



SGT UNIVERSITY
SHREE GURU GOBIND SINGH TRICENTENARY UNIVERSITY
(UGC Approved University) GURGAON, Delhi-NCR

**Shree Guru Gobind Singh Tricentenary
University Budhera, Gurgaon (Haryana)**



SYLLABI & SCHEME OF

EXAMINATION OF

BBA(G)

For

1st to 6th

Semester w.

e. f. 2019-20

ORDINANCE OF BBA(



SCHEME OF EXAMINATION FOR THE YEAR 2019-20					
BBA (DS)					
Subject Code	Subject Name	Internal Marks	External Marks	Credits	Remarks
06040101	Business Statistics	40	60	4	Core Course 1
06040102	Business Statistics	20	30	2	
06040103	Management Concepts	40	60	4	Core Course 2
06040104	Management Concepts	20	30	2	
06040105	English Language	40	60	4	AECC 1
06110106	Basics of Entrepreneurship Skills	40	60	4	GE 1
06040201	Managerial Economics	40	60	4	Core Course 3
06040202	Managerial Economics	20	30	2	
06040203	Financial Accounting	40	60	4	Core Course 4
06040204	Financial Accounting	20	30	2	
06040205	Environmental Studies	40	60	4	AECC 2
06110206	Family Business	40	60	4	GE 2
06040301	Human Resource Management	40	60	4	Core Course 5
06040302	Human Resource Management	20	30	2	
06040303	Principles of Marketing	40	60	4	Core Course 6
06040304	Principles of Marketing	20	30	2	
06040305	Management Accounting	40	60	4	Core Course 7
06040306	Management Accounting	20	30	2	
06040307	Business Informatics	40	60	4	SEC 1
06040308	Personality Development and Communication Skills	40	60	4	
06040309	E Commerce	40	60	4	
06110310	Event Management	40	60	4	GE 3
06040401	Macroeconomics	40	60	4	Core Course 8
06040402	Macroeconomics	20	30	2	
06040403	Business Research Methods	40	60	4	Core Course 9
06040404	Business Research Methods	20	30	2	
06040405	Financial Management	40	60	4	Core Course 10
06040406	Financial Management	20	30	2	
06040407	Data Base Management System	40	60	4	SEC 2
06040408	R-Programming	40	60	4	
06040409	SPSS	40	60	4	
06110410	Online Marketing	40	60	4	GE 4
06040501	Quantitative Techniques	40	60	4	Core Course 11
06040502	Quantitative Techniques	20	30	2	



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06040503	Legal Aspects of Business	40	60	4	Core Course 12
06040504	Legal Aspects of Business	20	30	2	
06040505	International Finance	40	60	4	DSE 1&2 Finance
06040506	International Finance - Practical	20	30	2	
06040507	Investment Banking and Financial Services	40	60	4	



06040508	Investment Banking and Financial Services - Practical	20	30	2	
06040509	Security Analysis and Portfolio Management	40	60	4	
06040510	Security Analysis and Portfolio Management - Practical	20	30	2	
06040511	HRD : Systems and Strategies	40	60	4	DSE 1&2 HR
06040512	HRD : Systems and Strategies - Practical	20	30	2	
06040513	Training and Development	40	60	4	
06040514	Training and Development - Practical	20	30	2	
06040515	Management of Industrial Relations	40	60	4	
06040516	Management of Industrial Relations - Practical	20	30	2	
06040517	Advertising and Brand Management	40	60	4	
06040518	Advertising and Brand Management - Practical	20	30	2	
06040519	Consumer Behaviour	40	60	4	
06040520	Consumer Behaviour - Practical	20	30	2	
06040521	Digital Marketing	40	60	4	
06040522	Digital Marketing - Practical	20	30	2	
06040601	Strategic Management	40	60	4	Core Course 1&3
06040602	Strategic Management	20	30	2	
06040603	Tax Planning	40	60	4	Core Course 1&4
06040604	Tax Planning	20	30	2	
06040605	Project Appraisal	40	60	4	DSE 3 Finance
06040606	Project Appraisal - Practical	20	30	2	
06040607	Financial Derivatives and Risk Management	40	60	4	
06040608	Financial Derivatives and Risk Management - Practical	20	30	2	
06040609	Financial System and Services	40	60	4	DSE 4 Finance
06040610	Financial System and Services - Practical	20	30	2	
06040611	Investment Management	40	60	4	
06040612	Investment Management - Practical	20	30	2	
06040613	Performance and Compensation Management	40	60	4	DSE 3 HR
06040614	Performance and Compensation Management - Practical	20	30	2	
06040615	HR Audit	40	60	4	
06040616	HR Audit - Practical	20	30	2	
06040617	Talent and Knowledge Management	40	60	4	



06040618	Talent and Knowledge Management - Practical	20	30	2	4 HR
06040619	Organization Development	40	60	4	
06040620	Organization Development - Practical	20	30	2	
06040621	Sales and Distribution Management	40	60	4	DSE 3
06040622	Sales and Distribution Management - Practical	20	30	2	Marketing
06040623	International Marketing	40	60	4	
06040624	International Marketing - Practical	20	30	2	
06040625	Personal Selling	40	60	4	DSE 4
06040626	Personal Selling - Practical	20	30	2	Marketing
06040627	Retail Management	40	60	4	
06040628	Retail Management - Practical	20	30	2	



Note	Select any one of the following:				
SEC -1 SEC -2	Business Informatics				
	Personality Development and Communication Skills				
	E Commerce				
	Data Base Management System				
	R-Programming				
	SPSS				
	Summer Internship				
Note	Select any two of the following:				
DSE Finance	International Finance				
	Investment Banking and Financial Services				
	Security Analysis and Portfolio Management				
	Project Appraisal				
	Financial Derivatives and Risk Management				
	Financial System and Services				
	Investment Management				
	Research Project				
DS E HR	HRD : Systems and Strategies				
	Training and Development				
	Management of Industrial Relations				
	Performance and Compensation Management				
	HR Audit				
	Talent and Knowledge Management				
	Organization Development				
	Research Project				
DSE Marketing	Advertising and Brand Management				
	Consumer Behaviour				
	Digital Marketing				
	Sales and Distribution Management				
	International Marketing				
	Personal Selling				
	Retail Management				
Research Project					

BBA (G) – 1st Sem (Core)
BUSINESS STATISTICS (Theory) – 06040101
BBA (GENERAL) – 1st Sem. (Core Course)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040101	BUSINESS STATISTICS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students will obtain the knowledge regarding data and its related aspects. They will learn various statistical tools and techniques which have applications in solving different business problems.

Course Content

UNIT – I

Data, primary and secondary data, discrete and continuous data. Classification of data, Graphical representation of data.

UNIT – II

Central tendency, measures of central tendency, their properties and applications. Dispersion, various measures of dispersion, their properties and applications. Coefficient of variation.

UNIT – III

Correlation, types of correlation, Karl Pearson's coefficient of correlation, Spearman's rank correlation coefficient, properties of correlation coefficient. Linear regression, lines of regression, regression coefficient, relation between correlation coefficient and regression coefficient.

UNIT – IV

Index numbers, Methods of construction of Index numbers, Different formula of index number. Fisher's Ideal Index number, Time reversal test, factor reversal test and circular test.

UNIT – V

Time series, Trend, Seasonal fluctuations, Cyclical fluctuations, irregular components. Method of moving average and method of semi average for determination of trend value.

Suggestive Readings

1. Gupta, S.P., Statistical Methods, S. Chand & Co.
2. Elhance, D.N., Elhanc, V. and Aggarwal, B.M., Fundamentals of Statistics, Kitab Mahal.
3. Hooda, R. P., Statistics for Business and Economics, Mcmillan India Ltd.
4. Levin, R. I., Rubin, D. S., Siddiqui, M. H. and Rastogi, S., Statistics for Management, Pearson.
5. Aggarwal, N. P., Quantitative Techniques, Ramesh Book Depot, Jaipur.
6. Bajpai, N., Business Statistics, Pearson.
7. Gupta, S.C. and Kapoor, V. K., Fundamental of Applied Statistics, Sultan Chand & Sons.
8. Gupta, S.C. and Kapoor, V. K., Fundamental of Mathematical Statistics, Sultan Chand & Sons.

BBA (G) – 1st Sem (Core)

BBA (GENERAL) -1st Sem (Core Course) 06040102 - BUSINESS STATISTICS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040102	BUSINESS STATISTICS	-	-	-	30	20	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

Students will obtain the knowledge regarding data and its related aspects. They will learn various statistical tools and techniques which have applications in solving different business problems

. Course Content

UNIT – I

Data on various medical facilities available at different hospitals and health centers in a city will be collected and represented through graphs for comparative study.

UNIT – II

Data on prices of four or more commodities in different markets of the city will be collected in order to know the average price of the commodity in the city with the help of different measures of central tendency.

UNIT – III

Determination of type and degree of correlation will be made by collecting the bivariate data on daily temperature – percentage humidity at a particular place, height – weight data etc.

UNIT – IV

Data of price and amount of commodity utilized in different house hold in a similar city will be collected. The concept of index numbers will be used to construct the consumer's price index.

UNIT – V

Analysis of share prices will be made. Time series data of prices will be collected to identify the trend and other movement of share prices.

Suggestive Readings

1. Gupta, S.P., Statistical Methods, S. Chand & Co.
2. Elhance, D.N., Elhanc, V. and Aggarwal, B.M., Fundamentals of Statistics, Kitab Mahal.
3. Hooda, R. P., Statistics for Business and Economics, Mcmillan India Ltd.
4. Levin, R. I., Rubin, D. S., Siddiqui, M. H. and Rastogi, S., Statistics for Management, Pearson.
5. Aggarwal, N. P., Quantitative Techniques, Ramesh Book Depot, Jaipur.
6. Bajpai, N., Business Statistics, Pearson.
7. Gupta, S.C. and Kapoor, V. K., Fundamental of Applied Statistics, Sultan Chand & Sons.
8. Gupta, S.C. and Kapoor, V. K., Fundamental of Mathematical Statistics, Sultan Chand & Sons.

BBA (G) – 1st Sem (Core)
06040103 - MANAGEMENT CONCEPTS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040103	MANAGEMENT CONCEPTS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

Students would understand basic concepts of management and gain appreciation for emerging ideas, techniques, procedures and practices in the field of management

Course Content

Unit-I

Importance, Nature, Process, Functions and Principles of Management. Management V/s Administration, Development of Management Thought: Classical, Neo-classical, Systems, contingency and Contemporary Approach to Management. Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills.

Unit-II

Communication – Formal and Informal Networks, Barriers and Principles. Planning - Concept, Nature, Importance, Steps and Limitations, Types of Plans. Making Planning Effective - Strategic Considerations in Planning - Management by Objectives. Decision Making Concept, Process, Rationality and Techniques.

Unit-III

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees. New Forms of Organization, Staffing - Concept, Nature, Importance and Steps, Motivation – Concept and Theories.

Unit-IV

Directing – Concept, Nature and Importance. Leadership - Concept and Theories, developing leaders across the organization, Controlling - Concept, Nature, Importance and Process of controlling. Contemporary control Techniques - Stakeholder Approaches (Balanced Score Card), Accounting Measures (Integrated Ratio Analysis), and Economic and Financial Measures (Economic Value added and Market Value added), Behavioral aspect of Management Control.

Unit-V

Challenges in Management practices: Management of Strategic Change, Culture, Knowledge Management, Learning Organization, Managing Diversity, Corporate Governance and social responsibility of business.

Suggestive Readings

1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata Mcgraw Hill.
2. Stephen F.Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd
3. P.C.Tripathi, P.N. Reddy, *Principles of Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Joseph L. Massie, *Essentials of Management*, Prentice - Hall of India Private Limited, New Delhi.
5. James A.F., R.Edward, Daniel R. Stoner, Freeman, Gilbert, *Management*, Prentice Hall of India Private Limited, New Delhi.
6. Prasad LM, *Principles and Practice of Management*, Sultan Chand & Sons, New Delhi.
7. J.S. Chandan, *Management Concepts and Strategies*, Vikas Publishing House Private Limited, Delhi.
8. D. Chandra Bose, *Principles of Management and Administration*, Prentice-Hall of India Private Limited, New Delhi.

BBA (G) – 1st Sem (Core)
06040104 - MANAGEMENT CONCEPTS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040104	MANAGEMENT CONCEPTS	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Unit-I

1. Conduct secondary research on common features of Fayol's principles of management and Weber's description of bureaucracy.
2. Conduct research and identify which organization structure organizations are adopting in highly unstable environments and turbulent environments.
3. Visit an organization and identify formal and informal organization operating in company.

Unit-II

1. **Case Study – Adored No More**

Unit-III

1. Case Study: Njoroge
2. Discuss in group extrinsic motivators have short-term effects while intrinsic motivators which are more concerned with the quality of working life are likely to have deeper and longer-term effects because they are inherent in individuals and not imposed from outside.

Unit-IV

1. Identify any manager or your supervisor under whom you have worked and try to make his / her managerial grid of Robert Blake and Jane Mouton. What is his / her management / leadership style.

Unit-V

1. List down merits and demerits of having diversity at workplace. Describe each point in detail.
2. You have joined as HR manager of Bajaj Auto which has decided to open an auto design center in Delhi with collaboration with Italy and Germany. You have been asked to recruit and prepare diversity policy for expatriates from these countries. List down your points for consideration while deciding on diversity policy. Relate with theoretical concepts discussed in class.

Suggestive Readings

1. Harold Koontz & Heinz Wehrich, *Essentials of Management*, Tata Mcgraw Hill.
2. Stephen F.Robbins Mary Coulter– *Management* – Prentice Hall of India Pvt. Ltd
3. P.C.Tripathi, P.N. Reddy, *Principles of Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Joseph L. Massie, *Essentials of Management*, Prentice - Hall of India Private Limited, New Delhi.
5. James A.F., R.Edward, Daniel R. Stoner, Freeman, Gilbert, *Management*, Prentice Hall of India Private Limited, New Delhi.
6. Prasad LM, *Principles and Practice of Management*, Sultan Chand & Sons, New Delhi.
7. **J.S. Chandan, *Management Concepts and Strategies*, Vikas Publishing House Private Limited, Delhi.**
8. **D. Chandra Bose, *Principles of Management and Administration*, Prentice-Hall of India Private Limited, New Delhi.**

BBA-G – 1st Sem
06040105 - English Language

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040105	English Language	60	20	20	-	-	4	-	-	4

2. Objective: To enhance listening-speaking skills

3. Syllabus:

Unit-I Listening Comprehension

- Speeches
- Interviews
- audio-video clippings followed by exercises

Unit-II Conversation Skills

- Greetings and Introducing oneself
- Framing questions and answers
- Role play
- Buying: asking details etc

Unit-III Reading Comprehension

- Simple narration and Stories
- Simple Passages
- Newspaper and articles clippings

Unit-IV Pronunciation

- Pronunciation
- Syllable and Stress

Unit-V Writing Comprehension

- Correct the sentences
- Note Making
- Letters
- Précis
- Paragraph
- Report

4. Suggested Readings

1. Spoken English with CD, Jayashree Balan, Tata McGraw Hill 2010
2. Fluency in English-II, Department of English, Delhi University, Oxford University Press
3. Murphy's English Grammar with CD, Murphy, Cambridge University Press
4. English Vocabulary in Use (Advanced), Michael McCarthy and Felicity, CUP
5. Learning Spoken English by Lynn Lundquist-ASIN: B0094XNOPW
6. Essential English Grammar: A Self-Study Reference and Practice Book for Elementary

BBA(G) – 1st Sem.
06110106-Basics of Entrepreneurship
GE 1

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06110106	Basics of Entrepreneurship	60	20	20	!	!	4	!	!	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop entrepreneurial mindset of the students through experiential learning techniques and equip the students with the concepts of entrepreneurship.

Course Content

Unit-1: Discover Yourself:

Identify individual’s Hobbies, Interest, and Passion/Flow. Discuss and analyse the case studies related to effectuation and effectuation principles.

Identify individual’s entrepreneur style

Unit-2: Idea/Problem:

Go out of the building and conduct problem interview with prospects Identify a problem worth solving using Design Thinking Process (Wadhvani Foundation/Stanford D-School). Design a Value Proposition canvas and Deep dive into Gains, Pains and “Jobs-To-Be-Done”

Unit-3: Business Model:

Design a Lean Canvas for the problem worth solving identified Identify Riskiest Parts of Plan GO Out of the building and Run Solution interviews

Design MVP- Build-Measure-Learn Feedback Loop

Unit-4: Revenue & Cost:

Download the Annual report of a company and submit analysis report on financial statements including income, costs, gross and net margins.

