

**B.B.A.
COURSE STRUCTURE**

SEMESTER - I						
Paper No.	Type of Course	Course Name	Credit	Internal Marks	Term-End Marks	Total Marks
BBA-SS-101	Soft Skill Course	Personality Development	2	30	70	100
BBA-FC-102	Foundation Course	Indian culture	2	30	70	100
BBA-CC-103	Core Course	Principles of Management	3	30	70	100
BBA-CC-104	Core Course	Financial Accounting	3	30	70	100
BBA-CC-105	Core Course	Forms of Business Organization	3	30	70	100
BBA-CC-106	Core Course	Principles of Economics (Micro)	3	30	70	100
BBA-CC-107	Core Course	Computers Application in Business	3	30	70	100
BBA-CC-108	Core Course	Business Communication - I	3	30	70	100
BBA-CC-109	Core Course	Basics of Mathematics	3	30	70	100
SEMESTER - II						
BBA-SS-201	Soft Skill Course	Stress Management	2	30	70	100
BBA-FC-202	Foundation Course	Environmental Studies	2	30	70	100
BBA-CC-203	Core Course	Cost Accounting	3	30	70	100
BBA-CC-204	Core Course	Principles of Economics (Macro)	3	30	70	100
BBA-CC-205	Core Course	Principles of Management	3	30	70	100
BBA-CC-206	Core Course	Business Communication - II	3	30	70	100
BBA-CC-207	Core Course	Growth & Structure of Industries	3	30	70	100
BBA-CC-208	Core Course	Business Mathematics	3	30	70	100
BBA-CC-209	Core Course	Tally Practical	3	00	100	100



B.B.A. SEMESTER – I

Course: **Soft Skill Corse**

Course No. **BBA-SS-101 PERSONALITY DEVELOPMENT**

Type of Course: Soft Skill

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 02

Unit	Content	No. of Hours	Marks
01	Emotional Intelligence: What is Emotional Intelligence, What is Emotional Quotient, Emotional Intelligence, Emotional, Enlightenment and Business, Emotional Literacy, Miscommunication, Validation, Importance of Emotions, Human Emotional Needs, Levels of Emotional Awareness, Managing Negative Emotions, Developing your EQ	8	18+7
02	Time Management: Time Management – an Overview, Description of Time management, Four Generations of Time Management, Identifying and Eliminating Time wasters, Strategies For Managing Time, Time-tested Time Management Tips, Decision Making, Making Commitments and Meeting Deadlines	8	18+7
03	Negotiation Skills: Negotiation Skills, Guidelines for Successful Negotiation, Negotiations and resolving Conflicts, Distributive Vs Integrative, The Intangibles, Some Tricks, Types of Negotiators, Soft, Hard and Principled Negotiation, Dealing with Difficult People Business and Social Etiquette: Introduction, Workplace Etiquette, Travel Etiquette, Formal Dressing Etiquette, Dining Etiquette, Wine matters, Being a Good Guest, Being a Good Host, The Etiquette of Gift Giving	7	17+8
04	Team Building: Team Building, Basic Team Organization and Characteristics, Team Motivation, Empowering People, Conditions of Effective Team Building Customer Relationship Management: Customer Relationship Management (CRM), What is CRM, Why CRM, How to Achieve a Better and Stronger Relationship with your Customer?, How to Achieve Customer Delight?, Customer Focused Selling	7	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Books:

1. David A. Whetten and Kim S. Cameron, Developing Management Skills, 8th Edition, Pearson
2. Felix, Oberman. From Hello to Hired: Your Guide to Resume Building and Interview Skills. How to land your ideal job, Kindle Edition, 2015
3. Richard Smith HOW TO GET HIRED: The Step-by-Step System: Standing Out from the Crowd and Nailing the Job You Want, 2015,
4. Emma Sue-Prince, The Advantage: The 7 soft skills you need to stay one step ahead, Pearson
5. Gulati, Sarvesh. Corporate Skills. New Delhi: Rupa and Co, 2010 and SOFTSPAN (India) PVT. LTD. New Delhi.



B.B.A. SEMESTER – I

Course: **Foundation Course**

Course No. **BBA-FC-102 INDIAN CULTURE**

Type of Course: Foundation Course

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 02

Unit	Content	No. of Hours	Marks
01	Indian Culture: An Introduction 1. Characteristics of Indian culture, Significance of Geography on Indian Culture. Society in India through ages- Ancient period- varna and jaati, family and marriage in India, position of women in ancient India, Contemporary period; caste system and communalism. Religion and Philosophy in India: Ancient Period: Pre-Vedic and Vedic Religion, Buddhism and Jainism, Indian philosophy	8	18+7
02	Indian Languages and Literature 1. Evolution of script and languages in India: Harappan Script and Brahmi Script. 2. Short History of the Sanskrit literature: The Vedas, The Brahmanas and Upanishads & Sutras, Epics: Ramayana and Mahabharata & Puranas. A Brief History of Indian Arts and Architecture Indian Art & Architecture: Gandhara School and Mathura School of Art; Hindu Temple Architecture, Buddhist Architecture, Medieval Architecture and Colonial Architecture.	8	18+7
03	Indian Painting Tradition: ancient, medieval, modern Indian painting and odishan painting tradition, Performing Arts: Divisions of Indian classical music: Hindustani and Carnatic, Dances of India: Various Dance forms: Classical and Regional, Rise of modern theatre and Indian cinema.	7	17+8
04	Spread of Indian Culture Abroad 1. Causes, Significance and Modes of Cultural Exchange - Through Traders, Teachers, Emissaries, Missionaries and Gypsies 2. Indian Culture in South East Asia India, Central Asia and Western World through ages	7	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Books:



B.B.A. SEMESTER – I

Course: Core Course

Course No. BBA-CC-103 PRINCIPLES OF MANAGEMENT

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Unit #	Content	No. Of Hours	Marks
01	Management : Meaning and Process of Management Planning : Meaning, Planning Process, Planning Premises, Types of Plans - based on breadth and use. Forecasting : Meaning, Techniques of forecasting-historical and analogy method, survey method, business barometers, time series analysis, regression analysis significance and limitation of forecasting	12	18+7
03	Decision Making : Meaning; Decision making process, Technique of decision making – decision tree, PERT and CPM. Organisation : Introduction: Meaning of Organising and Principle of Organising,	11	18+7
04	Departmentation : Meaning; Bases of departmentation –function wise, product wise, territory wise, process wise, customer wise. Delegation : Meaning ; Element of delegation, principles of effective delegation ; Centralization and Decentralization - Meaning ; factor affecting degree of centralization and decentralization	11	17+8
05	Types of Organizations : <i>Formal organization</i> : Line, Functional and line and staff, committee(only meaning advantages and limitation of all the four forms); <i>Informal organization</i> : Meaning; Benefits ; problems	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Book:

1. Author Name: L.M. Prasad “Principle of Business Management” Sultan Chand and sons, 9th edition /2015
2. Karminder Ghuman and K. Aswathapa Management- concept, practice and cases ; Tata McGraw Hill; 1st edition(2010)



B.B.A. SEMESTER – I

Course No. BBA-CC-104 FINANCIAL ACCOUNTING

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Unit #	Content	No. Of Hours	Marks
01	FUNDAMENTALS OF ACCOUNTANCY: Meaning, Scope and Utility of Accounts, Methods of keeping Books of Accounts, Difference between Book Keeping and Accountancy, Users of Accounts, Fundamental Accounting Equation, Types of Accounts, Rules of Debit and Credit, Types of Transactions, Types of Assets and Liabilities ACCOUNTING CONCEPTS, CONVENTIONS & PRINCIPLES: Accounting Principles, Policies, Concepts and Conventions. Generally Accepted Accounting Principles, Identification of different Accounting concept applied in various transactions, its accounting entries and its presentation in Annual Financial Statement.	12	18+7
02	CAPITAL, REVENUE, DEFERRED REVENUE EXPENSES, RESERVES, PROVISIONS AND CONTINGENT LIABILITY: Meaning and difference between Capital and Revenue Incomes and Expenses, Identification of Capital and Revenue Expenses and Incomes, Meaning of Deferred Revenue Expense, Difference between Reserves and Provisions, meaning of Contingent Liability	11	18+7
03	ACCOUNTING FOR NON TRADING CONCERNS: Meaning of Non Trading Concern, Annual Financial Statements of Non Trading Concerns (NTC), How NTC differs from Trading Concern, Identification of Capital and Revenue Items for non-trading organizations, Receipts and Payments Account, Income and Expenditure Account, Balance Sheet, Concept of different funds and their accounting treatment.	11	17+8
04	FINAL ACCOUNTS OF SOLE PROPRIETARY CONCERN: Preparation of Final account of sole Trading. ACCOUNTING ENTRIES IN TALLY 7.2 USING VOUCHERS: Relevant vouchers in printed/physical form to be provided to students as a documentary evidence and accounting entries in Tally 7.2 (accounts only) to be passed and it will be evaluated on the basis of Day Book, Trial Balance, Profit and Loss Account and Balance Sheet.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Book:

1. Accounting for Managers – J. Made Gowda – Himalaya Publishing House
2. Introduction to Accountancy – T. S. Grewal & S. C. Gupta – S. Chand – 8th Edition
3. Modern Accountancy - HanifMukerji – TMH
4. Financial Accounting by Dr. KaustubhSontake – 1st Edition – Himalaya Publishing House



B.B.A. SEMESTER – I

Course No. BBA-CC-105 FORMS OF BUSINESS ORGANIZATIONS

Type of Course: Core Course

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 03

Unit	Detailed Syllabus	Credit	Marks
1	Joint Stock Company: Meaning; definition under the Company's Act 1956; types; difference between Public Ltd. and Pvt. Ltd. companies; formation procedure (promotion, incorporation, subscription and commencement); Memorandum of Association, Articles of Association, Prospectus and Statement in lieu of Prospectus.	12	18+7
2	Company Management, Director – meaning; definition under Company's Act 1956; position; qualifications and disqualifications of a director; number of directors; powers, duties and liabilities of directors. Managing Director – definition under Company's Act 1956; position; appointment and disqualifications; remuneration to Managing Director. Company Secretary – definition under Company's Act 1956; position, qualifications; appointment; powers and duties of a Company Secretary.	11	18+7
3.	Company Meetings, Resolutions and Minutes (10 Hours) Company meetings - Meaning; types i. Shareholders meetings – statutory meeting; AGM and EGM; provisions regarding quorum, agenda, time and place of holding the meetings, notice; purpose of holding these meetings; business transacted at these meetings. ii. Board Meetings – provisions regarding time, place, notice, quorum, agenda; purpose of holding board meetings. Resolutions – meaning; types; Minutes – meaning; signing	11	17+8
4	Business Combinations - Meaning; causes/reasons of combinations; economies and diseconomies of combinations; types – horizontal, vertical forward and backward, lateral convergent and divergent, circular; forms – associations, federations, partial and total consolidations. Other Popular forms of business, Sole trade: Formation, advantages and dis-advantages, Partnership firms of different types, Formation and legislative impacts, Advantages and dis-advantages	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

1. Text: M C Shukla; Business Organization and Management; S. Chand Publication; 18th edition.
Reference Book: Fundamentals of Business Organisation & Management by Y.K.Bhushan (Sultan chand & Sons)



B.B.A. SEMESTER – I

Course No. BBA-CC-106 PRINCIPLES OF ECONOMICS (MICRO)

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Unit	Detailed Syllabus	Credit	Marks
1	Introduction to Economics: Basic problems of an Economy, Various definitions of economics, Concept of price mechanism, Nature and scope of economics, Micro and Macro economics, Positive and normative economics,	12	18+7
2	Consumer Behavior & Market structure: Concept of need & want, Concept of Utility, Total Utility and Marginal Utility, The law of diminishing marginal utility, Concept of Consumer surplus & its importance. Classification of market: Meaning & Characteristics of different competitions.	11	18+7
3.	Demand and Supply Analysis: Concept of demand - Determinants , The law of demand, Elasticity of demand – meaning, types, factors and importance, Concept of Supply: Determinants, The law of supply, Elasticity of supply: meaning, types, factors and importance, Cost & Production Concepts: Meaning of cost, Accounting cost & Economic cost, Direct and Indirect cost, Actual and opportunity cost, Private and social cost. Short run and long run cost.	11	17+8
4	Production Function, The law of variable proportions, Economics and diseconomies of scale, Returns to scale. Marginal productivity theory of distribution, Modern theory of distribution, Liquidity preference theory of interest, Loanable fund theory of interest, Theories of profit.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

1. Business Economics, H.L.Ahuja, S.Chand& Company Ltd.
2. Principles of economics, B.S.ShahPrakashan
3. Keynesian & Post Keynesian Economics – S. P. Gupta
4. Indian Economy, Dutt&Sundaram
5. Microeconomics for Management studies, Ravindra H. Dholakiya& Ajay N.Oza, Oxford University Press.



B.B.A. SEMESTER – I

Course: **Core Course**

Course No. **BBA-CC-107 COMPUTER APPLICATIONS IN BUSINESS**

Type of Course: Core Course

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 03

Unit	Detailed Syllabus	Credit	Marks
1	Introduction to Computers: Concept, - types of hardware & software Input – output devices and generation of computers	12	18+7
2	Introduction to Operating System: Concept, types and functions of operating system Dos v/s latest operating system – exg. Linux etc	11	18+7
3.	Introduction to Word Processing: Concept and use of word documents Documents – creating, formatting & designing documents Mail merge	11	17+8
4	Introduction to Spread sheet: Generate and format of the spreadsheet Functions – concept and uses and creating graphs Introduction to Internet –Multimedia-Web: History of internet – introduction to Email – introduction to HTML & Tags – introduction to multimedia and web	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

1. PC software made easy, Taxali – TMH
2. Introduction to microcomputers– PHI



B.B.A. SEMESTER – I

Course: Core Course

Course No. BBA-CC-108 BUSINESS COMMUNICATION – I

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Objectives:

- 1 To gain knowledge of basics of communication.
- 2 To acquaint students with importance of business letters and its theory.
- 3 To acquaint students with business correspondence and its importance.
- 4 To make students familiar with modern means of communication.
- 5 To develop skills of effective presentation and interview.

