



**Department of Commerce and Business Studies
Jamia Millia Islamia, New Delhi**

Bachelor of Business Administration (BBA)

Course Structure and Syllabus

(w.e.f. Session 2016-17)

Under

Choice Based Credit System (CBCS)

BBA is a three-year (6 Semesters) programme as per the details given below:

Year	Semester	Semester
First	I	II
Second	III	IV
Third	V	VI

Paper No.	Paper Title	Course type	Credits (hours)	Tutorial (hour)	Marks			Duration of Exam (Hours)
					Internal	End-term	Total	
Semester-I								
	General English - I	Compulsory	4	1	25	75	100	3
BBA-101	Financial Accounting	Core	4	1	25	75	100	3
BBA-102	Business Law	Core	4	1	25	75	100	3
BBA-103	Business Economics	Core	4	1	25	75	100	3
BBA-104	Principles of Management	CBC*	4	1	25	75	100	3
Semester-II								
	General English - II	Compulsory	4	1	25	75	100	3
BBA-201	Business Statistics	Core	4	1	25	75	100	3
BBA-202	Corporate Law	Core	4	1	25	75	100	3
BBA-203	Business Ethics	Core	4	1	25	75	100	3
BBA-204	Business Communication	SEC**	4	1	25	75	100	3
Semester-III								
BBA-301	Cost Accounting	Core	4	1	25	75	100	3
BBA-302	Business Mathematics	Core	4	1	25	75	100	3
BBA-303	Fundamentals of Finance	Core	4	1	25	75	100	3
BBA-304	Human Resource Management	Core	4	1	25	75	100	3
BBA-305	Environmental Studies	AEC***	4	1	25	75	100	3

Semester-IV								
BBA-401	Corporate Accounting	Core	4	1	25	75	100	3
BBA-402	Fundamentals of Marketing	Core	4	1	25	75	100	3
BBA-403	Fundamentals of Investment	Core	4	1	25	75	100	3
BBA-404	Organizational Behaviour	Core	4	1	25	75	100	-
BBA-405	Entrepreneurship and Small Business Management	CBC*	4	1	25	75	100	3
Semester-V								
BBA-501	Quantitative Techniques for Management	Core	4	1	25	75	100	3
BBA-502	Accounting for Managers	Core	4	1	25	75	100	3
BBA-503	Fundamentals of International Finance	Core	4	1	25	75	100	3
BBA-504	Advertising and Brand Management	Core	4	1	25	75	100	3
BBA-505	Summer Internship	Core	2	-	-	-	100	-
BBA-506	Retail Management	CBC*	4	1	25	75	100	3
Semester-VI								
BBA-601	Insurance and Risk Management	Core Paper	4	1	25	75	100	3
BBA-602	Financial Institutions & Markets	Core Paper	4	1	25	75	100	3
BBA-603	Marketing of Services	Core Paper	4	1	25	75	100	3
BBA-604	Industrial Relations	Core Paper	4	1	25	75	100	3
BBA-605	Corporate Planning & Strategic Management	CBC*	4	1	25	75	100	3
BBA-606	Survey Project	Core	4	-	-	-	100	-

* Choice Based Course

** Skill Enhancement Course

*** Ability Enhancement Course

BBA-101: FINANCIAL ACCOUNTING

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

To familiarize the students with the mechanics of preparation of financial statements, understanding financial statements, their analysis and interpretation and impart basic accounting knowledge as applicable to business.

Course Contents:

UNIT- I

Introduction to Financial Accounting: meaning, Importance and scope, limitations; Principles and Conventions-Generally Accepted Accounting Principles; Nature of Accounts; Types of books; Journal; Preparation of Ledger Accounts; Opening and closing entries; Preparation of Trial Balance; Preparation of Final Accounts - Trading Account, Profit & Loss Account and Balance sheet, Adjustment Entries.

UNIT- II

Depreciation Accounting: Introduction to accounting standards related to Revenue recognition; Accounting for fixed assets (AS9) and Depreciation (AS6); Methods of depreciation.

Partnership Accounts: Admission of partner; retirement of partner and dissolution of a partnership firm.

UNIT- III

Financial Statement Analysis: Financial ratios; Analysis of ratios from the perspective of Stakeholders like investors; Lenders and Short term Creditor; Hire Purchase and Branch Accounts.

Suggested Readings:

1. Monga J R – *Financial Accounting: Concepts and Applications*, Mayur Paperbacks
2. Tulsian P C, *Financial Accounting*, Pearson.
3. Maheshwari, SN & Maheshwari SK, *Financial Accounting*, Vikas Publishing House Pvt. Ltd., New Delhi
4. Ghosh T P, *Financial Accounting for Managers*, Taxmann Allied Services (P) Ltd., New Delhi
5. Bhattacharya, Asish K, *Financial Accounting for Business Managers*, Prentice Hall of India.
6. Jain SP & Narang KL, *Advanced Accountancy*, Kalyani Publishers, New Delhi

BBA-102: BUSINESS LAW

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

The objective of this course is to impart basic knowledge of important business laws and the application thereof in different business situations along with relevant case laws.

Course Contents:

UNIT- I

- Indian Contract Act 1872: Definition and types of Contracts.
- Essential of a Valid contract – Offer and acceptance, capacity of parties, free consent, legality of object,
- Void Agreement
- Contingent Contracts,
- Performance and discharge of Contracts.
- Remedies for breach of contracts.
- Quasi contractual relationships.

UNIT- II

- Contracts of Indemnity and Guarantee,
- Contracts of Bailment and Pledge,
- Contract of Agency.

UNIT- III

- Sales of Goods Act.
- Contract of sale – Meaning and difference between sale and agreement to sell
- Conditions and warranties.
- Transfer of ownership in goods including sale by non-owners.
- Performance of contract of sale.
- Unpaid seller – meaning and rights of an unpaid seller.

Suggested Readings:

1. Kumar Ravinder: *Legal Aspects of Business*, 4e, Cengage Learning India Ltd., New Delhi.
2. Sharma, J.P. & Sunaina Kanojia: *Business Laws*, Ane Books Pvt. Ltd., New Delhi.
3. Kucchal, M.C.: *Business Law*, Vikas Publishing, House (P) Ltd., Noida.
4. Kapoor, N.D.: *Business Law*, Sultan Chand & Sons, New Delhi.
5. Singh, Avtar: *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
6. Maheshwari & Maheshwari: *Business Law*, National Publishing House.

BBA-103: BUSINESS ECONOMICS

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

The objective of this course is to make the students understand how the business organizations apply Economics principles in decision making.