Download the Annual report of a company and submit analysis report on Primary and Secondary Revenue Stream, Different Pricing Strategies, Product and Operations Costs. Design an investor’s pitch based on various sources of funds.

Unit-5: Team:

Design the roles and responsibilities of a Leader and Pitch for candidates to join startups Create company profile page and strategy based on Bulls Eye Framework.List out all necessary documents needed for starting and operating a business. Create a compliance report

Suggestive Readings

1. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
2. Kaliyamoorthy and Chandrasekhar (Eds: 2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers
3. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited
4. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press
5. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

BBA (G) – 2nd Sem. (Core Course) 06040201- Managerial

1. Assessment

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040201	Managerial Economics	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
 INTERNAL ASSESSMENT shall be based on the following components-
 Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

2. **Objective:** This paper managerial economics has been developed to enrich the conceptual as well as practical understanding of Economics tools and application which gives the broad visualization of contemporary economy, state and society. This course equips the students with the analytical tools of Economics and applies the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

3. Syllabus Unit- I

The Nature and Significance of managerial economics, Microeconomics & Macroeconomics, Law of demand, Demand curve, Law of supply, Supply curve, Market equilibrium, Elasticity of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply, Cardinal utility analysis, Indifference curves, budget line, consumer equilibrium, Consumer’s Surplus, price effect, substitution effect, income effect for normal, inferior and Giffen goods, Price consumption curve, Income consumption curve, Engels curve

Unit- II

Production with one variable input, Total, Average and Marginal Product, Law of Diminishing Marginal Returns, Production function with two variable inputs: Isoquant curvess, iso-cost line, producer’s equilibrium, Economic region of production, Economies of scale, Expansion path, Economies of scope, Short-run Total, Average and Marginal Cost, Short-Run Cost Curves and their relationships, Long-Run Average and Marginal Cost Curves

Unit- III

Concept of Total, Average and Marginal Revenue; Nature of Revenue Curves in Various Markets and their Curves; Relationship between Average and Marginal Revenue Curves in different Market Situations, Price determination under different market situations- perfect competition, monopoly, monopolistic competition and oligopoly.

Unit- IV

Factor market: Marginal productivity theory of distribution, Determination of rent; quasi rent; alternative theories of interest and wages, Uncertainty and Innovation theory of Profits.

Unit- V

General Equilibrium Analysis, Welfare Economics: An Introduction, Conditions of Pareto Optimality, Market failure, Externalities and Public goods, Market Success.

4. Suggested Readings:

1. D.N Diwvedi, Economic Theory and Applications, Pearson Education, Delhi
2. H. L. Ahuja, Business Economics. S. Chand Publication
3. Petersen, Craig H., W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, Delhi
4. Keat, Paul G. and Philip K.Y. Young, Managerial Economics, Economic tools for Today’s Decision Makers. Pearson Education, Delhi
5. Mithani, D. M., Managerial Economics Theory and Applications, Himalaya Publishing House, Edition 2018
6. Varian, Hal. R., Intermediate Microeconomics, 8th Edition
7. Koutsoyiannis, A., Modern Microeconomics, Second International Edition

BBA (G) - 2nd Semester (Core Course) 06040202 - Managerial Economics

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME									
		THEORY				PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM		EXTERNAL	INTERNAL					
06040202	Managerial Economics	-	-	-	30	20	4	-	-	4	

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
 INTERNAL ASSESSMENT shall be based on the following components-
 Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

Unit – I

Makes the Demand Schedule of a particular firm and industry. Makes the price trends of a particular industry in India since in 1950

Unit – II

Show the reason of diminishing marginal utility with a schedule chart.
 Makes a schedule and Show in details why the average cost (AC) curve is U shaped?

Unit – III

Shows the various market structures and find with your argument that the monopolistic competitive share is maximum in an economy like India.
 Does in the Oligopoly market structure market power of concentration increases?

Unit – IV

Evaluate the classical and modern theory rent over the periods of times.
 Makes a report on the risk bearing and innovation factor impact on making the profits, which one is stronger catalytic force in determine the profits.

Unit – V

Makes a project on the different types of externalities, which factors leads market failure and success. Make a research outcome of that how the management of public goods like Public parks, play ground increases the total utilities.

BBA(G)-2nd Sem (Core Course) 06040203 - FINANCIAL ACCOUNTING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040203	Financial Accounting	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

Unit I: Introduction to Financial Accounting: Accounting as an Information System, Introduction: Meaning, Objectives, Process, Limitations and Basic Terms of Accounting; Generally Accepted Accounting Principles; Journalizing, Posting and Preparation of trial balance.

Unit II: Accounting Equation: Nature of Accounts, Types of books (Primary and Secondary) and Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Opening and Closing Entries; Preparation of Trial Balance.

Unit III: Preparation of Financial Statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, understanding contents of financial statements of a joint stock company as per the Companies Act 2013; Understanding the contents of annual report of a company, Preparation of cash flow statement as per AS-3 (revised).

Unit IV: Indian Accounting Standards (Ind-AS): Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB and concept of harmonization and convergence, obstacle in harmonization and convergence, suggestions for increased convergence and harmonization.

Unit V: Hire purchase and installment system: Hire Purchase System and Installment payment system; Branch Accounting (**Home branches:** - concept of dependent branches, accounting aspects, ascertainment of profit by Debtor method, Stock & Debtor method and Final accounts method, concept of Independent branch, and accounting treatment. **Foreign branches:** - Concept and accounting treatment.

Suggested Readings:

1. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
2. Tulsian, P.C., Financial Accounting, Pearson
3. Maheshwari, S.N. & Maheshwari, S.K., Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers
6. Gupta, Ambrish: Financial Accounting for Management
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers 8. Jain, S.P. & Narang, K.L., Advanced Accountancy.
8. Charles T. Horngren, Gart L. Sundem, John A. Elliot and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.

BBA(G)-2nd Sem (Core Course)
06040204 - FINANCIAL ACCOUNTING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040204	Financial Accounting				30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity;P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

This course intends to involve students to apply appraisal techniques for evaluating live projects and understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives.

Unit I: Introduction to Financial Accounting: Case study on accounting principles that are followed by different Indian industry. Students will prepare a report based on this study.

Unit II: Accounting Equation: Analysis of bank passbook to identify the items of debit and credit. On the basis of above analysis, Student will practically prepare report on accounting equations based on case study.

Unit III: Preparation of Financial Statements: Activities based on company balance sheet analysis wherein students will interpret the balance sheet in order to check the financial position of company.

Unit IV: Indian Accounting Standards (Ind-AS): Discussion on how accounts are prepared by the Indian firm on the basis of Accounting Standard. Report will be prepared by the students to find out the difference between Ind AS & AS.

Unit V: Hire purchase and installment system: Analysis based activities on installment based accounting that is used by Indian companies. Report will be prepared based on the case study.

Suggested Readings:

1. Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks
2. Tulsian, P.C., Financial Accounting, Pearson
3. Maheshwari, S.N. &Maheshwari, S.K., Financial Accounting for B. Com., CA, CS, &ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers
6. Gupta, Ambrish: Financial Accounting for Management
7. Bhattacharyya, Asish K., Financial Accounting for Business Managers 8. Jain, S.P.&Narang, K.L., Advanced Accountancy.
8. Charles T. Horngren, Gart L. Sundem, John A. Elliot and Donna R. Philbrick, Introductionto Financial Accounting, Pearson.

BBA(G)-2nd Sem (AECC)
Environmental Studies- 06040205

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040205	Environmental Studies	60	20	20	-	-	4	-	-	4

Unit 1:

The Multidisciplinary nature of environmental studies

- Definition, scope and importance.
- Need for public awareness.

Natural Resources

Renewable and non-renewable resources: Natural resources and associated problems.

- Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
- Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams benefits and problems.
- Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. Case studies.
- Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

Unit 2:

Ecosystems

- Concept of an ecosystem.
- Structure and function of an ecosystem.
- Producers, consumers and decomposers.
- Energy flow in the ecosystem.
- Ecological succession.
- Food chains, food webs and ecological pyramids.

Biodiversity and its conservation

- Hot-spots of biodiversity.
- Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

BBA(G)-2nd Sem (AECC)
Environmental Studies- 06040205

Unit 3:

Environmental Pollution

Definition, causes, effects and control measures of:-

- a. Air pollution b. Water pollution c. Soil pollution d. Marine pollution
e. Noise pollution f. Thermal pollution g. Nuclear hazards

- Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
- Fireworks, their impacts and hazards
- Pollution case studies.
- Disaster management: floods, earthquake, cyclone and landslides.

Unit 4:

Social Issues and the Environment

- From Unsustainable to Sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case studies.
- Environmental ethics: Issues and possible solutions.
- Consumerism and waste products.
- Environmental Legislation (Acts and Laws)
- Issues involved in enforcement of environmental

legislation Human Population and the Environment

- Population growth, variation among nations with case studies
- Population explosion – Family Welfare Programmes and Family Planning Programmes
- Human Rights.
- Value Education.
- Women and Child Welfare.

Internal Assessment

- Seminar on Environmental issues (10 Marks)
- Assignments (10 Marks)
- Attendance (10 Marks)
- Internal exams and tests (10 Marks)

References:

1. The Perspectives in Environmental Studies: A. Kaushik and C. P. Kaushik
2. Environmental Science: G. Tyler Miller
3. Environmental Laws: Universal Law Series

BBA(G)-2nd Sem (GE)
Family Business- 06110206

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06110206	Family Business	60	20	20	-	-	4			4

Course Objective

To make the student understand the competencies and commitment required for a successful career in a Family business.

Course Content

Unit-1

Defining the family business, Promoting trust among family members and among nonfamily members, family culture, beliefs & values and their impact on business, rediscovering and re-orientating family business for new environment, change management for family businesses, leading the change, understanding the role of role of non-family managers.

Unit-2

Issues, Problems and Unique concerns of family business, involvement in management, family management and control of business, interactions between the family and business systems, Long term success of the family business, Promoting Professionalism in family business, Business ethics, Governance and entrepreneurship, succession planning and effective conflict resolution.

Unit-3

Venture Growth strategies: Venture growth strategic issues, entrepreneurial management, and innovation in family business, professional Management, Estate and ownership planning, acting as a venture capitalist for next generation, Exit Strategies in family business

Unit-4

Family business start-up, licensing, buyout opportunities & franchising, Maintaining competitiveness, Buying new business, expansion of business, Board meetings, communications, Separation of ownership in family business, strategic implications & challenges in separation, Terms and conditions for effective control by the family, legal issues in family business, Legal documentation process.

Suggested Readings:

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
3. Family business in India- SudiptDutta, Sage (1997)
4. Make Change Your Family Business Tradition by Aronoff, C. E., & Ward, J. L., Palgrave Macmillan, 2010
5. Developing your Family Business Policies: Your Guide to the Future by Aronoff, C. E., Astrachan, J.H., & Ward. J. L, 1998

BBA (G)-3rd Sem (Core Course)
HUMAN RESOURCES MANAGEMENT- 06040301

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040301	HUMAN RESOURCES MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would learn role of the HRM function, employee resourcing, performance, appraisal and development of Human Resource in the organization.

Course Content

Unit-I

Introduction to HRM - Evolution of 21st Century HR, Nature of Human Resource Management— Concepts, Objectives and Functions; HRD—Concept and Mechanisms, Business Challenges and Changing Role of HR, Role of New Age HR Manager.

Unit-II

HR Planning -Strategic Linkage with Business Goals, Job Analysis, Competency mapping, Demand and Supply Forecasting, Flexibility arrangements, Recruitment, Selection and Orientation, Career planning and Development.

Unit-III

Managing Performance - Performance Appraisal Methods, Errors and other issues, Compensation - Job Evaluation, Performance Appraisal—Techniques of appraisal; Potential Appraisal and employee counseling; Managing compensation, establishing reward and pay plans—job evaluation, incentive plans, employee benefits; Ensuring safety and healthy work environment.

Unit-IV

Training and Development - Importance and contemporary Issues, Need analysis, Processes and Techniques, Evaluation of training effectiveness, cross cultural training.

Unit-V

Human Resource Information Systems, Human Resource Accounting and Audit. HRM in globally competitive environment; Strategic Human Resource Management.

Suggestive Readings

- B.Pattanayak, *Human Resource Management* - PHI
- V.S.P.Rao, *Human Resource Management* - Excel Books
- K Aswathappa, *Human Resource and Personnel Management* - Tata McGraw Hill
- Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons.
- Decenzo, A. David & Robbins, Stephen. (2011). *Fundamentals of Human Resource Management*. Wiley India.
- Werther, William and Davis, Keith. (2000). *Human Resource Management*. Prentice Hall
- Chhabra, T.N. (2006). *Human Resource Management*. Dhanpat Rai & Co.

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040302	HUMAN RESOURCES MANAGEMENT	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Unit-I

1. Student to list various functions of HR Manager and list most challenging tasks along with reasons.
2. Student to prepare JD and JS of his / her dream job title in their dream company.
3. Student to research the various generations: baby boomers, Generation X, and the Y Generation (millennial) and list their characteristics. Compare these characteristics and explain how these differences impact HRM?
4. Student to review news articles on the current state of the economy (past one year). Which aspect of these news / happening has most significant impact on HRM practices?
5. Student to research on internet and find out various sources of information / changes for :
 - a. Legislative changes
 - b. Training & Development
 - c. Compensation Management
 - d. Recruitment and Selection
 - e. Equal Employment Opportunity

That may keep HR Manager abreast with latest changes.
6. **Field Work:** Student are required to visit office of HR Manager and interview him / her to discuss his or her career path, skills, daily tasks and views on trends in HRM. Present findings to your class in form of a report.
7. Students are required to do research on internet and identify changes in Jobs in next 10 years from now. Which new jobs are expected to emerge and which will cease to exist. How do you think this might impact HR Planning, strategy and procurement of HR in an organization?

Unit-II

1. Analyse a Job descriptions of your choice.
2. Do an Internet search for —job description. Review three different job descriptions and then answer the following questions for each of the jobs:
 - What are the job specifications?
 - Are the physical demands mentioned?
 - Is the job description task based or competency based?
 - How might you change this job description to obtain more qualified candidates?

Why do the five steps of the recruitment process require input from other parts of the organization? How might you handle a situation in which the employees or management are reluctant to complete a job analysis?
3. Case Study on HR Planning – Annex -1.
4. Team Activity
5. Recruitment Effectiveness Exercise

Unit-III Prepare various performance appraisal forms for MBA student or any job title and discuss its merit / demerits.

1. Research —salary negotiation on the Internet. What tips are provided for job seekers? Do you think these same tips could apply to the HR professional? Why or why not?
2. In a team of two, take the Big Five personality test online (<http://www.outofservice.com/bigfive/>) and compare scores.
 - a. Assume you are hiring a retail salesperson and plan to administer the same Big Five personality test you took above. In your team, develop minimum percentile scores for each of the five areas that would be acceptable for your new hire
3. Think of your father / guardian current organization or a past organization. What do you think their pay policy is/was? Describe and analyze whether you think it was or is effective. If you haven't worked before, perform an Internet search on pay policies and describe/analyze the pay policy of an organization.
4. Perform an Internet search of average employee turnover cost and report findings from at least three different industries or companies.
5. Case Study
6. Activity: In a team discuss: Why do you think a transparent compensation policy is so important to motivating a workforce? And make presentation.

Unit-IV

1. **Case study : To train or not to train**
2. Analyse team training that you have participated in.

Video

3. This is a short video Starbucks uses to train new employees on customer service. Please view this video at <http://www.youtube.com/watch?v=OAmftgYEWqU>.
4. Develop a rough draft of a training framework using for a job you find on Monster.com.
5. Activity on training program.