Unit	Course	Credit	Marks
1	Essentials of Communication: 1 Introducing Communication. Meaning & definition of Communication. Process of communication. 7 Cs of Effective Communication. Objectives of Communication. Formal and Informal Channels of communication. Merits & demerits of Oral and Written Communication. Internal and External Organizational Communication. Merits & demerits of Vertical & Horizontal Communication. Diagonal Communication. Categorization of Barriers to Communication. Physical and External Barriers of Communication. Semantic and Language Barriers of Communication. Socio – psychological Barriers of Communication. Organizational Barriers of Communication. Corporate Communication Barriers of communication. Methods of Overcoming Communication Barriers.	12	18+7
2	Business Letters: Theory and Practice Introduction to Business Letter. The 7 -Cs of Letter Writing. Lay Out of Business Letter. Parts of Business Letters. Forms of Business Letter. Appearance of Business Letter. Drafting of Inquiry Letters. Solicited & Unsolicited Letters. Quotation Letters. Orders and their Execution.	11	18+7
3	Business Correspondence: Theory and Practice: (A) Sales Letters. Importance of Sales Letter. Sales Letter as Ambassador of Businessmen. A-I-D-C-A Sales Formula. Pattern-Sales Letters on various white goods & daily Utility products eg. Washing Machine; Colour LCD; Two wheelers; four wheelers etc. Reminder-Persuasion-Legal Threat and Warning- Legal Actions asking for payment by installments, asking for payment by offering special discount or rebate. Goodwill Letters. Credit & Status Inquiry Letter. Letters asking for credit information from banks and business firms. Letters giving favourable opinion. Giving unfavourable opinion. Giving mixed opinion. Letters granting credit. Refusing credit. Partially granting credit Complaints and Adjustment Letter. Drafting and Effective Letter of Complaint. Attitude towards complain and Reply. eplies to	11	17+8



	<p>Complaints. Adjustment Policies. Characteristics of a Well Drafted Adjustment Letter.</p> <p>(B)</p> <p>Circular Letters: Characteristics of Circular Letters. Importance of Circulars as medium of Communication in corporate world. Circulars Letters written on following Occasions: Opening of new branch/business. Shifting of Premises. Admission of Partner. Death/Retirement of a partner. Dismissal of an employee Price rise/price reduction of a product. Stock Clearance/ Festival sale.</p> <p>Notices, Agenda and Minutes writing of the following Joint Stock Company Meetings: Types of Joint stock Company Meetings. Structure of a Notice. Preparation of Agenda. Types of Resolution and its drafting. First Board Meeting. Routine Board Meeting. Statutory Meeting. Extraordinary General meeting. Meeting held prior to A.G.M. Annual General Meeting.</p>		
4	<p>Introduction to Computer Based Communication Tools. Advantages and Limitations each of these. Word Processor. Telex. Facsimile (fax), Email, Voice mail, Internet, Multimedia, Teleconferencing. Video Conferencing. Introduction to Emails. Classification and Purpose of Email. Structure and Layout of Email. Style, Content, Etiquettes and effectiveness of Email.</p> <p>Presentation and Interview. Presentation Skills. Introduction. Planning, Preparation. Use of Visual aids in presentation. Interviews: Introduction to Interviews. Objectives of Interviews. Types of Interviews. Job Interviews. Face to Face Interviews Telephonic Interview. Preparation-Process How to become an effective interviewer? & Interviewee? suggestions for successful Interview.</p>	11	18+7

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks



Important Note:

For Unit: 01

“Essentials of Business Communication” Rajendra Pal and J.SC. Korhali – New Delhi.

Chapter: 01 “Introducing Communication”. Page No: EC: 01

Chapter No: 02 “Objectives of Communication”. Page No: EC: 07 Chapter No: 04 “Types of Communication”. Page No: EC: 36.

“Business Communication” by Sathya Swaroop Debasish & Bhagaban Das. PHI Private Ltd. Section: 01, Chapter: 01 “Communication: An Overview. Page No: 0 3to 29.

Chapter: 02, Page No; 30 to 45, Chapter: 03 Page No: 46 to 56. Chapter: 04 Page No: 57 to 76.

For Unit: 02

“Business Communication” by Sathya Swaroop Debasish & Bhagaban Das. PHI Private Chapter: 03 Page No: 46 to 56.

“Business Communication” Rai & Rai Himaliya Publishing House. Part: II Chapter No: 17, Page No: 195 to 208. **For Unit: 03**

Business Communication” Rai & Rai Himaliya Publishing House. Part: II Chapter No: 22 ‘Sales Letters. Page No: 252 to 266.

Business Communication” Rai & Rai Himaliya Publishing House. Part: II Chapter No: 23, Page No: 267 to 278.

“Essentials of Business Communication” Rajendra Pal and J.SC. Korhali – New Delhi.

Part: II, Chapter No: CC: 07 Page No: CC-70., Chapter No: CC: 08, Page No: CC: 84. Chapter No: CC: 10, Page NO: CC: 122.

For Unit: 04

“Business Communication” by Sathya Swaroop Debasish, Bahaman Das. PHI Learning Pvt,Ltd. Fourth Edition. 2014. Delhi. Section: III, Chapter No: 15, Page No: 262 – 271. “Email Writing”.

“Business And Managerial Communication” by Sailesh Sengupta PHI Learning Pvt, Ltd. Chapter: 10 “Business Correspondence, Business Meetings and Technology” Page No: 241-274.

“Business Communication” by Rai & Rai Himaliya Publishing House Chapter 04 “Media and Modes” Page No: 32-46. **For Unit: 05**

“Business Communication” by Rai & Rai Himaliya Publishing House Chapter: 09, Page No: 87 to 98. PartIII: Chapter No: 29, Page No: 343 to 354.

“Business Communication” by Sathya Swaroop Debasish, Bahaman Das. PHI Learning Pvt,Ltd. Fourth Edition. 2014. Delhi. Section: II, Chapter No: 05, Page No: 79 to 101. Chapter: 09, Page No: 145 to 170.

Books:

- 1 “Business Communication” Rai & Rai, Himaliya Publishibg House, Mumbai.
- 2 “Essentials of Business Communication” Rajendra Pal and J.SC. Korhali – New Delhi.
- 3 “Business Communication”. K.K. Sinha – Galgotia Publishing Company, New Delhi.



Further Reading:

- 1 Media and Communication Management – C.S. Rayudu – Himaliya Publishing.
- 2 Business Communication (Principles and Techniques) Nirmal Singh – Deep & Deep Publications Pvt. Ltd. New Delhi.
- 3 Business Communication Dr. S.V. Kadvekar, Prin. Dr.C.N.Rawal, and Prof. Ravindra Kothavade – Diamond Publications, Pune.
- 4 Business Correspondence and Report Writing – R.C. Sharma, Krishna Mohan- Tata McGrwaw – Hill Publishing Company Limited, New Delhi.
- 5 Technical Communication (Principles & Practice) Meenakshi Raman and Sangeeta Sharma – Oxford University Press, New Delhi.
- 6 “Business Communication” by Sathya Swaroop Debasish, Bahaman Das. PHI Learning Pvt,Ltd. Fourth Edition. 2014. Delhi.
- 7 50 Ways to improve your Presentation Skills in English, BobDignen, Orient Black Swan, Hyderabad.



B.B.A. SEMESTER – I

Course: Core Course

Course No. BBA-CC-109 BASICS OF MATHEMATICS

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Unit#	Content	No. Of Hours	Marks
1	Set Theory: Definitions related to set, Venn Diagrams, rules of set operation, Cartesian product of two sets	12	18+7
2	Permutation & Combination: Introduction, important notations, meaning & its application	11	18+7
3	Function: definitions, types of function, functions in commerce & economics: Supply & demand function, cost function, revenue function, profit function, Breakeven point Limit: Meaning, rules of limit, important formulae for limits, examples of limit	11	17+8
4	Differentiation: definition of derivative, derivative of function, important formulae for derivatives, rules of derivative (addition, subtraction, multiplication, division & chain), first order of derivative. second derivative, Application of differentiation (maximum & minimum value of a function, law of demand & supply, market equilibrium price	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference books:

1. Business Mathematics, D.C.Sancheti&V.K.Kapoor, S.Chand& Sons
2. Business Mathematics, J.K.Singh&Deepti Rani, Himaliya Publishing House
3. Business Mathematics, G.C.Patel& A.G. Patel, AtulPrakashan.



B.B.A.
SEMESTER – II

Course: **Soft Skill**

Course No. **BBA-SS-201 STRESS MANAGEMENT**

Type of Course: Soft Skill

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 02

Unit	Content	No. of Hours	Marks
01	Stress Management: Introduction to stress, definitions, and elements of stress, psychological mechanism and phases of stress, Life events and Stress	8	18+7
02	Stress Models and Stressors: A stress Models, types of stress, nature of stress, Model of Organizational Stress, Model Occupational Stress, Stressors' Environmental Factors that produces stress, Stress and Work: A Model, types of Stressors Burnout: A model of Burnout, Stress and Psychological adjustment, Some Major Causes, Major Effects, Can it be reversed?	8	18+7
03	Stress Causes, Consequences and Symptoms: Stress Consequences, Symptoms and diagnosis of Stress, other effects of stress, rating Occupation, Causes of Stress , Environmental causes, organizational causes, personal causes	7	17+8
04	Managing Stress: Way to deal with stress, Methods to reduce stress, Meditation, yoga, Time Management, Bio Feedback, Organizational strategies to manage stress, Employee Assistance Programmes (EAPs)	7	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Books:

1. Walt Schafer, Stress Management, 4th Edition, Wadsworth CENGAGE Learning, New Delhi
2. D.M.Pestonjee, Stress and Coping, The Indian Experience, second edition, sage publication, New Delhi.
3. Dr. Niraj Kumar, Organizational Behaviour: A New Look Concept, Theory and Practice, first edition 2009 and Reprint 2012, Himalaya Publishing House.
4. V.S.P. Rao, Human Resource Management: text and cases, 3rd Edition Excel Books, New Delhi



B.B.A. SEMESTER – II

Course: **Foundation Course**

Course No. **BBA-FC-202 ENVIRONMENTAL STUDIES**

Type of Course: Foundation Course

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 02

Unit #	Content	No. Of Hours	Marks
01	Ecosystems Concept of an ecosystem. Structure and function of an ecosystem. Producers, consumers and decomposers. Energy flow in the ecosystem. Ecological succession. • Food chains, food webs and ecological pyramids. introduction, types, characteristic features, structure and function of the following ecosystem :- a. Forest ecosystem b. Grassland ecosystem c. Desert ecosystem d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)	8	18+7
02	Biodiversity and its conservation • Introduction — Definition: genetic, species and ecosystem diversity. • Biogeographical classification of India • Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values Biodiversity at global, National and local levels. 4. • India as a megadiversity nation • Hot-spots of biodiversity. • Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts. • Endangered and endemic species of India • Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity	8	18+7
03	Environmental Pollution Definition • Causes, effects and control measures of:- a. Air pollution b. Water pollution c. Soil pollution d. Marine pollution • e. Noise pollution f. Thermal pollution g. Nuclear hazards • Solid waste Management : Causes, effects and control measures of urban and industrial wastes. • Role of an individual in prevention of pollution. Pollution case studies. • Disaster management: floods, earthquake, cyclone and landslides Social Issues and the Environment • From Unsustainable to Sustainable development • Urban problems related to energy • Water conservation. rain water harvesting, watershed management Resettlement and rehabilitation of people: its problems and concerns. Case studies. Environmental ethics: issues and possible solutions. Climate change. global warming, acid rain, ozone layer depletion. nuclear accidents and holocaust. Case studies. Wasteland reclamation.	7	17+8



04	<ul style="list-style-type: none">• Consumerism and caste products.• Environment Protection Act (Prevention and Control of Pollution) Act. 4• Water (Prevention and control of Pollution) Act• Wildlife Protection Act• Forest Conservation Act• Issues involved in enforcement of environmental legislation.• Public awareness Human Population and the Environment • Population growth, variation among nations. • Population explosion — Family Welfare Programme. • Environment and human health. • Human Rights. • Value Education. • HIV / AIDS. • Women and Child Welfare. Role of Information Technology in Environment, Study of common plants, insects, birds. Study of simple ecosystems-pond, river, hill slopes, etc.	7	17+8
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INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Book:

1. Agarwal, K.C.2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. BharuchaErach, The Biodiversity of India, Mapin Publishing Pvt.Ltd. , Ahmedabad — 380 013, India, Email: mapin@icenet.net (R)
3. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc.480p
4. Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)
5. Cunningham, W.P.Cooper, T.H.Gorhani, E & Hepworth, M.T.2001. Environmental Encyclopedia, Jaico Publ. House. Mumbai, 1196p
6. Dc A.K., Environmental Chemistry, Wiley Eastern Ltd.
7. Down to Earth, Centre for Science and Environment(R)
8. Gleick, 11.P. 1993. Water in crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute. Oxford Univ. Press. 473p
9. Hawkins R.E, Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
10. Heywood, VII & Watson, R.I. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p. 11. Jadhay.&Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
11. Mckinncv, M.L. &Schoch. R.M. 1996. Environmental Science systems & Solutions. Web enhanced edition. 639p.
12. Mhaskar A.K. Matter Hazardous, Techno-Science Publications (TB)
13. Miller T.O. Jr., Environmental Science, Wadsworth Publishing Co. (TB)
14. (Num, E.P. 1971. Fundamentals of Ecology. W.B.Saunders Co. USA. 5741 i 6. Rao M N.& Dana, A.K. 1987. Waste Water treatment. Oxford &I 11311 Publ. Co. Pvt.Ltd. 345p



B.B.A. SEMESTER – II

Course: **Core Course**

Course No. **BBA-CC-203 COST ACCOUNTING**

Type of Course: Core Course

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 03

Unit #	Content	No. Of Hours	Marks
01	BASIC CONCEPTS OF COSTING: Meaning of Costing, Objectives of Cost Accounting, Functions of Cost Accountant, Advantages of Cost Accounting, Objections to Cost Accounting, Elements of Cost, Types of Costing,	12	18+7
02	Cost Classification, Methods of Costing, Terms used in Costing (cost concepts for decision making) Preparation of Simple cost Sheet (Only single product costing), Tender Cost Sheet (Estimated Cost Sheet)	11	18+7
03	RECONCILIATION OF COST AND FINANCIAL ACCOUNTING Preparation of Reconciliation Statement based on Cost Sheet and Profit & loss Account.	11	17+8
04	NON-INTEGRAL ACCOUNTING (COST CONTROL ACCOUNTS) Cost ledger Control Accounts, Journal entries and preparation of Cost Control Accounts.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Book:

1. Cost Accounting Text and Problems by M. C. Shukla, T. S .Grewal and M. P. Gupta – S Chand – 10th Edition Ref. Books : Management Accounting by Paresh Shah – Oxford University Press
Cost Accounting by J. Made Goda – Himalaya Publishing House – 1st Edition Cost Accounting by Jawahar Lal & Seema Srivastava – Tata McGraw Hill Publication - 2008 Edition



B.B.A. SEMESTER – II

Course: Core Course

Course No. BBA-CC-204 PRINCIPLES OF ECONOMICS (MACRO)

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

UNIT	DETAILED SYLLABUS	CREDIT	MARKS
1	Concept & importance of macro economics. Features of India a developing economy , National Income – concept, methods and difficulties	12	18+7
2	Introduction to different sectors – agriculture, industry & service Population – size and growth Poverty – types and causes Unemployment – types and causes Inflation – types, causes and control	11	18+7
3	Theory of income and employment – J B Says law of market Theory of income and employment – Keynesian Theory Business cycle – concept and theories	11	17+8
4	Money – concept, evolution, function and value of money Bank – concept, functions of Commercial bank and RBI International Trade – concept , introduction to Balance of Trade and Balance of Payment	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

1. Business Economics, H.L.Ahuja, S.Chand& Company Ltd.
2. Principles of economics, B.S.ShahPrakashan
3. Keynesian & Post Keynesian Economics – S. P. Gupta
4. Indian Economy, Dutt&Sundaram
5. Microeconomics for Management studies, Ravindra H. Dholakiya& Ajay N.Oza, Oxford University Press.



