronic Data Interchange, Internet Commerce, E-commerce in Perspective
2. Business Strategy in an electronic Age	Supply chains, Porter's Value Chain Model, Inter Organizational Value Chains, Competitive Strategy, Porter's Model, First Mover Advantage, Sustainable Competitive Advantage, Competitive Advantage using e-Commerce, Business strategy
3. Business-to-Business Electronic Commerce	Procurement Revolution at General Electric, Characteristics of B2B EC, Models of B2B EC, Procurement Management Using the Buyer's Internal Marketplace, Supplier-Oriented Marketplace: Cisco Connection online case, Intermediary-Oriented Marketplace: Boeing's PART Case, Just-In-Time Delivery: FedEx Internet Shop Case
4. Electronic Payment Systems	Security Schemes in Electronic payment Systems, Electronic Credit Card System on the Internet, Electronic Fund Transfer and Debit Cards on the Internet
5. EC Strategy and Implementation	IBM's E-Business's Strategy, Strategic Planning for EC, Electronic Commerce Strategy in Action, Competitive Intelligence on the Internet

Course Material:

Text Book

1 E-commerce, David Wbiteley, Tata McGraw Hill.
2 Electronic Commerce, Eframi Turban, Jae Lee, David King, H. Michale Chung, Pearson Education

BBA 4 SEMESTER

BBA401	Financial Management	Credits - 4

Course Objective:

By the end of the course, each student would be able to:

- Demonstrate the understanding about the objectives of Financial management
- Evaluate the Capital budgeting and Working Capital of any firm.
- Analyze the significances of Financing and Investment Decisions.
- Analyze and understand the importance of capital structure of a firm.
- Calculate the cost of capital of a company
- Know about the capital market operations.

Course Content:

Units	Topics
1. Financial Management (Introduction)	What is Financial Management
	Scope & Importance Of Financial Management
	Investment, Speculation and Gambling
	Profit Maximization Vs. Wealth maximization
2. Risk & Return Analysis	me Value Of Money (TVM) concept
	ethod of Calculating TVM
	Risk & Its Types, Uncertainty
	Measurement of Risk
	turn on Investment Portfolio, CAPM
3. Capital Budgeting	Introduction to Capital budgeting
	Capital Budgeting Process
	Different Techniques of Calculating Capital Budgeting
	Payback Method
	Net Present Value (NPV)
	Internal Rate Of Return Method
4. Capital Structure	Introduction and significance of Capital Structure
	Different approaches to Capital structure; NI,NOI, Modigliani-Miller and Traditional approaches
	Cost Of Capital
	Calculating Cost of Debt, Equity and Preference share, Weighted Average Cost Of Capital (WACC)
	Leverage; Financial and Composite Leverage
	EBIT-EPS Analysis
5. Dividend Decision	Dividend and Its Type
	Dividend decisions and Value of Firm
	Relevant and Irrelevant Theory of Dividend

Course Material:

Text Book

Financial Management- Pandey, IM; Vikas Publishing House Ltd, 10th edition

Reference Book

S P Gupta, Financial Management, Sahitya Bhawan Publications, revised 7th edition

BBA402	Management of Industrial Relations	Credits - 4

Course Objective:

To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

Course Content:

Units	Topics
1. Concept of Industrial relation	Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.
2. Workers participation in management	orkers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, GrievanceProcedure, Quality Circles
3. Trade Union Act 1926	Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure
4. Salient features	The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, TheMinimum Wages Act 1948, and The Payment of Bonus Act 1965.
5. The Factories Act 1948	definition, approval, licensing and registration, health andwelfare measures , employment of women and young persons ,leave with wages and weekly holidays.

Course Material:

Text Book

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai PublishingHouse.