Course Contents:

UNIT- I

Business Economics: Meaning, definitions, characteristics; Distinction between business economics and economics; scope of business economics; applications of business economics. The concept of demand and the elasticity of demand and supply – Elasticity of demand, price, income and cross elasticity.

Demand Analysis & Utility: Cardinal and Ordinal approaches – Indifference Curve Approach: Properties of Indifference Curves, Consumer's Equilibrium.

UNIT- II

Theory of Production: Production Function; Short Run and Long Run; Law of Variable Proportions; Producer's Equilibrium, Returns to Scale; Economies of Scale.

Cost Analysis: Cost concepts; Social and Private costs; Economic and Accounting costs; Fixed and Variable costs; Opportunity Cost.

Revenue Concepts: Total Revenue; Average Revenue and Marginal Revenue.

UNIT- III

Market Structure: Perfect Competition; Assumptions; Price and output decisions. Equilibrium of the firm and the industry in the short and the long runs.

Monopoly: Features; price and output determination; price discrimination; price output Determination under discriminating monopoly.

Monopolistic Competition: Features, price and output determination in short and the long run; Features of duopoly and oligopoly.

Suggested Readings:

1. Mote V .L., Paul, S & G.S. Gupta.: *Managerial Economics*, Tata McGraw-Hill, New Delhi.
2. Prusty Sadananda: *Managerial Economics*, PHI Learning Pvt. Ltd., New Delhi.
3. Mehta, P.L., *Managerial Economics*, Sultan Chand & Sons, New Delhi.
4. D M Mithani : *Business Economics*, Himalaya Publishing House, New Delhi.
5. Dr. P.N. Reddy and H.R. Appannaiah : *Essentials of Business Economics*, Himalaya Publishing House, New Delhi.
6. Barry Keating and J. Holton Wilson: *Managerial Economics*, Biztantra.
7. Banerjee & Majumdar: *Fundamentals of Business Economics*, S Chand and Sons, New Delhi.

BBA-104: PRINCIPLES OF MANAGEMENT (Choice Based Course)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

This course familiarizes the students with the principles of management.

Course Inputs

UNIT- I

Introduction to Management: Concept, nature, process and significance of management; Managerial roles; An overview of functional areas of management; Development of management thought; Classical and neo-classical system; Contingency approaches.

UNIT- II

Planning: Concepts, process, and types. Decision making – concept and process Bounded rationality; management by objectives; corporate planning; Environment analysis and diagnosis; Strategy formulation.

Organizing: Concept, nature, process and significance; Authority and responsibility relationships; Centralization and decentralization; Department; Organization structure-forms and contingency factors.

UNIT- III

Motivation: Concept; Theories – Maslow's Need Priority Model, Herzberg Two Factor Theory, McGregor's X and Y Theories, Equity Theory, and Expectancy Theory; Financial and non-financial incentives.

Leadership: Concept and leadership styles; Leadership theories, Likert's System Management;

Communication: Nature, process, networks, and barriers to effective communication.

Managerial Control: Concept and process; Effective control system; Techniques of control: Traditional and modern approaches.

Change Management: Concept, nature and process of planned change; Resistance to change; emerging horizons of management in a changing environment.

Suggested Readings:

1. Drucker, Peter F: *Management Challenges for the 21st Century*; Butterworth Heinemann, Oxford.
2. Weihrich and Koontz, et.al: *Essential of Management*, Tata McGraw Hill, New Delhi.
3. Louis A. Allen: *Management and Organization*, McGraw Hill New York
4. Hampton, David R: *Modern Management*, McGraw Hill, New York.
5. Stoner and Freeman: *Management*; Prentice- Hall, New Delhi.
6. Ibancevish J.M. and Matleson M.T: *Organization & Management*, Irwin Homewood, Illinois.

BBA-201: BUSINESS STATISTICS

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

The objective of this course is to familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making.

Course Contents:

UNIT- I

Measures of Central Tendency, Mathematical averages including arithmetic mean, geometric mean and harmonic mean, Properties and applications, Positional Averages.

Mode, Median, (and other partition values including quartiles, deciles, and percentiles), Measures of Variation: Absolute and Relative; Range, quartiles deviation, mean deviation, standard deviation, and their coefficients, Properties of standard deviation/variance. Moments: Calculation (including Sheppard's corrections) and significance. Skewness Kurtosis and Moments.

UNIT- II

Components of time series, Additive and multiplicative models, Trend analysis, Fitting of trend line using principle of least squares – linear, second degree parabola and exponential, Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa, Moving averages, Seasonal variations-calculation and uses. Simple averages, ratio-to-trend, ration-to-moving averages and link-relatives methods.

Meaning and uses of index numbers, Construction of index numbers: fixed and chain base; univariate and composite, Aggregative and average of relatives–simple and weighted, Tests of adequacy of index numbers, Base shifting, splicing and deflating, Problems in the construction of index numbers, Construction of consumer price indices, Important share price indices including BSE - SENSEX and NSE - NIFTY.

UNIT- III

Correlation Analysis, Meaning of Correlation: simple, multiple and partial; linear and non-linear. Causation and correlation, Scatter diagram, Pearson's co-efficient of correlation: calculation and properties (proofs not required), Probable and standard errors, Rank Correlation, Regression Analysis, Principle of least squares and regression lines, Regression equations and estimation. Standard Error of Estimates.

Theory of Probability, Approaches to the calculation of probability, Calculation of event probabilities. Addition and multiplication laws of probability, Conditional probability and Bayes' Theorem. Expectation and variance of a random variable, Probability distributions: Binomial, Poisson and Normal, The decision environment, Pay-off and regret matrices. Criteria of decision-making: Laplace, Maximin/Minimax, Maximax/Minimin, Savage; and Expectation, (Excluding Bayesian analysis), EVPI and its calculation, Decision Trees.

Suggested Readings:

1. N D Vohra: Business Statistics, Mc Graw Hill Education
2. SP Gupta: *Statistical Methods*, 34 edition, Sultan Chand & Sons, New Delhi
3. Levin & David Rubin: *Statistics for Management*, Prentice Hall.
4. P N Arora and S Arora *Statistics for Management*, S. Chand, New Delhi
5. I C Dhingra and M P Gupta: *Lectures in Business Statistics*, Sultan Chand and Sons, New Delhi

BBA-202: CORPORATE LAW

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

The objective of the course is to impart basic knowledge of the provisions of the Company Laws and the Depository Laws along with relevant case law.

Course Contents:

UNIT-I

Introduction: Features of a company, concept of lifting of corporate veil, Types of companies, association not for profit, illegal association.

Formation of Company: promoters, their legal position, pre-incorporation contract and provisional contracts.