B.B.A. SEMESTER – II

Course: Core Course

Course No. BBA-CC-205 PRINCIPLES OF MANAGEMENT

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Unit #	Content	No. Of Hours	Marks
01	Staffing: Meaning; Human Resource planning- Meaning, Importance ;Job analysis- Meaning, Importance; Recruitment- Meaning, source of recruitment; Selection- Meaning, Process; Training- Meaning, Method of training – job rotation, lecture/ conferences, vestibule (a short note on these	12	18+7
02	Directing: Meaning and principle of directing, Motivation: Meaning , Theories of motivation – Herzberg’s Two factor theory, McGregor’s theory of X and theory of Y and theory Z; Leadership- Meaning; Theories of Leadership – Blank and Mouton’s managerial grid, Leadership continuum; Communication: Meaning and Importance	11	18+7
03	Control: Meaning , Nature and importance of control, the control process, Essential/ Principle of effective control system , Technique of control – Break even analysis	11	17+8
04	Emerging Issue in Management: <i>Knowledge Management</i> : Meaning and Objective; <i>Technology Management</i> : Meaning, functions, Limitation ; <i>Corporate Social Responsibility</i> : Meaning, arguments for and against CSR	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Book:

1. Author Name: L.M. Prasad “Principle of Business Management” Sultan chand and sons, 9th edition /2015
2. KarminderGhuman and K. Aswathapa Management- concept, practice and cases ; Tata McGraw Hill; 1st edition(2010)



B.B.A. SEMESTER – II

Course: Core Course

Course No. BBA-CC-206 BUSINESS COMMUNICATION – II

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Objectives:

- 1 To gain knowledge of basics of communication.
- 2 To acquaint students with importance of business letters and its theory.
- 3 To acquaint students with business correspondence and its importance.
- 4 To make students familiar with modern means of communication.
- 5 To develop skills of effective presentation and interview.

Unit	Detailed Syllabus.	Teaching Hours.	Marks/ Weight
01	Soft Skills & Interpersonal Communication. 1 Introduction & Definition. Types of Soft Skills. How to develop Soft Skills. Interpersonal & Interpersonal Communication. Importance of Interpersonal Communication. Characteristics of Interpersonal Communication. How to develop Interpersonal Skills. Employment Related Communication. (a) Job Application and Resume Writing. Introduction. Types of application letters. General guidelines for Resume writing. Drafting of Resume, Bio-data, and Curriculum Vitae.	12	18+7
02	(b) Personnel Letters. Drafting of Interview Letters. Letter of Appointment. References. Confirmation. Promotion. Resignation. Methods of Communication. Verbal & Nonverbal Communication. Body language. Paralanguage. Objectives of Public Relations. Internal & External Public Relations. Image building. Use of Mass Media for Public Relations.	11	18+7
03	Business Correspondence: (a) Report Writing: Introduction. Types of Reports. Parts of Reports. Drafting Business Reports. (b) Proposal Writing. Introduction. Types of Proposal. Parts of Proposal. Drafting Business Proposal.	11	17+8
04	<u>Group Discussion</u> Introduction. Importance of Speaking & Listening. Group Discussion as part of a Selection Process. Characteristics of good Group Discussion. Seating arrangement in Group Discussion. Assessment Process in Group Discussion. Drafting an imaginary Group Discussion.	11	18+7



INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Important Note: For Unit: 01

1 "Business Communication". By Sathya Swoop Debasish & Bhagaban Das. PHI Private Limited. New Delhi. Fourth Printing-2014. Section: 01, Chapter: 01, Page No: 03 to 29.

For Unit: 02

- 1 'Business Communication'. Rai & Rai, Himaliya Publishing House. Mumbai. Part: II, Chapter: No: 15, Page No: 148 to 163.
- 2 'Business Communication'. Rai & Rai, Himaliya Publishing House. Mumbai. Part: II, Chapter: No: 16, Page No: 182 to 194.
- 3 "Business Communication". By Sathya Swoop Debasish & Bhagaban Das. PHI Private Limited. New Delhi. Fourth Printing-2014. Section: II, Chapter: 17, Page No: 282 to 302.

For Unit: 03

- 1 'Business Communication'. Rai & Rai, Himaliya Publishing House. Mumbai. Chapter: 03, Page No: 20 to 31. Part: II, Chapter No: 16, Page No: 182 to 194.
- 2 "Business Communication". By Sathya Swoop Debasish & Bhagaban Das. PHI Private Limited. New Delhi. Fourth Printing-2014. Section: 01, Chapter: 01, Page No: 03 to 29. Section: II, Chapter: 10, Page No: 171 to 192. For Unit: 04
- 3 'Business Communication'. Rai & Rai, Himaliya Publishing House. Part: II, Chapter No: 26, Page No: 300 to 316.
- 4 "Business Communication". By Sathya Swoop Debasish & Bhagaban Das. PHI Private Limited. New Delhi. Fourth Printing-2014. Section:II, Chapter No: 18, Page No: 303 to 327.

5 **For Unit: 05**

Books:

- 1 "Business Communication" Rai & Rai, Himaliya Publishibg House, Mumbai.
- 2 "Essentials of Business Communication" Rajendra Pal and J.SC. Korhali – New Delhi.
- 3 "Business Communication". K.K. Sinha – Galgotia Publishing Company, New Delhi.
1. "Business Communication". By Sathya Swoop Debasish & Bhagaban Das. PHI Private Limited. New Delhi. Fourth Printing-2014. Section:II, Chapter No: 06, Page No: 102 to 110. And Chapter: 07, Page No: 111 to 130
2. "Group Discussion at a glance" Competitive Success Review, Sudha Publication Pvt. Ltd. New Delhi.
3. Taxman's "Business Communication and Organization and Management". By Rohini Aggarawal. Second Edition, 2008. New Delhi. Chapter: 05, Page No: 54 to 69.

Additional Reading:

- 1 "Essentials of Business Communication" Rajendra Pal and J.SC. Korhali – New Delhi.
- 2 "Business Communication", K.K. Sinha – Galgotia Publishing Company. New Delhi.
- 3 Media and Communication Management – C.S. Rayudu – Himaliya Publishing.
- 4 Business Communication (Principles and Techniques) Nirmal Singh – Deep & Deep Publications Pvt. Ltd. New Delhi.



- 5 Business Communication Dr. S.V. Kadvekar, Prin. Dr.C.N.Rawal, and Prof. Ravindra Kothavade – Diamond Publications, Pune.
- 6 Business Correspondence and Report Writing – R.C. Sharma, Krishna Mohan- Tata McGrwaw – Hill Publishing Company Limited, New Delhi.
- 7 Technical Communication (Principles & Practice) Meenakshi Raman and Sangeeta Sharma – Oxford University Press, New Delhi.
- 8 “Business Communication” by Sathya Swaroop Debasish, Bahaman Das. PHI Learning Pvt,Ltd. Fourth Edition. 2014. Delhi.
- 9 50 Ways to improve your Presentation Skills in English, BobDignen, Orient Black Swan, Hyderabad.



B.B.A. SEMESTER – II

Course: **Core Course**

Course No. **BBA-CC-207 GROWTH & STRUCTURE OF INDUSTRIES**

Type of Course: Core Course

Marking Scheme: **External Examination: 70 + Internal Exam 30**

Credit: 03

Unit #	Content	No. Of Hours	Marks
01	Introduction: Meaning of industry and industrialization, Significance of industrialization in India, Factors hampering India. Location of Industries: Meaning and importance of location, Weber's theory of location and factors affecting location, Agglomeration and Deglomeration, Dynamics of industrial location	12	18+7
02	Small Scale and Cottage Industries: Meaning, characteristics and classification (cottage, modern SSI and tiny units), Importance of SSI in Indian economy, Problems faced by SSIs, Policy measures for SSIs (Government Assistance to SSIs, Industrial Estates, DICs, Policy of reservation for SSIs), the industrial policy 1991 and SSIs, Financial Institutions for SSI (NSIC, SIDBI, SFCs, SIDC)	11	18+7
03	Industrial Policy of India: An outline of the industrial policies 1948, Industrial Policy reforms, Industrial policy in -reform (1991) period, Provisions of the industrial policy after 1991, Contemporary issues in Industrial polity	11	17+8
04	Policies for Industrial Sickness, Meaning of industrial sickness, causes of industrial sickness in India, Government's measures for sick industrial units .Indian Industries and the Energy problem, Sources of Energy, Energy Crisis and Measures to solve Energy Crisis	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Book:

- (1) Indian Economy (28th Revised Edition) by Mishra &Puri (Himalaya Publication)
- (2) Industrial Economy of India by S.S.M Desai & N. Bhalerao

Reference Book:

- (1) Indian Economy by Datt&Sundharam (S.Chand Publication)



B.B.A. SEMESTER – II

Course: Core Course

Course No. BBA-CC-208 BUSINESS MATHEMATICS

Type of Course: Core Course

Marking Scheme: External Examination: 70 + Internal Exam 30

Credit: 03

Unit#	Content	No. Of Hours	Marks
1	Mathematics for Finance: Simple interest, compound interest, effective rate of interest, Annuity: Future value of annuity, present value of Annuity, Sinking fund method Determinant: Determinant of order two & three, cramer's rule, properties of determinant	12	18+7
2	Matrices: Introduction, difference between determinant & matrix, types of matrix, operation of matrix :addition &substraction of matrices,multiplication by scalar, multiplication of two matrices, inversion of matrix up to 3×3 using adjoint matrix, application to Business problems	11	18+7
3	Co-ordinate Geometry: Introduction, Cartesian Co-Ordinate System, Distance between two points, Slope of line, slopes of Parallel and perpendicular lines, equations of a line Two Point Form Point slope form Intercept form Two intercept form General form	11	17+8
4	Sequence & Series: Concept, Arithmetic progression, Geometric progression Harmonic sequence, Arithmetic Mean, Geometric Mean, Harmonic Mean	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Books:

1. Business Mathematics, D.C.Sancheti&V.K.Kapoor, S.Chand& Sons
2. Business Mathematics, J.K.Singh&Deepti Rani, Himaliya Publishing House
3. Business Mathematics, G.C.Patel& A.G. Patel, AtulPrakashan.



B.B.A.
SEMESTER – II

Course: **Core Course**

Course No. **BBA-CC-209 TALLY PRACTICAL**

Type of Course: Core Course

Marking Scheme: **External Examination: 100**

Credit: 03

Content

Tally Programme Learning

Sl.	Description
1	Introduction Account
2	Desi Nama
3	Introduction Tally Software
4	Creation of a Company
5	Lager Creation
6	Voucher Entry
7	Godown Entry
8	Inventory
9	Stock Management
10	Payroll System
11	VAT Entry
12	TAX Entry
13	Source to Product Creation
14	Data Backup and Recovery

Reference Books:

- 1 David A. Whetten and Kim S. Cameron, Developing Management Skills, 8th Edition, Pearson
- 2 Felix, Oberman. From Hello to Hired: Your Guide to Resume Building and Interview Skills. How to land your ideal job, Kindle Edition, 2015
- 3 Richard Smith HOW TO GET HIRED: The Step-by-Step System: Standing Out from the Crowd and Nailing the Job You Want, 2015,
- 4 Emma Sue-Prince, The Advantage: The 7 soft skills you need to stay one step ahead, Pearson
- 5 Gulati, Sarvesh. Corporate Skills. New Delhi: Rupa and Co, 2010 and SOFTSPAN (India) PVT. LTD. New Delhi.



MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY
(With effect from Academic Year: 2019-20)

BBA Syllabus Draft for Semester 3,4,5 & 6

SEMESTER - III

No.	Paper Name	Credit	Internal	Term End	Total
301	Business Communication	2	30	70	100
302	Public Speaking	2	30	70	100
303	Indian Economy	3	30	70	100
304	Principles of Marketing	3	30	70	100
305	Cost and Management Accounting	3	30	70	100
306	Production and Operations Management	3	30	70	100
307	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
308	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
309	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
Financial Management (Semester III)					
307	Financial Management	3	30	70	100
308	Financial Statement Analysis	3	30	70	100
309	Financial Services	3	30	70	100
Marketing Management (Semester III)					
307	Sales Management	3	30	70	100
308	Consumer Behavior	3	30	70	100
309	Agriculture and Rural Marketing	3	30	70	100
Human Resource Management (Semester III)					
307	Human Resource Development	3	30	70	100
308	Performance Management	3	30	70	100
309	Knowledge Management	3	30	70	100



SEMESTER - IV					
No.	Paper Name	Credit	Internal	Term End	Total
401	Business Communication	2	30	70	100
402	Team Building & Team Work	2	30	70	100
403	Research Methodology	3	30	70	100
404	Principles of Finance	3	30	70	100
405	Human Resource Development	3	30	70	100
406	Introduction to Database Management Systems	3	30	70	100
407	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
408	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
409	Elective from Finance/Marketing/Human Resource Group	3	30	70	100
407	Financial Instruments & Market	3	30	70	100
408	Security Analysis & Portfolio Management	3	30	70	100
409	Corporate Restructuring & Merchant Banking	3	30	70	100
Marketing Management (Semester IV)					
407	Marketing Research	3	30	70	100
408	Retailing	3	30	70	100
409	Advertising Management	3	30	70	100
Human Resource Management (Semester IV)					
407	Industrial Relations Management	3	30	70	100
408	Employees Legislation	3	30	70	100
409	Organizational Development & Change	3	30	70	100



B.B.A. SEMESTER III

SOFT SKILL COURSE		
301	BUSINESS COMMUNICATION	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	ORAL PRESENTATION SKILLS. Meaning & purpose of Oral Presentation. Structuring the Presentation. Preparation before Presentation. Key Elements of Presentation. Introduction to presentation. Patterns of Presentation. Main Body of the Presentation. Concluding Presentation. Basic guidelines for Designing the Presentation.	8	18+7
2	Listening: A COMMUNICATION TOOL Introduction. What is Listening? Common Faults of Listening. How to Improve Listening Skills? Approaches to Listening. Group Communication. Introduction. What is Group? Group Personality. Types of Groups: Formal and Informal. Why Groups? The Role of Communication in the Small Group. Look at the features that a Group Discussion possesses. How to make Group Discussion effective? Advantages and Disadvantages of Group Discussion.	8	18+7
3	Interview: Meaning and Definition of Interview. Purpose of Interview. Essential Features of Interview. Methods of Interview. Styles of Interview. Types of Interview. Preparation of the Candidate for the Interview. Success Tips for the Candidate. Guidelines for the Candidate.	7	17+8
4	Job Application and Resume Writing. Introduction. Definition of Job Application Letter. Features of Job Application Letter. Types of Job Application Letter. Tips for Drafting an Application Letter. RESUME Resume Vs Curriculum Vitae. Types of Resumes. Potential Errors with Resume Writing. Essential Parts of a Resume. Ten Keys Points in Writing Effective Resume.	7	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks



Reference Books:

Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.

Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.

Business Communication – Homai Pradhan, Bhende D.S., Thakur Vijaya

Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.

Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.

Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi

Business Communication Strategies – Monipally Mathukutty M.- Tata McGraw –Hill Publishing Company Limited, New Delhi

A Handbook of Commercial Correspondence – A. Ashley – Oxford University Press

Business Communication and Organisation and Management – C.B. Gupta

. Comprehensive Business Communication – Saroj Karnik, P.P. Mehta,- P.V. Kulkarni

**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY****(With effect from Academic Year: 2019-20)**

B.B.A SEMESTER-III			
FOUNDATION COURSE			
302		PUBLIC SPEAKING	CREDIT- 02
TOTAL MARKS	100		
TERM END	70		
INTERNAL	30		

Unit	Detail	Period/ Week	Weightage/ Marks
1	<ul style="list-style-type: none">Public Speaking in Business Environment 09 14Personal and social benefits of Public SpeakingEvolution of Public Speaking	8	18+7
2	<ul style="list-style-type: none">Introduction of Public SpeakingModern elements of public speakingStyle of speech · Fear of Public speakingPostures in Public Speaking, Gesture component in Public Speaking	8	18+7
3	<ul style="list-style-type: none">Myth and psychology of public speakingComponents of successful speechStory telling	7	17+8
4	<ul style="list-style-type: none">The diction in VoiceDelivery of MaterialThe Text component in Public Speaking	7	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY****(With effect from Academic Year: 2019-20)**

B.B.A SEMESTER-III		
COMPULSARY COURSE		
303	INDIAN ECONOMY	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	National Income of India: Growth, structure, and interstate variation Infrastructure: Physical and social, its role in economic development	12	18+7
2	Indian planning: Objectives, priorities, and basic strategy. Achievements of economic planning, latest five-year plan Agriculture: Production and productivity trends, green revolution, land reforms, rural credit.	11	18+7
3	Industrial sector: Industrial growth during planning period, industrial policy (liberalization, globalization and privatization) Changing profile of public sector Major economic problems: Population, unemployment, Poverty,	11	17+8
4	Inflation, regional imbalances, and inequalities. Recent trends in foreign trade of India. India and WTO	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

1. Ruddardatt & Sundaram: Indian Economy
2. Mishra & Puri : Indian Economy
3. Bimal Jalan : Indian Economy 4.
4. RBI : Currency, Banking reports
5. Latest Economic Survey.



B.B.A SEMESTER-III		
COMPULSARY COURSE		
304	PRINCIPLES OF MARKETING	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Marketing: Nature & Scope of Marketing, Concepts - production, product, selling, marketing & societal marketing, marketing environment –marketing management and its environment	12	18+7
2	Consumer buying Behaviour: consumer decision making process (five step model), factors affecting buying Behaviour, purchase Behaviour, buyer's role.	11	18+7
3	Market segmentation: need, concept, nature, basis & strategies, Mass marketing vs. Segmentation. Marketing mix: 4ps of products & 7ps of services, components & factors affecting	11	17+8
4	Product decisions: product definition, new product development process, and product life cycle, positioning, branding, packaging & labelling decisions Pricing decisions: importance, objectives & strategies Product promotion: promotion mix and factors affecting. Distribution: channel decisions, types & factors, physical distribution system & components	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

1. Philips Kotler	:	Principles of Marketing
2. Stanton	:	Fundamentals of Marketing
3. J.C. Gandhi	:	Marketing Management
4. Ramaswami & Namakumari	:	Marketing Management



B.B.A SEMESTER-III		
COMPULSARY COURSE		
305	COST & MANAGEMENT ACCOUNTING	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction: Cost and Cost Accounting, Scope, Objectives, Advantages and disadvantages, Installation of costing system. Material Control, Labour control, Overhead control, Fixed and Variable, direct and indirect, Analysis of Cost – Preparation of cost sheet, estimate, tender and quotation.	12	18+7
2	Marginal Costing: Marginal cost vs. marginal costing; contribution, P/V ratio; Break even analysis, margin of safety, application of marginal costing	11	18+7
3	Standard Costing and Variance Analysis: material variances, Labour variances. Reconciliation of cost and financial Accounts.	11	17+8
4	Funds Flow Statement. Cash Flow Statement (as per AS14) Budgetary Control: Meaning, Classification, types of budget (fundamentals only).	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05</u> Marks
TOTAL	30 Marks

References:

1. Cost Accounting	:	Jain & Narang
2. Managements & Cost Accounting	:	M.Y. Khan & K. Jain



B.B.A. SEMESTER-III		
COMPULSARY COURSE		
306	PRODUCTION & OPERATIONS MANAGEMENT	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Production and operations management; its functions and Relationship with other functional areas. Facility location decision, layout decision, product and process layout. Capacity planning	12	18+7
2	Production planning and control: Planning, scheduling, routing etc. Assembly line balancing. Work Study: Method study and time study, Work simplification.	11	18+7
3	Productivity linked incentives. Inventory Management: ABC analysis and basic model of EOQ (carrying, ordering and shortage costs). Supply Chain Management. Basic concepts of maintenance management and preventive management. Statistical quality control and acceptance sampling.	11	17+8
4	Services: Nature, design of service system. Latest Concepts: A brief introduction to JIT, computer aided manufacturing, TQM and ISO quality systems.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference:

1. Buffa & Sarin : Modern Production and Operations Management
2. Nair : Operations Management, TMH
3. Adam & Ebert : Production and Operations Management, Prentice Hall India



B.B.A SEMESTER-III		
COMPULSARY COURSE		
F-307	FINANCIAL MANAGEMENT	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	<p>Introduction to financial management: Evolution, objective, principles of corporate finance, agency problems, interface of financial management with other functional areas, organisation of financial management, environment of corporate finance.</p> <p>Time value of money: Role of time value in finance, basis for time value of money, computation of present values & future values, single cash flow, multiple cash flow stream, annuities, growing annuities, perpetuities, growing perpetuities, the frequency of compounding & discounting, effective interest rate, special applications of time value.</p> <p>Sources of long term finance: Shares, debentures and term loans, convertible debentures and warrants, asset based financing- lease, hire purchase & project financing, venture capital financing</p> <p>Long term investment decisions: Capital Budgeting- introduction, motives for capital expenditure, importance of capital budgeting decision, capital budgeting process, kinds of capital budgeting decisions. Estimating cash flows- kinds of cash flows, elements of the cash flow stream, basic principles of determining cash flow stream (case of single proposal, replacement, mutually exclusive.)</p> <p>Techniques of capital budgeting- traditional techniques- pay back, average rate of return, discounted cash flow technique- NPV, IRR, PI, TV & MIRR, NPV vs. IRR, problems with IRR, NPV Vs. PI, sources of positive NPV, selecting an appropriate technique.</p>	12	18+7
2	<p>Capital budgeting- Capital rationing, capital budgeting under inflation, optimum replacement timings, deferrable decisions.</p> <p>Risk analysis in capital budgeting- Conventional techniques of incorporation of risk- RADR, CE, statistical techniques of risk analysis, sensitivity analysis, scenario analysis & decision tree, break even analysis, abandonment evaluation in capital budgeting.</p> <p>Long Term Financial Decisions: Cost of Capital: Concept of cost of capital, factors affecting cost of capital, implicit and explicit cost of capital, specific and overall cost of capital, cost of long term debt, preferred stock, common stock and retained earnings, weighted average cost of capital, weighted marginal cost of capital, floatation cost and weighted average cost of capital.</p>	11	18+7



	<p>Capital structure, cost of capital & value of firm: The concept of value of the firm, net income approach, net operating income approach, traditional approach, Modigliani- Miller approach, M-M hypothesis with tax, limitations, choosing an optimal capital structure.</p> <p>Factors determining capital structure, profitability and capital structure, liquidity & capital structure, financial distress and other considerations.</p> <p>Leverage- Concept of leverages, operating leverages, financial leverages, EBIT- EPS analysis, financial break-even level, indifference point / level of EBIT.</p>		
3	<p>Dividend Decisions: Dividend and valuation of the firm, arguments for dividend irrelevance, arguments for dividend relevance, determinants of dividend policy, types of dividend policies, forms of dividend.</p> <p>Short Term Financial Decisions: Fundamentals of working capital management, nature of working capital, trade-off between profitability and risk, determining financing mix- hedging vs. conservative approach trade-off between them.</p>	11	17+8
4	<p>Determinants of working capital- Planning for working capital, temporary and permanent working capital, changes in working capital, computation of working capital. Working capital financing- Trade credit, bank credit, commercial papers, factoring.</p> <p>Management of cash and marketable Securities- Motives of holding cash, objectives of cash management, factors determining cash needs, basic strategies in cash management, techniques of cash management, management of marketable securities. Account receivable management: Objectives, cost and benefits of receivables, credit policies, credit terms, collection policies.</p> <p>Inventory Management: Objectives, cost and benefit of holding inventory, techniques of inventory management- ABC system, EOQ, order point problem, safety stock.</p>	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Text Books

- 1 Prasanna Chandra, "Financial Management-Theory and Practice", Tata Mc Graw Hill
- 2 I.M.Pandey, "Financial Management" Vikas Publishing House.
- 3 R.P.Rustagi, "Financial Management- Theory, concepts & problems", Galgotia Publishing Co.
- 4 M.Y.Khan and P.K.Jain, "Financial Management- Text and problems", Tata Mc Graw Hill
- 5 Van Horne, "Financial Management", Pearson Education.



B.B.A. SEMESTER-III		
COMPULSARY COURSE		
F-308	FINANCIAL STATEMENT ANALYSIS	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction to Corporate Financial Statements: Preparation of balance sheet of a company as per schedule VI of the Indian companies' act, horizontal & vertical form of company balance sheet. Annual report of a joint stock company- Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, Understanding financial statements of Manufacturing concerns, Banks, NBFCs, Hospitals, Insurance companies through different ratio analysis, Horizontal and vertical analysis, Common size analysis, Risk Ratio analysis.	12	18+7
2	Understanding financial statements of Manufacturing concerns, Banks, NBFCs, Hospitals, Insurance companies through different ratio analysis, Horizontal and vertical analysis, Common size analysis, Risk Ratio analysis. Financial Forecasting: Sales forecast, preparation of proforma income statement, preforma balance sheet, growth and external funds requirement, computerized financial planning system.	11	18+7
3	Value & price: Need of valuation, valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life-equity & firm valuation, market prices & values.	11	17+8
4	Valuation of corporate acquisitions: Valuation Basics: Tools and techniques for valuing companies for acquisition, legal or investing purposes, Developing pro forma financial statements, Cash-flow based approach to valuation, Guideline companies approach to valuation.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks



Prescribed Books:

- 1 Friedson and Alvarez, "Financial Statement Analysis: A practitioners' Guide", Wiley finance.
- 2 Leonard Soffer and Robin Soffer, "Financial Statement Analysis: A Valuation Approach", Pearson Education, Latest Edition.
- 3 Bernstein, Leopold A., "Understanding Corporate Reports: A guide to financial statements", Dow Jones-Irwin, Latest Edition.
- 4 Ambrish Gupta, "Financial Accounting for Managers: An Analytical Perspective", Prentice Hall.



B.B.A. SEMESTER-III		
COMPULSARY COURSE		
F-309	FINANCIAL SERVICES	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	<p>Introduction: Concept of financial services, difference between financial and non-financial services, financial service providers in India, latest development in financial services, Regulatory frameworks related to different financial services like leasing, HP, NBFCs, Insurance Cos, HFCs.</p> <p>Housing finance: significance of housing finance in economic development, NHB- as a regulator and refinancer, modus operandi of HFCs; Securitization – concept, types, process of securitization, securitization in India.</p>	12	18+7
2	<p>Leasing and Hire Purchase: concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, single investor lease and leveraged lease, Domestic lease and International lease, advantages and limitations of leasing, legal aspects of leasing, determination of lease rental; lease evaluation- the lessee’s angle, determination of breakeven lease rental. Hire purchase: concept, mathematics of HP, legal aspects of HP, financial evaluation – the hirer’s view.</p>	11	18+7
3	<p>Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.</p> <p>Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.</p> <p>Factoring: definition, different types of factoring arrangement, functions of a factor, advantage and limitations of factoring, factoring services in India.</p> <p>Bill Financing: Concept, types and procedure of bill financing, foreign bills, discounting and rediscounting of bills.</p>	11	17+8
4	<p>Plastic money and ATMs- concept and application Securitization: concept, securitization as a funding mechanism, Traditional and nontraditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non-mortgage assets, Securitization in India.</p>	11	17+8



INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Books:

M Y Khan: Financial Services (TMH)

Farouk Irani, "Inside Leasing", Tata McGraw Hill

Dr. Premlal Joshi, "Leasing Comes of Age Indian Scene" Amrita Prakashan.