BBA403	Production & Operations Management	Credits - 4

Course Objective:

The course is designed to

1. Acquaint the students with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services.
2. Productivity improvement in operations through layout engineering and quality management etc;
3. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Content:

Units	Topics
1. Introduction to Operation Management	What is Operation Management
	Production Process
	Difference between services and goods
	Operation as service
	A case of Progressive Insurance Co., Ohiyo
	OM: A critical Responsibility of Manager
2. Product Design	ıe Product Design Process; Contract manufacturer, Core Competency
	IDEO Product Development: How to be creative?
	ıe Product Development Process
3. Process Analysis	Process Analysis; Definition
	Process Flow Charting
	Types of Processes
	Measuring Process Performance
	Job design
4. Manufacturing process selection and design	Process Selection and Types
	Process Flow Structure
	Product- Process Matrix
	Break Evan Analysis
	Facility Layout
5. Service process selection and design	The Nature of Service
	Designing Service Organisation
	Service-System Design Matrix
	Three Contrast Services Approaches
6. Quality management	TQM; Dabbawalas of Mumbai
	Quality Specification and Quality Cost, Functions of the QC Department
	Six Sigma Quality
7. Supply chain design	Supply Chain Strategy; Asian Paints Supply Chain
	Supply Chain Design Strategy, Design for Logistic, Out sourcing
	Supply Chain Management, Hong Kong Style

8. Project management	Project Management techniques; CPM & PERT
	Types of Forecasting, Techniques of Forecasting; Grass Roots, Historical analogy, Delphi Method, Time Series and Regression Analysis
9. Inventory control	Definition, Purpose of Inventory Management
	Inventory System; Fixed Order Quantity Models, Fixed Time Period Model, Inventory Control and SCM

Course Material:

Text Book

Operation Management-The McGraw Hill; Chase, Jacobs, Aquilano, & Agarwal; SiE Education

Reference Book

"Operation Management"; Apte, Tata McGraw Hill, New Delhi

BBA404	**Management Information System**	**Credits - 4**

Course Objective:

The objective of the course are:

1. To understand the role of computers and information technology in record management of a business.

2. To understand decision support system in MIS and its utilization in business analytics.

3. To understand various expert system structures to develop strategic advantage for the business and neutralizing the threats.

4. To understand the impact of information technologies

Course Content:

Units	Topics
1. Information Systems in Business	The meaning and use MIS, System View of Business, Process ofMIS, Development of MIS within the organization, Management Process, Information Needs,
2. System Approach	System Approach in Planning Organizing and controlling MIS. Implementation and Controlling of Management Information System.
3. Business Applications	Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.
	Managerial Decision Making, characteristics and components

4. Decision Making	ofDecision Support System.
5. System Design	System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

Course Material:

Text Book

James A. O'Brien, George M. Marakas, Management Information System, 10e

Reference Books

1. Management Information Systems : Laudon & Laudon (Pearson Education, Asia)
2. Management Information Systems : Jawadekar (Tata McGraw Hill)
3. Management Information Systems : Davis & Olson (Tata McGraw Hill)

BBA405	**Ethics and Corporate Social Responsibility**	**Credits - 4**

Course Objective:

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

Course Content:

Units	**Topics**
1. Information Systems in Business	Explain how information systems transform business
	Foundation Concepts & Strategies
	Competing with Information Technology
2. Information Technologies	Computer Hardware & Software Computer Systems: End User and Enterprise Computing Computer Peripherals: Input, Output, and Storage Technologies
	Data Resource Management Technical Foundations of Database Management Managing Data Resources
	Telecommunications and Networks
3. Business Applications	e-Business Systems, e-Commerce Systems
	Enterprise Business Systems
	Supporting Decision Making

4. Development Process	Developing Business/IT Strategies
	Planning Fundamentals
	Implementation Challenges
	Developing Business/IT Solutions
	Developing Business Systems
	Implementing Business Systems
5. Management Challenges	Security and Ethical, and Societal Challenges of IT
	Security Management of Information Technology
	Enterprise and Global Management of Information Technology
	Managing Global IT
	Managing Information Technology

Course Material:

Text Book

James A. O'Brien, George M. Marakas, Management Information System, 10e

Reference Books

1. Management Information Systems : Laudon & Laudon (Pearson Education, Asia)
2. Management Information Systems : Jawadekar (Tata McGraw Hill)
3. Management Information Systems : Davis & Olson (Tata McGraw Hill)

BBA 5 SEMESTER

BBA501	**Business Policy and Strategy**	**Credits - 4**

Course Objective:

To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Content:

Units	Topics
1. Nature & importance of business policy & strategy	Introduction to the strategic management process and related concepts; Characteristics of corporate, business &

	functional level strategic management decisions.
	Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement
2. Environmental Analysis	Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment
	Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence
3. Competitive strategies	Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves
	Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.
4. Strategic Framework	Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve,directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix
	Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance

Course Material:

Text Book

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

Reference Books

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books

BBA502	Business Research Methods	Credits - 4

Course Objective:

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

Course Content:

Units	Topics
1. Nature & scope of business research	Meaning, Purpose, Nature, Scope, Need and Role of Business Research.
	Characteristics of Research, Types of Research, The Research Process: An Overview, Review of Literature.
2. Formulation of hypothesis & Research design	Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques.
	Research Design: Meaning, nature, process of preparation, components of research design.
3. Data Collection	Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, socio-metry, check list
	pre- testing of tools, pilot study. Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation
4. Analysis of data	Simple statistical techniques and their uses.Testing of Hypothesis, Research Applications – market survey
	Report – Writing: Planning report writing work-target audience, type of report, style of writing synoptical outline of chapters; steps in drafting the report

Course Material:

Text Book

1. J Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Saunders: Research Methods for Business, Pearson Education,

BBA503 M1	Marketing of Services	Credits - 4

Course Objectives:

By the end of the course, each student would be able to:

- Create the vision and mission statements for organization services.
- Understand the concept of Services Competitive Advantage and the routes to achieve it.
- Understand the business services strategies.
- Develop thorough understanding of modes of entry into global market.
- Develop thorough understanding of various organizational structures and control mechanisms.

Course Content:

Units	Topics
1. The Nature of Services Marketing-	Introduction, Definition and Characteristics of Services
	Classification of Services, Evolution of Services marketing, Importance of Services Marketing in Indian Economy
2. Services Marketing Mix	Importance of 7 Ps in Services Marketing Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.
3. Services Process	Consumer Behaviour for Services, Services Market Segmentation, Competitive Differentiation of Services, Positioning of Services
4. Services Pricing Decisions	Approaches to Pricing Services- Cost Based, Competition Based, Demand Based, Factors Affection Pricing
5. Distribution of Services Decisions	Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions Service Promotion Decisions- Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion
6. Managing Services Quality	Dimensions of Service Quality, Tools for Achieving Service Quality, Consumer Perception of Service Quality

Course Material:

Text Book:

"Philip Kotler and Paul N Bloom- Marketing Professional Services

Reference Book:

1. Rathmell - Marketing in Service Sector

BBA503 M2	Consumer Behaviour	Credits - 4

Course Objective:

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

Course Content:

Units	Topics
1. Introduction to Consumer behavior & Review of marketing concepts	Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market segmentation, strategic targeting and positioning
2. Consumer as an individual	Consumer motivation, Personality and consumer behavior, Consumer perception, Consumer learning
	Consumer attitude formation and change, Communication and consumer behavior
3. Consumers in their social and cultural settings	Group Dynamics & consumer reference groups, The family and social class, Influence of culture on consumer behavior, Cultural aspects in the Indian context, Cross-cultural consumer behavior, Opinion Leadership Process
4. Consumer decision making process and ethical dimensions	Levels of involvement in consumer decision making, Situational influences in consumer decision making, Consumer decision making process, Category based decision making
	Models of consumer decision making, Consumer satisfaction and measurement, Consumers and the diffusion of innovation, Ethical concerns and social responsibility

Course Material:

Text Book

Consumer Behavior; Leon G. Schiffman, Kanuk & S. Ramesh Kumar; 10th Edition; Pearson Education

