



**FACULTY OF MANAGEMENT STUDIES (FMS)  
GURUKULA KANGRI VISHWAVIDYALAYA,  
HARIDWAR (U.K.)**

*Syllabus*

**BBA  
THREE YEAR COURSE**

## **COURSE STRUCTURE FOR BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)**

### **1. Title :**

The degree shall be titled as Bachelor of Business Administration (B.B.A.) under the Faculty of Management Studies ,w.e.f. the academic year 2013-2014, B.B.A. Part II w.e.f. 2014-2015 and B.B.A. Part III w.e.f. 2015-2016.

### **2. Objectives:**

- i. To provide adequate basic understanding about Management Education among the students through inculcating Vedic values & ethos.
- ii. To prepare students to exploit opportunities being newly created in the Management Profession.
- iii. To train the students in communication skills effectively.
- iv. To develop appropriate skills in the students so as to make them competent and provide themselves self-employment.
- v. To inculcate Entrepreneurial skills.

### **3. Duration :**

The Course shall be a full time course and the duration of the course shall be of three years.

### **4. Eligibility :**

A candidate for being eligible for admission to the Degree course in Bachelor of Business Administration shall have passed 12th Std. Examination (H.S.C. 10+2) from any stream with 2<sup>nd</sup> division and minimum 45% marks.

### **5. Medium of Instruction:**

Medium of instruction shall be in English only.

### **6. Scheme of Examination :**

The B.B.A. Examination will be of 3000 marks divided into 3 parts as per details given below :

|      |   |      |
|------|---|------|
| i.   | B.B.A. Part I (Semester I, II) Aggregate marks    | 1000 |
| ii.  | B.B.A. Part II (Semester III, IV) Aggregate marks | 1000 |
| iii. | B.B.A .Part III (Semester V, VI) Aggregate marks  | 1000 |

### **7. Backlog & Standard of Passing: As Per University Rules.**

## **COURSE STRUCTURE**

### **Semester -I**

BBA -101: Vedic Management  
BBA- 102: Business Environment  
BBA -103: Computer Applications in Business  
BBA -104: Financial Accounting  
BBA -105: Principles of Management

### **Semester -II**

BBA-201: Personality Development  
BBA-202: Business Economics  
BBA-203: Organisational Behaviour  
BBA-204: Quantitative Techniques-I  
BBA-205: Business Communication

### **Semester- III**

BBA-301: Quantitative Techniques-II  
BBA-302: Human Resource Management  
BBA-303: Marketing Management  
BBA-304: Cost and Management Accounting  
BBA-305: Production Management

### **Semester- IV**

BBA-401: Environmental Studies  
BBA-402: Financial Management  
BBA-403: Business Law

#### **Any two of the followings:**

BBA-404: Specialization (Marketing)  
BBA-405: Specialization (Finance)  
BBA-406: Specialization (Human Resources)

### **Semester -V**

BBA-501: Entrepreneurship Development  
BBA-502: Research Methodology  
BBA-503: Business Policy and Strategic Management

#### **Any two of the followings:**

BBA-504: Specialization (Marketing)  
BBA-505: Specialization (Finance)  
BBA-506: Specialization (Human Resources)

### **Semester -VI**

BBA-601: Management Information System  
BBA-602: Office Management  
BBA-603: Project Work

#### **Any two of the followings:**

BBA-604: Specialization (Marketing)  
BBA-605: Specialization (Finance)  
BBA-606: Specialization (Human Resources)

## **SPECIALIZATION AREA**

**NOTE:** The same specialization shall be opted by the students as they have opted in fourth semester.

### **MARKETING**

BBA-404: Customer Relationship Management

BBA-504: Advertising Management  
BBA-604: Retail Marketing

#### **FINANCE**

BBA-405: Banking and Insurance  
BBA-505: Financial Institutions and Markets  
BBA-605: Corporate Tax Planning and Tax Management

#### **HUMAN RESOURCES**

BBA-406: Industrial Relations  
BBA-506: Human Resource Development  
BBA-606: Social Security and Labour Welfare

#### **NOTE:**

- **Students have to select any two specializations.**
- **Students have to opt same specialization in IV, V and VI Semesters.**
- **To run any specialization a minimum of 10 students are required.**

### **BBA – I SEMESTER**

#### **BBA-101 VEDIC MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The basic purpose of this course is to develop an insight of ancient Indian tradition of Vedic management.

**Unit-I:** The Vedas: Fountain Head of Eternal Ideal Human Conduct – Introduction of the Rigveda, the Yajurveda, the Samveda and the Atharvaveda.

**Unit-II:** Concept of Vedic management, Theory of Karma Siddhanta and its effect on managerial skills.

**Unit-III:** Vedic Management Thought – the role of a manager, Self-management, Management of men and motivation.

**Unit-IV:** Leadership: an Indian vision – Qualities of a leader, Lessons taught by Indian scriptures, Managerial excellence and organizational effectiveness.

**Unit-V:** Individual Discipline (Vyakti-Dharma), Family Discipline (Duties and Liabilities), National and Human Discipline.

#### **SUGGESTED READINGS:**

- Siddhantalanka Dr. Satyavrat, *Vedic Sanskriti*, Hasaram and Sons, Delhi.
- Acharya Swami Ganeshdas, *Dharma Ratnam*, Sadhubela Foundation, 6/15, Roop Nagar, Delhi.
- Dave Dr. Nalini V., *Vedanta and Management*, Deep & Deep Publications, Delhi.
- Chakraborty S. K., *Ethics in Management*, Oxford University Press, New Delhi.
- Ranganathananda Swami, *Human Values in Management*, Bhartiya Vidya Bhawan Mumbai., Mumbai.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

#### **BBA-102 BUSINESS ENVIRONMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions.

**Unit-I:** Type of Environment-Internal, External, Micro and Macro Environment, Competitive Structure of Industries, Environmental Analysis and Strategic Management, Managing Diversity, Scope of Business, Characteristics of Business, Objectives and the Uses of Study, Process and Limitations of Environmental Analysis.

**Unit-II:** Concept, components and importance. Economic Trends : Income; Savings and investment; Industry; Trade and Balance of Payments, Money ; Finance ; Prices. Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.

**Unit-III:** Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes. Industrial Policy : Industrial Policies since Independence, New Industrial Policy and its Effect.

**Unit-IV:** International trading environment; Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP.

**Unit-V:** FICCI, CII, ASSOCHAM, PHDCCI, Role of Industry Associations. The Current Five Year Plan: Major policies; Resource allocation.