J.C. Varma, "Equipment Leasing Partnerships", Bharat Law House

SEBI Guidelines: Nabhi Publications



B.B.A. SEMESTER-III		
COMPULSARY COURSE		
M-307	SALES MANAGEMENT	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Sales Management and Organization: Objectives and sales management, sales executive as a coordinator, sales management and control, sales organization - its purpose, setting up a sales organization, types of sales organization.	12	18+7
2	Personal Selling: Objectives and theories of personal selling, analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies	11	18+7
3	Sales Operations: Sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibitions. Salesmanship: Sales manager- Qualities and functions, types of salesman, prospecting, pre-approach & approach, selling sequence, psychology of customers	11	17+8
4	Sales force Management: Recruitment & selection, training, formulation & conduction of sales training programmer, motivation of sales personnel, compensation of sales personnel, evaluation and supervision of sales personnel.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Suggested Readings:

- 1 Still , Cundiff & Govani Sales management & Cases
- 2 McMurry & Arnold How to build a dynamic Sales Organisation
- 3 Pradhan , Jakate & Mali Elements of Salesmanship and Publicity
- 4 Anderson R Professional Sales Management
- 5 F.L. Lobo Successful Selling



B.B.A. SEMESTER-III			
COMPULSARY COURSE			
M-308			CREDIT- 03
TOTAL MARKS	100		
TERM END	70		
INTERNAL	30		

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction to Consumer Behavior (CB): Nature and Importance of CB, application of CB in Marketing, Consumer Research process. Individual Determinants of CB: Perception: process, Consumer Imagery, perceived risk Learning: principles, theories Personality: nature, theories, self-concept, psychographic and life style Attitude: Structural model of attitude, attitude formation & change Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories Group Determinants of CB:	12	18+7
2	Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. Family: functions of family, family decision making, family lifecycle(FLC) Opinion Leadership and Personal influence Diffusion of Innovation: Adoption process., Diffusion process	11	18+7
3	Environmental Influences on CB: Social class, Life style Profile of Social class, application to CB Culture: characteristics, cross cultural understanding Consumer Decision making Process	11	17+8
4	Problem recognition Information Search Process and Evaluation Purchasing process Post purchase behavior Models of CB- Nicosia, Howard & Sheath, Engel-Kollam Blackwell	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Suggested Readings:

- 1 Loudan, David L and Bitta, A.J. Della Consumer Behavior
- 2 Schiffman LG and Kanuk LL Consumer Behavior
- 3 Nair, Suja R, Consumer Behavior in Indian Perspective



B.B.A. SEMESTER-III		
COMPULSARY COURSE		
M-309	AGRICULTURE & RURAL MARKETING	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Five years plans. Rural markets' Characteristics, Rural markets. Environmental factors. Rural Consumer Behavior, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market	12	18+7
2	Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.	11	18+7
3	Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market	11	17+8
4	Export potential for agro-products, Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment. Role	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Suggested Readings:

- 1 Badi & Badi : Rural Marketing
- 2 Mamoria, C.B. & Badri Vishal : Agriculture problems in India
- 3 Arora, R.C. : Integrated Rural Development
- 4 Rajgopal : Managing Rural Business
- 5 Gopalaswamy, T.P. : Rural Marketing



B.B.A. SEMESTER-III		
COMPULSORY COURSE		
H-307	HUMAN RESOURCE DEVELOPMENT	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behavior – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles	12	18+7
2	Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model Designing Effective HRD Program- HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming – Case Studies - Role Plays - Simulations - T-Groups – Transactional Analysis	11	18+7
3	Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources. Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization Realistic Job Review	11	17+8
4	Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force- HRD programs for diverse employees - Expatriate & Repatriate support and development.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

REFERENCES

Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, Cengage Learning, 2006
 William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.
 Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, Oxford University Press, 2009
 4 Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMENT, PHI Learning, 2001



B.B.A. SEMESTER-III		
COMPULSARY COURSE		
H-308	PERFORMANCE MANAGEMENT	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Quality Performance Management - Concept - Dimensions - Facilitating Organizations for Performance Organizational Dynamics and Employee Performance – Job Analysis Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems -Potential and Perspectives.	12	18+7
2	Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based - Quality Circle - Features – Process	11	18+7
3	Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation -Performance Management in Multi-National Corporations.	11	17+8
4	Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

REFERENCES

Srinivas Kandula, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2006
Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, Prentice Hall India, NewDelhi, 2008
Robert Cardy, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2004
S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, Tata-McGraw Hill , New Delhi



B.B.A. SEMESTER-III		
COMPULSARY COURSE		
H309	KNOWLEDGEMENT MANAGEMENT	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.	12	18+7
2	Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).	11	18+7
3	Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge Management of Retention. ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation Performance Management - Mechanisms.	11	17+8
4	Technologies to Manage Knowledge - Artificial Intelligence - Digital Libraries - Repositories - Knowledge Discovery - Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

REFERENCES

Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi,



B.B.A. SEMESTER-IV		
SOFT SKILL COURSE		
401	BUSINESS COMMUNICATION	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Communication: An Overview. Meaning & Definition of Communication. Nature & Attributes of Communication. Purpose of Communication. Types of Communication. Internal & External Communication. Channels of Communication. Verbal & Non Verbal Communication	8	18+7
2	Written Communication. Introduction. Essentials of a Good Business Letter. Basis Considerations while Writing Business Letters. Parts of Business Letter. Styles & Layout of Business Letter.	8	18+7
3	Corporate Communication. Corporate & Communication. Defining Corporate Communication. Employee Relations & Communication. Crisis & Disaster: Managing & Communicating	7	17+8
4	Conflict and Negotiation in Organizations. What is Conflict? Defining Conflict. Origins of Conflict. Guidelines for Effective Conflict Management. Guidelines for Effective Conflict Management. Conflict and Negotiations in Industrial Relations. Guidelines for successful Negotiations Rights & Wrong. Tenses Introduction of Tenses. Verb Forms. Active & Passive Voice	7	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference Books.

Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.

Business Communication and Organization & Management. Rohini Aggarawal Taxman Publisher. New Delhi.

Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.

4 A Practical English Grammar. A.J. Thomson & A.V. Martinet. Oxford University Press. New Delhi.



B.B.A. SEMESTER-IV		
FOUNDATION COURSE		
402	TEAM BUILDING & TEAM WORK	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	An Introduction to Team, Team Building Need, The emerging role of the team, Team Leader, Competencies required of team building professionals Working in a team, Team Dynamics, Factors effecting team work, Assessment of team for success	8	18+7
2	Intervention Skills, change process that helps to build a team, Understanding the flow of team process, Contracting, education, assessment, climate setting, and intervention in work team	8	18+7
3	Communication within team members, One to one and one to group communication, Formal and informal performance evaluation of team member	7	17+8
4	Leadership and problem solving, Delivery of vision to team members, Encouraging the team, Defining team objective, Developing work schedule	7	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
403	RESEARCH METHODOLOGY	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction to Research: Definition, scope, limitations & types, objectives, research process	12	18+7
2	Research designs Population sample, types of sampling techniques, sampling theory of estimation	11	18+7
3	Scaling: meaning of scaling, important scaling techniques, rating and ranking scales. Scale construction techniques, designing a questionnaire, data preparation Collection of data: types, primary & secondary methods.	11	17+8
4	Tabulation, coding, editing. Report writing and presentation	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Reference:

1. C.R. Kothari : Research Methodology
2. K.V. Rao: Research Methodology



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
404	PRINCIPLES OF FINANCE	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction: Scope of Financial Management, Traditional Approach; Modern Approach; Objectives of Financial Management; Investment Decisions; Financing decisions; Profit Maximization vs. Wealth Maximization	12	18+7
2	Capital Budgeting: Meaning, importance and various techniques; Pay back methods; Post Payback period; rate of return method; Net Present value method; Internal rate of return method; Profitability index method.	11	18+7
3	Cost of Capital: Introduction; measurement of cost of capital; cost of equity shares; cost of preference shares; cost of debt; calculation of overall cost of capital based on historical and market rates (Fundamentals only).	11	17+8
4	Capital Structure: Introduction; capital structure decisions; NI approach; NOI approach; MM approach; Traditional approach.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

- Pandey I M : Financial Management, Vikas Pub.
- Chandra P C : Financial Management, TMH.

**MAHARAJA KRISHNAKUMARSINHJI BHAVNAGAR UNIVERSITY****(With effect from Academic Year: 2019-20)**

B.B.A		
COMPULSARY COURSE		
405	HUMAN RESOURCE DEVELOPMENT	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	HRD:CONCEPT AND SYSTEM The Process and System of HRD, Career System, Competency Mapping, Performance Management System,	12	18+7
2	HRD SYSTEMS AND PROFESSION: Reward System, Self-Renewal System, HRD for Workers, Professionalization of HRD,	11	18+7
3	COMPARATIVE HRD HRD in the Government and Public Systems, HRD ion Private Sector, International Experiences in HRD	11	17+8
4	HRD ISSUES AND EXPERIENCES: HRD Audit, Multi Source Feedback System, Knowledge Management Technology and HRD, Diversity Management, Managing Globalization	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks



B.B.A		
COMPULSARY COURSE		
406	INTREIDUCTION TO DATABASE MANAGEMENT SYSTEM	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction: definition of data, uses & need of data in organizations. Basic Concepts: Entities & their attributes, advantages & disadvantages of DBMS	12	18+7
2	Data Models: The hierarchical model, the network model & the relational model. Relational Databases: Relations, tuples, domains & keys, normalization The first & second normal form of databases.	11	18+7
3	SQL: SQL Database creation & manipulation views & queries Data Protection: Recovery, concurrency, security & integrity.	11	17+8
4	Access: A relational database tool in MS-Office. Parts of access window, toolbars and icons. Creating a new table and new database; saving databases, creating views. Use of query, forms and reports.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05</u> Marks
TOTAL	30 Marks

Reference:

James Martin: Principles of Database Management, PHI.
Naveen Prakash: Introduction to Database Management, TMH
Sanjay Saxena: A first course in Computers, Vikas Pub



B.B.A		
COMPULSARY COURSE		
F-407	FINANCIAL INSTRUMENTS & MARKET	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction to Financial Market, understanding financial market in India. Integration of Indian Financial Market with global financial market. Functions of Financial Sectors, Equilibrium in Financial Markets, Financial Development; Types of Financial Market- Money Market, Capital Market – Primary & secondary market, Forex Market, Debt Market- role and functions of this market;	12	18+7
2	Instruments of Financial Market: Call money market, T- Bills, Commercial bills, Commercial papers and Certificates of deposits, Government (Gilt-Edged) securities and Industrial Securities Banking system in India: Kinds of banking companies, commercial banks, development banks. Stock Markets- Trading mechanism, Major stock exchange: NSE, BSE, OTCEI, Stock market indices. Factors affecting stock market; analysis of Market indices- SENSEX and NIFTY components, calculation and revision	11	18+7
3	International Stock Mutual Fund-concept, types and functioning, Limitations of MF Overall comparative analysis of financial market in India & UK / China / Euro/ Zone / Japan / Brazil /Russia and South Africa Mortgage market: Primary and secondary mortgage market, participants in mortgage markets, International trends in securitization Derivative Securities markets: Forward, futures, options and financial Swaps market, trading mechanism, regulatory framework and pricing of the instruments.	11	17+8
4	Financial Intermediaries: Commercial Banks: Credit system for short-term developments in credit information system. Development Banks: Structure, Philosophy and Operations. Non-Banking Financial Cos - types, role and function. Regulatory framework for NBFCs, Provident Funds, Pension Funds- objective and functions. Real Assets: Land and house property, bullion, art and precious stones Mutual Fund-concept, types and functioning, Limitations of MF Overall comparative analysis of financial market in India & UK / China / Euro Zone / Japan / Brazil /Russia and South Africa	11	17+8



INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References:

- 1 LM Bhole; Financial Markets and Institutions: (TMH)
- 2 Anthony Saunders, Marcia Millon Cornett; Financial Markets and Institutions: (TMH)
- 3 Machhirajju; Indian Financial System: Vikas Publishing
- 4 P. N. Varshney; Banking Law & Practice: Sultan Chand & Sons.
- 5 S. N. Maheshwari; Banking Law & Practice: Kalyani Publications



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
F-408	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	<p>Introduction: Meaning, features and types of Investment, Investors and its types: Speculators, Investors and Gamblers. Different venues of investment Need for investment analysis & portfolio management realized return vs expected return. Risk-Introduction, types-Systematic risk and unsystematic risk, measurement of risk –calculation of Mean deviation, Standard Deviation, Beta value- Ex-ante and Ex-post beta, Negative beta and its significance in investment decision.</p> <p>Theories of interest rate risk- Pure expectation theory, liquidity preference theory, preferred habitat theory.</p> <p>Efficient market hypothesis: Concept of efficiency: Three forms of EMH and their tests- weak form- simulation, serial correlation, runs tests, filter tests, momentum and reversal effect; Semi strong form- regression and event studies; Strong form- insiders and mutual funds.</p>	12	18+7
2	<p>Valuation of Fixed Income Investments: Bonds and its types, Valuation of different types of Bonds, Yield- nominal yield, current yield, yield to maturity/put/call, realised yield. Bond theorem, Bond Duration Analysis, Yield curve-shape of yield curve (steep, flat, inverted), theories of yield curve</p> <p>Valuation of Variable Income Securities: Shares valuation- dividend discounting model constant dividend, constant growth in dividend and variable growth in dividend, Price earning approach, CAPM</p> <p>Fundamental analysis: Economy analysis: EIC analysis: Leading lagging & coincident indicators. Expected direction of movement of stock prices with macro-economic variable in the Indian context- GDP growth rate, index of industrial production, fiscal deficit, price indices, savings & investment, Monsoon, Fiscal and monetary policies, expert opinions etc.</p> <p>Industry analysis: different stages of industry life cycle, M. porter's five forces model, SWOT analysis and other relevant specific industry analysis.</p> <p>Company analysis- both financial and non-financial analysis</p>	11	18+7