Reference Book

1. Consumer Behavior and Marketing Action; Henry Assael; 6th Edition; Cengage Learning
2. Consumer Behavior – Building Marketing Strategy; Del L. Hawkins & David L. Mothersbaugh; 11th Edition; Mc Graw Hill

BBA504 F1	Financial Markets & Services	Credits - 4

Course Objective:

Financial Markets and Services course has been designed to make the students aware of the structure and functioning of financial markets, and operations and mechanism related to various financial services. The purpose of this course is to develop an insight into the growing significance of financial services as a dynamic sector. The course provides students with an in-depth understanding of various financial markets and services. It also elaborates on various conventional as well as innovative fund based and fee based financial services provided by the financial intermediaries.

Course Content:

Units	Topics
1. Structure of Indian Financial System	An overview of the Indian financial system, issues in financial reforms and restructuring; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker
2. Products offered by Banks and FIs	Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs
3. Introduction to Financial Markets	Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets.
4. Introduction to Stock Markets,	Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets
	Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment
5. Money Markets & Debt Markets in India	Money Market, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India
6. Forex Market	Forex Market:Features, Quotations, and Transactions etc.

Course Material:

Text Book

Pathak, B. V. (2013). "Indian Financial System". Pearson Education

Reference Book

1. Pandian, P. (2013). "Financial Services and Markets". Vikas Publishing House
2. Guruswamy, S. (2012). "Financial Services and Markets". Thomson Learning
3. Machiraju, H. R. (2013). "Indian Financial System". Vikas Publishing House
4. Khan, M. Y. (2013). "Financial Services". Tata McGraw Hill
5. Goel, Sandeep (2013). "Financial Services". PHI Learning

BBA504 F2	Investment Analysis and Portfolio Management	Credits - 4

Course Objectives:

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

Course Content:

Units	Topics
1. Basics of risk and return	Systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio.
2. Fundamental analysis	EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis, financial analysis of an industry; Company analysis.
3. Share valuation	Dividend discount models- no growth, constant growth, two stagegrowth model, multiple stages; Relative valuation models using P/E ratio, book value to market value
4. Technical analysis	meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions

5. Portfolio analysis	Portfolio risk and return, Markowitz portfolio model: risk and returnfor 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Traditional portfoliomanagement for individuals: Objectives, constraints, time horizon, current wealth, taxconsiderations, liquidity requirements, and anticipated inflation, Asset allocation: Assetallocation pyramid, investor life cycle approach.
6. Capital asset pricing model	Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets.

Course Material:

Text Book:

1. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management,Cenage India Pvt. Ltd.
2. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, PearsonEducation.

Reference Book:

1. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
2. Singh,R: Security Analysis & Portfolio Management . Excel Books.

BBA505 H1	**Recruitment & Selection**	**Credits - 4**

Course Objective:

This course provides students with an in-depth coverage of the recruiting and staffing function within organizations. Topics that will be particularly emphasized include: Elements of manpower planning and internal labor markets; validation procedures for determining the potential job effectiveness of individuals; description and validity of selection instruments such as tests, interviews and biographical data; measuring performance, turnover and absenteeism; the process of performance appraisal; employment discrimination and affirmative action.

Course Content:

Units	Topics
1. The Nature of Staffing	Staffing Models & Strategy: Learning Objectives and Introduction, The Nature of Staffing, Staffing Models, Staffing Strategy, Staffing Ethics
2. Support Activities	Planning: Learning Objectives and Introduction, Internal and External Influences, Human Resource Planning, Staffing Planning, Diversity Planning, Legal Issues
	Job Analysis and Rewards: changing nature of job, job requirement and job analysis, competency based job analysis, job rewards, job