**SUGGESTED READINGS:**

- Sundaram & Black, *The International Business Environment*, Prentice Hall of India, New Delhi.
- Chidambaram P., *Business Environment*, Vikas Publishing House, New Delhi.
- Dutt R and Sundharam KPM, *Indian Economy*, S. Chand, New Delhi.
- Chopra BK, *Business Environment in India*, Everest Publishing, Pune.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-103**  
**COMPUTER APPLICATIONS IN BUSINESS**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective of this course is to give an introduction to modern computer systems and highlight the role played by it in managing today's business.

**Unit-I:** Different number systems – binary, octal, decimal, hexadecimal, and their conversion; Codes used in computers - BCD, EBCDIC, ASCII, Gray code, Unicode and their importance; Computer – definition, Hardware/software concepts, Generation, Classification; Elements of digital computer - CPU and its functions; I/O devices - basic concepts, various input and output devices; Memory – types, Secondary storage devices; Software – its importance, types; Operating System Concepts.

**Unit-II:** Word Processors - role of word processors in creating, editing, formatting and printing of documents, Features of MS Word; Electronic Spreadsheets – its importance in accounting, finance and marketing functions of business, Features of MS Excel; Presentation tools – its importance, Features of MS PowerPoint; DBMS environment – important concepts, especially that of an RDBMS, Features of MS Access; Financial Accounting Software – need and features, Features of Tally.

**Unit-III:** Data communication – need, concepts, terminologies; Networks – concepts, topologies, devices; Communication Protocols; Security issues [only elementary things to be covered].

**Unit-IV:** Internet-concept, history and development, Internet terminologies, IP Addresses, Email and Web Sites, Search Engines; Concepts of intranets and extranets; Net etiquettes.

**Unit-V:** Program logic – use of flowcharts, algorithms and pseudo-codes, Program testing, debugging and documentation, Structured Programming concepts; Object Oriented Programming using Visual Basic 6.0 – introduction, data types, variables and menus.

**SUGGESTED READINGS:**

- Rajaraman V, *Fundamentals of Computer*, PHI, New Delhi.
- Bharihoke Deepak, *Fundamentals of Information Technology*, Excel Books, New Delhi.
- Saxena S, *Computer Applications in Management*, Vikas Publishing House, New Delhi.
- ITL Education Solutions Ltd., *Introduction to Information Technology*, Pearson, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-104**  
**FINANCIAL ACCOUNTING**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course intends to give an introduction to the core principles and objectives of Financial Accounting and its relation to business management.

- Unit-I:** Development and Definition of Accounting; Book-keeping and Accounting; Accounting as an information system for decision making, Users of Accounting Information; Disclosures; Branches of accounting; Objectives of Accounting, Accounting Cycle, Accounting Concepts, Assumptions and Principles.
- Unit-II:** Classifications of Accounts, Journal and Ledger, Rules of debit and credit; Compound journal entry; Opening entry; relationship between journal and ledger; rules regarding posting; Trial balance and Classification of errors; Location of errors; Rectification of errors; Effect on Profit; Rectification of Errors.
- Unit-III:** Meaning, definition, Types: Trading Accounts, Manufacturing account; Profit & Loss Account; Balance Sheet; Problems related to Final Accounts.
- Unit-IV:** Concept of Depreciation; Causes of Depreciation; Depreciation and Depletion, Amortization and Dilapidation; Depreciation Accounting; Methods of Recording Depreciation; Methods for providing Depreciation. Income measurement; Capital and Revenue - Classification of Income; Classification of expenditure; Classification of Receipts expired cost and Income measurement.
- Unit-V:** Concepts on Accounts of Non- Trading Institutions, Receipts and Payments a/c and Income and Expenditure a/c.

**SUGGESTED READINGS:**

- Maheswari S.N, *Financial And Management Accounting*, Sultan Chand, New Delhi.
- Sehgal.A & Sehgal.D, *Fundamentals of Financial Accounting*, Taxmann, Delhi.
- Gupta R.L & Gupta, V.K, *Financial Accounting*, S.Chand & Sons, New Delhi.
- Hingorari N.L & Ramanathan A.R, *Accounting for Management*, S.Chand, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-105  
PRINCIPLES OF MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course intends to give an introduction to the core principles and objectives of management along with the management process. It further aims to act as a foundation for many of the other courses in the programme.

- Unit-I:** History of Management Thought, Definition of Management, its nature and purpose, Management as a science and art, the elements of science, patterns of Management analysis-Systems approach to operational management. Functions of managers.
- Unit-II:** Nature and Purpose of Planning – Types of plans, steps in planning, the planning process – a rational approach to goal achievement; Objectives - The nature of objectives, evolving concepts in Management by Objectives (MBO), The process of MBO, Setting objectives, Benefits and weakness of MBO.
- Unit-III:** Nature and Purpose of Organising: Formal and informal organisations, organisational division – the department, organisation levels and the span of management, factors determining an effective span, the structure and process of reorganizing; Authority and power, line and staff concepts, functional authority, benefits and limitations of staff, decentralization and delegation of authority, art of delegation, balance as a key to decentralization.
- Unit-IV:** Definition of staffing, defining the managerial job, systems approach to HRM – an overview the staffing function, situational factors affecting staffing, selection – matching the person with the job, systems approach, position requirements and job design, skills and personal characteristics required by managers, matching qualifications with position requirements, selection-process, techniques and instruments, orienting and socializing new employees.
- Unit-V:** Controlling the basis control process – critical control points and standards, control as a feedback system, real-time information and control, feed forward control, requirements for effective controls.

**SUGGESTED READINGS:**

- Tripathi P.C & Reddy P.N, *Principles of Management*, Tata McGraw Hill, New Delhi.
- Sherlerkar S.A, *Modern Business Organization and Management*, Himalaya Publishing House, New Delhi.
- Bora C, *Principles of Management*, Kalyani Publishers, New Delhi.

- Ramaswamy T., *Principles of Management*, Himalaya Publishing House, Mumbai.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

## **BBA-II SEMESTER**

### **BBA -201 PERSONALITY DEVELOPMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The Course is aimed at equipping the students with the necessary concepts, techniques and skills of communication to inform others and to inspire and motivate them to get their cooperation in the performance of their jobs.

**UNIT-I:** Introduction, Importance, Role and Process of Business Communication, Verbal and Non Verbal Communication, Effective Communication, Directions of Communication and Barriers to Communication.

**UNIT-II:** Individual Communication-Letters and Memos, Group Communication-Circulars and Notices, Claim & Adjustment letter.

**UNIT-III:** Meetings-Agenda and Notice, Press Release, Seminars & Conferences, Group Discussions, Public Speaking, Public Relations.