Important Documents: Memorandum of Association, Articles of Association, Doctrine of Constructive Notice and Indoor Management, Prospectus.

UNIT- II

Share Capital: Issue, allotment and forfeiture of shares, transfer and transmission of shares, share certificate and share warrant.

Members and Shareholder: Their rights and duties.

Shareholders Meetings: Kinds, convening and conduct of meetings.

Management: Directors, classification of directors, disqualifications, appointment, legal position, powers and duties, disclosures of interest, removal of directors, other managerial personnel and remuneration, company meetings and resolutions.

UNIT- III

Winding up: Provisions and modes of winding up.

Suggested Readings:

1. Kapoor, N.D.: *Elements of Company Law*, Sultan Chand and Sons, New Delhi.
2. Kumar, Ravinder: *Legal Aspects of Business*, 4e, Cengage Learning India, Ltd., New Delhi.
3. Ramalya, A: *Guide to Companies Act*, Wadhwa and Company, New Delhi.
4. Kuchhal, M.C.: *Modern Indian Company Law*, Mahavir Book Depot (Publishers), New Delhi.
5. Datey, V.S. : *Business and Corporate Laws*, Taxmann Publications, New Delhi.
6. Sharma, J.P.: *An Easy Approach to Corporate Laws*, Ane Books Pvt. Ltd., New Delhi.

BBA-203: BUSINESS ETHICS

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

The objective of the course to help students appreciate ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with nature and corporate governance.

Course Contents:

UNIT- I

Understanding the need, basic guidelines, content and process for value education, self-Exploration - content and process; Natural Acceptance and experiential validation as the mechanisms for self exploration; Understanding Happiness and Prosperity correctly; Living harmony at various levels.

UNIT- II

Understanding harmony in the human being – harmony in self, understanding harmony in the family and society - Human relationship; Harmony in the nature and existence – Whole Existence as co-existence; Implication of the holistic understanding of harmony in professional ethics

UNIT- III

Understanding Corporate governance involvement in relationships between a company's management and its board, its shareholders and other stakeholders; Existence and importance of 'other stakeholders'; The long term relationship to deal with checks and balances, Communications between management and investors; Transactional relationship - Disclosure and authority.

Suggested Readings:

1. Fernando A C: *Business Ethics: An Indian Perspective*, Pearson Education, New Delhi.
2. Hartman Laura: *Perspectives in Business Ethics*, McGraw-Hill Book Education
3. Ferrell O.C and Fraedrich John: *Business Ethics: Ethical Decision Making and Cases*, Cengage learning India Pvt. Ltd.
4. Monks Robert A.G and Minow Nell: *Corporate Governance*, Johan Wiley & Sons.
5. Mandal S.K: *Ethics in Business and Corporate Governance*, Tata McGraw-Hill, New Delhi.

BBA-204: BUSINESS COMMUNICATION (Skill Enhancement Course)

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

To develop effective business communication skill in the students, written and oral, as a key for effective functioning that extends across all the areas of business.

Course Contents:

UNIT- I

Introduction to business communication, elements of communication process, and Basic types of Communication: Downward, Upward and Horizontal communication, Communication Network; Formal and Informal communication network: Grapevine, Types of Grapevine, Importance of Grapevine, Miscommunication or Barriers to communication; improving communication.

UNIT- II

Effective Written communication: Writing Proposals, Memos, Business letters, Request Letters, Sales Letters, Payment Collection Letter-concept of AIDA, Business Report, Report preparation, Detailed Report Writing, Effective Oral Communication: Effective Listening skills, Problems in Oral communication, Ten Commandments of good oral communication and Problems in Listening, Practices in business communication: Presentation; types of presentations, Group discussions, Committees and meetings.

UNIT- III

Body Language: Kinesics, Proxemics and Para Language. Interviewing Skills: Appearing in interviews: Conducting interviews: Types of Interview, Preparing for Interview, Interview Process, International Communication, Culture and cultural context, Adapting to global business communication, Negotiation skills and process, collective bargaining process.

Suggested Readings:

1. Bovee and Thill: *Business Communication Today*, Tata McGraw-Hill, New Delhi.
2. Sinha, K.K.: *Business Communication*, Galgotia Publications, Noida.
3. Balasu, *Business Communication*, Vikas Publishing House, Noida.
4. Kaul, Asha: *Effective Business Communication*, Prentice Hall, New Delhi.
5. Pardhan H & Others: *Business Communication*, Himalaya Publishing House, Bombay.
6. Diwan Parag & Agarwal L.N: *Business Communication*, Excel Books, New Delhi.
7. Murphy and Hildebrandt : *Business Communication*, McGraw Hill, Latest Edition

BBA-301: COST ACCOUNTING

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The course aims at acquainting the students with the basic concepts of costing and various techniques employed towards ascertainment and control costs.

Course Contents:

UNIT- I

Introduction: Definition of costing; objectives of cost accounting; Importance of cost accounting for a business concern; Comparison of cost accounting, financial accounting, and management accounting; Advantages of cost accounting; Essentials of good cost accounting system.

Cost concepts and classification: Cost objects; Types of costs; Costs classification; Cost Sheet.

Accounting for Materials: Material control; Concepts and techniques; Methods of pricing of material issues; Treatment of material losses.

UNIT- II

Accounting for Labour: Labour cost control procedure: labor turnover, idle time and overtime; Methods of wage payment- time rate, piece rate and incentive schemes.

Accounting for Overheads: Classification of overheads; Absorption of overheads; Determination of overheads rates; under and over absorption and its treatment.

UNIT- III

Cost Ascertainment: Job, batch and contract costing; Service Costing (motor transport costing, hotel costing, staff canteen costing, boiler house costing, hospital costing); Process costing – excluding inter-process profit and joint and bye products.

Cost Records: Integral and non integral system; Reconciliation of cost and financial statements.

Cost Audit: Concept, requirement and techniques.

Note: Any revision of relevant accounting standard issued by ICAI would become applicable immediately.

Suggested Readings:

1. Nigam, B.M. Lal and I.C. Jain, *Cost Accounting: Principles and Practice*, Prentice Hall of India, New Delhi.
2. Lal, Jawahar: *Cost Accounting*, Tata McGraw Hill, New Delhi.
3. Ravi M Kishore: *Cost and Management Accounting*, Taxmann Publications, New Delhi.
4. Tulsian, P C: *Cost Accounting*, Sultan Chand and Sons, New Delhi.
5. Singh S. K. and Lovleen Gupta: *Management Accounting*, Pinnacle Publications, New Delhi.
6. Jain, S P and Narang, KL: *Cost Accounting Principles and Practices*, kalyani Publishers, Jalandhar.