3	Technical analysis: Why technical analysis, difference of Fundamental and technical analysis, theories of technical analysis: Dow theory, Elliot wave theory, advances & declines, new highs and lows, circuit filter, Trends, patterns & indicators: Price charting- Line, bar, candlestick, point and figure charts. Trends- resistance, support, consolidation, Identification of pattern head and shoulders, double / triple tops / bottoms, triangles, flags, pennants, gaps. Indicators: moving averages, RSI, RoC.	11	17+8
4	Portfolio analysis: Introduction to portfolio management, efficient portfolio and efficient frontier. Markowitz diversification, Single Index Model, CAPM, Arbitrage pricing theory, Estimation of Portfolio beta, Separation of risks into systematic and unsystematic risk, calculation of portfolio risk and return, optimal portfolio selection- the Geometric mean model, the Safety first model, the Stochastic dominance model, alternative models. Portfolio Revision: Need for revision, different techniques of revision-formula plan: constant dollar value plan, constant ratio plan, variable ratio plan; Modified formula plan: Dollar cost Averaging; practical problems in portfolio revision Portfolio Evaluation: Need for evaluation, time horizon for portfolio evaluation, Measuring and evaluating portfolio performance	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Readings:

Fisher & Jordan; Security analysis & portfolio management: PHI.
Dr. Prasanna Chandra; Investment Analysis and Portfolio Management (TMH)



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
F-409	CORPORATE RESTRUCTURING & MERCHANT BANKING	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage / Marks
1	Merchant Banking: Introduction, evolution of merchant banking, Types of Merchant Bankers, Activities undertaken by different types of merchant bankers, Legal framework for Merchant Bankers, SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue	12	18+7
2	Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, marketing and post marketing work; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Pricing of issue of equity shares, Preparing for Public & Right Issues, Issue Marketing, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters	11	18+7
3	Merger, Acquisitions & Takeovers: An overview, Forms of corporate restructuring, corporate control, historical perspective of mergers- waves of merger Reasons for merger, Steps involved in merger and amalgamation, Scheme of merger/amalgamation	11	17+8
4	Substantial acquisition of securities, Requirements of takeover offer, SEBI rules on Acquisition of Shares and Takeovers, downsizing of the organization: Sell off and Divestures- spin off, split off, split up, Equity carve outs explanation and rationale, voluntary liquidations, analysis and valuation of Sell offs, Govt. Divestment plan for PSUs; Anti-takeover strategies: Defense mechanisms available to target company like White knight, Gray knight, white squire, poison put, poison pill, golden parachute, crown jewels, green mail, Other corporate strategies: Joint ventures strategic alliance, ESOPs, LBOs, MBOs, MLPs, Splitting of share's face value. Evaluation of Post-merger analysis for success/failure, testing of synergies achieved. Other corporate strategies: Joint ventures strategic alliance, ESOPs, LBOs, MBOs, MLPs, Splitting of share's face value. Evaluation of Post-merger analysis for success/failure, testing of synergies achieved.	11	17+8



INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Suggested Readings:

- 1 Machhirajju; Merchant Banking; Vikas Publishing
- 2 J Fred Westron, Kwong Shung & Susan E; Hoag Mergers Restructuring and Corporate Control: -(PHI)
- 3 S. Shiva Ramu; Corporate Growth through mergers and acquisitions: Response Books. 4

Latest SEBI Guideline Disclosure and Investors protection (DIP)



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
M-407	MARKET RESEARCH	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Basic concepts: scope, limitations, objectives. Research process.	12	18+7
2	Research design and its types: exploratory, descriptive and experimental (in detail) Data collection: primary and secondary.	11	18+7
3	Scaling: meaning of scaling, classification, important scaling techniques: rating scales and ranking scales. Scale construction techniques, multidimensional scaling. Questionnaire: questionnaire construction, tabulation, coding, editing of data. Sampling: concepts, types and techniques, estimation of sample size.	11	17+8
4	Data analysis: tests of significance based on t, f and z distribution and chi-square test; cross tabulation. Marketing research applications	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Recommended texts

1. Boyd, Westfall & Stasch: Marketing Research
2. G.C. Beri: Marketing Research 3. D.D. Sharma: Marketing Research Suggested references:
3. Ramanujan Mazindar: Marketing Research
4. Luck & Rubin: Marketing Research
5. Tull & Green: Research for Marketing Decisions.
6. C.R. Kothari: Marketing Research



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
M-408	ADVERTISEMENT MANAGEMENT	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Advertising, Its role in the marketing process; Legal, Ethical and Social aspects of advertising. Communication - processes of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding.	12	18+7
2	The promotional mix; segmentation, Targeting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.	11	18+7
3	Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation. Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.	11	17+8
4	Measuring the effectiveness of the promotional program, Advertising Research, Market testing, testing via-internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Suggested Readings:

1. Aaker, David A. etc., Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Jones, John Philip, What's in a brand, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
6. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
7. Sandage and Fry burger, Advertising Management



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
M-409	RETAILING	CREDIT- 03
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Marketing Channels & Supply Chains: Emergence, role and types of marketing channels, channel members and their characteristics, choosing various channel options, factors affecting the choice. Supply chain management (SCM) - advantages gained, physical flow of merchandise, logistics of e-retailing.	12	18+7
2	Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.	11	18+7
3	Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy, specific activities and control. Identifying & understanding consumer – Consumer demographics & lifestyles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailers action.	11	17+8
4	Location, Operation & Merchandise Management: Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management. Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing. Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

Suggested Readings:

1. Berman , Barry and Joel Evans Retail Management
2. Cooper, J. Strategy planning in Logistics and Transportation
3. Cox, Roger and Paul Brittain Retail Management
4. Levy & Weitz Retailing Management
5. Kotter , Philip Marketing Management



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
H-407	INDUSTRIAL RELATIONS MANAGEMENT	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR	12	18+7
2	Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.	11	18+7
3	Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation. Discipline and Grievance Redressed Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressed Procedures - Conciliation - Arbitration and Adjudication Collective Bargaining - The Bargaining Process - Strengths and skills.	11	17+8
4	Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

REFERENCES

1. Arun Monappa, INDUSTRIAL RELATIONS, Tata Mc-Graw Hill, New Delhi Pramod Verma,
2. MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, Oxford University Press, New Delhi
3. Sivarethnamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, PHI Learning, New Delhi,2010



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
H-408	EMPLOYEE LEGISLATION	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance Principles of Labour Legislation- Labour and the Constitution	12	18+7
2	An Introduction to Factories Act 1948 - Maternity Act 1961 - Contract Labour Act 1970 - The Shops and Establishment Act 1947 - The Trade Union Act 1926 - The Industrial Disputes Act 1947. Payment of Wages Act 1936 - Payment of Bonus Act 1965 - Payment of Gratuity Act 1972.	11	18+7
3	The Role of Human Capital - Organized and Unorganized Labour - Unorganized Labour Act Workmen's Compensation Act - The Employees' Pension Scheme	11	17+8
4	Quality of Life of Workers - Governance of Enterprises - Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws - Pros and Cons of Legal System	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

References

1. P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011
2. C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS DYNAMICS OF CHANGE, Response Books, 2001
3. Biswajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, PHI Learning, New Delhi
4. Vipin Gupta Et al, CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, Response Books



B.B.A. SEMESTER-IV		
COMPULSARY COURSE		
H-409	ORGANIZATION DEVELOPMENT & CHANGE	CREDIT- 02
TOTAL MARKS	100	
TERM END	70	
INTERNAL	30	

Unit	Detail	Period/ Week	Weightage/ Marks
1	Change - Stimulating Forces - Change Agents - Planned Change Unplanned Change - Models of Organizational Change - Lewin's Three Step Model.	12	18+7
2	Resistance to Change - Individual Factors - Organizational Factors - Techniques to Overcome Change, Change Programs - Effectiveness of Change Programs - Change Process - Job Redesign - Sociotechnical Systems	11	18+7
3	OD Basic Values - Phases of OD - Entry - Contracting - Diagnosis - Feedback - Change Plan Intervention - Evaluation - Termination.	11	17+8
4	OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions -Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Intergroup Development - Innovations - Learning Organizations.	11	17+8

INTERNAL:

Test	15 Marks
Assignment/Presentation	10 Marks
Seminar/Attendance	<u>05 Marks</u>
TOTAL	30 Marks

REFERENCES

- 1 Kondalkar, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, PHI Learning, New Delhi, 2009
- 2 French & Bell, ORGANISATIONAL DEVELOPMENT, McGraw-Hill.
- 3 Dipak Bhattacharyya, ORGANIZATIONAL CHANGE AND DEVELOPMENT, Oxford University Press, New Delhi, 2011



B.B.A.
SEMESTER – V

SOFT SKILL

SS-501: Business Communication – V

Credit: 02

Total

Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Barriers to Communication. What is Miscommunication? Levels of miscommunication. Physical and External Barriers. Semantic & Language Barriers. Socio – Psychological Barriers. Organizational Barriers. Corporate Communication Barriers. Methods of Overcoming Communication Barriers.	09	14
Unit -2	Information Technology for Communication FAX –E-Mail –Internet –Audio Conferencing –Video Conferencing –SMS–Voice Mail (Advantages and Disadvantages of all the above mentioned Technology)	09	14
Unit-3	Selected Business Terms C.O.D.; C.W.O.; C.I.F.; F.O.B.; F.O.R.; E.&O.E.; Cartage, Freight; Excise Duty; Custom Duty; V.A.T; Performa Invoice; Invoice; Trademark; Hypothecation; Ex - warehouse; Debit Note; Credit Note; Pilferage; Demurrage; Power of Attorney; Consignment, Bill of Lading; Bonded Warehouse; Certificate of origin; Advice Note; Letter of Credit (L/C); Warranty	09	14
Unit-4	Drafting of Business Letters: Layout of a Business Letter – Appearance of a Business Letter Style and format of a Business Letter – Other Parts or Occasional Parts of a Business Letter - (Attention Line, Post – Script, Window Envelope, Enclosure, Identification Marks etc.) Essential of an Inquiry Letters and Quotation Letters.	09	14



Reference Books.

1. Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.
2. Business Communication and Organization & Management. Rohini Aggarawal Taxman Publisher. New Delhi.
3. Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.
4. 4 A Practical English Grammar. A.J. Thomson & A.V. Martinet. Oxford University Press. New Delhi.



B.B.A.
SEMESTER - V

FOUNDATION COURSE

FC-502: Negotiation and Personal Branding

Credit: 02

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

Unit	Description	Teaching Hours	Marks/Weight
1	Introduction to Personal Branding		
2	How to Win Friends and Influence People?		
3	Finding Job Opportunities		
4	Preparing for an interview Optimizing personal profile and Negotiating for business		

Dr. Amit Nagpal &

Dr. Prakash Hindustani : Personal Branding, Storytelling and Beyond

Francine Beleyi : Personal Branding in the Digital Age: How to Become a Known Expert, Thrive

and Make a Difference in a Connected World

Mel Carson : Introduction to Personal Branding: 10 Steps Toward a New Professional You

Dale Carnegie : How to Win Friends and Influence People



B.B.A.
SEMESTER - V

COMPULSORY COURSE

CC-503: Project Management

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	The concept of a project, characteristics of a project, phases in the life cycle of a project.	09	14
Unit -2	Time Scheduling a Project: Gantt Charts and LOB, Network Techniques: concept of project network, construction of project network, critical path method, slack and free float, PERT and its advantage over CPM. Probability of completing a project on time. Crashing a network and concept of PERT cost	09	14
Unit-4	Forms of project organization, project planning and control, human aspects of project management.	09	14
Unit-5	Performance reviews on the basis of planned project cost and time. Major reasons for cost & time over runs and remedial measures.	09	14

Reference:

- Gopala Krishnan & Rama
1. Murthy : A Text book of Project Management, McMillan India.
 2. S.Chaudhry : Project Management, TMH
 3. Vasant Desai : Project Management, Himalya Pub.
: A Management Guide to PERT/CPM, Prentice Hall
 4. Weist& Levy India.



B.B.A.
SEMESTER – V

**COMPULSORY
COURSE**

CC-504: Advertising and Sales Management

Credit: 03

Total Marks: 100 Marks
Semester End
Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Advertising: Marketing communication models. Advertising definition and objectives, advertising copy.	09	14
Unit -2	Advertising its place in marketing – different kinds of advertising. Advertising art & layout, advertising effectiveness	09	14
Unit-3	Brand strategy & campaign planning: TV & radio commercials Creative copy strategies. Media planning & scheduling	09	14
Unit-4	Sales Management: Concept and objectives. Management of sales promotion at the consumer, trade & sales force levels. Sales displays & merchandising. Introduction to types of sale quotas. Legal & ethical aspects of advertising	09	14



References

1. **Aaker, David A and Myera John G.** : Advertising Management (Prentice Hall of India)
2. **Border, W.H. -1981 John Wiley N.Y.:** Advertising
3. **Ogilvy D.Longman publication** : Ogilvy on Advertising
4. **Chunnawala** : Advertising Management



B.B.A.
SEMESTER – V

COMPULSORY COURSE

CC-505: Wage and Salary Administration

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hour	Marks/Weight
1	Wage Concept; Wage Policy- Definition, Objectives and Development in India	09	14
2	Wage Regulation Machinery; Payment of Wages act, 1936; Minimum Wages act, 1948 , The Equal remuneration act, 1976	09	14
3	The Payment of Bonus Act, 1965, The Payment Of Gratuity Act 1972, The Employees' Provident Funds and Miscellaneous Provision Act, 1952	09	14
4	Remuneration- Definition and Components; Theories of Remuneration; Importance of an ideal Remuneration system Factors influencing employee remuneration; Devising a Remuneration Plan; challenges of remuneration	09 09	14 14

Reference Books:

- 1- K Ashwathappa, Human Resource and Personnel Management – Text and Cases, fourth edition, Tata McGraw-Hill Publishing Company Limited
- 2- Mamoria, mamoria, Gankar, Dynamics Of Industrial Relations, Himalaya Publishing House
- 3- A.M. Sarma, Industrial Jurisprudence and labour legislation, Himalaya Publishing House



B.B.A.
SEMESTER – V

COMPULSORY COURSE

CC-506: Management Information System

Credit: 03

Total Marks: 100 Marks
Semester End
Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction: Definition, characteristics & significance of MIS. Introduction to business systems: payroll, inventory control, financial accounting, sales order processing, manufacturing plants etc.	09	14
Unit -2	Information Concepts: Data Vs Information, types of information, quality of information. Decision Making: Simon's model of decision making, structured & unstructured decisions.	09	14
Unit-3	Database Management: Objectives, role, advantages & disadvantages of DBMS, SQL, use of databases for integration across functional areas. Introduction to Decision Support System.	09	14
Unit-4	Design Methodology & Techniques: System development life cycle, software development models. System Analysis – SRS, DFD, DD & Decision tables. System Design – design methods, detailed system design, design documentation. System Implementation & testing. Implementation & Evaluation: Planning, organizing, testing & changeover. Evaluation	09	14



References:

1. D.P. Goyal :Management Information Systems. MacMillon.
2. Davis & Olson :Management Information Systems.
Murdick, Ross,
3. &Clagett :Information Systems for Management.