**UNIT-IV:** Presentation Skills , Writing a Business Report, Resume and Job Application letter, Interview.

**UNIT-V:** Electronic Communication, Fax, E-mail, Internet and Multimedia, Business Etiquette.

#### **SUGGESTED READINGS:**

- Baugh, Frayer & Thomas (1995) *How to write first class Business Correspondence*, Viva Books, New Delhi.
- Borg J, (2008) *Body Language (7 easy lessons to master the silent language)*, Pearson Education, Delhi.
- Hudson, R.H.,(2006) *Business Communication*, 5<sup>th</sup> Edition, Jaico Publishing House, Delhi.
- Kitty Locker & Kaczmarek (2010) *Business Communication, Building Critical Skills*, McGraw-Hill/Irwin, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

### **BBA-202 BUSINESS ECONOMICS**

**Marks: External-70, Internal-30**

**OBJECTIVE:** This course aims at providing an idea of Economics to the students. The syllabus is designed giving emphasis to the theories and practices especially necessary for problems associated with business houses.

**Unit I:** Basic Assumptions, Micro and Macro Economics, Nature and Scope of Micro Economics, Positive vs. Normative analysis; Economic Systems (brief idea) - Capitalism, Communism, Socialism, Mixed Economy; Objectives of a Business Firm.

**Unit II:** Elementary view of price mechanism; Demand and Supply - Elasticity of Demand and Supply with their measurements; Utility Analysis - Utility: Cardinal and Ordinal, Indifference Curve Approach, Laws of Substitution, Revealed Preference Theory.

**Unit III:** Factors of Production, Production Function, Laws of Returns- Law of Variable Proportions and Laws of Returns to Scale, Economics of large scale and small scale production.

**Unit IV:** Profit Maximisation and Equilibrium of a firm; Cost & Revenue-Total, Average and Marginal, Production possibility Curves; Competition - Perfect and Imperfect competition-Monopoly, Monopolistic, Duopoly and Oligopoly.

**Unit V:** Trade Cycle - Phases of Trade Cycle, Cause and Remedies of Trade Cycle; Public Finance (Brief Idea) - Principles of Taxation (Direct and Indirect) - progressive, proportional and regressive taxes; Budget - Meaning and purpose of Government budgets, Types of budget - Revenue and functional, classifications of budgets; Employment - Types of Unemployment, Concept of Full Employment.

**SUGGESTED READINGS:**

- Mashewari S.N., *Business Economics*, S.Chand, New Delhi.
- Kennedy Maria John, *Managerial Economics*, Himalaya, Delhi.
- Metha.P.L, *Managerial Economics*, S.Chand & Sons, Delhi.
- Jhingan M L, *Micro Economics*, S Chand, Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-203**  
**ORGANISATIONAL BEHAVIOUR**

**Marks: External-70, Internal-30**

**OBJECTIVE:** This course intends at understanding the relationship between individuals and groups in an organisation and its fallouts.

**Unit I:** Introduction to OB; Attitude, values, personality traits.

**Unit II:** Perception and individual decision-making – factors influencing perception; person perception.

**Unit III:** Motivation – basic concept; Hierarchy of Needs Theory; Theory X and Theory Y.

**Unit IV:** Leadership – basic concepts; Leadership Theories, Types of leadership; Learning – basic concepts.

**Unit V:** Group – definition, classification, stages of group formation; Group dynamics – group decision making, group structure; Understanding Work Teams, Team vs Group.

**SUGGESTED READINGS:**

- Prasad L. M., *Organisational Behaviour*, Sultan Chand, New Delhi.
- Robbins Stephen P., *Organisational Behaviour*, PHI, New Delhi.
- Luthans Fred, *Organisational Behaviour*, Tata McGraw Hill, New Delhi.
- Rao M.G., Rao V.S.P. & Narayana P.S., *Organizational Behavior -Text and Cases*, Konark Publications, Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-204**  
**QUANTITATIVE TECHNIQUES-I**

**Marks: External-70, Internal-30**

**OBJECTIVE:** Familiarity with quantitative techniques has become a necessity because of its tremendous impact in decision making. This course is the first of a two-part course aimed at giving students an introduction to the core concepts of QT.

**Unit I:** Number systems – elementary ideas; Sets – basic concepts, types, operations on sets, Venn Diagrams; Relations – binary relations and their types; Functions – terminologies, types, graphical / geometric representation of functions.

**Unit II:** Matrices - Definition and notation, various types, addition of matrices, multiplication of matrices, Determinants, Inverse of a non-singular matrix; Matrices as vectors – preliminary concepts; I/O Analysis – I/O table, matrix of technological co-efficients, simple problems.

**Unit III:** Nature and Scope of statistics – uses of statistics to business and industrial activities, Statistical Data –primary and secondary data, Collection of data, Classification and tabulation of data, Diagrammatic and graphic representation of data.

**Unit IV:** Measures of Central Tendency – mean, median, mode and their application in business; Dispersion – measures of dispersion – range, quartile deviation, mean deviation, standard deviation, coefficient of variation, uses of dispersion; Correlation and Regression– Karl Pearson’s Coefficient of correlation, Lines of regression.

**Unit V:** Index Numbers - meaning and uses of index numbers in business - the different types of indexes including WPI, CPI, etc.; Time Series - Definition and importance, the four components of a time series, estimation of the trend by the method of moving averages (estimation of seasonal variation and other components are not to be included).

**SUGGESTED READINGS:**

- Agarwal D. R., *Quantitative Methods*, Vrinda Publications (P) Ltd, Delhi.
- Srivastava U. K., Shenoy G. V., Sharma S. C, *Quantitative Techniques for Managerial Decisions*, New Age, Delhi.
- Gupta S. P., *Statistical Methods*, Sultan Chand, Delhi.
- Stephen K.C., Harper and Row, *Applied Business Statistics- Text Problems & Cases*, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA -205  
BUSINESS COMMUNICATION**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The importance of communication especially in business and management is well known. This is an introductory course covering these issues.(Practical exercises, games, etc. should be an integral part of this Course to improve the communication skills of the students).

- Unit I:** Basic forms of Communication- Communication models and processes – Effective Communication theories of Communication – Audience analysis.
- Unit II:** Development of positive personal attitudes – SWOT analysis – Vote’s model of interdependence – Whole communication.
- Unit III:** Principles of Effective Communication, formal and Informal Communication Networks – Grapevine – Miscommunication (Barriers) – Improving Communication; Practices in Business Communication – Group Discussions – Mock Interviews –Seminars Effective listening exercises – Individual and Group presentations and Reports Writing.
- Unit IV:** Writing Skills – Planning Business messages; Rewriting and Editing; The first draft; Reconstructing the final draft; Business letters and memo formats; appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.
- Unit V:** Introduction to a proposal, short report and formal report, report preparation; Oral Presentation – Principles of Oral presentation – factors affecting presentation – Sales presentation – training presentation – conducting surveys- speeches to motivate – Effective presentation skills; Interviewing Skills – appearing in interviews – Conducting Interviews – Writing resume and letter of application.