	analysis for teams, legal issues
	External recruitment: recruitment planning, strategy development, searching, applicant reactions, transition to reaction, legal issues.
3. Staffing activities; Recruitment	Internal Recruitment: recruitment planning, strategy development, searching, applicant reactions, transition to selection, legal issue.
	Measurement: importance and use of measures, quality of measures, collection of assessment data, legal issues.
4. Staffing Activities; Slection	External selection I: preliminary issues, initial assessment methods, legal issues
	External selection II: substantive assessment methods, Discretionary assessment methods, contingent assessment methods, legal issues
	Internal selection: initial assessment methods, substantive assessment methods, Discretionary assessment methods, legal issues
	Choice of assessment methods, determining assessment scores, hiring standard cut scores, method of final choice, decision makers
5. Staffing Activities: Employment	Final Match: Employment contracts, job offers, job offers process, new employee orientation and socialization, Legal issues
	Staffing system management: administration of staffing systems, evaluation of staffing systems, Legal Issues
6. Staffing system and retention management	Retention management: turnover and causes, analysis of turnover, retention initiatives, legal issues

Course Material:

Textbook:
Heneman, Herbert G., III, & Judge, Timothy A. (2009). Staffing Organizations, Sixth Edition. Middleton, WI: Mendota House/McGraw-Hill Irwin.

Reference Books:
Gerard, Macmohan V; Recruitment & Selection; Prentice Hall of India

BBA505 H2	**Performance and Compensation Management**	**Credits - 4**

Course Objective:

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

Course Content:

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

2. Performance management and reward systems	Performance Coaching ,Mentoring andCounselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.
3. Introduction to Job Evaluation	Methods of Job Evaluation.Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay
4. Incentives plans	Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practicesin indian industry.
5. Wages in India	Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity. Expatriate Pay

Course Material:

Text Books

1. Richard Henderson: Compensation management in a knowledge based world,Prentice Hall.
2. T.N.Chhabra & Savitha Rastogi Compensation management, Sun IndiaPublications

BBA 6 SEMESTER

BBA601	**International Business**	**Credits - 4**

Course Objective:

The objective of the course is to familiarise the students with the concepts, importance and dynamics of international business and India‘s involvement with global business. The course also seeks to provide theoretical foundations of international business to the extent these are relevant to the global business operations and developments.

Course Content:

Units	Topics
1. International Business	Globalisation and its importance in world economy; Impact of globalization; International business vs. domestic business: Complexities of international business; Modes of entry into international business.
2. International Business	National and foreign environments and their components -

Environment	economic, cultural and political-legal environments
3. Theories of International Trade	Classical Theories, Product Life Cycle theory, Theory of National Competitive Advantage); Commercial Policy Instruments
4. International Organizations and Arrangements	WTO – Its objectives, principles, organizational structure and functioning; An overview of other organizations – UNCTAD,; Commodity and other trading agreements (OPEC).
5. Regional Economic Co-operation	Forms of regional groupings; Integration efforts among countries in Europe, North America and Asia (NAFTA, EU , ASEAN and SAARC)
6. International Financial Environment	International financial system and institutions (IMF and World Bank – Objectives and Functions) ; Foreign exchange markets and risk management; Foreign investments - types and flows; Foreign investment in Indian perspective

Course Material:

Text Books

1. Charles W.L. Hill and Arun Kumar Jain, International Business. New Delhi: McGraw Hill Education
2. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. International Business. Pearson Education

BBA603 M1	**Advertising and Brand Management**	**Credits - 4**

Course Objectives:

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.
Course Content:

Units	**Topics**
1. Advertising need & importance	Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social &economic aspects of advertising
2. Marketing communication models	AIDA, hierarchy ofeffect, innovation adoption model, action first model, quick decision model; Planningframework of promotional strategy
3. Media planning	Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option
4. Brands and brand management	Introduction to brands and brand management, Concept of a brand, brand evolution,branding challenges and opportunities, Strategic brand management process. Identifying and establishing brand positioning and values; Brand building, brandpositioning and values brand repositioning

5.Designing and implementing brand strategies	Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfrer.Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management

Course Material:

Text Book

Aaker, Myers &Batra : Advertising Management , Prentice Hall.
Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.