BBA-302: BUSINESS MATHEMATICS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of this course is to familiarize the students with the basic mathematical tools with emphasis on application to business and economic situations.

Course Contents:

UNIT- I

Algebra of matrices; Inverse of a matrix. Solution of system of linear equations (having unique solution and involving not more than three variables) using matrices; input output analysis.

Mathematical functions and their types – linear, quadratic, polynomial, exponential, logarithmic and logistic function; Concepts of limit and continuity of a function.

UNIT- II

Rules of differentiation; Maxima and Minima involving second or higher order derivatives. Partial Differentiation; Partial derivatives up to second order; Homogeneity of functions and Euler's theorem; Total differentials; Differentiation of implicit functions with the help of total differentials.

Integration; Standard forms; Methods of integration – by substitution, by parts and by use of partial fractions; Definite integration; Finding areas in simple cases.

UNIT- III

Formulation of linear programming problems (LPP); Graphical solution to LPPs; Cases of unique and multiple optimal solutions; Unbounded solutions and infeasibility, and redundant constraints; Solution to LPPs using Simplex method – maximization and minimization cases.

Suggested Readings:

1. Hoy, M., Livernois, J., McKenna, C., Rees, R., & Stengos, T. (2011). *Mathematics for Economics* (3rd edition), MIT Press.
2. Anthony, M. & N. Biggs: *Mathematics for Economics and Finance*, Cambridge University Press.
3. Singh J.K.: *Business Mathematics*, Himalaya Publishing House, New Delhi.
4. Hamdy A. Taha: *Operations Research: An Introduction*, Prentice Hall of India, New Delhi.
5. Mizrahi and John Sullivan: *Mathematics for Business and Social Sciences*, Wiley and Sons.
6. Wikes, F.M.: *Mathematics for Business, Finance and Economics*, Thomson Learning.
7. Vohra, N.D.: *Quantitative Techniques in Management*, Tata McGraw-Hill, New Delhi.

BBA-303: FUNDAMENTALS OF FINANCE

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

To familiarize the students with the principles and practices of fundamentals of financial management.

Course Contents:

UNIT-I

Introduction: Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

UNIT-II

Investment Decision: Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk Adjusted Discount Rate.

Financing Decision: Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach), Operating and financial leverage. Determinants of capital structure.

UNIT-III

Dividend Decisions Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

Working Capital Decisions Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

Suggested Readings:

1. James C. Van Horne and Sanjay Dhamija, *Financial Management and Policy*, Pearson Education.
2. Levy H. and M. Sarnat, *Principles of Financial Management*. Pearson Education.
3. Joy, O.M. *Introduction to Financial Management*. McGraw Hill Education.
4. Brigham and Houston, *Fundamentals of Financial Management*, Cengage Learning India Ltd.
5. Khan and Jain. *Basic Financial Management*, McGraw Hill Education.
6. Chandra, P. *Fundamentals of Financial Management*. McGraw Hill Education.
7. Rustagi, R.P. *Fundamentals of Financial Management*. Taxmann Publication Pvt. Ltd.
8. Singh, Surender and Kaur, Rajeev. *Fundamentals of Financial Management*. Mayur Paperback, New Delhi.
9. Pandey, I.M. *Financial Management*. Vikas Publications.

BBA 304: HUMAN RESOURCE MANAGEMENT

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

This course aims at providing an understanding of concepts, principles and function of human resource management in the present day business environment.

Course Contents:

UNIT- I

Introduction: concept, scope, importance of HRM; Functions of HRM; HR planning-concept, objectives and process of human resource planning; job analysis - job description and job specification.

UNIT- II

Recruitment and Selection: Meaning, sources and methods of recruitment; Meaning of selection; Process of selection, Difference between recruitment and selection; Placement and induction, Training and Development- concepts and importance; Promotion; Transfer; Demotion and Separation.

UNIT- III

Wage and Salary Administration: Concepts and objectives; Methods of wage payment; Features of sound wage plan; components of employee remuneration; Job evaluation-concepts, objective and methods; Performance Appraisal, concept, objectives and Methods of Appraisal; Employee welfare.

Suggested Readings:

1. Yoder, Dale: *Personnel Management and Industrial Relations*, Prentice hall of India, New Delhi.
2. Flippo, EB : *Principles or Personnel Management*, McGraw Hill, New York.
3. Jucious, Michael J: *Personnel Management*, Richard Irwin.
4. Dessler Gary: *Human Resource Management*, Pearson Education, New Delhi.
5. Worther, William and Davis Keith: *Human Resource and Personnel Management*, McGraw Hill, New York.
6. Sherwani, NUK: *Human Resource Management*, Galgotia Publications Pvt. Ltd., Noida.
7. Pattanayak Biswajeet: *Human Resource Management*, PHI Learning Pvt. Ltd., New Delhi.
8. Michael Armstrong: *A Handbook of Human Resource Management*, Kogan Page Publishers.
9. Aswathappa, K: *Human Resource and Personnel Management*, Tata McGraw Hill, New Delhi.
10. Robbins S.P. and D.A. Decenzo: *Human Resource Management*, Prentice Hall Inc., New Jersey.
11. Monappa Arun and Mirza, A Saiydain, J: *Personnel Management*, Tata McGraw Hill, New Delhi.

BBA-305: ENVIRONMENTAL STUDIES (Ability Enhancement Course)

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objectives:

Upon successful completion of the course, students are expected to gain basic understanding and knowledge about environmental concerns and responsibilities towards environment and they will also be able to propose solutions to environmental problems related to resource use and management.

Course Contents:

UNIT- I

Renewable and Non-renewable Natural Resources: Types of resources - natural, man-made and human resource; Natural resource; Forest resources; Water resources; Mineral resources; Land resources; Energy resources; Common Property Resources (CPRs); Destruction of CPRs and its impact on human welfare; Role of an individual in conservation of natural resources.

Ecosystems: Definition and types; characteristics, structure and functions of forest ecosystem, grassland ecosystem, desert ecosystem and aquatic ecosystems (e.g. ponds, streams, lakes, rivers, ocean estuaries, etc.).

UNIT-II

Environmental Pollution: Definition, causes and control measures of Air pollution; water pollution; Soil pollution; Marine pollution; Noise pollution; Thermal pollution, Nuclear pollution; Role of an individual in prevention of pollution; Solid Waste Management - Causes, effects and control measures of urban and industrial wastes.

UNIT-III:

Social Issues and Environment: Rain water harvesting, watershed management;
Climate Change: Reasons and Its effects; Biodiversity: Definition, types, value of biodiversity and threats to biodiversity; Environmental Legislations in the Perspective of India: Environmental Protection Act-198; Forest Conservation Act; Wildlife Protection Act, Biological Diversity Act, 2002.