**SUGGESTED READINGS:**

- Bezborah P., Mahanta K., *Business Communication*, Kalyani Publishers, New Delhi.
- Kaul A, *Business Communication*, PHI, Delhi.
- Pal R & Korlahalli J.S, *Essentials of Business Communication*, S.Chand & Sons, Delhi.
- Chaturdevi P.D & Chaturdevi M, *Business Communication*, Pearson, Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-III SEMESTER**

**BBA-301  
QUANTITATIVE TECHNIQUES-II**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The second part of this course delves further into advanced topics of quantitative techniques for business.

- Unit I:** Limits and Continuity – basic ideas; Derivative of a function, Rules of differentiation - sum rule, product rule, quotient rule and composite function rule, differentiation of simple functions that normally occur in business situations (Trigonometric-al functions are excluded); Maxima and Minima – simple applications of these concepts in business areas.
- Unit II:** Integration – meaning, Methods of integration – substitution, by parts; Concept of Definite Integral; Differential Equations – order and degree, Construction and solution of simple differential equations

[Discussion to be oriented towards business areas].

**Unit III:** Elementary concepts of probability including probability distributions and relationship of probability with frequency distribution, simple problems.

**Unit IV:** Origin, Development, Models; Formulation of Linear Programming Problems - their solution by Graphical and Simplex Method.

**Unit V:** Concepts, definitions and methods related to sampling, estimation and forecasting.

**SUGGESTED READINGS:**

- Agarwal D.R, *Quantitative Methods*, Vrinda Publications (P) Ltd, Delhi.
- Srivastava U.K, Shenoy G V, Sharma S C, *Quantitative Techniques for Managerial Decisions*, New Age, New Delhi.
- Kalavathy S, *Operations Research*, Vikash Publishing House (P) Ltd., Delhi.
- Viswanathan P.K, *Business Statistics – An Applied Orientation*, Pearson, Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-302  
HUMAN RESOURCE MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective of this course is to familiarize the students with the fundamental aspects relating the management of human resource in an organization.

**UNIT I:** Meaning, Scope and objectives of HRM, importance. Evolution of the concept of HRM- Approaches to HRM- Personal management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management.

**UNIT II:** Human resource planning, Recruitment and selection—Job analysis, job analysis-job description-job specification-- methods of job analysis-- Conventional Vs strategic planning—job evaluation— Recruitment--source of recruitment-methods.

**UNIT III:** Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives- approaches --methods-training environment- areas of training- Training evaluation.

**UNIT IV:** Performance appraisal and career planning. Need and importance- objectives process- methods and problems of performance appraisal, Concept of career planning –features- methods –uses career development.

**UNIT V:** Compensation management and grievance redressal, Compensation planning objectives, Wage Systems, Factors influencing wage system, Grievance redressed procedure- discipline, Approaches, Punishment, Essentials of a good discipline system, Worker’s participation in management.

**SUGGESTED READINGS:**

- Flippo, Edwin B, *Personnel Management*, Tata McGraw Hill, New Delhi.
- Subha Roa P, *Human Resources Management*, Himalaya Publication House, Delhi.
- Patnayak Biswajeet , *Human Resources Management*, Prentice Hall of India, Delhi.
- Sheikh A.M., *Human Resource Development & Management*, S. Chand, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-303  
MARKETING MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** Marketing is one of the core functional areas of management. The course explains the essentials of marketing in that context.

**Unit I:** Nature and Scope of Marketing – Importance of marketing as a business function and in the economy, Marketing concepts of traditional and modern, Selling vs. marketing , Marketing Mix, Marketing Environment.

- Unit II:** Nature, Scope and Significance of consumer Behaviour, Market segmentation, Concept and Importance, Bases for market segmentation.
- Unit III:** Concept of product, consumer and industrial goods, Product planning and development, Packaging, Role and functions, Brand Name and Trade Mark, After Sales service, Product life cycle concept; Importance of price in the marketing mix, Factors affecting price of a product/service, Discounts and rebates.
- Unit IV:** Distribution channels, Concept and role, Types of distribution channels, Factors affecting choice of a distribution channel, Retailer and wholesales, Physical distribution of goods, Transportation, Warehousing, Inventory Control, Order processing.
- Unit V:** Methods of promotion, Optimum promotion mix, Advertising media – their relative merits and Limitations, Characteristics of an effective advertisement, Personal selling as a Career, Functions of a Salesman, Successful sales person.

**SUGGESTED READINGS:**

- Kotler P, *Marketing Management—Analysis, Planning, Implementation and Control*, Prentice Hall of India, New Delhi.
- Pillai R S, Bagavathi, *Modern Marketing: Principles and Practices*, S Chand, New Delhi.
- Sontaki, *Marketing Management*, Kalyani Publication, New Delhi.
- Neelamegham S, *Indian Cases in Marketing*, Vikas Publishing house, New Delhi.
- Ramaswamy V.S. & Namakumari, *Marketing Management –Planning, Implementation & Control*, Macmillan, New Delhi.
- Singh V.K, *Effective Management Workout - A case Study Way*, Himalayan Publication, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-304  
COST AND MANAGEMENT ACCOUNTING**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course is designed to give insights into the subject of Cost and Management Accounting and the importance of the subject in relation to a business entity.

- Unit I:** Cost and expense, financial accounting and cost accounting, management accounting and cost accounting, evolution of and need for cost accounting. Classification of cost based on elements, function and behaviour, analysis of total cost – preparation of cost sheet. Cost center and cost unit, profit center and investment center.
- Unit II:** Classification, Collection, allocation, apportionment and absorption of overheads; need for using estimated overhead rates, treatment of under and over absorption of overheads.
- Unit II:** Basic concepts; Cost-Volume-Profit analysis, differential costing and application of Marginal Costing in managerial decision making.
- Unit IV:** Introduction, standard cost and standard costing; advantages and disadvantages, establishment of standard costs – analysis of Variance – material, labour and overhead.
- Unit V:** Meaning, objectives, merits and limitations – Different Types of Budgets – Zero Based Budgeting.