BBA603 M2	**International Marketing**	**Credits - 4**

Course Objectives:

To provide an understanding of concepts and issues of International Marketingto the students

Course Content:

Units	**Topics**
1. Framework of international marketing	Intra firm& environmental factors, socialcultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.
2. Policy framework	Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licencing regulations & Procedures.
3. International Marketing Decisions	Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad- overview, merchandising, Trade fairs/exhibition
4. Introduction to Export	Introduction to Export documentation and procedures, f ramework, preshipment & postshipment documents, Role of ITPO in export promotion, quality control & pre-shipment inspection, Labelling/packing, Marking of consignments, Marine/cargoinsurance etc

Course Material:

Text Book

1. Varshney & Bhattacharya: International marketing management, Sultan Chand &Sons
2. W.J. Keegan: Multinational Marketing Management, Prentice Hall.

BBA604 F1	Merger & Acquisition	Credits - 4

Course Objectives:

This course is designed to provide an understanding of the essential elementsof Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post- merger valuation, methods of payment and financing options at global level.

Course Content:

Units	Topics
1. Joint Ventures	Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.
2. Mergers and Acquisitions	Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in crossborder M&A.
3. Demerger	Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification
4. Takeover	Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.
5. Post-Merger Evaluation	Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision

Course Material:

Text Book

Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring andCorporate Governance, (2nd ed.). Pearson Education
Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. HimalayaPublishing

BBA604 F2	International Finance	Credits - 4

Course Objectives:

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner

Course Content:

Units	Topics
1. International Monetary System	Concept of International trade, International Business, International Finance and differences among them. Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.
2. Foreign Exchange Management	Forex market – Wholesale and Domesticmarket, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions
3. Foreign Exchange Exposures	Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure Calculating Economic Exposure, Operational Measure of ExchangeRisk.
4. International Investment Management	International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment
5. Multinational Working Capital Management	Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management,Inventory Management.

Course Material:

Text Book

PG Apte: International Finance, TataMcgraw Hill.
Alan C. Shapiro: Multinational Financial Management- Prentice Hall

BBA605 H1	HRD System and Strategies	Credits - 4

Course Objectives:

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

Course Content:

Units	Topics
1. Human Resource Development	Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areasof HRD : Training, Education and Development; Roles and competencies of HRD professionals.
2. HRD Process	Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs
3. HRD Interventions	Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.
4. HRD Applications	Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.
5. Evaluating the HRD	HRD Effort; Data Gathering; Analysis and Feedback;Industrial relations and HRD. HRD Experience in Indian Organizations, InternationalHRD experience, Future of HRD.

Course Material:

Text Book

Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.

Werner J. M., DeSimone, R.L.: Human resource development, South Western.

BBA605 H2	International Human Resource Management	Credits - 4

Course Objectives:

The objective of this paper is to equip the students with the techniques that can help them in managing the human resource issues in international environment. This course will help them to manage MNCs in more effective manner

Course Content:

Units	Topics
1. IHRM	Difference between Domestic and International Manager, Issues in IHRM, Developing, International Strategy, Understanding Culture,

	Its Coverage, Determinants, Cross-cultural Theory
2. Cross-cultural Negotiations	Cross-cultural Negotiations, Planning and Preparation Parameter, Types and Strategy of Organisational Culture.
3. International Business and IHRM	Approaches, Globalisation Approaches, Globalisation and the Strategy, The Competency Required for International Managers.
4. International Labour Market	International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross-cultural Training. Multinational Performance Management, Developing International Staff and Multinational Team.
5. International Compensation System	International Compensation System, Objectives, Approaches and Practice, Expatriation and Repatriation Process, Managing People in International Firms.

Course Material:

Text Book

Doweing,P.J. – International Dimensions of Human Resource Management EndEdition ,Words Worth.
G.Hofstede– Cultures Consequence; International Differences in Work relatedValues–Sage

Eligibility Criteria:

- You need to be 12th pass from a recognized board of education.