B.B.A.
SEMESTER – V

CORE ELECTIVE: FINANCE

CE-507(F): Direct Taxation Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

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

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Basic concepts: Income, Agricultural income, person, assess, assessment year, previous year, gross total income, total income, maximum marginal rate of tax. Residential status of an individual, scope of total income on the basis of residential status, Exempted income under section 10.	09	14
Unit -2	Computation of income under different heads Salaries, Income from house property	09	14
Unit-3	Capital gain, Income from other sources. Profits and gains of business or profession. Clubbing of income, set-off and carry forward of losses	09	14
Unit-4	Deductions under section 80 computation of total income and tax liability of individual Tax Deducted at Source, PAN, and Advance Payment of Tax, types of Assessment, Deduction and Relief.	09	14

References :

1. Vinod k.Singhania and Monica Singhania; Students guide to Income tax, Taxmann Publications.
2. Vinod k.Singhania and Kapil Singhania; Tax computation on CD: Taxmann Publications.
3. Girish Ahuja and Ravi Gupta; Systematic Approach to Income Tax: Bharat Law House.
4. Mahesh Chandra, S.P Goyal and D.C Shukla; Income Tax and Law practice:, Pragati Prakashan



B.B.A.
SEMESTER – V

CORE ELECTIVE: FINANCE

CE-508(F): Institutional Finance Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objective: 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.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) An Introduction to International Monetary System	09	14
Unit -2	Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts	09	14
Unit-3	Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models	09	14
	Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic		



	Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.		
Unit-4	Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, International Investment Management: International portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation.	09	14

Readings:

1. PG Apte; International Finance, Tata Mcgraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall
3. Maurice D. Levi; International Finance- The Markets and Financial Management of Multinational Business- Mcgraw Hill.
4. A. V. Rajwade; Foreign Exchange, International Finance and Risk Management- Academy of Business Studies.



B.B.A.
SEMESTER – V

CORE ELECTIVE: FINANCE

CE-509(F): Corporate Taxation Credit: 03

Total Marks:	100 Marks
Semester End Examination:	70 Marks
Internal Evaluation:	30 Marks

Objective: The objective of this course is to acquaint students with the implications of corporate tax structure and corporate profit planning in operational as well as strategic terms.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Tax planning, tax management, tax evasion, tax avoidance, Corporate tax in India, types of companies, residential status of companies and tax incidences, tax liability and minimum alternative tax, taxon distributed profits.	09	14
Unit -2	Tax planning with reference to setting up a new business: Locational aspect, nature of business, form of business (firm v/s company).	09	14
Unit-3	Tax planning with reference to financial management decision – capital structure, dividend including deemed dividend and bonus shares.	09	14
Unit-4	Tax planning with reference to specific management decisions – Make or buy, own or lease, repair or replace. Tax planning with reference to employees' remuneration Special provision relating to non-residents, double taxation relief, amalgamation and demerger of companies, Assessment procedure	09	14

References:

1. Vinod K.Singhania, Kapil Singhania and Monica Singhania; Direct tax planning and management: Taxmann Publications.
2. Ahuja, Girish and Ravi Gupta; Corporate tax planning and management: Bharat law House
3. S.P Goyal; Direct tax planning: Sahitya Bhawan



CORE ELECTIVE: MARKETING

CE-507(M): Service Marketing and CRM

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objective: The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Nature & Scope: Concept of services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing (Micro as well as Macro).	09	14
Unit -2	Understanding Customers: Concept of CRM, Relationship management in practice, Segmenting, Targeting & Positioning various services. Product, Product differentiation, product levels Pricing of services- pricing concepts, pricing strategies for services, use of differential pricing. Place- Service distribution, components of service delivery system, potential management, problems associated with services delivery.	09	14
Unit-3	Promotion- Advertising, Sales Promotion & Personal Selling in service industry. People- Importance of people in service marketing. role of various people involved. Physical Evidence- concept of Physical Evidence, importance, types of Physical Evidence in various services Process- concept, types of process, Role of process in various services	09	14
	Service Models- Service quality Gap Model, Gronross Model of		



Unit-4	service quality (Internal marketing, external marketing and Interactive marketing). Challenges in Marketing of services Application of Service Marketing to Hospitals, Educational Institutions, Tourism Industry.	09	14
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References:

1. Sinha : Services marketing
2. Jha : Services marketing



CORE ELECTIVE: MARKETING

CE-508(M): E-Commerce (E-Marketing)

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objectives: The basic purpose of this paper is to familiarize the students with the preliminary aspects of e-commerce. So that they may have an overall view while applying the concept of this subject

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	E-Commerce: Introduction, meaning and concept; Needs and advantages of e-commerce; Electronic commerce's Traditional commerce; Challenges of e-commerce. Internet: Concept & evaluation, Features of Internet: email, WWW, ftp, telnet, newsgroup & videoconferencing; Intranet & Extranet, ISDN, TCP/IP, Limitation of internet, Hardware & software requirement of Internet.	09	14
Unit-2	Electronic Payment Systems: E-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Manufacturing information systems; Financial information systems; Human resource information system.	09	14
Unit-3	E-Marketing: Business to Business (B2B), Business to customer (B2C) e-commerce; Online Sales force, Online Service and Support; EDI: Functions & components.	09	14
Unit-4	Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws –aims and salient provisions; Cyber laws in India and their limitations.	09	14



Suggested Readings:

1. Agarwala , K.N. and D. Agarwala Business on the Net : What's and How's of E-Commerce ,
McMillan
2. Frontiers of E-Commerce Ravi Kalkota , TMH
3. O,Brien J. Management Information System, TMH
4. Oberoi , Sundeep E-Security and You , TMH
5. Young , Margret Levine The complete reference to Internet, TMH



B.B.A.
SEMESTER – V

CORE ELECTIVE: MARKETING

CE-509(M): Product & Brand Management

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction: Definition of Product, Types and Classification of Product, Concept of Product Line and Product Mix, Product Line and Product Mix Decisions. Product Life Cycle- Concept, Stages and strategies. Brand, Packaging, Labeling and Other Image Building Decisions, Product Portfolio Analysis,	09	14
Unit-2	New Product Development: Importance of Product Innovation, the New Product Development Process, New Product Failure,	09	14
Unit-3	Product, Services, Personal and Image Differentiation of Market Offers, Positioning Strategies. Adoption and Diffusion of New Product, Product Differentiation and Positioning, Concepts of Product Differentiation and Product Positioning.	09	14
Unit-4	Brand Management: Concept Functions, Advantages and Limitations of Branding, Types of Brands, Difference between Brand Name and Trade Mark.	09	14

Suggested Readings:

1. Philip Kotler, "Marketing - Analysis, Planning Implementation and Control Marketing".
2. Product Management in India Brand Positioning - Strategies for: Competitive Advantage.
3. Product Management: Ramanujam.
4. Product Management: Chunawalla
5. Product Management: Lehmann DR; Russel S Winner
6. Brand Management: Y L R Moorthi
7. Brand Positioning: Subratu Sen Gupta
8. Product and Brand Management text and cases – Dr. K. Venugopal Rao; Himalaya Publishing House



B.B.A.
SEMESTER – V

CORE ELECTIVE: HUMAN RESOURCE

CE-507(H): Human Resource Accounting

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objective To understand the values of Human Resources in Organizations
To familiarize the process and approaches of Human Resources Accounting

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources –Quality of Work Force and Organizations' Performance - Efficient use of Human Resources – Modern Market Investment Theory - Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non-Marketable Assets – Human Capital.	09	14
Unit -2	Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.	09	14
Unit-3	Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.	09	14



Unit-4	HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Management Control Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control. HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.	09	14
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References

1. Eric G. Flamholtz ,HUMAN RESOURCE ACCOUNTING,
2. Springer Jac Fitz-enz, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, McGraw Hill
3. Rakesh Chandra Katiyar ,ACCOUNTING FOR HUMAN RESOURCES , UK Publishing
4. M. Saeed, D.K. Kulsheshtha , HUMAN RESOURCE ACCOUNTING, Anmol Publications.
5. D. Prabakara Rao, HUMAN RESOURCE ACCOUNTING , Inter India Publications.



B.B.A. SEMESTER - V

CORE ELECTIVE: HUMAN RESOURCE

CE-508(H): Compensation Management

Credit: 03

Total Marks: 100 Marks
Semester End
Examination: 70 Marks
Internal Evaluation: 30 Marks

Objectives: To understand the various dimensions of Compensation Management. To familiarize the role of various bodies involved in Compensation Management.

Table with 4 columns: UNIT, Detailed Syllabus, Teaching Hours, Marks/Weight. Rows include Unit-1, Unit-3, Unit-4, and a final row for Wage Boards - Pay Commissions - Employee Benefits - Benefits Need.



Unit-5	Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmed – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages	09	14
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REFERENCES

1. Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi,2008
2. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
3. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
4. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.



B.B.A.
SEMESTER – V

CORE ELECTIVE: HUMAN RESOURCE

CE-509(H): Human Resource Management System

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

Objectives: To understand the concept of Human Resource Information Systems
To familiarize the applications of HRIS in Organizations

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives Advantages & Disadvantages.	09	14
Unit -2	Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms – Standard Software and Customized Software - HRIS : An Investment. HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.	09	14



Unit-3	HR Management Process II & HRIS - Organization Structure & Related Management Processes Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making	09	14
Unit-4	Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.	09	14

References

1. Michael Armstrong, A Handbook of Human Resource Management Practice,
2. Kogan Page Gueutal & Stone, The Brave New World of her, Jossey-Bass,2005
3. Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson. 2006.



B.B.A.
SEMESTER - VI

SOFT SKILL

SS-601: Business Communication - VI

Credit: 02

Total Marks: 100 Marks

Semester End

Examination: 70 Marks

Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	<i>Objective of Communication</i> Merits and Demerits of the following: Upward Communication – Downward Communication – Horizontal – Vertical – Formal – Informal – Grapevine – Consensus – Barriers to Communication Language Barrier, Cross Cultural Barrier – Socio – Psychological Barrier – Technical Barriers – Status Barrier – How to overcome from Barriers	09	14+06
Unit -2	<i>Letter of Orders & Cancellation of Orders</i> Features of an Order Letter – Placing of an Order - Acknowledgement of an Order - Executing Orders (Fully /Partially) – Demanding Extension of time substitute Offers; Cancellation of Orders <i>Complaints and their Adjustments.</i> Essentials of a Complaint Letter. Characteristics of a Complaint Letter. Language to be used while drafting a Complaint Letter. Complaint Letters and Replies.	09	14+06
Unit-3	<i>Study of Short Stories.</i> 1 The Cherry Tree -Ruskin Bond 2. Of Studies - Francis Bacon 3. Five Kinds of Workers - Row and Wren (Short notes 2/3 each in 500 words approximately)	09	14+06
Unit-4	<i>Study of Poetry</i> 1 Beauty – John Masefield 2. Old Familiar Faces – Charles Lamb	09	14+06



	3. To the Cuckoo – William Wordsworth (Short notes 2/3 each in 500 words approximately)		
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Text & Reference Books

- 1) Business Communication. Sathya Swaroop Debasish & Bhagaban Das. PHI Learning Private Limited. New Delhi.
- 2) Business Communication and Organization & Management. Rohini Aggarawal Taxman Publisher. New Delhi.
- 3) Business and Managerial Communication. Sailesh Sengupta. PHI Learning Private Limited. New Delhi.
- 4) A Practical English Grammar. A.J. Thomson & A.V. Martinet. Oxford University Press. New Delhi.



B.B.A.
SEMESTER – VI

FOUNDATION COURSE

FC-602: Time Management Credit: 02

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Unit	Description	Teaching Hours	Marks/Weight
1	Setting goals. Making your goals SMART. Plan your success.		
2	Evaluate priorities. Analyze your current use of time. Deal with procrastination.		
3	Managing your work environment: Identify time bandits. Brainstorm solutions for time bandits.		
4	Manage your meetings effectively. Organize your workspace Learn to delegate - the ABC's of Delegation. Learn to say 'NO'. Manage stress effectively.		