Unit-V

1. Research on most important component of culture and explain why you feel it to be most important.
2. Visit <http://www.geert-hofstede.com/> and view the cultural dimensions of three countries. Then write a paragraph comparing and contrasting all three.
3. Choose a country you would enjoy working in, and visit that country's embassy page. Discuss the requirements to obtain a work visa in that country. 2. How would you personally prepare an expatriate for an international assignment? Perform additional research if necessary and outline a plan.
4. Case study : Visa Blues

Suggestive Readings

- B.Pattanayak, *Human Resource Management - PHI*
- V.S.P.Rao, *Human Resource Management - Excel Books*
- K Aswathappa, *Human Resource and Personnel Management - Tata McGraw Hill 9.* Gupta, C.B. (2014). *Human Resource Management*. Delhi. Sultan Chand & Sons.
- Decenzo, A. David & Robbins, Stephen. (2011). *Fundamentals of Human Resource Management*. Wiley India. 11. Werther, William and Davis, Keith. (2000). *Human Resource Management*. Prentice Hall
- 12. Chhabra, T.N. (2006). *Human Resource Management*. Dhanpat Rai & Co.

BBA(G) – 3rd Sem (Core Course) 06040303 - PRINCIPLES OF MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040303	PRINCIPLES OF MARKETING	60	20	20	-	-	6	4	2	6

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The objective of this course is to provide conceptual knowledge of principles, tools and techniques of marketing.

Course Content

Unit-I

Nature, scope and importance of marketing; Evolution of marketing; Selling vs Marketing; Marketing mix, Marketing environment: concept, importance, and components (Economic, Demographic, Technological, Natural, Socio-Cultural and Legal).

Unit-II

Consumer Behaviour: Nature and Importance, Consumer buying decision process; Factors influencing consumer buying behaviour.

Market segmentation: concept, importance and bases; Target market selection; Positioning concept, importance and bases; Product differentiation vs. market segmentation.

Unit-III

Product: Concept and importance, Product classifications; Concept of product mix; Branding, packaging and labeling; Product life-cycle; New Product Development Process; Consumer adoption process.

Unit-IV

Pricing: Significance, Factors affecting price of a product, Pricing policies and strategies. **Distribution Channels and Physical Distribution:** Channels of distribution - meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel, Physical Distribution.

Unit-V

Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions;

Suggestive Readings

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*, 13th edition. Pearson Education.
2. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases*. (Special Indian Edition), McGraw Hill Education
3. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
4. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi..
5. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
6. Dhruv Grewal, Michael Levy, *Marketing*, McGraw Hill Education.
7. Chhabra, T.N., and S. K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai & Company.
8. Neeru Kapoor, *Principles of Marketing*, PHI Learning
9. Rajendra Maheshwari, *Principles of Marketing*, International Book House

BBAG – 3rd Sem. (Core Course) 06040304 - PRINCIPLES OF MARKETING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040304	PRINCIPLES OF MARKETING				30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The objective of this course is to provide basic practical knowledge of concepts, principles, tools and techniques of marketing.

Course Content

Unit-I

- Take an organization 'XYZ' and analyze the detailed Marketing Environment and also divide the same into opportunities and threats.

Unit-II

- Take any product and find out the factors that affect the consumer's choice for the product (through survey).
- Design a dummy product and segment the market to serve the same product.

Unit-III

- Enlist various components to create a brand for 'ABC' product.
- Design the packaging and labeling of same product 'ABC'.

Unit-IV

- Calculate and estimate the price of a product 'ABC'.
- Mention the various distribution channels used for product 'ABC' and why.

Unit-V

- Design the promotion mix and relate with integrated marketing communication.

Suggestive Readings

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsanul Haque. *Principles of Marketing*, 13th edition. Pearson Education.
2. Michael, J. Etzel, Bruce J. Walker, William J Stanton and Ajay Pandit. *Marketing: Concepts and Cases. (Special Indian Edition)*, McGraw Hill Education
3. William D. Perreault, and McCarthy, E. Jerome., *Basic Marketing*. Pearson Education.
4. Majaro, Simon. *The Essence of Marketing*. Pearson Education, New Delhi..
5. Iacobucci and Kapoor, *Marketing Management: A South Asian Perspective*. Cengage Learning.
6. Dhruv Grewal, Michael Levy, *Marketing*, McGraw Hill Education.
7. Chhabra, T.N., and S. K. Grover. *Marketing Management*. Fourth Edition. Dhanpat Rai &Company.
8. Neeru Kapoor, *Principles of Marketing*, PHI Learning
9. Rajendra Maheshwari, *Principles of Marketing*, International Book House

BBA (G) 3rd Sem (Core)
06040305 -MANAGEMENT ACCOUNTING (THEORY)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040305	MANAGEMENT ACCOUNTING	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to acquaint the students with fundamentals of management accounting. It will equip the students with the concept and methods of various managerial techniques for decision making.

Course Content

Unit-I

Introduction to different types of accounting : Financial Accounting , Cost Accounting and Management Accounting , Management Accounting –evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Accounting vs. Cost Accounting vs. Management Accounting.

Unit-II

Budgets- meaning, objectives, classification and preparation of budgets: Fixed and flexible, cash budget, importance of budgets. Ratio Analysis – meaning, objectives, significance, limitations, classification and computation of ratios: Liquidity Ratio, Activity ratio, Profitability ratio and Capital structure ratios.

Unit III

Standard costing: meaning, concept, objectives, advantages and limitations. Variance analysis: concept, types of variances: material and labour variances and their accounting treatment.

Unit-IV

Cost Volume Profit Analysis – meaning, objectives, advantages, methods of cost volume profit analysis. Concept of Angle of Incidence.

Unit-V

Funds Flow Statement: meaning, objectives, limitations, concept of funds from business operations, introduction to schedule of changes in working capital and preparation of funds flow statement. Cash Flow Statement: meaning, objectives, limitations, preparation of cash flow statement (indirect method), difference between cash flow statement and fund flow statement.

Suggestive Readings

- 1.) Charles T. Horngern, Gary L. Sundem, Jeff O.Schatzberg, Dave Burgstahler- Introduction to Management Accounting, Pearson.
- 2.) Khan & Jain, Management Accounting, Tata McGraw Hill Publication.
- 3.) I M Pandey, Management Accounting- Vikas Publishing House Pvt. Ltd.
- 4.) Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
- 5.) Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
- 6.) M.S Narasimhan-Management Accounting , Cengage.
- 7.) Brigham , Ehrhardt, Financial Management, Cengage Learning.
- 8.) S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

BBA (G) 3rd Sem (Core)
06040306 - MANAGEMENT ACCOUNTING

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040306	MANAGEMENT ACCOUNTING	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The primary objective of course is acquaint the students with fundamentals of management accounting. It will equip the students with the concept and methods of various managerial techniques in order to facilitate decision making.

Course Content

Unit-I

Students will prepare a report on financial statements and analyse and interpret financial statements of any company with reference to common size statement and comparative statements.

Unit-II

Preparation of a report on budget allocation of various departmental activities and students will compute and compare Liquidity Ratios, Activity Ratios, Profitability ratios, Leverage ratios of different companies.

Unit III

Students will prepare a report on variance analysis of various companies and they will find out variances in the budgets of various departmental activities and will present a report on the causes of variances.

Unit-IV

Computation of break even point on the basis of a case study and analyse margin of safety and will prepare a report.

Unit-V

Preparation of report and analysis of Funds Flow Statement and Cash Flow Statement of companies and students will take a decision regarding financial assistance.

Suggestive Readings

- 1.) Charles T. Horngern, Gary L. Sundem, Jeff O.Schatzberg, Dave Burgstahler- Introduction to Management Accounting, Pearson.
- 2.) Khan & Jain, Management Accounting, Tata McGraw Hill Publication.
- 3.) I M Pandey, Management Accounting- Vikas Publishing House Pvt. Ltd.
- 4.) Kaplan, S. Robert, Anthony A. Atkinson, Management Accounting, Pearson Education.
- 5.) Kishore M. Ravi, Cost and Management Accounting, Taxman Publication.
- 6.) M.S Narasimhan-Management Accounting , Cengage.
- 7.) Brigham , Ehrhardt, Financial Management, Cengage Learning.
- 8.) S.K Gupta , R.K Sharma , Financial Management Theory and Practice, Kalyani Publishers.

BBA(G) – 3rd Sem. (SEC)
060406307 - BUSINESS INFORMATICS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
060406307	BUSINESS INFORMATICS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

To offer exposure of essential computer skills: MS Office to students and developing these skills in the students.

UNIT-1

Information Technology- Introduction to IT and its development, Impact and Future of IT in Business Organisation, Overview of the following: 4 GL, Image processing, Virtual Reality, Video Conferencing, Decision Support System, Expert System, Artificial Intelligence, and Information Super Highways.

UNIT- 2

MS Word 2007: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

UNIT-3

MS Access 2007: Database creation, screen/form design, report generation using wizard

MS Excel 2007: Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel's chart features, working with graphics, using worksheet as databases, automating —what-ifl projects.

Unit-4

MS PowerPoint 2007: PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point.

Operating Systems- WINDOWS 7: Basic Operations, utilities and features.

Unit- 5

Networking: Internetworking, networking devices, protocols, HTTP, WWW.

E Commerce: Basics of E commerce, categories of e commerce, online payment system.

Reference Books:

1. Alexis Leon , Introduction to Information Systems.
2. Deepak Bharihoke, Fundamentals of Information Technology, Excel books.
3. Manish Mahajan, IT Infrastructure & Management Acme learning.
4. Balagurusamy Fundamentals of Computer, First Edition,Tata Mac-Graw Hill.
5. Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson
6. Leon and Leon; Introduction to Information Technology, Leon Tech World.
7. Xavier, C; World Wide Web Design with HTML – Tata McGraw Hill
8. Sklar, Joel; Principle of Web Design, Web Warriar Series.
9. David Whiteley (2001). E-Commerce: Strategy, Technologies and Applications, Indian edition TMH.

BBA (G) 3rd Sem (SEC)
06040308 – Personality Development & Communication Skills

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040308	Personality Development & Communication Skills									

UNIT I: Introduction to Personality, Self-Esteem and Self-Confidence , Thinking and Problem Solving Skills , Stress Management,. SWOT Analysis and Goal-Setting

Unit-2

Basics of Communication, Seven C's of Effective Communication, Nature and Process of Communication, Types of Communication: verbal and non-verbal. Different forms of communication. Barriers to Communication: Linguistic, psychological, interpersonal, cultural, organizational etc.

Unit-3

Letter Writing, presentation, inviting quotations, sending quotations, and social correspondence, , Office Memos, Notices, Agenda, Minutes of Meetings, Report Writing, types of business reports, structure of reports, E-mail Writing

Unit-4

E-Correspondence, Viewing and Reviewing of Books and Forms of Writing (C.V and Job Application)

4. Suggested Readings:

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi
3. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication , Pearson Education
4. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
5. Rai, U., & Rai, S. M. (2015). Business communication. Himalaya Publishing House.
6. Verma, S (2014). Business Communication: Essential strategies for 21st Century Managers
7. KoneraArun, Professional Communication, Tata McGraw Hill, New Delhi.

**BBA(G) – 3rd Sem. (SEC)
06040309 - E COMMERCE**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040309	E-COMMERCE	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to learn various aspects of E-Commerce. Appreciate the internet technology and its infrastructure. Understand the methodology for online business dealings using E-Commerce infrastructure.

Course Content

Unit-I

Introduction: Meaning, nature, concepts, advantages and reasons for transacting online, categories of E-Commerce. Planning Online Business: Nature and dynamics of the internet, pure online vs. brick and click business; assessing requirement for an online business designing, developing and deploying the system, one to one enterprise.

Unit-II

Technology for Online Business: Internet, IT Infrastructure, Middleware, contents: Text and Integrating E-business applications. Mechanism of making payment through internet: Online payment mechanism; Electronic Payment systems; payment Gateways; Visitors to website; tools for promoting websites; Plastic Money: Debit Card, Credit Card

Unit-III

Virtual existence: Concepts, working, advantages and pitfalls of Virtual organization, workforce, work zone and workspace and staff less organization. Designing an E-Commerce Model for a middle level organization: The conceptual design, giving description of its transaction handling, infrastructure and resources required and system flow chart.

Unit- IV

Security in E-Commerce: Digital Signatures, Network security, Data encryption with secret keys, data Encryption public keys.

Unit-V

Laws relating to online transactions: Salient Features. Applications in E-Commerce: E-commerce applications in manufacturing, wholesale, retail and service sector.

Suggestive Readings

1. Amor, Daniel (2000). E Business R (Evolution), 2nd Edition, Prentice Hall, New York.
2. Greenslein & Feinman. Electronic Commerce. TMH.
3. David Whiteley (2001). E-Commerce: Strategy, Technologies and Applications, Indian edition TMH.
4. Joseph, P.T. (2000). E-Commerce: An Indian Perspective, 5th edition, PHI.
5. Ravi, W. & Andrew B., (2002). Frontiers of Electronic Commerce, 1st Edition, Paperback. Kalakota.
6. Kenneth C. Laudon, E-Commerce : Business, Technology, Society, 4th Edition, Pearson
7. S. J. Joseph, E-Commerce: an Indian perspective, PHI
8. Failing to Succeed: The Story of India's First E-Commerce Company, K Vaitheeswaran.
9. Turban, Efraim, —Electronic Commerce: A Managerial Perspective, Pearson Education Asia, 2002.
10. Chhabra, T.N., —E-Commerce New vistas For Business, Himalaya Publications, 2004-05. BBA (G) 3rd Sem (GE)

06040310 – Event Management

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040310	Event Management	60	20	20	-	-	4	-	-	4

Course Objective

To make students capable enough to understand the management and operational aspects pertaining to event management

Course Content

Unit-I:

Concept, Importance and Advantages, Type of events Cultural, festivals, religious, business etc, Qualities of Event managers, Stakeholders in events, the host organization, the host community, Sponsors

Unit-II:

Perspectives on events: Introduction, The government perspective, The corporate perspective, The community perspective. Event Planning: Concept and Design- purpose of an event, Analysis of need of audience, Process of event planning. Event Planning Tips: 5 W's of event planning & and 1 H, Venue selection and Contracting Event Venue.

Unit-III:

Event Analysis: Market Research, Market Analysis, Competitors Analysis in Event Planning. SWOT Analysis in Event Planning, Project planning and development. Event Marketing: Introduction, Steps involved in creating a promotional campaign.

Unit-IV:

Event promotion: advertising and public relation, formulation of event marketing budget and budget plan, identifying funding resources, Incentives to attract the sponsors: Tactics and methods of successful event marketing, Evaluation of marketing efforts

Suggestive Readings:

- 1) Corporate Events, Sohini Singh
- 2) Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere
- 3) Best Practices in Modern Event Management.-Goldblatt-, John Wiley & Sons.
- 4) Allen, J. (2000). Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events. Canada: Wiley.
- 5) Armstrong, J. S. (2001). Planning Special Events. New York : Josse Bass Wiley

BBA (G) 4th Semester (Core Course)
06040401 - Macro Economics

1. Assessment

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERN AL	TWO TERM	INTERNA L	EXTERN AL	INTERNA L				
06040401	Macro Economics	-	2	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
 INTERNAL ASSESSMENT shall be based on the following components-
 Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

2. **Objective:** The students in the previous year have been exposed to the basic business economics including policy measures like Consumer's equilibrium, Markets, taxes and subsidies and also various pricing techniques. It is the objective of this paper to take the process forward and make use of the concepts learnt to analyze macroeconomic issues and indicators. The students will also be exposed to various macroeconomic concepts and theories of economic growth and development and their measurement also in order to have deeper understanding of economic processes.

3. Syllabus:

Unit-I

Basic Concepts: Micro Vs. Macroeconomics, Variables: Real and Nominal; Induced and Autonomous; Lagged and Un-lagged; Ex-ante and Ex-post; Model and Equations; Equality & identity; Stock and Flow; Static, Equilibrium and Disequilibrium.

National Income: - Concepts and Measurement (GDP, GNP, NNP), Choices of Methods.

Unit-II

Say's Law of Markets and the classical theory of Employment.

Keynesian Theory of employment; Effective demand; consumption function and its determinants. Investment; induced and autonomous investment, Marginal efficiency of capital and Investment

Unit-III

Investment multiplier, Investment Theory of Accelerator, Trade cycle theories: Samuelson and Hicks, control of trade cycles.

Unit-IV

Economic growth and Development, Determinants and Measurement of development; Vicious circle of poverty, Inclusive growth & Development.

Unit-V

The Monetary Policy: Regulations of Money Markets through quantitative and qualitative methods (CRR, Repo Rate, Reverse Repo Rate, SLR etc), Fiscal Policy and Budgetary Provisions.