Suggested Readings:

1. Anindita Basak, *Environmental Studies*, Dorling Kindersley (India) Private Limited, New Delhi.
2. Bharucha, E., *Textbook of Environmental Studies*, Universities Press, Hyderabad.
3. Jadhav, H. & Bhosale, V. M., *Environmental Protection and Laws*. Himalaya Publishing House.
4. Kaushik, A. & Kaushik, C. P., *Perspective in Environmental Studies*, New Age International (P) Ltd., Delhi.
5. Sreshtha Tayal & Garg. *Environmental Studies*, Icon Publications.

BBA - 401: CORPORATE ACCOUNTING

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Objective: To acquaint the students with fundamentals of Corporate Accounting.

UNIT- I

Accounting for Share Capital Equity Share Capital – Issue, Forfeiture, and Re-issue of Forfeited Shares; Issue of Bonus Shares and Right Shares; Buy-back of Shares. Concept of Book Building, Dematerialization, and Employees Stock option Scheme. Issue of Shares to Vendors, Promoters, and Issue of Sweat Equity Shares. SEBI Guidelines. Issue and Redemption of Preference Shares. Accounting for Debentures: Types of Debentures; Issue and Redemption of Debentures – Sinking Fund Method, Redemption by Purchase in Open Market; Concept of Cum-Interest and Ex-Interest quotations.

UNIT- II

Preparation of Financial Statements of a Joint Stock Company Preparation of Profit & Loss Account and Balance Sheet. Treatment of Taxation and Provision for Taxation in Final Accounts of Companies. Treatment of Dividend and Bonus to Shareholders. Treatment of Pre-incorporation Profit or Loss. Form of Balance Sheet as per the Companies Act.

Valuation of Goodwill Meaning and Features; Types of Goodwill; Factors affecting Goodwill; Goodwill Valuation Methods- Valuation based on Average Profits and Super Profits. Valuation of Shares: Concept of Valuation of Shares; Need for Valuation; Factors affecting Valuation of Shares; Valuation of Equity Shares based on Net Assets and Profitability; Net Asset Valuation of Participating Preference Shares; Fair Value of a Share.

UNIT- III

Accounting for Amalgamation of Companies Meaning; Types of Amalgamation; Calculation of Purchase Consideration; Accounting Treatment in the books of Transferor and Transferee Companies. Accounting for Reconstruction of a Company: Accounting for External Reconstruction; Alteration of Share Capital; Reduction of Share Capital; Accounting for Internal Reconstruction; Reconstruction through Re-issue of Surrendered Shares.

Accounts of Holding Companies Meaning of Holding and Subsidiary Companies; Need for Consolidated Financial Statements; Preparation of Consolidated Balance Sheet of a Holding Company with one Subsidiary.

Suggested Readings:

1. Monga, J.R., *Fundamentals of Corporate Accounting*, Mayur Paper Backs, New Delhi.
2. Sehgal, Ashok and Deepak Sehgal, *Corporate Accounting*, Taxmann Publication, New Delhi.
3. Maheshwari, S.N. and S. K. Maheshwari, *Corporate Accounting*, Vikas Publishing House, New Delhi.

BBA-402: FUNDAMENTALS OF MARKETING

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

This objective of this course is to enable students understanding the core concepts of marketing and their applications.

Course Contents:

UNIT- I

Introduction: Nature and scope of marketing; Importance of marketing as a business function and in the economy; Marketing concepts – traditional and modern; Selling vs Marketing; Marketing mix; Marketing environment.

UNIT- II

Product: Concept of product; Types of product; Project planning and development; Packing – role and functions; Brand name and trade mark; Product life cycle concept.

Pricing: Meaning and importance of pricing; Factors affecting price of a product/service; Methods of pricing.

UNIT- III

Distribution Channels and Physical Distribution: Distribution Channels – concept and role; Types of distribution channels; Factor affecting choice of a distribution channel; Retailer and Wholesaler; Physical distribution of goods.

Promotion: Methods of promotion; Promotion mix; Advertising; Sales promotion; Public Relation and Publicity.

Suggested Readings:

1. Philip Kotler, Marketing Management, Englewood Cliffs, Prentice Hall Inc., New Jersey.
2. Govindarajan, M: Marketing Management, PHL Learning Pvt. Ltd., New Delhi.
3. William M. Pride and O.C. Ferrell: Marketing: Planning, Implementation and Control, Cengage Learning India Ltd., New Delhi.
4. Stanton W.J., Etzel Micheal J. and Walker Bruce J; Fundamentals of Marketing, McGraw Hill, New Delhi.
5. Khan MA: Marketing Management, Wisdom Publication, Delhi.
6. Best Market Based Management, PHL Learning Pvt. Ltd., New Delhi.

BBA - 403: FUNDAMENTALS OF INVESTMENT

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective: To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

Course Contents:

UNIT- I

The Investment Environment The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

UNIT- II

Fixed Income Securities Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

Approaches to Equity Analysis Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalization models, and price-earnings multiple approach to equity valuation.

UNIT- III

Portfolio Analysis and Financial Derivatives Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India

Investor Protection Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

Suggested Readings

1. C.P. Jones, *Investments Analysis and Management*, Wiley, 8th ed.
2. Prasanna Chandra, *Investment Analysis and Portfolio Management*, McGraw Hill Education.
3. R.P. Rustogi, *Fundamentals of Investment*, Sultan Chand & Sons, New Delhi.
4. N.D. Vohra and B.R. Bagri, *Futures and Options*, McGraw Hill Education.

BBA - 404: ORGANIZATIONAL BEHAVIOUR

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: The objective of this course is to acquaint the students with the conceptual framework organizational behaviour.

Course Contents:

UNIT- I

Introduction to Organization Behaviour: Meaning and concept of organizational behaviour, Importance of organizational behaviour, Key elements of organizational behavior, Role of managers in OB, Relationship between management and organizational behaviour, Approaches to organizational behavior, Challenges and opportunities for OB, Personality: concept, types and theories, Learning: concept and theories of learning, Meaning of organization design and structure, Basic elements of organization structure, Types of organization design.

Motivation: Meaning, nature and importance of motivation, Theories of motivation – Herzberg's Two Factor theory, Maslow's Need Hierarchy theory, Alderfer's ERG theory, Content & Process theories, Expectancy theory, Equity theory, Goal setting theory.

Leadership: Meaning, styles and importance of leadership, Theories of leadership: Trait theory, Behavioural Theory, Contingency Theory, Harsey and Blanchard's life cycle theory, Managerial Grid: Likert's four systems of leadership, Contemporary issues in leadership: charismatic, transformational leadership.