**SUGGESTED READINGS:**

- Jain S.P and Narang K L, *Cost Accounting*, Kalyani Publishers, New Delhi.
- Banerjee Bhabatosh(2001). *Cost Accounting*, World Press, Kolkata.
- Maheshwari S.N.(2006). *Management Accounting*, S.Chand.
- Khan & Jain(2010). *Management Accounting*, Tata McGraw Hill, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA -305**  
**PRODUCTION MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective of the course is to acquaint the students with the basic features underlying production management.

- Unit I:** Definition, Importance, jobs/decisions, classification of decision areas, and brief history of Production Management.
- Unit II:** Nature of location decision, Location as a part of the organisation's strategies, location choice for the first time and for the established organisation with one or more facilities existing; Plant layout, basic types of layout based on the types of production-Definitions, merits and demerits.
- Unit III:** Meaning of Inventory management, basic function of inventory, Economic Order Quantity, Economic Manufacturing Batch Size – Economic Batch Quantity.
- Unit IV:** Classification of Materials - ABC analysis, VED analysis, and combination of ABC and VED analysis, purpose of classification.
- Unit V:** Quality – definition, quality control and quality assurance – the methods, TQM; Productivity – definition, measurement and methods of improvement; Relationship between Quality and Productivity.

**SUGGESTED READINGS:**

- Bedi K, - *Production and Operations Management*, Oxford University Press, New Delhi.
- Paneerseelvam, *Production and Operations Management*, PHI, New Delhi.
- Buffa E.S, *Modern Production Management*, John wiley, New York.
- S.N. Chary, *Production & Operation Management*, Tata McGraw Hill, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**SEMESTER-IV**

**BBA-401**  
**ENVIRONMENTAL STUDIES**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective of this course is to make the students familiar with the concepts and techniques of environment and its management.

- UNIT-I:** Environmental Management: Fundamentals-Sustainable Development, Implications of Human Population Growth.
- UNIT-II:** Energy Management: Fundamentals-Fossil Fuels use, Energy Production and Trade, Energy Balance, Ecosystem Concepts.
- UNIT-III:** Industrial Ecology and Recycling Industry, Environmental Management System, EMS Standards, ISO 14000, Green Funding, Corporate Mergers.
- UNIT-IV:** Environmental Ethics, Environmental Management Trade and Environmental Management, Debt and Environment, GATT, WTO Provisions.
- UNIT-V:** Pollution & Waste Management – Air, Water, Land Pollution, Trade in Wastes, Water Forest & Biodiversity Management- Water Resources Dams and their Role, Forest Products and Trade, Role of Biodiversity in International Trade.

**SUGGESTED READINGS:**

- Uberoi N.K.(2004). *Environmental Management*, Excel Books, New Delhi.
- Pandey G.N.(2009). *Environmental Management*, Vikas Publishing House, New Delhi.
- Gupta N Dass(1997). *Environmental Accounting*, Wheeler Publishing, New Delhi.
- Mohanty Manual(2004). *Environment & Pollution Law*, S.K. Universal Law Publishing, Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-402**  
**FINANCIAL MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision- making in a business unit.

**Unit I:** Meaning, Scope, Objectives of Financial Management, Profit Vs. Wealth Maximization. Financial Management and other Areas of Management, Liquidity Vs Profitability, Methods of Financial Management, Organization of Finance Function.

**Unit II:** Classification of Sources of Finance, Security Financing, Loan Financing, Project Financing, Loan Syndication- Book Building, New Financial Institutions and Instruments(in brief)viz. Depositories, Factoring, Venture Capital, Credit Rating, Commercial Paper, Certificate of Deposit, Stock Invest, Global Depository Receipts. Concept in Valuation: Time Value of Money, Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares.

**Unit III:** Meaning, Capital Structure and Financial Structure, Patterns of Capital Structure, Optimum Capital Structure, Capital Structure Theories, Factors Determining Capital Structure, Capital Structure Practices in India. Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital. Leverages: Concept, Types of leverages and their significance.

**Unit IV:** Concept, Importance and Appraisal Methods: Pay Back Period, DCF Techniques, Accounting Rate of Return, Capital Rationing, Concept of Risk, Incorporation of Risk Factor, General Techniques: Risk Adjusted Discount Return, Certainty Equivalent Coefficient and Quantitative Techniques: Sensitivity Analysis, Probability assignment, Standard Deviation, Coefficient of Variation, Decision Tree.

**Unit V:** Operating cycle, Working Capital Estimation, Concept, Management of Cash, Inventory Management, Management of Accounts Receivable and Accounts Payable, Over and Under Trading. Dividend, Bonus and Rights: Dividend Policy, Relevance and Irrelevance Concepts of Dividend, Corporate Dividend Practices in India.

**SUGGESTED READINGS:**

- Khan M.Y, Jain P.K, *Financial Management*, McGraw Hill Education, New Delhi.
- Maheshwari S N, *Financial Management-Principles & Practice*, Sultan Chand & Sons, New Delhi.
- Van Horne J.C, *Fundamentals of Financial Management*, Pearson, New Delhi.
- Hampton John, Englewood Cliffs, *Financial Decision Making*, Prentice Hall Inc., New Jersey.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-403**  
**BUSINESS LAW**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course introduces students to the basics of Business Law and its importance.

**Unit I:** Meaning and Importance of Business Laws, Indian Contract Act 1872 : Proposal, Acceptance , Promise, Consideration Capacity to Contract, Performance of Contracts, Discharge of Contracts, Breach of Contracts, Remedies Against Breach of Contracts, Indemnity and Guarantee, Bailment and Pledge, Contracts of Agency.

**Unit II:** Contract of Sale, Essential of Contract of Sale, Sales agreement and Agreement to sale, Conditions and Warranties, Passing of Property in Goods, Transfer of Title by Non - Owners, Performance of Contract of sale, Duties and rights of Parties, Breach of Contracts of sale, Auction sale and Rights of partners, Dissolution of a firm, Minor as a partner.

**Unit III:** Definition and Essential features of Negotiable Instruments, Types of Instruments and endorsement. Parties to Negotiable Instrument.

**Unit IV:** The Partnership Act; Nature, test and types of partnership; partnership deed, right and liabilities of partners; registration; dissolution.

**Unit V:** Consumer Protection Act, 1986; Environment Protection Act, 1986.

**SUGGESTED READINGS:**

- Chawla and Garg, *Commercial Law*, Kalyani Prakashan, New Delhi.
- Maheshwari and Maheshwari, *Business Law*, National Publishing House, New Delhi.
- Shukla M.C., *A Manual of Mercantile Law*, S Chand, New Delhi.
- Goswami V.G., *Labour & Industrial Law*, Central Law Agency, Allahabad.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

## **BBA-V SEMESTER**

### **BBA-501**

#### **ENTREPRENEURSHIP DEVELOPMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** Entrepreneurship is one of the major focus areas of the discipline of management. This course introduces entrepreneurship to budding managers.