Suggested Readings:

1. Dornbusch, Fischer and Startz, *Macroeconomics*, McGraw Hill.
2. N. Gregory Mankiw. *Macroeconomics*, Worth Publishers.
3. Olivier Blanchard, *Macroeconomics*, Pearson Education, Inc..
4. Richard T. Froyen, *Macroeconomics*, Pearson Education Asia.
5. Chopra, P. N., *Macro Economics*, Kalyani Publication
6. Lekhi, R.K., *Macro Economics Theory*, Kalyani Publication
7. Jain, T. R. &Khanna, O.P., *Macro Economics*, V. K. Global Publication

**BBA (G) 4th Semester (Core Course)
06040402 - Macro Economics**

Assessment

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERN AL	TWO TERM		EXTERN AL	INTERNA L				
06040402	Macro Economics	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

Unit – I

Make a detailed report that how the domestic income (GDP) is being calculated through various methods.

What are the idle payments and why this didn't included in calculation of National Income.

Unit – II

Makes a study report on the basic assumptions of classical macroeconomic of say's law of demand creates its own supply.

Makes a study since 1976 to 1936 of factors departing from Classical Market economics to Keynesian State Regulated Economics.

Unit – III

Find in appraisal report in the importance of Capital investment in the under developed countries like India.

Make a detailed project report and explore Why the multiplier values of under developed countries like India is greater than Developed Countries.

Unit – IV

Make an explorative Suggestion transforming the policy of persisting high economic growth since 1980 into development which increases India's HDI Rank of India in the world under 50 in 5 years.

Unit - V

Make a study of monetary policy of RBI in providing stability to the Indian Economy since 1950. How the Repo & Reverse Repo rates are the sticks of RBI, Why it is most of times changing rates.

BBA (G)- 4th Sem (Core Course) 06040403 - BUSINESS RESEARCH METHODS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040403	BUSINESS RESEARCH METHODS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).

Course Content

Unit I

Business Research: Meaning, Need, Types, Approaches, Research methods vs Research Methodology, Research Process, Role of research in important areas, Identification and Formulation of Research Problem, Variables and Variable type, Hypothesis, Types and Formulation of Hypothesis

Unit II

Research Design: Meaning, Need, and Different research design: Exploratory, Descriptive. Experimental and Diagnostic and Survey Research, Features of a good research design

Unit III

Sampling design: Meaning, Need, and Advantages of sampling over census, Probability and Non probability Sampling Methods, Criteria of Selecting a sampling procedure, Factors influencing sample size

Unit IV

Data Collection Methods: Questionnaire/schedule; Questionnaire designing, Interview and Observational methods, Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales

Unit V

Data Analysis: Descriptive and Univariate Statistics; Bivariate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis, Report Writing: Need, Types and Characteristics of a research report.

Suggestive Readings

1. William G. Zikmund, Business Research Methods, 7th Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5th Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7th Edition, Cengage Learning, India.

BBA (G) - 4th Sem (Core Course) 06040404 - BUSINESS RESEARCH METHODS

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040404	BUSINESS RESEARCH METHODS				30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s).

Course Content

Unit I

Analyse a research paper given by facilitator and identify research type, approach used by researchers, Identify the role of research in different Business area and identify and Formulate a Research Problem, Variables, Variable type, and Formulation of Hypothesis

Unit II

Visit J-gate, ProQuest, EBSCO and download a research paper for Identifying research design used by researcher and report submission, Analyse a research paper given by facilitator and identify features of a research design applied by a researcher and report submission

Unit III

Analyse a research paper given by facilitator and identify sampling design used by researcher and submit a report, Identify business situations for justifying the advantages of sampling over census, Calculate sample size for given population and other relevant information

Unit IV

Design a questionnaire and conduct a survey, conduct an interview and submit a report

Unit V

Submit a report after analyzing the data collected using questionnaire and interview method

Suggestive Readings

1. William G. Zikmund, Business Research Methods, 7th Edition, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, 5th Edition, PHI.
5. Ranjeet Kumar, Research Methods, Pearson Education
6. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th Edition, PHI
7. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education
8. Mcburney, Research Methods, 7th Edition, Cengage Learning, India.

BBA(G)-4th Sem. (Core Course)
FINANCIAL MANAGEMENT - 06040405

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040405	Financial Management Theory	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

To acquaint students with the techniques of financial management and their applications for business decision making.

Course

Content Unit

Introduction

Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management. Basic Financial Decisions: Investment, Financing and Dividend Decisions.

Unit 2: Investment

Investment Decisions: Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making, Capital Rationing.

Unit 3: Financing Decision

Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing. Cost of Capital and Financing Decision: Sources of long-term financing, Estimation of components of cost of capital.

Unit 4: Dividend Decisions

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 5: Working Capital Decisions

Management of Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company. Cash flow and Fund flow statement- an overview

Suggested Readings:

1. James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education
2. Joy, O.M. Introduction to Financial Management. Mc Graw Hill Education.
3. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
4. Khan and Jain. Basic Financial Management, McGraw Hill Education
5. Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
6. Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi.
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.

FINANCIAL MANAGEMENT - 06040406
BBA(G) -4th Sem. (Core Course)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040406	Financial Management Practical				30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Objective: To familiarize the students with the practices of financial management, wherein the main motive is to develop practical approach towards estimation of working capital, application of capital budgeting techniques and dividend payout impact on value of the firm.

CONTENTS

Unit 1: Introduction

Practical exercises on usage of Time value of money with the help of (PVF, PVAF, table). Case study on time value of money and its benefit.

Unit 2: Investment

Case study on Cash flow Estimation techniques used by different organizations, Student will be given cases to apply capital budgeting techniques i.e. Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index to check viability of the project.

Unit 3: Financing Decision

Estimation of cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) to be calculated from company data.

Unit 4: Dividend Decisions

Practical problems on Dividend Decision, Case studies on different dividend policies of a company and creating a report.

Unit 5: Working Capital Decisions

Practical approach towards Working capital estimation and calculations. Visit to small scale industries in order to estimates their working capital and preparing a report.

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. Mc Graw Hill Education.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage Learning
5. Khan and Jain. Basic Financial Management, McGraw Hill Education
6. Chandra, P. Fundamentals of Financial Management. McGraw Hill Education
7. Singh, J.K. Financial Management- text and Problems. 2nd Ed. Dhanpat Rai and Company, Delhi.
8. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
9. Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi
10. Pandey, I.M. Financial Management. Vikas Publications.

BBA(G) – 4th Sem (SEC)
06040407 - DATA BASE MANAGEMENT SYSTEM

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040407	DATA BASE MANAGEMENT SYSTEM	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

To develop understanding of database management system and abilities to use DBMS packages.

UNIT-1

Introduction to Database Systems: File System versus a DBMS, Advantages of a DBMS, Describing and storing data in a DBMS, Queries in a DBMS, Structure of a DBMS, People who deal with database, introduction to Data Models, Architecture of DBMS.

UNIT- 2

Entity Relationship Model: Overview of Database Design, Entities, attributes, and Entity sets, Relationships and Relationship sets, additional features of the ER Model, Conceptual database design with the ER model – Entity versus attribute, entity versus relationship. File Organization: Sequential File, index sequential files, direct files, Hashing, B-trees Index files, Inverted Lists.

UNIT-3

Relational Models, Relational Algebra & various operations (set operations, select, project, join, division). Integrity constraints, functional dependencies & Normalization, 1st, 2nd, 3rd and BCNF. SQL fundamentals, DDL,DML,DCL PL/SQL Concepts.

Unit-4

Introduction to Distributed Data processing, Concurrency control: Transactions, Time stamping, Lock-based Protocols, Serializability and Recovery Techniques.

Unit- 5

Data base security- Threats and security issues, firewalls and database recovery; techniques of data base security; distributed data base.

Reference Books:

1. R.Elmasri and S.B.Navathe, Fundamentals of Database Systems, 3rd Edition, Pearson Education, New Delhi.
2. C.J. Date, An Introduction to Database Systems, 7th Edition, Pearson Education, New Delhi.
3. C. and Darwen, H, A Guide to the SQL Standard Data, 3rd Edition, Reading, Addison-Wesley Publications, New Delhi.
4. Bipin Desai, Introduction to Database Management system, Galgotia Pub, New Delhi.
5. A. Silberschatz, H.F.Korth and S.Sudarshan, Database System Concepts, 3rd Edition, McGraw-Hill, International Edition.
6. Ivan Bayross, SQL / PL/SQL, BPB Publications.
7. Rob, Coronel, Database Systems, Seventh Edition, Cengage Learning.
8. Singh S.K, Database System Concepts, design and application, Pearson Education.
9. Ramakrishnan and Gherke, Database Management Systems, TMH.
10. A. K. Majumdar, P. Battacharya, Data Base Management Systems, TMH, 1996.

BBA (G) - 4th Sem. (GE)
06110410 – Online Marketing

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06110410	Online Marketing	60	20	20	-	-	4	-	-	4

Course Objective

The primary objective of course is to provide a basic knowledge of various online marketing concepts and to make students capable of operating and managing business through various online channels.

Course Content

Unit 1: Basics of Online Marketing

Introduction: Evolution of online marketing, , Emergence of online marketing as a tool, Online marketing channels, Online marketing applications and benefits, Online marketing framework, Online marketing Models creations: Factors impacting online marketplace, Value chain digitization, Online marketing business model. The Consumer for online marketing: Consumer behavior on the internet, Evolution of consumer behavior models, Managing consumer demand, Integrated marketing communications

Unit II: Online Marketing Strategy Development

Online marketing strategy definition, Online marketing strategy groundwork, Defining the online marketing mix, , Offering mix for digital, Digital pricing models, Channels of purchase-reaching the e-consumer, Managing promotional channels , developing the extended Ps-People, Process, Programs and Performance

Unit III: Online Marketing Planning and Setup

Online marketing communications and channel mix, Online marketing planning development, Understanding digital media planning terminology, Digital media planning stages, Designing the communication mix, Marketing communications from mass market to mass customized, Steps to creating marketing communications strategy, Understanding marketing operations set-up, Understanding digital marketing conversion, Basics of lead generations and conversion marketing, Lead nurturing and lead scoring concepts, Setting up for conversion from web page to landing page

Unit IV : Online Marketing Execution

Online marketing Campaign Management, Basic elements of digital campaigns, Basic elements of digital campaign management, Campaign planning and budgeting , Campaign set-up and launch, Campaign monitoring and reconciliation

Suggestive Readings

1. Chuck Hemann, Digital marketing Analytics, Pearson Education, 2nd Edition.
2. Miller Michael, B2B Digital Marketing, Pearson, 2nd Edition
3. Bhatia, P, Fundamental of Digital Marketing, Pearson
4. Srivastava. R, E-Commerce and Mobile Commerce, S.Chand Publication.
5. Alvin C. Burns, Marketing Research, Pearson.

**BBA (General)- 5th Sem (Core
Course) 06040501 -
QUANTITATIVE TECHNIQUE**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040501	QUANTITATIVE TECHNIQUE	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students will develop the knowledge and understanding of various optimization techniques and will be able to obtain efficient result of different business problems with various approaches based on optimization techniques.

C

course

Content UNIT

- I

Operations Research: Evolution, methodology and role in managerial decision making. Linear programming: Terminology; Properties and assumptions; Formulation of LP problems; Graphical method; Simplex method (Upto three variables), special cases in LPP, concept of duality.

UNIT – II

Assignment problems: Concept, Hungarian method, Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

UNIT – III

Transportation problems: Concept, Methods of Initial Solution (NW Corner, Least Cost, and VAM) Optimal solution by MODI method. Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions.

UNIT – IV

PERT/CPM: Network construction, Difference between PERT and CPM, calculating Floats, probability considerations in PERT.

UNIT – V

Job sequencing, Processing time, Idle Time, Johnson's Method, Processing of n job - 2 machine, Processing of n job - 3 machine.

Suggested Readings:

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
6. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
7. Swarup, K., Gupta, P.K. and Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.
8. Gupta, P.K. and Hira, D. S., Operations Research, Sultan Chand & Sons, New Delhi.

**BBA (General)- 5th Sem (Core Course) 06040502 -
QUANTITATIVE TECHNIQUE**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040502	QUANTITATIVE TECHNIQUE	-	-	-	30	20	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students will develop the knowledge and understanding of various optimization techniques and will be able to obtain efficient result of different business problems with various approaches based on optimization techniques.

Course Content

UNIT – I

Visit of a production unit producing two different products and selling them in two different markets. Data will be collected on selling price per unit, cost of production per unit, time required in production per unit of the products, total expected amount of production by producer, average number of units that can be sold in the markets. Problem will be transformed into LPP in order to obtain the number of units to be produced in order to maximize the profit.

UNIT – II

In order to use the available resources optimally a customer surveys a various markets for the prices of various products. Prices of five different products will be collected from different markets in order to formulate the assignment problem and select the right place for making the purchase.

UNIT – III

Company or agency having 4 or more stores with known availabilities of the products in a city will be selected. Data on unit transportation cost from different stores to the different locations of the city will be collected. Optimum transportation cost will be obtained through transportation problem.

UNIT – IV

Visit the construction company working on a project and collect the data on expected time of completion of different activities required in the project. Obtaining the information on the sequence of the activities and activity time. The expected time of completion of project will be obtained through network analysis.

UNIT – V

Visit of the production unit making different products through two or three different machines as in book printing agency or factory making plastic boxes of different sizes. The data on processing time of different products on different machines will be collected to formulate the sequencing problem and obtain the optimum sequence.

Suggested Readings:

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi.
4. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
5. S. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.
6. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
7. Swarup, K., Gupta, P.K. and Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi.
8. Gupta, P.K. and Hira, D. S., Operations Research, Sultan Chand & Sons, New Delhi.

BBA(G) - 5th Sem (Core Course)
06040503 - LEGAL ASPECTS OF

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040503	LEGAL ASPECTS OF BUSINESS	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

- To demonstrate an understanding of the Legal Environment of Business.
- To communicate effectively using standard business and legal terminology.
- To apply basic legal knowledge to business transactions.

Course Content

Unit-I

The Indian Contract Act,1872: Contract, Essentials of valid Contract, Formation of Valid contract - Offer and Acceptance, Void Agreement Capacity of Parties and Consideration Free consent, Legality of object, Discharge of a Contract, Remedies for breach of contract and Quasi contract, Indemnity and Guarantee, Bailment and Pledge, Contract of Agency

Unit-II

The Negotiable Instruments Act 1881 – Essentials of a Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.

Unit-III

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

Consumer Protection Act, 1986: Basic concepts, Rights of Consumers, Redressal Machinery under the act

Unit-IV

Limited Liability Partnership (LLP), 2008: Salient features of Indian Partnership Act, 1932, Difference between LLP and Partnership; Partners and their relation with LLP; Designated Partners; Extent of LLP Liability; Extent of Partner’s Liability, Unlimited Liability in case of fraud; Winding up and dissolution of LLP.

Unit-V

The Companies Act, 2013: (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, kinds of meetings and resolutions essential conditions for a valid meeting.

Suggestive Readings

1. Kuchhal, M.C. and Deepa Parkash, **Business Legislation Management**, Vikas Publication
2. M.C. Kuchhal, and Vivek Kuchhal, **Business Law**, Vikas Publishing House, New Delhi
3. Ramaiyam, A., **Guide to the Companies Act**, Wadhwa, Nagpur
4. Shah, S.M., **Business Law for Managers**, Sultan Chand, New Delhi
5. Tulsian P.C., **Busienns Law**, TMH, New Delhi
6. Bulchandani, **Business Law for Management**, Himalaya Publishing House.
7. Kumar, **Legal Aspect of Business** 1st Edition, Cengage Learning.
8. Ravinder Kumar, **Legal Aspects of Business**, Cengage Learning
9. Dr. Singh, Avtar; **Company Law**, 17th ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018
10. Kapoor N.D., **Company Law: Incorporating the provisions of the companies Amendment Act**. Sultan Chand and Sons

BBA(G) 5th Sem (Core Course)
06040504 - LEGAL ASPECTS OF

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040504	LEGAL ASPECTS OF BUSINESS				30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

- To relate basic knowledge of the important business laws with relevant case law.
- To communicate effectively using standard business and legal terminology.
- To apply basic legal knowledge to business transactions.