UNIT- II

Group Dynamics: Group Dynamics: Concepts & Theories, Formal & Informal Organizations, Determinants of group behaviour, Group processes and Decision making, Dysfunctional groups, Team work and its Importance in the organizations.

Organizational Power and Politics: Concept, Sources of Power, Nature of organizational Politics, Distinction between Power, Authority and Influence, Approaches to power, Political implications of Power: Dysfunctional uses of power, Guidelines for developing political skills.

UNIT- III

Organization Change: Nature of organizational change, Concept and forces of change, Resistance to change, Managing resistance to change, Implementing change, and Theories of change.

Conflict Management: Organizational Conflict – Concept, nature sources, types, Dysfunctions of conflicts, Stages of conflict, Strategies of interpersonal conflicts, Process of conflict, Management of conflict, Resolution of conflicts, Negotiation.

Suggested Readings:

1. Jerald Greenberg & Robert A Baron: *Behavior in Organizations*, PHI Learning Pvt. Ltd., New Delhi.
2. Robbins Stephen P: *Organizational Behaviour*, Pearson Education, 12th Edition.
3. Luthans Fred: *Organizational Behaviour*, Tata McGraw Hill.
4. Davis Keith: *Human Behaviour at works*, Tata McGraw Hill.
5. Newstrom, John W. and Keith Davis: *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw-Hill, New Delhi.
6. Nelson Quick: *Organizational Behavior*, Cengage Learning India Ltd., New Delhi.

BBA-405: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

(Choice Based Course)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

To provide the students with basic knowledge of entrepreneurship and managing small business enterprises.

Course Contents:

UNIT- I

Concept of Entrepreneurship: Definition of Entrepreneurship given by various economists - the ideal definition - The conceptual model of Entrepreneurship given by John Kao. Views given by Schumpeter Walker & Drucker on Entrepreneurship – Entrepreneur and Manager -Enterprise and Entrepreneur.

Managing Creativity: Issues to be addressed in working the definition of creativity - Definition - Attributes of a creative person - Creative Thinking and Motivation. Organizational priorities and Creativity -Managerial responsibilities in a creative organization.

Entrepreneurial Culture: Definition -Subcultures of Entrepreneurship — 1. Culture of Business 2. Business Ethics , 3. Organization Culture.

UNIT- II

Small Business: Definition of Small Business - Composition of Small Business -Economic Contribution of Small Business. Strategic Planning for Small Business -Steps in Strategic Planning -Develop a clear Mission Statement - Assess Organization Strengths - Conduct a thorough Market Segment Analysis - Analyse Competitors - Create Company Goals -Formulate Strategic Options and Select appropriate Strategies. Why Strategic Planning fails in Small Business.

Forms of Ownership: Sole Proprietorship, Partnership & Corporation form of Organization - Advantages and Disadvantages Franchising- What is Franchising -Advantages and Disadvantages to Franchising.

UNIT- III

Entrepreneurial Motivation: Motivational Factors External & Internal- Achievement Motivation - Theory of David McClelland – Product idea -Selection of a product, The Adoption Procedure - Product Innovation -Product Planning & Development Strategy -Steps in Product Planning & Development.

Starting of a New Business: The advantages and disadvantages of starting your business. Determining the value of a business - Financial Record Keeping - Profit Planning & Cost Control.

Role played by various Financial Institutions like IDBI, ICICI and IFCI: Special Role played by SIDBI and Commercial Banks — Approval of term loan applications by Commercial Banks — How to decide about a suitable agency for assistance Role played by SFCR and NSIC.

Suggested Readings:

1. Scarborough & Zimmerer *Effective Small Business Management*
2. Gupta & Srinivasan: *Entrepreneurial Development*
3. Pickle & Abrahamson: *Small Business Management*
4. Vasanth Desai :*Dynamics of Entrepreneurial Development & Management.*
5. John Kao: *Creativity and Entrepreneurship*

BBA - 501: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

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

Course Contents:

UNIT- I

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

UNIT- II

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

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

UNIT- III

Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Suggested Readings:

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

BBA- 502: ACCOUNTING FOR MANAGERS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

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

Course Contents:

UNIT- I

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

UNIT- II

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis, Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue. Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

UNIT- III

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Suggested Readings:

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

BBA - 503: FUNDAMENTALS OF INTERNATIONAL FINANCE

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

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

Course Contents:

UNIT- I

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) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

UNIT- II

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 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.

UNIT- III

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. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

Suggested Readings:

1. PG Apte: *International Financial Management*, Tata McGraw Hill.
2. Alan C. Shapiro: *Multinational Financial Management*, Prentice Hall References:
3. Maurice D. Levi: *International Finance - The Markets and Financial Management of Multinational Business*, McGraw Hill.

BBA-504: ADVERTISING AND BRAND MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Contents:

UNIT- I

Introduction, Need and Importance, Definition , growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

UNIT- II

Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement, Broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: fighting, pulsing, & continuous

UNIT- III

Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process. Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

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

Note: *Applied cases would be taken up in class.*

Suggested Readings:

1. Aaker, Myers &Batra : *Advertising Management*, Prentice Hall.
2. Wells, Moriarity & Burnett : *Advertising: Principles and Practices*, Prentice Hall.
3. Kleppner's: W.Ronald Lane, kane Whitehill King and J. Thomas Russell *Advertising Procedure*, Pearson Education.
4. George E.Belch& Michael A. Balch: *Advertising and Promotion*, McGraw Hill Education.
5. S.H.H Kazmi and SatishK.Batra : *Advertising and Sales Promotion*, Excel Books.
6. Cowley. D: *Understanding Brands*, Kogan Page Ltd.
7. Jean Noel Kampferer: *Strategic Brand Management*. McGraw Hill Education
8. Wright, Winter, Ziegler: *Advertising*, Atlantic Publishers and Distributors, New Delhi.

BBA - 605: SUMMER INTERNSHIP

The students of BBA 3rd year of study (after the exams of their fourth semester are over) will be sent on summer internship (in-industry training) of 6 to 8 weeks duration. After completion of their internship, the students will be encouraged to prepare a detailed report of their internship during their fifth semester study. The students will be required to submit their report for evaluation as per the deadline to be communicated to them.

Aims and Objectives of the Summer Internship:

The summer internship intends to assist the students gain an insight into the functional aspects of trade and business and to identify the problem areas. The internship shall aim at achieving the following objectives:

- Assist the student's development of employer-valued skills such as teamwork, communications and coordination.
- Expose the student to the business environment and expectations of performance on the part of business organizations.
- Engage the student with professionals who will provide him/her with support in the early stages of the internship and provide an example of the behaviours expected in the intern's workplace.
- Give exposure to the students on the methodology of planning a study, data collection, analysis and presentation of their report.