**Unit I:** Entrepreneur, characteristics, functions, types, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Rural entrepreneurs - need of problems - Role of NGOs in development of rural Entrepreneurship.

**Unit II:** Generation of Project Ideas- Product selection, Form of Ownership, Licensing etc, projection Identification - Meaning, Significance, Contents and formulation of a project report, Planning commission guidelines.

**Unit III:** NSIC, SIDO, SSIB, SSICS, SISI, TIIC, TCO. Method of product appraisal, Entrepreneurship development programme.

**Unit IV:** Need, Tax Holidays - Concessions - TQM for small enterprises, Sickness in small Business - Signals, Symptoms, Consequences and corrective measures, Women Entrepreneurs –recent trend.

**Unit V:** Industrial Policies of the Central and State Governments, Various Incentive Schemes, Special policies for the North East Region (NER) of India to promote entrepreneurship

**SUGGESTED READINGS:**

- Charantimath P.M., *Entrepreneurship Development and Small Business Enterprises*, Pearson, New Delhi.
- Gupta C.B & Srinivasan N.P, *Entrepreneurial Development in India*, Sultan Chand, New Delhi.
- Jain Rajiv, *Planning a Small Scale Industry- A Guide to Entrepreneurs*, S.S. Book, Delhi.
- Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalaya, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

### **BBA -502**

#### **RESEARCH METHODOLOGY**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The Objective is to teach the students basic techniques of the Research which is useful for developing analytical ability.

**Unit I :** Definition, Importance, Scope and Limitations of Research, Objectives, Types of Research, Planning and Designing Research.

**Unit II:** Introduction, Preparation of Data (Primary & Secondary) - Validation, Editing, Coding, Tabulating and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, University and Bivariate Data Analysis, Multivariate Data Analysis.

**Unit III:** Introduction to Sampling, Sampling Process, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.

**Unit IV:** An Over view of Market Research, Product Research, Advertising and Sales Promotion Research, Sales Control Research, Research in Financial Matters and Matters Related to Human Resource Management.

**Unit V:** Processing Analysis of Data, Report writing, types of Report, style & format of Report.

**SUGGESTED READINGS:**

- Rigby Paul H.(1965), *Conceptual Foundation of Business Research* , Wiley.
- Kothari C.R., *Research Methodology, Methods and Techniques* ,Wiley Eastern, New Delhi.
- Wilkinson & Bhandarkar, *Methodology & Techniques of Social Research*, Himalaya Publishing House, New Delhi.
- Tripathi P.C., *Research Methodology*, Sultan Chand & Co, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-503  
BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective is to develop an understanding of the concept of corporate strategy formulation, implementation and its evaluation.

**Unit – I:** General Environment-Demographic, Socio-Cultural, Macro-Economic, Legal / Political, Technological, Global, Competitive Environment.

**Unit – II:** Meaning and Nature; Strategic Management; Imperative, Vision, Mission, and Objectives, Strategic Levels in Organisation.

**Unit – III:** Strategic Planning- Meaning, Stages, Alternatives, Strategy Formulation. Strategic & Situational Analysis – SWOT Analysis, TOWS Matrix, Portfolio Analysis, BCG Matrix.

**Unit – IV:** Marketing Strategy, Financial Strategy, Production Strategy, Logistics Strategy, Human Resource Strategy.

**Unit – V:** Organisational Structures, Establishing Strategic Business Units, Establishing Profit Centers by Business, Product or Service, Market Segment or Customer, Leadership and Behavioural Challenges.

**SUGGESTED READINGS:**

- Kazmi A, *Business Policy & Strategic Management*, Tata McGraw hill, New Delhi.
- Upendra K, *Strategic Management Concepts & Cases*, Excel Publications, New Delhi.
- Glueck W.F., *Strategic Management & Business Policy*, McGraw Hill, New York.
- Thompson & Strickland, *Strategic management Concept & Cases*, Tata McGraw Hill, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-VI SEMESTER**

**BBA-601  
MANAGEMENT INFORMATION SYSTEM**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective of this course is to introduce students to information systems that are part of every business organization. This course also provides an additional knowledge base to the course on computer applications.

**Unit I:** Definition of Management Information System- Its Elements, Objectives, Structure; Making MIS Efficient and Effective, Limitation of MIS.

- Unit II:** System Concepts in Business, Information system as a system.
- Unit III:** Information System Planning Strategies and method Business System Planning (BSP), Critical Success Factors (CSF) Ends/ Means (E/M) Analysis, Definition of Information System: Management levels as a Framework for Information systems.
- Unit IV:** System Development Life Cycle; Problem Definition, Feasibility study, system analysis.
- Unit V:** Computer Hardware, Computer Software, File and Database Management Systems, Computer Communications, Internet And Intranet, Actual Use and Practical Application of Various Programs in Computer Lab.

**SUGGESTED READINGS:**

- Prasad L M, Prasad Usha, *Management Information Systems*, Sultan Chand, New Delhi.
- Laudon Kenneth C, Laudon Jane P, *Management Information Systems*, Pearson, New York.
- Mardick & Ross, *Information system for modern management*, Prentice Hall.
- Kanter, *Management information System*, Prentice Hall of India, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-602  
OFFICE MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The basic objective of the course is to make the students understand the concept of managing the office and its layout.

- Unit I:** Meaning, Functions, Importance, Manager, Qualities, Functions, Office system and Routines-merits and demerits.
- Unit II:** Office location and lay out, open office, private office - merits and demerits, Office Furniture – principles in selecting office furniture.
- Unit III:** Handling mail, Dicta phone, merits and demerits, Filing system, Essential modern method, merits and demerits, classification.
- Unit IV:** Types, merits and demerits, Office stationery, methods of purchase, control of stationery.
- Unit V:** Office machines and equipment, office appliances, importance, merits and demerits, types of appliances.

**SUGGESTED READINGS:**

- Pillai R.S.N and Bagavath, *Office Management*, S. Chand and Co., New Delhi.
- Tanon B.N, *Manual of Office Management and Correspondence*, S. Chand and Co., New Delhi.
- Baig N, *Company law and Secretarial practice*, Sterling Publication, New Delhi.
- Bagaria, A.K, *Secretarial Practice*, Vikas Publication, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-603  
PROJECT WORK**

**OBJECTIVE:** The objective of doing the Project Work is to inculcate the students the ability to apply their theoretical knowledge and skills developed during the course of the study and apply it in the field. They have to collect data and prepare a report of their findings on some topics suggested to them or chosen by themselves in consultation with the faculty as supervisor. This will teach them the methodology of collecting information and of preparing written work along with understanding the importance and value of field work.