Course Content

Unit-I

Discussion on the cases related to The Indian Contract Act,1872 using Case lets and YouTube videos and prepare summary of the cases.

Unit-II

Drafting of the Negotiable Instruments, Discussion related to different types of crossing of cheques and their effects.

Unit-III

Discussion on cases related to Sale of Goods Act 1930 and Consumer Protection Act, 1986 and prepare summary of the cases

Unit-IV

Discussing and formation of LLP

Unit-V

Discussing the types of companies using the real life examples, going through the MOA, AOA & Prospectus of an existing company and Interpret the same.

Suggestive Readings

1. Kuchhal, M.C. and Deepa Parkash, **Business Legislation Management**, Vikas Publication
2. M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi
3. Ramaiyam, A., **Guide to the Companies Act**, Wadhwa, Nagpur
4. Shah, S.M., **Business Law for Managers**, Sultan Chand, New Delhi
5. Tulsian P.C., **Busienss Law**, TMH, New Delhi
6. Bulchandani, **Business Law for Management**, Himalaya Publishing House.
7. **Kumar, Legal Aspect of Business 1st Edition,Cengage Learning.**
8. **Ravinder Kumar, Legal Aspects of Business, Cengage Learning**
9. **Dr. Singh, Avtar; Company Law,17th ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018**
10. **Kapoor N.D., Company Law: Incorporating the provisions of the companies Amendment Act. Sultan Chand and Sons**

**BBA(G) 5th Sem (DSE-1&2 -
Finance) 06040505 -**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040505	International Finance	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

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

Course Content

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)

Unit-II

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. International Monetary Fund (IMF) and World Bank. Different development banks like Asian Development Bank (ADB), Brazil Russia India China South Africa (BRICS) Development Bank and European Bank for Reconstruction and Development (EBRD) etc.

UNIT III

International trade and Finance: Modes of International trade and Balance of payments, Current Account Transactions, Capital Account transactions, Official Reserve account, sectoral independence, International independence, domestic and foreign trade, components of International Financial system, foreign exchange market, International Currency market

Unit-IV

Exchange Rate Mechanism: Exchange rate quotation, exchange rate determination in spot Market, Factors influencing Exchange Rate, Exchange Rate Theories- Purchasing Power parity, Interest Rate Parity.

Unit -V

International Financing Decision: Overview of International Financial Market, Instruments, Cost of Capital and Financial structure, International Banking -Global cash management. International Financial Market Instruments-International equities, international bonds. Financial Swaps-Interest rate swaps, currency swaps.

Suggestive Readings

1. PG Apte; International Finance, Tata McGraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall'
3. Levi, Maurice: International Finance, Routledge, 2009
4. Avadhani, V.A International Finance
5. Sharan, V. International Financial Management
6. Bhalla, V. K., Investment Management, S. Chand & Company Ltd
7. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
8. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition

**BBA(G) 5th Sem (DSE-1&2 -
Finance) 06040506 -**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040506	International Finance				30	20	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

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

Course Content

Unit-I

Introduction: Exercises on Euro Vs US Dollar, Case studies on International trade and International Finance & Preparation of report.

Unit-II

International Monetary System: Project report to be prepared on International Monetary Fund (IMF) and World Bank. Case studies on Brazil Russia India China South Africa (BRICS) Development Bank and European Bank for Reconstruction and Development (EBRD) etc.

UNIT III

International trade and Finance: Exercises on Balance of payments, Current Account Transactions, Capital Account transactions, Official Reserve account.

Unit-IV

Exchange Rate Mechanism: Classroom activities on exchange rate determination with the help of different case studies Project report on Factors influencing Exchange Rate.

Unit -V

International Financing Decision: Case studies on International Banking -Global cash management. Exercises on International Financial Market Instruments-International equities, international bonds.

Suggestive Readings

1. PG Apte; International Finance, Tata McGraw Hill.
2. Alan C. Shapiro; Multinational Financial Management- Prentice Hall'
3. Levi, Maurice: International Finance, Routledge, 2009
4. Avadhani, V.A International Finance
5. Sharan, V. International Financial Management
6. Bhalla, V. K., Investment Management, S. Chand & Company Ltd
7. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
8. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
9. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition

BBA (GEN) – 5th Sem (DSE-1&2 - Finance)

06040507 - Investment Banking & Financial

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040507	Investment Banking & Financial Services	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on various issues.

UNIT- 1 Introduction:

An Overview of Indian Financial System, Investment Banking and Corporate Finance Introduction, Definition and Roles in Finance and Investment Banking ,Definition of an Investment Bank, Overview of Private Equity, Hedge Funds and Venture Capital Firms, The Pitch Process, Buy Side vs. Sell Side of a Transaction, Initial Public Offerings Unit-II :Recent Developments and Challenges in Investment banking, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

UNIT II Issue Management:

Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, **Green Shoe Option**; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT III

Leasing and Hire Purchase:

Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), **Hire Purchase** interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase.

UNIT IV

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Suggestive Readings

1. M.Y.Khan, 'Financial Services' – Tata McGraw –Hill, 3 rd Edition, 2005.
2. Machiraju, 'Indian Financial System' - Vikas Publishing House, 2 nd Edition, 2002.
3. J.C.Verma, 'A Manual of Merchant Banking', Bharath Publishing House, New Delhi, 2001. 4. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad, 1992.
5. Ennew.C.Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional 6.Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
7. SEBI Guidelines issued from time to time. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
8. Gledstone, Venture Capital Investing, NY, Prentice Hall. 1 Khan and Jain, Financial Services, Tata McGraw Hill
9. Singh, J.K., Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.

BBA (GEN) – 5th Sem (DSE-1&2 - Finance)
06040508 - Investment Banking & Financial

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040508	Investment Banking & Financial Services	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to help students to acquire Practical knowledge on investment banking which help to meet a wide range of strategic, organizational, and operational demands

Course Content

UNIT-1

Draw a report on different bank which provide platform for

investment. **UNIT-II**

Students will present case situations in groups, covering the topic, selection between equity and hedging and submit the report.

Unit-III

Demonstrate the Project on choosing the shares of different companies by investors.....selecting methodology Why? (With the help of Personal interview or through questionnaire)

Unit-IV

Present a case how far advertisement effect investor's choice. (A study on investor's behaviour)

Unit-V

Visit any nearest Bank branches which is nearer to your residence.

(a) Collect details of different modes of transferring funds from one person to another. Collect samples documents forms for each of such modes of transfer.

(b) Tabulate the advantages and disadvantages of each mode of the payment system.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT - 06040509

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040509	Security Analysis and Portfolio Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The focus of Security Analysis is to acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions. **Course**

Content

Unit-I

Investment: Meaning, nature and process. Investment avenues and alternations, concept and Measurement of Investment risk and return; Identification of Investment Opportunities; Speculation, Gambling and Investment activities.

Unit-II

Efficient Market theory or Hypothesis. Technical Analysis: dow Theory, Charting techniques, volume Indicators. Fundamental Analysis: Company Analysis, Industry Analysis and Economy Analysis, Technical v/s Fundamental analysis

Unit-III

Secondary Market: Stock Exchanges, Online Trading. Trading mechanism in Bombay Stock Exchange. Derivatives: Meaning, uses, Types, Derivatives in Indian capital market. Option Contracts: Meaning uses and Types.

Unit-IV

Portfolio Analysis, Selection and Management: Risk aversion and capital allocation to risky assets and risk- free asset; Risk tolerance and asset allocation; optimal risky portfolio- Markowitz portfolio selection model. Capital Asset Pricing Model (CAPM). Active and Passive portfolio management. Technical Analysis: Market Indicators. Efficient Market Theory, the Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities –Significance of beta in the Portfolio.

Unit V- Financial Derivatives: Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Exotic options, Portfolios of futures and options synthetics. Financial engineering.

Suggested Readings:

1. Bodie, Zvi, Kane Alex and Alan J. Marcus, Investments, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., Investment Analysis and Portfolio Management, Cengage Learning.
3. Chandra, P., Security Analysis and Portfolio Management, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., Investment Management, Springer
5. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning.
6. Elton, E. and Gruber, M, Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.
7. Damodaran, A., Investment Valuation, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, Investments, PHI Learning.
9. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall.
10. Bhalla, V. K., Investment Management, S. Chand & Company Ltd

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT -
06040510**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040510	Security Analysis and Portfolio Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The focus of Security Analysis and portfolio management is to develop understanding about analyzing company's securities and to acquaint the students with the working of security market and principles of security analysis; and portfolio management.

Course Content

Unit-I

Activities on Identification of Investment Opportunities in the market, justify reasons to choose the better investment opportunities.

Unit-II

Study of Technical Analysis: through Charting techniques, volume Indicators, Case Study on Fundamental Analysis: Company Analysis, Industry Analysis and Economy Analysis.

Unit-III

Online Trading. Trading mechanism in Bombay Stock Exchange. Analyzing NSE and BSE stock market. Activities on derivatives Indian capital market.

Unit-IV

Project Report on Portfolio Management. Analyzing the journey and Growth Pattern of Indian Stock Market

Unit V-

Exercise on Options trading strategies.

Suggested Readings:

1. Bodie, Zvi, Kane Alex and Alan J. Marcus, Investments, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., Investment Analysis and Portfolio Management, Cengage Learning.
3. Chandra, P., Security Analysis and Portfolio Management, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., Investment Management, Springer
5. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI Learning.
6. Elton, E. and Gruber, M, Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.
7. Damodaran, A., Investment Valuation, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, Investments, PHI Learning.
9. Hull, J.C., Options, Futures and Other Derivatives, Prentice Hall.
10. Bhalla, V. K., Investment Management, S. Chand & Company Ltd

Suggested Readings:

1. Risk Management, Indian Institute of Banking and Finance, McMillan Publisher
2. The New Basel Record, ICAI Publication
3. Financial Intermediation, Indian Institute of Banking and Finance
4. Suneja, H.R., Practical and Law of Banking, Himalya Publishing House
5. Chabra, T.N., Elements of Banking Law, Dhanpat Rai and Sons
6. Arthur, C. and C. William Jr., Risk Management and Insurance, McGraw Hill
7. Saxena, G.S; Legal Aspects of Banking Operations, Sultan Chand and Sons

BBA(G) – 5th Sem (DSE – 1 & 2 – HRM)

HRD: SYSTEMS AND STRATEGIES – 06040511

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040511	HRD SYSTEMS AND STRATEGIES	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would be able to understand concepts, methods and strategies for HRD.

Course Content

Unit-I

Introduction to Human Resource Development, Relationship between human resource management and human resource development; Roles and competencies of HRD professionals; Challenges in HRD.

Unit-II

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

Unit-III

Approaches to employee development, leadership development, action learning, assessment and development centers; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD.

Unit-IV

Coaching and mentoring; Career management and development; Employee counseling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology.

Unit-V

HRD interventions; HRD Approaches for coping with Organizational Changes, International experiences of human resource development, Selected cases covering HRD practices in India.

Suggestive Readings

1. Pareek, U. et al., *Managing Transitions: The HRD Response*, New Delhi, Tata McGraw Hill, 1992.
2. Mankin, D., *Human Resource Development*, Oxford University Press India.
3. Haldar, U. K., *Human Resource Development*, Oxford University Press India.
4. Dayal, Ishwar, *Successful Applications of HRD*, New Delhi, Mittal Publications (1996).
5. Nadler, L., *Corporate Human Resources Development*, American Society for Training & Development (1980).
6. Dayal, Ishwar, *Designing HRD Systems*, New Delhi, Concept, 1993.
7. Tripathi, P.C.,(2005), *Human Resource Development*, Sultan Chand & Sons (2013).
8. Krishnaveni R, *Human Resource Development; A Researcher's Perspective*, Excel Books (2008).
9. Singh I S, *Globalization and Human Resource Development*, Excel Book (2010).
10. Kohli, Uddesh & Sinha, Dhami P., *Global Challenges & Strategies in 2000 A.D.* New Delhi, ISTD, 1995.
11. Maheshwari, B L & Sinha, Dhami P., *Management of Change Through HRD*, New Delhi, Tata McGraw hill, 1991.
12. Rao T V et al., *Alternative Approaches & Strategies of Human Resource Development*, Jaipur, Rawat Publications (2016).
13. Silvera, D.N., *HRD: The Indian experience*, Delhi, Newsindia Publications, (1988).
14. Werner J. M., DeSimone, R.L., *Human resource development*, Cengage Learning; 6 edition (2011).
15. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
16. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
17. Rao, T.V., *Hurconomics for Talent Management: Making the HRD Missionary Business-Driven*, Pearson Education.
18. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
19. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, Harvard Business Review.

**BBA(G) – 5th Sem (DSE – 1 & 2 –
HRD: SYSTEMS AND STRATEGIES – 06040512**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040512	HRD SYSTEMS AND STRATEGIES	-	-	-	30	20	-	-	2	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Unit-I

1. List competencies and skills required from HRD Manager. Which of these skills is most important. Link these skills with your skill sets and identify your own efficacy as a HRD Manager.

Unit-II

1. You have been appointed as consultant and have been asked to design HRD program. What steps and preliminary organizational diagnosis will you implement and steps for preparing HRD action plan.
2. You have just finished implementing an organization wide HRD plan. Top Management has asked you to submit a review on plan. Enumerate various action points you're your presentations.
3. Analyse environmental impediment of today's environment in creating HRD culture and climate. Give strategies to overcome these impediments.

Unit-III

1. You have been appointed consultant to ensure continuous leadership pipeline for various positions. How can you achieve it. Give details of activities and plans.
2. A unit of Maruti Suzuki in Manesar has been developing labor unrest over period of time having an environment of mistrust. How do you ensure a progressive work culture and environment of trust. What HRD steps and interventions would you choose.

Unit-IV

1. You have joined as HRD Head in an organization. Your first task is to implement organization wide Coaching and Mentoring process. How would you go about it and how do you get buy in of top management and justify expense towards it.
2. Do research on Balanced Score Card and HR score card of any organization of your choice. Submit report and make presentation in class.

Unit-V

1. Select case study covering HRD practices in India.

Suggestive Readings

1. Pareek, U. et al., *Managing Transitions: The HRD Response*, New Delhi, Tata McGraw Hill, 1992.
2. Mankin, D., *Human Resource Development*, Oxford University Press India.
3. Haldar, U. K., *Human Resource Development*, Oxford University Press India.
4. Dayal, Ishwar, *Successful Applications of HRD*, New Delhi, Mittal Publications (1996).
5. Nadler, L., *Corporate Human Resources Development*, American Society for Training & Development (1980).
6. Dayal, Ishwar, *Designing HRD Systems*, New Delhi, Concept, 1993.
7. Tripathi, P.C.,(2005), *Human Resource Development*, Sultan Chand & Sons (2013).
8. Krishnaveni R, *Human Resource Development; A Researcher's Perspective*, Excel Books (2008).
9. Singh I S, *Globalization and Human Resource Development*, Excel Book (2010).
10. Kohli, Uddesh & Sinha, Dhama P., *Global Challenges & Strategies in 2000 A.D.* New Delhi, ISTD, 1995.
11. Maheshwari, B L & Sinha, Dhama P., *Management of Change Through HRD*, New Delhi, Tata McGraw hill, 1991.
12. Rao T V et al., *Alternative Approaches & Strategies of Human Resource Development*, Jaipur, Rawat Publications (2016).
13. Silvera, D.N., *HRD: The Indian experience*, Delhi, Newsindia Publications, (1988).
14. Werner J. M., DeSimone, R.L., *Human resource development*, Cengage Learning; 6 edition (2011).
15. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
16. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
17. Rao, T.V., *Hurconomics for Talent Management: Making the HRD Missionary Business-Driven*, Pearson Education.
18. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
19. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, Harvard Business Review.

BBA(G) – 5th Sem (DSE – 1& 2 – HRM)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040513	TRAINING AND DEVELOPMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Student would be able to understand role of training and development for the organizational growth and development. Assess, develop, conduct and evaluate a training program.

Course Content

Unit-I

Introduction to Training and Development. Nature, Scope and Role of Training and Development. Forces influencing Working and Learning.

Unit-II

Strategic aspects in Training, Needs Assessment, Designing Effective Training, Determining Training Objectives, Learning: Theories and Program Design, Transfer of Training.

Unit-III

Training Climate and Training Techniques, Selecting Training Strategies, Training- Methods - Traditional, E – Learning and use of technology.