Scheme of Evaluation:

The Summer Internship shall carry 100 Marks. There shall be 04 hours (credits) for project guidance in a teaching week. The evaluation of the Survey Project has been divided into two parts:

Evaluation of Project Report = 70 Marks

Viva Voce = 30 Marks

Format of Project Report:

- The students will finalize the topic in consultation with their project supervisor.
- The cover of the Project Report shall be dark green/black in colour and printed in silvery-white.
- The text of the cover page and the first inner page will be in Times New Roman font.
- The text of the Project Report shall be typed in double spacing with margins of 1.5" on the left, 1" on the right, 1" on the top, and 1" on the bottom.
- Figures and Tables shall be numbered based on the respective chapters, such as 1.1, 1.2, 2.4, 3.5 etc.
- The project report will contain chapters/components.

BBA - 506: RETAIL MANAGEMENT (Choice Based Course)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of the course is to provide students with insights on retail operations. This will enable the students become good retail planners and decision makers.

Course Contents:

UNIT- I

Concept of Retailing, Functions of Retailing Definition & Characteristics, Retail Formats and types, Retailing industry in India, Changing Trends in Retailing, E-Retailing Challenges faced by retail sector.

UNIT- II

Retail consumer behavior, Factors influencing the retail consumer, Importance of retail locations, types and factor affecting the location decision, Meaning of Merchandising, Factors influencing merchandising, merchandise planning, merchandise buying, Analysing Merchandise Performance, Functions of Merchandising Manager.

UNIT- III

Inventory Management, Store Management, Retail Pricing, Factors Influencing retail prices, Pricing Strategies, Store Layout and Design, Visual Merchandising, Promotion Strategies, Retail Marketing Mix, CRM, POP Displays, Management of retail outlet/store, Store Maintenance and Store security.

Suggested Readings:

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

BBA-601: INSURANCE AND RISK MANAGEMENT

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

To develop an understanding among students about identifying, analyzing and managing different kind of risk. The students will understand different comprehensive principles of insurance and its application and usefulness in business.

Course Contents:

UNIT- I

Introduction to Insurance – Origin, History, Nature of Insurance, Insurance in India, Market potential –Emerging Scenario. Principles of Insurance, Utmost good faith, Insurable interest, Material faith, Indemnity, proximate cost.

Insurance Laws and Regulations. Contract Act, Insurance Act, IRDA Act, Consumer protection Act. Regulatory Framework of Insurance: Role, Power and Functions of IRDA.

UNIT- II

Life Insurance Products – Term Insurance, Whole Life, Endowment Annuities. Insurance Documents –Proposal Forms, Policy conditions and privileges Introduction to general Insurance. Fire, Motor, Marine, Health, Miscellaneous. Group Insurance Schemes – Group Insurance, Group Gratuity, Superannuation and Pension Plan. Rural Insurance and Insurance for weaker sections of society. Marketing of Insurance Products

Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Computation of Insurance Premium.

UNIT- III

Risk Management – meaning of risk – types of risk – static and dynamic, financial and non-financial, pure and speculative, business and personal risk – cost of risk – characteristics of risk management –significance and objectives of risk management – principles of risk management – risk management information system – organization of risk management in business- methods and process of risk management.

Role of Actuaries, Underwriting guidelines, Re-insurance

Suggested Readings:

1. George, E. Rejda, *Principles of Risk Management and Insurance*, Pearson Education.
2. Dorfman, Marks S., *Introduction to Risk Management and Insurance*, Pearson.
3. Gupta. P.K, *Insurance and Risk Management*, Himalaya Publishing House.
4. Mishra, M. N., *Principles and Practices of Insurance*, S. Chand and Sons.
5. Dinsdale, W.A., *Elements of Insurance*, Pitaman Publishing, UK
6. Black, K. and H.D. Skipper, *Life and Health insurance*, Pearson Education
7. Crane, F., *Insurance Principles and Practices*, John Wiley and Sons, New York.
8. Vaughan, E. J. and T. Vaughan, *Fundamentals of Risk and Insurance*, Wiley & Sons
9. Hansell, D.S., *Elements of Insurance*, Macdonald& Evans Ltd.

BBA - 602: FINANCIAL INSTITUTIONS AND MARKETS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Contents:

UNIT- I

An Introduction to Financial System and its Components: Financial markets and institutions, Financial intermediation, Flow of funds matrix, Financial system and economic development, An overview of Indian financial system.

Financial Regulators in India: Reserve Bank of India, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates.

UNIT- II

Financial Markets: Money market-functions, organization and instruments, Role of Central Bank in money market, Indian money market – An overview, Capital Markets-functions, Organization and instruments, Indian debt market; corporate debt market; slow growth of corporate debt market, Development of corporate bond market abroad, Indian equity market primary and secondary markets; Role of stock exchanges in India.

UNIT- III

Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance, Development Financial Institutions (DFIs)-An overview and role in Indian economy, Life and non-life insurance companies in India; Mutual Funds- Introduction and their role in capital market development. Non-banking financial companies (NBFCs), Regional Rural Banks, Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority.

Suggested Readings:

1. Bhole, L.M., *Financial Markets and Institutions*. Tata McGraw Hill Publishing Company.
2. Khan, M.Y., *Indian Financial System-Theory and Practice*. New Delhi: Vikas Publishing House.
3. Sharma, G.L., and Y.P. Singh eds. *Contemporary Issues in Finance and Taxation*. Academic Foundation, Delhi.
4. Khan and Jain, *Financial Services*, Tata McGraw Hill.
5. Singh, J.K., *Venture Capital Financing in India*. Dhanpat Rai and Company, New Delhi.
6. Annual Reports of Major Financial Institutions in India.

Note: Latest edition of the text book may be used

BBA-603: MARKETING OF SERVICES

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective:

The objective of this course is to provide the students with the basic knowledge of the marketing of services and to develop the understanding of various types of services for its management.

Course Contents:

UNIT- I

Introduction to Services Marketing: Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Evolution and growth of service sector, Factors Leading to a Service Economy, Nature and types of services; difference between services and goods markets; Services Marketing triangle, Issues and challenges of services marketing, Effective management of services marketing,

Service Consumer Behaviour: Understanding the service customer as a decision maker, Service Consumer Decision Process and Decision Making Process in the service sector, Models of service consumer behavior, Customer expectation and perception, Service quality and GAP model.