**EVALUATION:** The Project Study would be in the area of specialization the student has opted for. The students will be under the guidance of the faculty supervisor. The Report will be between 50 to 70 pages, font sizes of 12 in Times New Romans and 1.5 line spacing and the report should

be bounded. Research Methodology paper will be able to provide the guidelines as how to prepare the project report in this regard.

**NOTE:** The Project Report shall be submitted by 30th April. A late fee of Rs. 1000/ will be paid by the student, if he/she fails to submit the report thereafter. A committee will approve the subject/topic of project, after the scrutiny and personal interview.

## **MARKETING**

### **BBA-404**

#### **CUSTOMER RELATIONSHIP MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective of the course is to explain the principles behind understanding the customer and there by providing better service.

**Unit I:** Conceptual frame work of Customer Relationship and its Management. Evolution customer Relationship Marketing, Types of CRM – Win Back, Prospecting, Loyalty, Cross Sell and Up Sell, Significance and Importance of CRM in Modern Business Environment.

**Unit II:** Introduction CRM- Planning, Strategy for CRM, Process of segmentation, Choice of Technology, Choice of organizational Structure For CRM, Understanding Market Intelligent Enterprises.

**Unit III:** Implementation of CRM: Business oriented solutions, Project Management, Channel Management, CRM in Services, CRM in Financial Services.

**Unit IV:** Use of E- Commerce in CRM, CEM and Data Mining, Information required for Effective CRM.

**Unit V:** Concept of Loyalty at CRM: Definition of Loyalty, Customer Loyalty and Customer decency, Process of Developing Customer Loyalty, Status of CRM in India.

#### **SUGGESTED READINGS:**

- Kotler P., *Marketing Management*, Pearson Education, New Jersey.
- Saxena R., *Marketing Management*, Tata McGraw Hill, New Delhi.
- Ramana V., Somayagulu G, *Customer Relationship Management*, Excel Book, New Delhi.
- Govinda.K., Bhat, *Customer Relation Management*, Himalaya, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

### **BBA-504**

#### **ADVERTISING MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course dwells on the core concepts of Advertising management and introduces the students to effective Sales communication and advertising.

**Unit I:** Nature of Communication process and its Different elements, Obstacles in Communication Process, Role of Communication Process, Role of Communication Process in perception, Learning in and Attitude change , Communication Process in marketing –importance and Applications of Communication Process in Marketing , Different Elements of Promotional mix and communication process Relevant to them, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

**Unit II:** Definition, Objectives, Functions, Classifications of Advertising, Advertising as a tool of Communication, Social and Economic aspects of Advertising, Advertising Department and agencies.

**Unit III:** DAGMAR Approach, Continuous Advertising Planning program, Message and Copy, Message Strategy and Message Design, Elements of Advertisement, Copy Developing Effective Advertising, Copy Creativity and Visualization in Advertising.

**Unit IV:** Role of Media in Advertising, Comparative study of Different Advertising Media, Media choice, Allocation of Budget for Advertising, Approaches and Procedure for determining the size of the Budget.

**Unit V:** Social and Economic Aspect of advertising Productivity of Advertising, Its contribution to Economic Development and standard of Living , Ethics and advertising.

**SUGGESTED READINGS:**

- Ramaswamy M.S, *Marketing Salesmanship and Advertising*, Sterling Publisher Pvt. Ltd, New Delhi.
- Chunawalla S.A., *Advertising sale and Promotion Management*, Himalaya Publishing House, New Delhi.
- Aaker & Mayer , *Advertising Management* , Prentice Hall of India, New Delhi.
- George E. B & Michael E B, *Advertising & Promotion*, Tata McGraw Hill, Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-604  
RETAIL MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course aims at introducing retailing as an emerging area of study and its importance in the context of marketing management.

- Unit I:** Introduction to retailing, the changing retailing environment, economic significance of retailing, opportunity in retailing, retailing characteristics, types of retailing, theories of retailing Evolution.
- Unit II:** Customer buying behavior, buying process, segmenting , retailing strategy, Competitive Advantages, Strategic retail planning process, Implementation CRM in Retail, Measures of financial performance, performance and productivity Measures.
- Unit III:** Types of location. Site selection, treading areas, Choosing retail location, Estimating demand, HR Challenges in retailing, employee management, Organizational design of a small retail.
- Unit IV:** Merchandise planning, merchandise planning, merchandise decisions, Forecasting-merchandise types, retail inventory method, branding strategy .Ethical and legal issues in purchasing merchandise Store Management: pricing strategies, Price adjustment.
- Unit V:** Retail Promotion Mix Objective, Responsibilities of store Managers, store layout and design, presentation.

**SUGGESTED READINGS:**

- Levy & Weitz , *Retailing Management* , Tata McGraw Hill, New Delhi.
- Swapna Pradan , *Retailing Management* , Tata McGraw Hill, New Delhi.
- Gibson G Vedamani , *Retailing Management* , Jaico books, New Delhi.
- David Gilbert , *Retail marketing management*, Pearson Education, New jersey.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**FINANCE**

**BBA-405  
BANKING AND INSURANCE**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course aims at providing an understanding of the various banking activities and also to give necessary concepts and a broad perspective on general, life insurance and insurance related issues.

- Unit I:** Evolution of banking system, definition of banking, types of banks and Functions, Reserve Bank Of India, introduction to Indian Financial and an over view of Indian banking system.
- Unit II:** Debt and Equity Market, Financial services, depository Institutions, non-depository institutions, money market instruments, international financial instruments.

**Unit III:** Corporate banking, retail banking, investment banking, venture capital.

**Unit IV:** Definition, nature, evolution, role and importance of insurance, insurance contract, Classification-Life & Non-life, Principles of Insurance, Tax Benefit and Insurance, Rural Insurance in India.

**Unit V:** Life Insurance –Concept, Public & Pvt., Sector companies in India – their products, schemes & plans, LIC Act 1956-An overview, General Insurance – Concept, Types, Public & Pvt., Sector companies in India – their products, schemes & plans, IRDA Act 1999 – Organization, guidelines for life & Nonlife insurance.

**SUGGESTED READINGS:**

- Mithi D.M, *Money Banking, International Trade and Public Finance*, Himalaya, New Delhi.
- Sundharam K.P.M , *Money, banking, Trade and Finance*, S. Chand and Sons, New Delhi.
- Gupta P, *Insurance and Risk management*, Himalaya Publication, New Delhi.
- Sethi T.T, *Insurance Principles and Practice*, S. Chand and Co., New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-505**  
**FINANCIAL INSTITUTIONS AND MARKETS**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The objective of the course is to acquaint the students with the basic structure of financial institutions and markets and their operations.