Unit-IV

Training Evaluation. Employee Development & Special Issues in Training and Development. Mentoring, Assessment and Development Centre.

Unit-V

Career planning and Career Management – Special Challenges, The Future of Training and Development.

Suggestive Readings

1. R. Noe, *Employee Training and Development* by, McGraw-Hill; 4th edition (January 1, 2007)
2. B.Taylor & G.Lippitt, *Management Development and Training Handbook*, McGraw Hill.
3. William E.Blank, *Handbook For Developing Competency Based Training Programmes*. Prentice-Hall, New Jersey,1982.
4. Lynton R.P and Pareek U(1990). *Training for Development*. Vistaar Publications, New Delhi
5. *Effective Training – Systems, Strategies and Practices* by P. Nick Blanchard & James W Thacker, Pearson Custom; 2010.
6. Pareek Udai, *Training and Development*, Tata McGraw Hill.
7. Wexley, K & Lathan Gary, *Developing & Training HR in Organization*, P.Hall, 2002.
8. P.L.Rao, *Enriching Human Capital through Training and Development*, Excel Books; First edition.
9. William E.Blank: *Handbook For Developing Competency Based Training Programmes*. Prentice-Hall, New Jersey.
10. David A.DeCenzo & Stephen P.Robbins: *Fundamentals of Human Resource Management*, Wiley.

BBA(G) – 5th Sem (DSE – 1& 2 – HRM)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040514	TRAINING AND DEVELOPMENT	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Unit-I

1. Study and list various training and development activities conducted by your Summer internship company or any other company of your choice. Submit report.
2. Prepare an induction cum orientation training for your new juniors. What aspects you will consider while designing it.

Unit-II

1. Form a group of 5 students each and conduct need assessment of each team member and on the basis of outcome design training and development interventions for each of them individually.
2. In same group prepare training program for the entire group. Critically analyze its efficacy and how it is different from individual customized training program.

Unit-III

1. Research on various e-learning platforms available and complete one free course of your choice. On completion submit report about your experience and merits and demerits of training at the end of course module.
2. Case Study :
 1. Human Resource Management by VSP Rao- 2nd edition- Ch 6- pg 142
 2. Human Resource Management by VSP Rao- 2nd edition- Ch 7- pg 166

Unit-IV

1. Visit an organization of your choice and submit report on:
 - a. Structure of training and development department
 - b. Comment on their annual training schedule
 - c. Training methods, evaluation methods used.
2. Case Study Toyota Motor Company's Toyota Technical Training Institute in India - Case Study 2 R. Noe, *Employee Training and Development* Pg 460 – 462.

Unit-V

1. Self conductance of Training program by students – conduct training need analysis, select training areas, resources, training proposal (training budget), conduct of program, training assessment / evaluation etc by students./ Group Presentations.
2. Case Study: Which is more important recruiting or retaining?

Suggestive Readings

1. R. Noe, *Employee Training and Development* by, McGraw-Hill; 4th edition (January 1, 2007)
2. B.Taylor & G.Lippitt, *Management Development and Training Handbook*, McGraw Hill.
3. William E.Blank, *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey,1982.
4. Lynton R.P and Pareek U(1990). *Training for Development*. Vistaar Publications, New Delhi
5. *Effective Training – Systems, Strategies and Practices* by P. Nick Blanchard & James W Thacker, Pearson Custom; 2010.
6. Pareek Udai, *Training and Development*, Tata McGraw Hill.
7. Wexley, K & Lathan Gary, *Developing & Training HR in Organization*, P.Hall, 2002.
8. P.L.Rao, *Enriching Human Capital through Training and Development*, Excel Books; First edition.
9. William E.Blank: *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey.
10. David A.DeCenzo & Stephen P.Robbins: *Fundamentals of Human Resource Management*, Wiley.

BBA(G) – 5th Sem (DSE – 1& 2 – HRM)
06040516 – Management of Industrial Relations

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040515	Management of Industrial Relations	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040516	Management of Industrial Relations	-	-	-	30	20	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

2. Course Objective:

The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

3. Syllabus

Unit-I

Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations, ESI.

Unit-II

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO, Prevention and settlement of disputes.

Unit III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline

Unit- IV

Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management, Quality of work life.

4. Suggested Readings

1. Ramaswamy, E., Managing Human Resources, Oxford University Press, New Delhi
2. Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21st Century, IIRA -Excel Books, New Delhi
3. Monappa, A., Industrial Relations, Tata McGraw Hill, New Delhi
4. Monappa, A. Managing Human Resources, Tata McGraw Hill, New Delhi
5. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New Delhi
6. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi

BBA(G) – 5th Sem (DSE – 1& 2 – Marketing)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040517	Advertisement and Brand Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The objective of this course is to provide knowledge of creative advertising in the competitive world of business. It helps the students to acquire knowledge in various advertising media and Brand.

UNIT I

Marketing Communication, Nature and Scope of Advertising, Functions and Benefits of Advertising, Advertising Objectives and Goals, Types of Advertising, Economic Aspects of Advertising, Social and Ethical Aspects of Advertising

UNIT II

Advertising Agencies, Advertisement Budget, Advertising Campaign Planning, Advertising Copy, Advertising Themes and Appeals, Copy Design, Layout and Production, Advertising Media, Indoor Media, Outdoor Media Advertising, Measuring Advertising Effectiveness

UNIT III

Advertising Budgets: Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

UNIT IV

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding, Branding strategies

UNIT V

Choosing brand elements to build brand equity; designing marketing programs to build brand equity: integrating marketing communication to build brand equity: information processing model of communication, marketing communication options, leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events

References:

1. Belch and Belch, **Advertising and Promotion**, Tata McGraw Hill Co.
2. Sharma, Kavita, **Advertising: Planning and Decision Making**, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, **Advertising and Brand Management**, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, **Advertising: Principles and Practice**, Pearson Education
5. Terence A. Shimp, **Advertising and Promotion: An IMC Approach**, South Western, Cengage Learning.
6. O'Guinn, **Advertising and Promotion: An Integrated Brand Approach**, Cengage Learning.
7. Keller, Kevin Lane; **Strategic Brand Management**; Pearson Education; New Delhi
8. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
9. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi
10. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi

BBA(G) – 5th Sem (DSE – 1& 2 – Marketing)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040518	Advertisement and Brand Management	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The objective of this course is to provide knowledge of creative advertising in the competitive world of business. It helps the students to acquire knowledge in various advertising media and Brand.

UNIT I

- Students need to present various types of Advertising (appeals) through ad mad
- Prepare Economic Aspects of Advertising in a chart
- Social and Ethical Aspects of Advertising to be quoted with lie examples in video class

UNIT II

- Meet/ visit Advertising Agency to develop the understanding of Advertisement Budget, Advertising Campaign Planning, Advertising Copy, Advertising Themes and Appeals, Copy Design, Layout and Production
- Enlist what are various Indoor Media, Outdoor Media Advertising used by SGT University

UNIT III

- Meeting with SGT university officials for developing the understanding of Advertising Budgets
- A comparative study of two well established FMCG brands for allocating the Marketing Communication Budget

UNIT IV

- Compare the brand positioning of five different retail outlets
- Prepare a presentation of various Branding strategies adopted by TATA/Reliance/ P&G/ HUL groups

UNIT V

- Create an hypothetical sports equipment brand by Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity
- Prepare a survey report on the impact of celebrity endorsement on consumer buying behavior.

References:

1. Belch and Belch, **Advertising and Promotion**, Tata McGraw Hill Co.
2. Sharma, Kavita, **Advertising: Planning and Decision Making**, Taxmann Publication Pvt. Ltd.
3. Mahajan, J.P., and Ramki, **Advertising and Brand Management**, Ane Books Pvt Ltd, New Delhi.
4. Burnett, Wells, and Moriatty, **Advertising: Principles and Practice**, Pearson Education
5. Terence A. Shimp, **Advertising and Promotion: An IMC Approach**, South Western, Cengage Learning.
6. O'Guinn, **Advertising and Promotion: An Integrated Brand Approach**, Cengage Learning.
7. Keller, Kevin Lane; **Strategic Brand Management**; Pearson Education; New Delhi
8. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
9. Kumar, S. Ramesh; **Marketing and Branding - The Indian Scenario**; Pearson Education; New Delhi
10. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi

**BBA(G) – 5th Sem (DSE – 1& 2 –
06040519 - CONSUMER BEHAVIOUR**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040519	CONSUMER BEHAVIOUR	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

S

Syllabus

Unit I

Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.

Unit II

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives.

Unit III

Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit IV

Individual Determinants of Consumer Behavior: Demographics Psychographics, Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family, Family life-cycle group and personal influence, word of mouth communication, opinion leadership.

Unit V

Organizational Buying Behaviour: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
2. Loudon, David J. & DellaBitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
4. Soloman, Michael R.; **Consumer Behaviour - Buying, Having and Being**; Pearson Education; New Delhi
5. Nair, Suja R.; **Consumer Behaviour in Indian Perspective** ; Himalaya Publishing House; New Delhi
6. Assael, H. **Consumer Behaviour and marketing Action**, Ohio, South Western, 1995
7. Engle, J F etc. **Consumer Behaviour**, Chicago, Dryden Press, 1993 Electives (Mktg)
8. Howard, John A etc. **Consumer Behaviour in marketing** Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
9. Hawkins, D I etc. **Consumer Behaviour Implications for Marketing Strategy**. Texas, Business, 1995
10. Mowen, John C. **Consumer Behaviour** , New York, MacMillan, 1993

BBA(G) – 5th Sem (DSE – 1& 2 –

06040520 - CONSUMER BEHAVIOUR

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040520	CONSUMER BEHAVIOUR	-	-	-	30	20	2	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

Syllabus

Unit I

- Enlist various factors of Consumer Behavior towards specialty goods.

Unit II

- Prepare a process of your own, for the buying of Laptop/ Mobile

Unit III

- Identify the Consumer Motivation for Unsought goods through personal interviews

Unit IV

- Study the impact of Demographics on the intention to shop online.
- Prepare a questionnaire on environmental Influences on Consumer Behavior.

Unit V

- Accompany any sales personnel involved in B2B Marketing and differentiate consumer and organizational Buying Behavior
- Differentiate organizational Buying Decision Process from that of Consumer by a case study drafted by the student only

Suggested Readings:

- Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
- Loudon, David J. & Dellabitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi
- Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
- Soloman, Michael R.; **Consumer Behaviour - Buying, Having and Being**; Pearson Education; New Delhi
- Nair, Suja R.; **Consumer Behaviour in Indian Perspective** ; Himalaya Publishing House; New Delhi
- Assael, H. **Consumer Behaviour and marketing Action**, Ohio, South Western, 1995
- Engle, J F etc. **Consumer Behaviour**, Chicago, Dryden Press, 1993 Electives (Mktg)
- Howard, John A etc. **Consumer Behaviour in marketing** Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
- Hawkins, D I etc. **Consumer Behaviour Implications for Marketing Strategy**. Texas, Business, 1995
- Mowen, John C. **Consumer Behaviour** , New York, MacMillan, 1993

BBA(G) – 5th Sem (DSE – 1& 2 – Marketing)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040521	Digital Marketing	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective: The objective of this course is to provide knowledge of creative digital advertising in the competitive world of business. It helps the students to acquire knowledge in various terms of digital marketing.

Unit I Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing; Concept of Search Engine Optimization (SEO); Concept of Pay Per Click.

Unit II Email Marketing: Introduction, email marketing process, design and content, delivery, discovery.

Unit III Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze.

Unit IV Mobile marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Enhancing Digital Experiences with Mobile Apps.

UNIT V Google Adwords Overview: Understanding Inorganic Search Results, Introduction to Google Adwords & PPC Advertising, Overview of Microsoft Adcenter (Bing & Yahoo)

References:

1. Ian Dodson. **The Art of Digital Marketing**. John Wiley & Sons, Inc
2. Philip Kotler. **Marketing 4.0: Moving from Traditional to Digital**, John Wiley & Sons, Inc
3. Ryan Deiss, Russ Henneberry: **Digital Marketing for dummies**, John Wiley & Sons, Inc
4. Marjolein Visser, Berend Sikkenga & Mike Berry: **Digital Marketing Fundamentals**, Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs,
5. Digital Marketer: **The Ultimate Guide to Digital Marketing**, DigitalMarketer LLC

BBA(G) – 5th Sem (DSE – 1& 2 – Marketing)

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040522	Digital Marketing	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective: The objective of this course is to provide knowledge of creative digital advertising in the competitive world of business. It helps the students to acquire knowledge in various terms of digital marketing.

Unit I

- Prepare an assignment on the concept of Search Engine Optimization (SEO) by taking holiday package companies as example.
- Mobilize the Concept of Pay Per Click by starting your own you tube video/ Face book Ad

Unit II

- Prepare the content of Email Marketing of SYNERGY and start following the trends of the same.

Unit III

- Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze.

Unit IV

- Follow the process of mobile marketing and create a campaign of AURA- 2020

UNIT V

- Prepare a presentation on Google Adwords with key strategies
- Video watching on overview of Microsoft Adcenter (Bing & Yahoo)

References:

- Ian Dodson. **The Art of Digital Marketing**. John Wiley & Sons, Inc
- Philip Kotler. **Marketing 4.0: Moving from Traditional to Digital**, John Wiley & Sons, Inc
- Ryan Deiss, Russ Henneberry: **Digital Marketing for dummies**, John Wiley & Sons, Inc
- Marjolein Visser, Berend Sikkenga & Mike Berry: **Digital Marketing Fundamentals**,
- Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs,
- **Digital Marketer: The Ultimate Guide to Digital Marketing**, DigitalMarketer LLC

RRA(G) - 6th Sem (Core)

06040601 - STRATEGIC

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040601	STRATEGIC MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Course Content

Unit: I: Strategy and Process

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy, Strategy formulation: Company's vision, mission and objectives.

Unit: II: Competitive Advantage

External Environment- PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, Business ethics and corporate strategy, Concept of value chain, Core competencies.

Unit: III: The Strategic Alternatives

Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies; Corporate Strategy- Vertical Integration, Diversification and Strategic Alliances; Business level strategies: Cost, Differentiation, and Focus Strategies; Strategic analysis and choice: Environmental Threat and Opportunity Profile (ETOP), Mc Kinsey's 7s Framework, BCG Matrix.

Unit IV: Strategy Implementation and Evaluation

Strategy implementation: Structural, Behavioral and Functional implementation.

Strategy Evaluation: Strategic and Operational Control; Techniques of evaluation and control.

Unit V: Strategy in the Global Environment

Definition of global strategy, Phases of global strategy, International strategy vs. global strategy, Drivers of global strategy

Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thompson A.A. and Strickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall

06040602 - STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040602	STRATEGIC MANAGEMENT	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

Internal Assessment- It shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Course Content

Unit: I: Strategy and Process

Download **Annual report** of a company and identify Company's vision, mission and objectives.

Formulate strategy: Company's vision, mission and objectives- Being the head of the organization.

Unit: II: Competitive Advantage

Download **Annual report** of a company and submit an analysis report on PESTEL, SWOT and Porter's Five Forces Model.

Unit: III: The Strategic Alternatives

Download **Annual report** of a company and submit an analysis report on ETOP, Mc Kinsey's 7s Framework, BCG Matrix.

Unit IV: Strategy Implementation and Evaluation

Group discussion and analyses of three different case studies related to strategy implementation (Structural, Behavioral and Functional) and report submission.

Group discussion and analyse the case studies related to strategic and operational control and techniques of evaluation and control used by various organisation

Unit V: Strategy in the Global Environment

Download **Annual report** of a multinational company and submit an analysis report on phases and drivers of global strategy

Suggestive Readings

1. Kazmi, Azhar, Business Policy and Strategic Management, TMGH, New Delhi
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Edition Ltd, United Kingdom
3. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases, TMGH, New Delhi.
4. Fred R. David, Strategic Management- Concepts and Cases, PHI Learning, New Delhi.
5. Subba Rao, P, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House, Hyderabad
6. Jauch and Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
7. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
8. Michael Porter, Competitive Advantage of Nations, Free Press.
9. Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
10. Melvin J. Stanford, Management Policy, Prentice-Hall

06040603 - Tax

Assessment:

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040603	Tax Planning	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
 INTERNAL ASSESSMENT shall be based on the following components- Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed 10 marks.