UNIT- II

Service Delivery Process: Managing Service Encounters, Common encounter Situations, Managing service encounters for satisfactory outcomes, Service failure, Service recovery, Process of service recovery, Customer retention and benefits.

Strategic Issues in Service Marketing: Market segmentation in the marketing of services, Target marketing, Positioning of services, Creating a positioning strategy, Developing and maintaining demand and capacity.

UNIT- III

Services Marketing Mix: Need for expanded marketing mix; Seven Ps: Product decision, Planning for service offer; Pricing strategies and tactics, Promotion and distribution of services; Management of people, process and physical evidence, Matching of demand for and supply of services.

Services Marketing Applications: Marketing of Financial, Hospitality, Health, Tourism, Educational and Entertainment services.

Suggested Readings:

1. Chiristopher H. Lovelock and Jochen Wirtz, *Services Marketing*, Pearson Education.
2. Payne, Adrian: *The Essence of Services Marketing*, Prentice Hall, New Delhi.
3. Shankar, Ravi: *Service Marketing: The Indian Experience*, South Asia Publication, New Delhi.
4. Zeithml, V.A and M.J. Bitner: *Services Marketing*, McGraw Hill, Inc., New York.
5. Hoffman, *Marketing of Services*, Cengage Learning
6. S M Jha, *Services Marketing*, Himalaya Publishing House, New Delhi

BBA - 604: INDUSTRIAL RELATIONS

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of the course is to make students understand industrial relations systems, realize the role of Trade Unions, raise the competency to sustain stress in managing IR issues, and resolve the industrial disputes.

Course Contents:

UNIT- I

Industrial Relations: Introduction; Concept; Causes for poor IRs; importance of IRs; Factors influencing IRs in enterprise; Indicators of the State of industrial relations – absenteeism, labor turnover, industrial indiscipline, grievance, strikes, Lockout.

Trade Unions: Introduction, Definition, Characteristics of Trade Union; Objectives and growth of Trade Unions in India; Trade Union Act, 1926- Major Provisions; Why workers join Trade Unions; Types of Union; Problems of Trade Unions; Measures to strengthening Trade Unions.

UNIT- II

Workers Participation in Management: Importance, scope and methods of workers participation in management; factors influencing workers participation in management; prerequisites of successful participation; forms of participations; workers participation in Indian industries; Workers participation in India – Shop floor, Board Level Workers;

Collective Bargaining: Characteristics, objectives, types of collective bargaining; process of collective bargaining; Principles content and coverage; Level of collective bargaining; Plant Industrial Level and National Level; Collective Bargaining in India.

Quality of Work Life: Importance; Objectives of QWL; Determinants of QWL.

UNIT- III

Social Security: Introduction and types Social Security in India.

Employee Grievances: Causes of Grievances; Grievance Redressal System; Constitution of Grievance Redressal Machinery in India.

Industrial Disputes: Meaning, nature and scope of industrial disputes; Cases of industrial disputes; Types of industrial disputes; Machinery for the settlement of industrial disputes under Industrial Disputes Act, 1947.

Suggested Readings:

1. Monappa Arun: *Industrial Relations*, Tata McGraw Hill, New Delhi.
2. Sinha P R N: *Industrial Relations: Trade Unions and Labour Legislation*, Pearson Education, New Delhi.
3. R.S. Dwivedi: *Managing Human Resources Management in Indian Enterprises*, Galgotia Publishing Company, New Delhi.
4. C.B. Memoria, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
5. *Industrial Laws in India*, viz., The Factories Act 1948, Industrial Disputes Act, 1947, Payment of Wages Act, 1936, Minimum Wages Act, 1948, Workmen Compensation Act, 1923, Trade Union Act, 1926 and Social Security Laws.

BBA - 605: CORPORATE PLANNING AND STRATEGIC MANAGEMENT

(Choice Based Course)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective:

The objective of this course is to help the students in understanding the core concepts of corporate planning and strategies and their implementation.

Course Contents:

UNIT- I

Introduction to Corporate Planning: Types, needs, requisites, corporate planning system – approach, role of planner, corporate planning & budgeting, corporate responsibility Vs profitability and productivity, Corporate objective – concept of corporate purpose, mission, objectives and goals process of setting corporate objectives, Forces intersecting with corporate objectives external and internal.

UNIT- II

Strategic Management: Strategic Management – Meaning, definition, objectives, characteristics and role, Importance of Strategic Management, Advantages and disadvantages of Strategic Management, Concept of strategy, Policy and strategy, Planning and strategy, Strategic decision making: Strategic intent, vision, mission, business definition, objectives and goals, Process of strategic management.

Strategy Formulation: Introduction, Types of strategies, Steps involved in strategy formulation, Core competencies and their importance in strategy formulation, Developing successful business strategies, Environmental analysis and Diagnosis, Environment scanning and appraisal, Organization appraisal.

UNIT- III

Strategic Planning and Implementation: Introduction, Strategic Planning Process, Stability, Expansion or growth, Mergers and Acquisitions, Activating strategy, Issues in Strategy Implementation, Integrating the Functional Plans and Policies, Organizing the strategies, Implementing operations, Developing production, Marketing and financial strategies, Methods and techniques and structuring gaps analysis.

Suggested Readings:

1. David, Fred, R.: *Strategic Management*, PHI Learning Pvt. Ltd., New Delhi.
2. Hitt Hoskisson: *Management of Strategy*, Cengage Learning India Pvt. Ltd., New Delhi.
3. Kazmi Azhar: *Business Policy and Strategic Management*, Tata McGraw-Hill, New Delhi.
4. Miller Dess: *Strategic Management*, McGraw Hill Inc., New York.

BBA - 606: SURVEY PROJECT

Objectives of the Survey Project:

- To give exposure to the students on the methodology of planning a study, data collection, analysis, presentation and decision-making about problems related to society.
- To gain an insight into the functional areas of commerce and business management, and to know how problems are identified and solved.

Scheme of Evaluation:

The Survey Project shall carry 100 Marks. There shall be 04 hours (credits) for project guidance in a teaching week. The evaluation of the Survey Project has been divided into two parts:

Evaluation of Project Report = 70 Marks

Viva Voce = 30 Marks

Format of Project Report:

- The students will finalize the topic in consultation with their project supervisor.
- The cover of the Project Report shall be dark green/black in colour and printed in silvery-white.
- The text of the cover page and the first inner page will be in Times New Roman font.
- The text of the Project Report shall be typed in double spacing with margins of 1.5" on the left, 1" on the right, 1" on the top, and 1" on the bottom.
- Figures and Tables shall be numbered based on the respective chapters, such as 1.1, 1.2, 2.4, 3.5 etc.
- The project report will contain chapters/components.