**Unit I:** Introduction, components, structure, features of Indian Financial system, deficiencies and recent development.

**Unit II:** Concepts, nature, features, functions, structure types, role of financial markets in Economics development.

**Unit III:** Major Indian Financial Institution – IDBI, IFCI, ICICI, IRCI, SG's- management working operations and performance and recent development.

**Unit IV:** UTI, LIC, GIC and Mutual funds and their role, investment policy performance and recent development. Non- banking financial institution – objectives, functioning, regulation and recent Development.

**Unit V:** Objectives, Functioning, Regulations, and Recent Development, Thrift and Credit Institutions.

**SUGGESTED READINGS:**

- Verma J.C., *A Manual of Merchant Banking*, Bharat Publishers, New Delhi.
- Khan M.Y., *Indian Financial System*, Tata McGraw Hill, New Delhi.
- Meir Khan, *Financial Institution and Markets*, Tata McGraw Hill, New Delhi.
- Bhole L.M., *Financial Institution and Markets*, Tata McGraw Hill, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-605**  
**CORPORATE TAX PLANNING AND TAX MANAGEMENT**

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course aims to help students to comprehend the basic principles and laws governing Direct and Indirect taxes in relation to business.

**Unit I:** Law of relating to Income Tax, Principles Underlying certain Concepts as regards to Determination of Taxable Income. Concept and Definition of Income, Receipts which are not Income, Exemption from Charge of Income Tax, Capital and Revenue Gains and Expenditures.

**Unit II:** Provision of Income Tax Law relating to various heads of Income with Special Emphasis on profits and Gain from Business and Profession, Capital gains, Income from other sources, Deduction, Technique of calculating of Income Tax.

**Unit III:** Concept of Tax Planning, Tax Planning with reference to setting up of new Business locational aspects, nature of business, planning for tax holiday benefits. Tax planning with reference to Specific Management Decisions, Tax Planning with reference to Financial management Decisions, Tax planning and Cash Management.

**Unit IV:** Tax planning with reference to Non- Resident Company Assesses tax planning with reference to corporate reorganization that is Amalgamation, Merger, Demerge and Slump Sale. Problem of Tax Planning, Administration, legislative and Organizational Problems.

**Unit V:** Overview of Central Sales Tax Act, 1956 and VAT, Service Tax (Finance Act 1994), liability of duty under Excise and Customs.

**SUGGESTED READINGS:**

- *Income tax law*- Taxmann Publication Pvt. Ltd., New Delhi.
- Gane & Naranga, *Income tax law & Practice*, Kalayni Publication, New Delhi.
- Lakhota Subhash, *Corporate Tax & Planning*, Vision Book, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

## HUMAN RESOURCES

### BBA-406 INDUSTRIAL RELATIONS

**Marks: External-70, Internal-30**

**OBJECTIVE:** The basic objective of the course is to introduce to the students the fundamentals of industrial relations and workers involvement in the same.

**Unit I:** Meaning, nature, scope, importance, functions of Industrial Relations; Industrial Labour in India – growth, Characteristics of Indian Labour, Employment trends.

**Unit II:** Worker's Organisation in India – Necessity, functions, problems of Trade Unions in Indian Industry; Employers' Organisation – Characteristics of Indian Employers', Role of Employers' Organisation in maintaining Industrial Relations.

**Unit III:** Concept, types, causes of Industrial Disputes, Tools of Industrial Dispute in the hands of workers, Tools.

**Unit IV:** Bipartite & Tripartite negotiations, conciliation, Labour courts, Arbitration and Adjudication – functions.

**Unit V:** Collective Bargaining, Workers Participation in Management, Workers Education, Workers' Welfare, I.L.O. recommendations regarding Labour Management Relations.

**SUGGESTED READINGS:**

- Mamoria & Mamoria, *Dynamics of Industrial Relations in India*, Himalaya Publishing House, New Delhi.
- Venkataraman, C.S., *Indian Industrial Relations*, National Institute of Personnel Management, New Delhi.
- Monappa, *Industrial Relations*, Tata McGraw Hill, New Delhi.
- Sharma A.M., *Aspects and legal frame work of Industrial Relation*, Himalaya Publisher, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

### BBA-506 HUMAN RESOURCE DEVELOPMENT

**Marks: External-70, Internal-30**

**OBJECTIVE:** The course aims at taking the student further into the functional area of HRM and into the domain of HRD.

**Unit I:** Human Resource Development – concept, scope, significance and Human Resource Development efforts in India.

- Unit II:** Manpower planning; staffing for human resource development; staffing practices Resources for staffing HRD activities, Formulation of human resource policy.
- Unit III:** Individual learning; Group learning; Organisational Development; Transactional Analysis, Behaviour Modeling; Self directed learning, Executive Development Programs; Training methods.
- Unit IV:** Organizational involvement (infrastructure facilities), Human Resource Accounting (cost systems), Evaluating the HRD effort.
- Unit V:** Leadership, Communication and delegation of authority in context of HRD.

**SUGGESTED READINGS:**

- Dwivedi R.S. & Dwivedi G.K., *Human Resource Development*, Galgotia Publishing, New Delhi.
- Sen A.K., *Human Resource: Development, Planning & Deployment*, Asian Books, New Delhi.
- Rolf P Lynton , *Training for Development*, Sages Publication, New Delhi.
- Dayal , *Management Training in Organisation* , Prentice Hall of India, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

**BBA-606**  
**SOCIAL SECURITY AND LABOUR WELFARE**

**Marks: External-70, Internal-30**

**OBJECTIVE:** To acquaint the students about social security and welfare measures applicable to various kinds of organisations for the benefit the workers.

- Unit I:** Introduction, evolution, definition and scope, Types of Social security, social security measures in India and Social Insurance, ILO- Its role towards social security.
- Unit II:** Objective, Scope, features, mode of payment and some of its important provisions.
- Unit III:** Objectives, Scope, its features, and some of its main provisions.
- Unit IV:** Objectives, Scope, features, mode of payment and some important provisions.
- Unit V:** Meaning, objectives, Provisions relating to labour welfare- Health, safety, welfare facilities (statutory and non statutory) working conditions & hours, employment of women and young persons.

**SUGGESTED READINGS:**

- Memoria, CB and Memoria S, *Industrial labour, social security and Industrial Peace in India*, Himalaya, New Delhi.
- Sinha G.P., *Industrial Relations and Labour legislation in India*, New Delhi.
- Goswami V.G., *Labour & Industrial Law*, Central Law Agency, Allahabad.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.