Objective: The course aims to help students to gain basic understanding of principles and law governing the taxation statute in India. It will provide them knowledge of structure of direct tax, system, procedure and functioning of income tax related matters.

Unit-I:

Basic concepts of income tax, Definitions: Person, Assessee, Previous year, Assessment year, Finance bill, Finance Act, Residential status and tax incidence of an individual, scope of total income, income exempted from tax under section 10.

Unit-II:

Income from **salaries:** Basic salary, allowances, perquisites, provident funds, retirement benefits,, income from **house property:** GAV, NAV, Deductions, profits and gains of **business and profession:** Expenses allowed as deduction, Inadmissible expenses

Unit-III:

Income from **capital gains:** Capital assets, Transfer, STCG, LTCG, Exemption under section 54/54B/54EC/54F, income from **other sources**, set off and carry forward of losses, clubbing of income

Unit-IV:

Provisions of deductions under chapter VI-A, meaning of gross total income, total taxable income, assessment of individuals & Hindu Undivided Family

Unit- V:

Deduction of tax at source, Collection of tax at source, advanced payment of tax

Suggestive Readings:

- 1) Dr. Vinod Kumar Singhanian, Corporate Tax Planning, Taxmann's Publication
- 2) Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer
- 3) Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
- 4) Mr. Sandeep K Sahu, A summarised notes on income tax law
- 5) CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
- 6) Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
- 7) Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer

**BBA(G) - 6th Sem (Core
06040604 - Tax Planning**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040604	Tax Planning	-	-	-	30	20	4	-	-	2

Objective: The course aims to help the students to gain practical understanding of the computation of total income and tax liability thereon based on their residential status and scope of total earnings.

Unit-I:

Determination of Previous year, Assessment year, Residential status of individual, scope of total income, identification of income exempted from tax. *(Activity: three situation of identifying PY & AY, three situations of computing residential status)*

Unit-II:

Computation of Income from salaries, income from house property and income from profits and gains of business and profession- Compute correct profit *(Activity: five different situations of computation under all heads)*

Unit-III:

Computation of Income from capital gains, income from other sources, Identification of losses under different heads and set off with respective heads, clubbing of income *(Activity: five different situations of computation under capital heads, set off of losses and clubbing)*

Unit-IV:

Identification of amount available as Deductions under chapter VI-A from gross total income, computation of gross total income, total taxable income, Computation of total income of individuals & Hindu Undivided Family using Microsoft excel. *(Activity: five different situations of assessment of individual / HUF)*

Unit- V:

Rate and applicability of TDS & TCS on income earned, compute the instalment of advanced payment of tax *(Activity: identify TDS amount and instalment of advance tax)*

Suggestive Readings:

- 1) Dr. Vinod Kumar Singhania, Corporate Tax Planning, Taxmann's Publication
- 2) Dr. Girish Ahuja & Dr. Ravi Gupta, Simplified approach to Corporate Tax Planning & Management, Wolters Kluwer
- 3) Dr. H.C. Mehrotra, Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra
- 4) Mr. Sandeep K Sahu, A summarised notes on income tax law
- 5) CA Raj kumar Agarwal, Handbook on income tax, Bharat's Publication
- 6) Dr. Yogendra Bangar, a comprehensive guide to Taxation, Bangar's Publication
- 7) Dr. Girish Ahuja & Dr. Ravi Gupta, Systematic approach to income tax, Wolters Kluwer

**BBA (GEN) – 6th Sem. (DSE-3 -
Finance) 06040605 - Project
Appraisal**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040605	Project Appraisal	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

To develop the profitability projections and the strategies employed in managing risk and it will make practice on project management decisions and Control

Unit I: *Basics of Project Appraisal*

Part-1 Appraisal: an introduction, Project appraisal and evaluation, Project concept, Types of Project, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability;

Part-II Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Technical analysis and technology selection.

Unit II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology

Unit III: **Investment appraisal:** Introduction and techniques, DCF (Discounted cash flow) and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Shadow pricing

Unit-IV: **Network Analysis:**

Construction of networks, CPM, various types of floats and their application, PERT and its applications, Time cost relationship, crashing for optimum cost and optimum time

Unit V: Project risk assessment – Risk and Sensitivity Analysis, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Reducing Risks or mitigation

Suggested Readings:

1. Gray & Larson, Project Management: The Managerial Process, 3rd Edition. 2010, TMH
2. Pinto, Project Management: Achieving Competitive Advantage, Pearson,2010
3. Sunil Abrol, Cases in Project Management, 2010, Excel Books
4. Maylor, Project Management, 3rd Edition, 2010, Pearson
5. McManus, Information Systems Project Management, 2010, Pearson
6. Kloppenborg, Contemporary Project Management, 1st Edition, 2008 Cengage Learning
7. Gopalakrishnan – Textbook of Project Management,2005 – Macmillan Publishers
8. Joy- Total Project Management,2005 , Macmillan Publishers

**BBA (GEN) – 6th Sem. (DSE-3 -
Finance) 06040606 - Project
Appraisal**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040606	Project Appraisal	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to help students to acquire Practical knowledge of the project that will allow them to initiate and manage projects efficiently and effectively.

Course Content

UNIT-1

Preparation of project report - Case

Analysis UNIT-II

Students will present case situations in groups, and prepare finally a financial design in a social enterprise setting of new product launching :Highlighting the points on behaviour of investor and behaviour of market considering the different feasibility in environment.

Unit-III

Demonstrate the Project Life Cycle and how it relates to project definition and control. Unit-IV

Employ an Estimate Matrix to determine deliverables and also draw the breakdown structure. Unit-V

Demonstrate the importance of a baseline scope and how it relates to cost control. Draw the CPM and evaluate your project with the help of PERT (With the help of case study OR live project)

Suggested Readings

1. Chandra. Prasanna, Project Preparation Appraisal and Implementation. Tata McGraw Hill.
2. Gray, Clifford .F. Project Management. McGraw Hill.
3. <https://canvas.harvard.edu/courses/7986/>
4. <https://nptel.ac.in>

**BBA (GEN) – 6th Sem. (DSE-3 -
Financial Derivative and Risk management - 06040607**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040607	Financial Derivative and risk management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The purpose of the course is to introduce the students to various tools and techniques of financial risk management and applications.

Course Content

Unit-I

Types, participant and functions of derivative market, Development of exchange traded derivatives, domestic and global derivatives markets, Exchange traded vs OTC derivatives market, Derivatives trading in India and in the World.

Unit-II

Introduction and key features of futures contracts, Trading, Clearing and Settlement Systems, Determination of futures and forwards prices, Risk management Strategies using Interest rate, Commodity and Currency futures.

Unit-III

Option markets, properties of stock option, trading strategies using options, option pricing models, pricing of index options, Greeks, management of risk using option contracts.

Unit-IV

Offshore financing – international equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions.

Unit-V

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk.

Suggestive Readings

1. Pilbeam, K., International Finance, Palgrave Macmillan. Latest Edition
2. Madura, J., International Financial Management, Cengage Learning. Latest Edition
3. Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill. Latest Edition
4. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
5. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
6. Levi, M., International Finance, Routledge. Latest Edition.
7. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition'
8. Ashthana, Financial Risk Management, Himalaya Publication House

**BBA (GEN) – 6th Sem. (DSE-3 -
Financial Derivative and Risk management – 06040608**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
BBA(G)/IMBA	Financial Derivatives and Risk Management				30	20	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The purpose of the course is to introduce the students to various tools and techniques of financial risk management and applications.

Course Content

Unit-I

Exercises on analyzing the functioning of derivative market, Case studies on Exchange traded vs OTC derivatives market. Derivatives trading in India and in the World, Discuss various indicators of market performance.

Unit-II

Prepare a report on relationship between market performance and GDP, market performance and average rate of inflation, Risk management Strategies used by different Indian Companies, Commodity and Currency futures.

Unit-III

Different trading strategies that is used in option market in India. Case studies on Risk Management using option contracts and prepare a report.

Unit-IV

Analyze a Case Studies on Foreign Direct Investment and Cross border Mergers and Acquisitions and prepare a report. Collection of data from the relevant websites and preparing a report on it.

Unit-V

Case studies on capital budgeting techniques used by the Indian Firm before making an Investment in to the project and preparation of report based on it.

Suggestive Readings

1. Pilbeam, K., International Finance, Palgrave Macmillan. Latest Edition
2. Madura, J., International Financial Management, Cengage Learning. Latest Edition
3. Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill. Latest Edition
4. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
5. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.
6. Levi, M., International Finance, Routledge. Latest Edition.
7. Grabbe, O., International Financial Markets, Prentice Hall. Latest Edition'
8. Ashthana, Financial Risk Management, Himalaya Publication House

**BBA (GEN) – 6th Sem. (DSE-4 -
Financial System and services - 06040609**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040609	Financial system and services	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

To familiarize the student a basic knowledge of financial system and services offered by financial institution.

Course Contents

Unit-I An Introduction to Financial System and its Components

Indian Financial System; structure of FS, financial institutions (financial intermediaries), financial markets, financial instruments.

Unit-II Financial Regulators in India:

RBI, Ministry of Corporate Affairs, SEBI, IRDA, and Financial Conglomerates

Unit-III Leasing and Hire purchase:

Leasing: concept, scope, development of leasing, Size of leasing industry in India.

Hire purchase: Concept, Meaning and definition, Features, Size and scope of Hire purchase, Types of Hire purchase, Implication of hire purchase for business.

Unit-IV. Insurance & Mutual Funds-

Introduction and their role in capital market development. Insurance: Concept features, elements of Insurance, Types.

Mutual Funds: Meaning Definition Features, Organization of Mutual Funds, Types of Mutual Funds, and NAV.

Unit-V Other Financial services:

Factoring: Meaning, Features, Types, Cost of Factoring, Working of Factoring, Prospects of factoring in India.

Forfeiting: Meaning, Mechanism of forfeiting, Advantage of forfeiting,

Discounting of bills, bill of exchange, Consumer credit, Plastic money.

Suggestive Readings

1. Guruswamy, S., —Indian Financial Systeml, TheMcGraw Hill Companies.
2. L.M. Bhole: Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Khan, M.Y; —Indian Financial Systeml, TheMcGraw Hill Companies.
4. G.S. Patel, Capital Market, Functioning and Trends, ICFAI Publication.
5. J.N. Dhonkar, A Treatise an Merchant Banking, Skylark Pub. Delhi.
6. Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
7. SEBI Guidelines issued from time to time.
8. K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICFAI Publications.
9. Gledstone, Venture Capital Investing, NY, Prentice Hall. 1 Khan and Jain, Financial Services, Tata McGraw Hill
10. Singh, J.K., Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.

**BBA (GEN) – 6th Sem. (DSE-4 -
Financial System and services – 06040610**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040610	Financial System and services	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to help students to aware Practical knowledge of the system that will allow them to initiate and manage investment efficiently and effectively.

Course Content

UNIT-1

Prepare a report on Indian Financial system structure, How does it work in the system.

UNIT-II

Present the report on NSE and BSE listing companies in detail.

Unit-III

Present current report on Outstanding, Recovery rates and NPAs in our financial system problems.

Unit-IV

Students will present case situations in groups, and prepare finally a financial design in a social enterprise setting of new product launching: Highlighting the points on behavior of investor and behavior of market considering the different feasibility in environment

Unit-V

State out your point of view before investing and selecting shares or Insurance of any companies.....An analytical report.

Suggestive Readings

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House.
3. Srivastava, Management of Indian Financial Institutions, Himalaya Publishing
4. LM Bhole, Financial Institutions and Markets, TMH
5. Meir Kohn, Financial Institutions and Markets, Oxford.

**BBA (GEN) – 6th Sem. (DSE-4 -
Finance) 06040611 -**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040611	Investment Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components- *Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

To develop skills in analysing various types of securities and enhance skills in students to design and revise a portfolio.

Unit-I

Concept, Nature and process. Investment avenues, Measurement of Investment Risk and return, Identification of Investment opportunities, Speculation, Gambling and Investment activities.

Unit-II

Capital Budgeting and Investment Decisions: Introduction, Characteristics and Classification of Investment Projects, Investment Planning and Investment Decisions, Investment Appraisal Methods as Tools for Investment Planning, Techniques of capital Budgeting: Discounted and non-Discounted cash flow

Unit-III: Analysis of Variable Income Securities,

Fundamental Analysis – Analysis of Economy, Industry Analysis, Company Analysis – Financial and Non- financial – Equity Valuation Models, Options, Futures, Forwards, Warrants and their Valuations,

Unit-IV:

Technical Analysis – Dow’s Theory, Charts – Efficient Market Hypothesis and its Implications, Tax Aspects of Investment, Securities Trading Procedure.

Unit-V:Portfolio Management Strategies

Bond Portfolio Management Strategies, Equity Portfolio Management Strategies, Strategies using Derivatives, Hedging, Portfolio Revision – Rebalancing Plans, Portfolio Evaluation.

Suggestive Readings

1. Abdel-Kader, M. G., and D. Dugdale. 2001. Evaluating Investments in Advanced Manufacturing Technology: A Fuzzy Set Theory Approach. *British Accounting Review* 33 (4):455-489.
2. Bacon, P. W. 1977. The Evaluation of Mutually Exclusive Investments. *Financial Management* 6 (2):55-58.
3. Baldwin, R. H. 1959. How to Assess Investment Proposals. *Harvard Business Review* 37 (3):98-105.
4. Kloppenborg, Contemporary project management, Cengage Learning
5. Gopalakrishnan, Textbook of Investment Management, Macmillan Publishers
6. Joy, Investment Management, Macmillan Publishers
7. Copeland, T. E., J. F. Weston, and K. Shastri. 2005. *Financial Theory and Corporate Policy*. 4 ed. Boston: Addison Wesley.
8. Kaplan, R. S., and D. P. Norton. 2001. Transforming the Balanced Scorecard from Performance Measurement to STRATEGIC MANAGEMENT: Part I. *Accounting Horizons* 15 (1):87-104.

BBA (GEN) – 6th Sem. (DSE-4 - Finance) 06040612 - Investment Management

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040612	Investment Management	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The objective of this paper is to help students to acquire Practical knowledge of the investment that will allow them to initiate and manage investment efficiently and effectively.

Course Content

UNIT-1

Preparation of investment report by the help of secondary data of any bank or companies. **UNIT-II**

Students will present case situations in groups, and prepare finally a financial design in a social enterprise setting of new product launching: Highlighting the points on behaviour of investor and behaviour of market considering the different feasibility in environment.

Unit-III

Demonstrate the case with proper reasoning the different taste or behaviour of investor in the market (take the data of different companies)

Unit-IV

Present the report on NSE and BSE listing companies in detail. **Unit-V**

State out your point of view before investing and selecting shares of any companies.....An analytical report.

Suggestive Readings

1. Margaret Olsen, The Gold Book: What's It Worth, Westminster publishing company?
2. Narayan Laxmanrao, Real Estate Deals
3. Raiyani, J. R. and Lodha, G., International Financial Reporting Standard (IFRS) and Indian Accounting Practices, New Century Publications.
4. Singh, N. T. and Agarwal, P., Corporate Financial Reporting in India, Raj Publishing, Jaipur.
5. Hennie, V. G., International Financial Reporting Standards: A practical guide, Washington: World Bank.
6. www.yahoofinance.com
7. www.moneycontrol.com
8. www.bloomberg.com

06040613 - PERFORMANCE AND COMPENSATION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040613	PERFORMANCE AND COMPENSATION MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would be able to understand performances issues, design and conduct performance reviews, develop skills in analyzing and restructuring compensation packages.

Course Content

Unit-I

Introduction to Performance Management and Performance Appraisal. Foundations of Performance Appraisal. Performance Management Process, Philosophy behind Performance Management.

Unit-II

Job Description and Job Specification, Job Analysis & Its Process, Methods of Job Evaluation. Various Aspects and methods of Performance Appraisal: Identifying and Measuring Employee Performance, Uses of Performance Appraisal and Potential Appraisal.

Unit-III

Introduction to Compensation Management, Goals and Strategy of Compensation System, Components of Compensation - Types of Incentives and Rewards, Internal and External Equity in Reward Management.

Unit-IV

Performance linked compensation for employees and supplementary compensation. Modern techniques of compensation. Challenges in compensation management. Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package.

Unit-V

Career and Development Planning- Mentoring – Coaching – Succession Planning. Ethical Issues and Dilemmas in Performance Management.