Timothy ferriss : The 4-hour workweek: escape 9-5, live anywhere, and join the new rich:
David allen : Getting things done: the art of stress-free productivity:
Cal newport : Deep work: rules for focused success in a distracted world:
Atul gawande : The checklist manifesto: how to get things right:
Matt kane : SURGE: your guide to put any idea into action:



B.B.A.
SEMESTER - VI

COMPULSORY COURSE

CC-603: Corporate Strategy

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Strategic management: introduction, nature & scope, need, strategic decision making Mission & objectives: need for explicit mission, components of mission statement, formulation of mission & objectives and their specificity	09	14
Unit-2	Social responsibility of business: Scanning the environment: environment scanning, socio economic, technological, political, techniques for environmental analysis Industry analysis: porter's approach, environmental threat & opportunity profile	09	14
Unit-3	Internal analysis: value chain analysis, Internal factors; marketing & distribution, r&d & engineering, production & operations, finance & accounting, corporate resources & personal factors, analyzing strengths & weaknesses	09	14
Unit-4	Strategy formulation & choice: Generic strategy alternatives; stability, expansion, retrenchment, combination, strategy variations, BCG matrix, GE 9 cell matrix, Hofer's model	09	14



	Implementation & control: Behavioural aspects, strategy evaluation & control		
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References:

1. **Jouch & Gluick:** Strategic Management & Business Policy (Mcgraw hill 3/e)
2. **Wheelen & Hunger:** Strategic management & Business Policy (Pearson education 8/e)
3. **Pearce & Robinson:** Strategic Management AITBS
4. **Azhar Kazmi:** Business Policy



B.B.A.
SEMESTER – VI

COMPULSORY COURSE

CC-604: Entrepreneurship

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	ENTREPRENEURSHIP Concept of entrepreneurship: meaning & characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship, conceptual model of entrepreneurship, traits of a good entrepreneur, entrepreneur, intrapreneur and manager	09	14
Unit -2	Entrepreneurial motivation: motivating, compelling and facilitating factors, entrepreneurial ambition, achievement motivation theory and Maslow's hierarchy of needs Establishment of entrepreneurial systems: search, processing and selection of idea, Input requirements	09	14
Unit-4	Ssi: meaning, importance, characteristics, advantages and problems of SSI. Steps for starting a small industry, guidelines for project report, registration as SSI.	09	14
Unit-5	Assistance to SSI: need for incentives & subsidies, need for institutional support, role of government and other institutions.	09	14



References:

1. **C.B. Gupta & N.P. Srinivasan:** Entrepreneurial Development (sultan chand & sons)
2. **Vasant Desai:** management of a small scale industry (himalya publishing house)



B.B.A.
SEMESTER – VI

COMPULSORY COURSE

CC-605: Services Marketing

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Concept of services: introduction, growth and role of services, differentiation of goods and services, service characteristics and classifications Service quality: quality and productivity, quality gaps and their closing	09	14
Unit -2	Concept of services marketing: role of marketing in services, service marketing mix, service marketing triangle Managing effective service delivery: managing demand and capacity, importance of employees, intermediaries and customer participation in effective delivery, channel selection	09	14
Unit-3	Knowledge of buyer's Behaviour: decision making roles, consumer decision making, consumer evaluation of services	09	14
Unit-4	Marketing strategies for service marketing: segmentation, targeting and positioning, differentiation, life cycle, pricing and market communication	09	14

References :

1. Valarie a. Zeithmal: services marketing
2. Christopher Lovelock: services marketing: people, technology and strategies (pearson education)
3. P.k. sinha & s.c. sahu: services marketing – text & readings (himalya publishing house)
4. Helen woodruff: services marketing



B.B.A.
SEMESTER – VI

COMPULSORY COURSE

CC-606: Strategic Management

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Strategic Management: An Introduction Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits	09	14
Unit -2	Mission, Objectives, Goals and Ethics What is mission, concept of goals, Integration of individual and organisation goals: A Challenge, How Objectives are pursued, how are mission and objectives are formulated, why do mission and objective change, vision mission, objectives, goals and Strategy: Mutual relationships, core of strategic management: vision A-must, ethics and strategy	09	14
Unit-3	External environment: Analysis and appraisal Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT:A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental	09	14



	information		
Unit-4	Organisational change and innovation:- Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organizations, organizational creativity and innovation process, learning organisation Generic competitive strategy:- Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy, Corporate strategy:- Concept of corporate strategy , offensive strategy, defensive strategy, scope and significance of corporate strategy	09	14



B.B.A.
SEMESTER – VI

CORE ELECTIVE: FINANCE

CE-607(F): Management of Financial Institutions

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms.	09	14
Unit -2	Regulation of Banks & FIs: Salient provisions of banking regulation act and RBI Act; Banking law& regulations; role of RBI as a central banker; Development Banks: role of development banking; relevance of development banks in economic growth. Sources and Uses of funds in Banks & FIs: Characteristics and salient features of various sources and uses of funds. Analyzing Bank Performance: The balance sheet; income statement; profitability, liquidity and solvency analysis; Asset Liability Management: RBI guidelines on asset liability management; liquidity risk, liquidity management;	09	14
Unit-3	Investment & Funds Management: Flow of fund analysis of the borrowing & lending behavior of FIs; valuation of investments; SLR & CRR management. Risk Management in banks: RBI guidelines on credit risk management; credit policy, credit process, characteristics of different types of loans; assessing credit risk, credit risk rating and credit pricing; exposure norms; parameters of financing by banks & FIs. Insurance companies: Economics of insurance, life insurance, general	09	14



Unit-4	insurance, reinsurance; insurance Sector Reforms; liberalization of insurance sector; entry norms for insurance sector; investment management policies; exposure norms.	09	14
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Readings:

- 1) LM Bhole; Financial institutions & markets: Structure, growth & innovations –TMH, latest edition (5th Ed or higher)
- 2) Jeff Madura; Financial institutions & market: Cengage Learning
- 3) Anthony Samders, Marica Millon Cornett; Financial markets & institutions: A modern perspective – TMIT (200 Ed)



B.B.A.
SEMESTER – VI

CORE ELECTIVE: FINANCE

Financial

CE-608(F): Derivatives

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction: History of derivatives, origin of derivatives in India, the classification of derivatives, the important features of derivatives. Forward contracts, settlement dates conventions including broker dates: Concepts, early delivery, extension & cancellation of forward contracts. Mechanics of futures markets: Closing out positions, specifications of futures contracts, convergence, margins, delivery, trading, difference between forwards & futures. Determination of futures prices: of stock index futures, currency futures, community futures, cost of carry, delivery options. Hedging strategies using futures: Basis risk, why hedge? Hedge ratio, index futures, rolling the hedge forward.	09	14
Unit-3	Properties of options: Factors affecting option prices, upper bounds, lower bounds, early exercise, put& call parity, effect of dividend on stock options. Trading strategies involving options: Spreads, combinations, payoffs; black-scholes option model; binomial model; options on stock indices.	09	14
	Pricing of Options: Binomial & black scholes for stock options, index options, currency options & options on futures. Hedging positions in options & creation of options synthetically:		



Unit-4	Naked & covered position, options given by financial institutions, Stop loss strategy portfolio insurance. Interest rate options: Embedded bond options, swaptions & interest rate caps.	09	14
Unit-5	Exotic options: Types of exotic options, barrier options, look back options. Wiener Processes and Ito's Lemma: the Markov property, Continuous-time stochastic processes, the process for stock price, the parameters, Ito's Lemma, the lognormal property. The Greek Letters: Delta hedging, Theta, Gamma, Relationship between delta, theta and gamma, Vega, Rho, scenario analysis, portfolio insurance, stock market volatility. Swaps: Interest rate swap, currency swaps & cross currency swaps.	09	14

References:

- 1) John C Hull, Prentice Hall; Options, futures & other derivatives: Prentice hall .
- 2) Real Options: Tom Copeland & Vladinur Antikarov, Texere Publishing.
- 3) Kidwell, Peterson, Blackwell; Financial Institutions, Markets & Money



B.B.A.
SEMESTER - VI

CORE ELECTIVE: FINANCE

CE-609(F): Strategic Corporate Finance Credit: 03

Total Marks: 100 Marks
Semester End
Examination: 70 Marks
Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing,	09	14
Unit -2	Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance. Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic Policy	09	14



Unit-4	Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy-most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser,	09	14
Unit-5	Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Valueenhancement tools & techniques, the link between valuation and corporate financeOther strategic issues: managing credit ratings,	09	14

References:

1. Aswath Damodaran: Corporate finance theory and practice; John Willey & Sons, Inc
2. Jakhota: Strategic Financial Management (Vikas Publication)



B.B.A.
SEMESTER – VI

CORE ELECTIVE: MARKETING

CE-607(M): Marketing of Non Profit Organization

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

Objectives:

The course aims at familiarizing the students with the application of the concept & need of marketing in Non-Profit organization.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction: Non-Profit Organization, Concept, Non-Profit Organization in India, types, problems. Characteristics, Need of Marketing of Non-Profit Organization.	09	14
Unit -2	Differentiation of NPOs: Concept of Responsive Organization- Image management, image causation, image modification, Mission, Exchange, Environment affecting operations of NPOs(Publics), Image & Satisfaction measurement.	09	14
Unit-3	Managing Marketing efforts: Understanding Consumer. Product , Product Mix, Product Mix decisions for Non-profit Organization Pricing for Non Profit organizations. Market Segmentation for Nonprofit organization, Target Marketing Promotion: Advertising, personal selling, sales promotion and Public Relations for Nonprofit Organization.	09	14
Unit-4	Managing Human Resource: Attracting People, Analyzing people, Recruitment, Members and membership criterion, Volunteers. Managing Financial Resource: Donor Marketing, Attracting Funds, Analyzing Donor markets, Fund raisinggoalsand strategy.	09	14



Suggested Readings:

- 1) Philip Kotler : Marketing of Non-Profit Organisations.
- 2) Andreasen Alan R : Strategic marketing for NPOs
- 3) Roberto Eduardo L : Social Marketing



B.B.A.
SEMESTER – VI

CORE ELECTIVE: MARKETING

CE-608(M): International Marketing Management

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

Objectives:

Due to ever increasing business dealings the subject of International Marketing has gained utmost importance in recent times. The world these days, indeed has shrunk and foreign markets have particularly become important specially for a developing country like India. The major objective of this course is to provide an exposure to the area of Marketing in the International perspective.

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade,	09	14
Unit -2	Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.	09	14
Unit-3	Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.	09	14
Unit-4	Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing. Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques	09	14



(Joint Ventures, Sub Contracting & BOP) in international marketing.		
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Suggested Readings:

1. Varshney and Bhattacharya : International Marketing management.
2. Philip B. Cateora nad John M. Hess : International Marketing.
3. Alexender C. Stanley : Handbook of International Marketing.
4. John Fayerweather : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management



B.B.A.
SEMESTER – VI

CORE ELECTIVE: MARKETING

CE-609(M): Logistics & Supply Chain Management

Credit: 03

Total Marks: 100 Marks
Semester End Examination: 70 Marks
Internal Evaluation: 30 Marks

This course aims familiarising students with the concept of supply chain and logistics management.

UNIT	Detailed Syllabus	Teaching Hours	Marks/ Weight
Unit- 1	Introduction: Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples	09	14
Unit -2	Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.	09	14
Unit-3	Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanban systems of inventory management	09	14
Unit-4	Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management. Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management	09	14



Suggested Readings:

1. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
2. Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore, 1999.
3. Dr. Gopal Krishnan – Material Management rearview, 2002, pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillan – Supply Chain Management, 2000, (Pearson Education, 2004)



B.B.A.
SEMESTER - VI

CORE ELECTIVE: HUMAN RESOURCE

CE-607(H): Global H R

Practices

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

UNIT	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit- 1	Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.	09	14
Unit -2	HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business	09	14
Unit-3	HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems – Employee Empowerment – Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms	09	14
Unit-4	Change Management Model - Appreciating Change - Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Leadership and Change – Diversity as Enhancer of Learning and Effectiveness Within Groups and	09	14



Organizations – HR to Develop Global Organizational Learning Systems. Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical Universal Quality Standards & HRM – Eastern Management Thought for Global Management Commitment, Quality, and Stress Free Work Life.		
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REFERENCES

- 1) Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, M.E. Sharpe, 2009
- 2) Monir Tayeb, INTERNATIONAL HRM, Oxford University Press, 2005
- 3) Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT,



CORE ELECTIVE: HUMAN RESOURCE

CE-608(F): Training & Development

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

Unit	Description	Teaching Hours	Marks/Weight
1	Training: concept, role, need, importance. Development: concept, role, need, importance, difference between training and development, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD, Professional, Challenges to organizations and HRD, Professionals, Framework for HRD Process,. Assessing HRD needs: Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs	9	
2	Designing Effective HRD programs: Defining the objectives of the HRD interventions, Selecting the Trainer, preparing a lesson Plan, selecting training methods, Preparing training materials, Scheduling HRD Programs. Learning: concept, need, culture.		
3	Implementing HRD programs: Training Delivery methods, On-Job training methods, Classroom Training approaches, Computer based training program. HRD evaluation: Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation. Career management and Development: concept, stages, models, process, roles, issues. Skills and technical training: work place competencies, skill programs, technical training, interpersonal training, professional development.		
4	Coaching and performance management: concept, need, skill for coaching. Employee counseling and wellness: employee counseling program, employee assistance program, stress management, employee wellness and health promotion program, issues.		



References:

1. Werner & Desimone ,Human Resource Development, Cengage Learning, 5th Edition
2. Desimone, Werner & Harris, Human Resource Development, Thomson South-Western-3rd Edition.
3. David Mankin, Human Resource Development, Oxford, Latest Edition
4. Biswanath Ghosh ,Human Resource Development & Management, Vikas Publication, Latest Edition
5. Pareekh Udai & TV Rao, Understanding HRD System, Tata McGraw-Hill, Latest Edition



CORE ELECTIVE: HUMAN RESOURCE

CE-609(F): Strategic HRD

Credit: 03

Total Marks: 100 Marks

Semester End Examination: 70 Marks

Internal Evaluation: 30 Marks

Unit	Description	Teaching Hours	Marks/Weight
1 2	<p>Strategic management of human resources: An introduction, Environmental forces.</p> <p>Business strategy: An introduction to market driven strategy, Formulation of Market driven strategy.</p> <p>Resource driven strategy: An introduction, Organizational stock of resources, External Labour market</p> <p>The human resource environment of business: Forces affecting human resource environment, Suppliers of human resources, Technological environment, Regulatory forces.</p> <p>Human resource system: it's Macro and micro dimension.</p> <p>Strategic human resource planning: Techniques of HR planning, Significance of human resource planning.</p>		
3	<p>Strategic approach to manpower acquisition Recruitment: Strategic recruitment, internal market versus external market, advantages and disadvantages of external market.</p> <p>Strategic approach to manpower acquisition: Selection: Objectives, Skills, Selection instruments, Common selection instruments, selection and choice of selector</p>		
4	<p>Strategic development of human resources: Introduction, Macro level plan, Micro part, Human resource development plan, Tools of development, Methodology of development, Limitations of internal development strategy.</p> <p>Strategic approach to management structure: introduction, Evolution of structure, Structure and organizational culture, job design, alternative and high performance work system.</p>		
5	<p>Strategic management of performance: Introduction, assessing performance, Correcting performance gaps.</p> <p>Strategic approach to compensation and benefits: Introduction, Generic approach for compensation.</p> <p>Strategic approach to industrial relations: Introduction, Importance of unions, Employers and union, Collective bargaining.</p>		



Reference / Text-Books/ Additional Reading:

1. Das Pulak, Strategic Human Resource management- Cengage Learning, Latest Edition.
2. Jeffrey A Mello, Strategic HRM- Cengage Learning- Latest Edition.
3. Tanuja Agarwala, Strategic HRM- Oxford, Latest edition.
4. Schuler and Jackson, Strategic Human resource management- Latest edition.