Suggestive Readings

1. Bergmann & Thomas, J. *Compensation Decision Making*. Harcourt College Publications (2003).
2. Venkatratnam, C.S., *Rethinking Rewards and Incentive Management*. Excel Books (2002).
3. Deb, T. *Compensation Management: Text and Cases* Excel Books
4. Singh, B.D. *Compensation and Reward Management*. Excel Books
5. Gerhart, B. & Rynes, S.L. *Compensation, Evidence, and Strategic Implications*. Sage Publication
6. Berger & Berger. *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design*. McGraw Hill.
7. Michael, Armstrong, *Performance Management*. Kogan Page (1999).
8. Chadha, P., *Performance Management: It's About Performing – Not Just Appraising*. McMillan India Ltd (2003).
9. Dwivedi, R.S. *Managing Human Resources and Personnel Management in India Enterprises*. Galgotia Publishing Company (2000).
10. Mathis, R. L & Jackson, J. H., *Human Resource Management*. Thomson Asia Pte. Ltd., (2004).
11. Dessler, G. *Human Resource Management*. Pearson Education Pte. Ltd., (2004).
12. Henderson, Richard I., *Compensation Management: Rewarding Performance*. Prentice Hall of India Pvt. Ltd (2004).

06040614 - PERFORMANCE AND COMPENSATION MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040614	PERFORMANCE AND COMPENSATION MANAGEMENT	-	-	-	30	20	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would be able to understand performances issues, design and conduct performance reviews, develop skills in analyzing and restructuring compensation packages.

Course Content

Unit-I

1. In group of 5 students each prepare list of differences between performance management and performance appraisal. Discuss and deliberate.

Unit-II

1. List down various methods of performance appraisal of company of your choice.
2. Present before class various methods of job evaluation along with its merits and demerits.

Unit-III

1. Conduct a survey of your area and present in form of report various compensation band for different category of employees. Present finding in class.

Unit-IV

1. Analyze various components of compensation package of an expatriate. What are new trends for expatriate compensation management.

Unit-V

1. In a group deliberate and differentiate between Mentoring and coaching. What are characteristics of a mentor and coach. Arrive at consensus and present in class.

Suggestive Readings

1. Bergmann & Thomas, J. *Compensation Decision Making*. Harcourt College Publications (2003).
2. Venkatratnam, C.S., *Rethinking Rewards and Incentive Management*. Excel Books (2002).
3. Deb, T. *Compensation Management: Text and Cases* Excel Books
4. Singh, B.D. *Compensation and Reward Management*. Excel Books
5. Gerhart, B. & Rynes, S.L. *Compensation, Evidence, and Strategic Implications*. Sage Publication
6. Berger & Berger. *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design*. McGraw Hill.
7. Michael, Armstrong, *Performance Management*. Kogan Page (1999).
8. Chadha, P., *Performance Management: It's About Performing – Not Just Appraising*. McMillan India Ltd (2003).
9. Dwivedi, R.S. *Managing Human Resources and Personnel Management in India Enterprises*. Galgotia Publishing Company (2000).
10. Mathis, R. L & Jackson, J. H., *Human Resource Management*. Thomson Asia Pte. Ltd., (2004).
11. Dessler, G. *Human Resource Management*. Pearson Education Pte. Ltd., (2004).
12. Henderson, Richard I., *Compensation Management: Rewarding Performance*. Prentice Hall of India Pvt. Ltd (2004).

BBA (GEN) – 6th Sem. (DSE-3 - HR)

06040615 - HR AUDIT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040615	HR AUDIT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop understanding on importance, need, process and methodologies of HR audit. HR audit as strategic input for Organization Development.

Course Content

Unit-I

Introduction to Human Resource Audit. Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit. Limitations of HR Audit.

Unit-II

HR Audit Dimensions: HR Strategies, HR Competencies, HR Culture, HR Values, HR Impact. **HR Audit**

Methods: Interviews, Group Discussion and Workshops, Observation, Analysis of Records and Documents, Questionnaires.

Unit-III

Audit of HR Systems: Competency Mapping, Manpower Planning, Recruitment, Induction and Integration, Performance Management, Potential Appraisal and Assessment Centers, Career Planning and Development, Job Rotation, Training and Learning, Organization Development. **Audit of HR Strategies:** Auditing Communication Strategy, Auditing of Employee Engagement, Auditing of Quality Orientation, Auditing of Customer Orientation, Auditing of Entrepreneurial Spirit, Auditing of Culture Building, Auditing Talent Management.

Unit-IV

Audit of HR Competencies: Auditing Competencies of the HRD Staff, Auditing Learning Attitude of Line Managers, Auditing Top Management Styles, Auditing Learning Orientation of Non-Supervisory Staff, Auditing Credibility of the HR Department.

Unit-V

Audit of HR Culture and Values: Collaboration and Team Work, Trust and Trustworthiness, Authenticity, Proactivity and Initiative, Autonomy, Confrontation, Experimentation, Organizational Culture. **HR Impact and Alignment:** Talent Management, Intellectual Capital, Financial Measures.

Suggestive Readings

1. T V Rao, *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Sage Publications (2014).
2. Brian E. Becker, David, Mark A. Huselid, *The HR Scorecard: Linking People, Strategy, and Performance*, Harvard Business Review Press; 1 edition (2001).
3. Durdana Ovais Rajni Gyanchandani, *HR Audit*, Everest Publishing House (2017).
4. Seema Sanghi, *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, Sage Publications.
5. Ramesh S, Kuldeep S, *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, Sage Publications.
6. Sibram Nisonko, *Hr Audit: Audit Your Most Precious Resources*
7. Eric, G. F. (1987). *Future directions of Human Resource Management*. monograph & Research series (Univ of California Inst of Industrial Relations).
8. Abdul, A. A. (2001). Human assets accounting and human resource audit. *Pakistan & Gulf Economist*, 20.
9. Boudreau, J. W., & Ramstad, P. M. (1997). Measuring intellectual capital: learning from financial history. *Human resource Management*, 36(3), 343-356. [http://dx.doi.org/10.1002/\(SICI\)1099-050X\(199723\)36:3<343::AID-HRM6>3.0.CO;2-W](http://dx.doi.org/10.1002/(SICI)1099-050X(199723)36:3<343::AID-HRM6>3.0.CO;2-W)
10. Pareek, U., & Rao, T. V. (1992). *Designing and managing human resource systems* (2nd ed.). New Delhi: Oxford & IBH, pp.412.
11. Arun Sekhri, *Human Resource Planning And Audit*, Himalaya Publishing.

BBA (GEN) – 6th Sem. (DSE-3 - HR)**06040616 - HR AUDIT**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040616	HR AUDIT	-	-	-	30	20	-	-	2	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Unit-I

1. Prepare a HR Audit manual for your organization clearly highlighting: Areas of HR Audit, HR Audit goals and objectives, Define HR Audit team, process and methodology to conduct.

Unit-II

1. Each student to write process of HR audit for the following:
 - a. HR Strategies,
 - b. HR Competencies,
 - c. HR Culture,
 - d. HR Values

On any one method: Interviews, Group Discussion and Workshops, Observation, Analysis of Records and Documents, Questionnaires.

Unit-III

1. Write down various parameters that you will check to conduct HR audit of :
 - a. Competency Mapping,
 - b. Manpower Planning,
 - c. Recruitment, Induction and Integration,
 - d. Performance Management,
 - e. Potential Appraisal and
 - f. Training and Learning.

Submit report.

Unit-IV

1. Visit HR department of any organization of your choice and identify process and activities involved in them to conduct HR Audit. Submit report in front of class

Unit-V

1. Conduct secondary research on any organization to identify
 - a. HR Culture and Values
 - b. Collaboration and Team Work,
 - c. Trust and Trustworthiness,
 - d. Talent Management,
 - e. Intellectual Capital, and
 - f. Financial Measures.

Submit report with your findings on above.

Suggestive Readings

1. T V Rao, *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Sage Publications (2014).
2. Brian E. Becker, David, Mark A. Huselid, *The HR Scorecard: Linking People, Strategy, and Performance*, Harvard Business Review Press; 1 edition (2001).
3. Durdana Ovais Rajni Gyanchandani, *HR Audit*, Everest Publishing House (2017).
4. Seema Sanghi, *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, Sage Publications.
5. Ramesh S, Kuldeep S, *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, Sage Publications.
6. Sibram Nisonko, *HR Audit: Audit Your Most Precious Resources*
7. Eric, G. F. (1987). *Future directions of Human Resource Management*. monograph & Research series (Univ of California Inst of Industrial Relations).
8. Abdul, A. A. (2001). Human assets accounting and human resource audit. *Pakistan & Gulf Economist*, 20.
9. Boudreau, J. W., & Ramstad, P. M. (1997). Measuring intellectual capital: learning from financial history. *Human resource Management*, 36(3), 343-356. [http://dx.doi.org/10.1002/\(SICI\)1099-050X\(199723\)36:3<343::AID-HRM6>3.0.CO;2-W](http://dx.doi.org/10.1002/(SICI)1099-050X(199723)36:3<343::AID-HRM6>3.0.CO;2-W)
10. Pareek, U., & Rao, T. V. (1992). *Designing and managing human resource systems* (2nd ed.). New Delhi: Oxford & IBH, pp.412.
11. Arun Sekhri, *Human Resource Planning And Audit*, Himalaya Publishing.

BBA (GEN) – 6th Sem. (DSE-4 - HR)
06040617 - Talent and Knowledge Management

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040617	Talent and knowledge management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

This course exposes students to methods and practices to acquire, engage, and develop talent; focuses on the development of leaders within an organization; and examines how executive succession is managed.

Co

urse Content

Unit - I

Introduction to Talent Management- Need of Talent Management, Key Processes of Talent Management, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Building Blocks for Talent Management- Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System

Unit - II

Approaches to Talent Management- Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies

Role of Information Technology in effective Talent Management Systems- Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy.

Unit - III

Introduction to Knowledge Management - Knowledge Society, Types of Knowledge, An Introduction to life in organizations - Concept and Characteristics of KBOs, Dimensions of HRM in KBOs, New Role and Challenges for HRM in the KBOs.

Unit - IV

Managing Knowledge for organizational effectiveness- Process and Methods, Concept of Intellectual Capital and Learning Orientation in the Organizations, Knowledge and Role related issues, Performance Appraisal in a KBO, Intellectual Property Rights (IPR).

Managing Knowledge and Personnel & Organizational Health- Rewarding Knowledge, Management of Retention.

Unit - V

ICTs in KBOs– HRIS for KBOs, Concept, Mechanisms, and Software Orientation, Performance Management, Mechanisms.

Technologies to Manage Knowledge– Artificial Intelligence, Digital Libraries, Repositories, Knowledge Process Outsourcing, Innovation Clusters.

References

1. **Frances Horibe**, MANAGING KNOWLEDGE WORKERS, 1 edition, Wiley, 1999
2. **John Wiley & Sons Fernandez & Leidner**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
3. **Ganesh Natarajan and Sandhya Shekhar**, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
4. **Mruthyunjaya**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011
5. **Vlad Vaiman and Charles M. Vance**, Smart Talent Management: Building Knowledge Assets for Competitive Advantage, 2008, Edward Elgar Pub, 2008
6. **Gicele Vergine Vieira Prebianca**, **Integrating talent and knowledge management: Theory and practice**, LAP Lambert Academic Publishing
7. **Edward E. Lawler**, **Reinventing Talent Management: Principles and Practices for the New World of Work**, Berrett-Koehler Publishers, 2017
8. **Marshall Goldsmith**, **Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent**, 1 edition, Pfeiffer, 2009
9. **Mark Miller**, **Talent Magnet: How to Attract and Keep the Best People (The High Performance Series)**, Berrett-Koehler Publishers, 2018
10. **Lance A. Berger & Dorothy R. Berger**, **The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People**, McGraw-Hill

BBA (GEN) – 6th Sem. (DSE-4 - HR)

06040618 - Talent and Knowledge Management

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040618	Talent and knowledge management	30		20	-	-	4	-	-	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

This course exposes students to methods and practices to acquire, engage, and develop talent; focuses on the development of leaders within an organization; and examines how executive succession is managed.

Co

urse Content

Unit - I

Prepare a report on the consequences a company might face if it is failed in managing talent.
Determine how talent management process makes better performance and prepare

Unit - II

Brief out Elon Musk’s innovation TESLA ROADSTER (electric sports car with a dummy driver in space).

Draft a report on how IT has helped companies in managing talent in a hassle free manner.

Unit - III

Prepare a report on knowledge management initiatives in India.

Visit any nearby Knowledge based organization and draft a report on the dimensions of HRM in it.

Unit - IV

Analyze how Intellectual capital has helped an organization and economy to grow.

Assess all the modern techniques applied by companies for performance appraisal in knowledge based organization and prepare a report.

Unit - V

Present a report on the current trend in Indian company regarding Artificial Intelligence and its role in growth.

Compare the earlier trend (without ICT) with current scenario (with ICT) in Knowledge based organization and prepare a report.

References

1. **Frances Horibe**, MANAGING KNOWLEDGE WORKERS, 1 edition, Wiley, 1999
2. **John Wiley & Sons Fernandez & Leidner**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi,2008
3. **Ganesh Natarajan and Sandhya Shekhar**, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
4. **Mruthyunjaya**, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011
5. **Vlad Vaiman and Charles M. Vance**, Smart Talent Management: Building Knowledge Assets for Competitive Advantage, 2008, Edward Elgar Pub, 2008
6. **Gicele Vergine Vieira Prebianca**, **Integrating talent and knowledge management: Theory and practice**, [LAP Lambert Academic Publishing](#)
7. **Edward E. Lawler**, **Reinventing Talent Management: Principles and Practices for the New World of Work**, Berrett-Koehler Publishers, 2017
8. **Marshall Goldsmith**, **Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent**, 1 edition, Pfeiffer, 2009
9. **Mark Miller**, **Talent Magnet: How to Attract and Keep the Best People (The High Performance Series)**, Berrett-Koehler Publishers, 2018
10. **Lance A. Berger & Dorothy R. Berger**, **The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People**, McGraw-Hill

BBA (GEN) – 6th Sem. (DSE-4 - HR)
06040619 - ORGANIZATION

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040619	ORGANIZATION DEVELOPMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

Students would understand the importance of change management, Models of change, the core values of organization development, principles and interventions of organization development and organization restructuring.

Course Content

Unit-I

Concept of Organization Change; Types of Change –Planned and Unplanned Change, Transformational and Realignment Change; Reactions to change: Resistance to change, Acceptance to change; concept of Force-Field Analysis; Models of Organizational Change: Kotter’s Model, Lewin’s Model and Systems Model; Strategic Leadership for management of change; conflict management and building support for change.

Unit-II

Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development; Managing the Organization Development Process; Values and Assumptions of OD; Role and Competencies of the OD practitioner; Action research Model of OD;

Unit-III

The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis; Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback;

Unit-IV

Characteristics of Effective Interventions; Designing Interventions; the Intervention Process. Major families of OD interventions- T-group, Process Consultation, Interpersonal, Intra-group and Intergroup process, Third Party Intervention, Team, Coaching, Mentoring, Role Focused and Systems Interventions;

Unit-V

Contemporary OD interventions- Learning Organizations, Organization Restructuring, Employee Involvement, Work Design and Organizational Transformation; Contemporary issues and applications. OD in Global Context; Future Trends in OD; Case Studies related to the concept of OD.

Suggestive Readings

1. Anderson, D. (2012). *Organization development: The process of leading organizational change* (3rd ed.). Thousand Oaks, CA: Sage.
2. French, W.L. and Bell, C.H., *Organisation Development*, Prentice-Hall, New Delhi, 1995.
3. Gilley, J. W., & Maycunich, A. (2000). *Organizational learning, performance, and change: An introduction to strategic human resource development*. Perseus Publishing.
4. Dr. Mrs. Anjali Ghanekar, *Essentials of Organisation Development*, Everest Publishing House.
5. Harvey, D.F. and Brown, D.R., *An Experimental Approach to Organization Development*, PrenticeHall, Englewood Cliffs, N.J., 1990.
6. Cummings, T. G. & Worley, C. G. (2009). *Organization Development and Change* (9th edition). Canada: South-Western Cengage Learning.
7. Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Thomson South-Western, 8th Edition 2004.
8. Cummings, T. G., *Theory of Organization Development and Change*, South Western.
9. Ramanarayan, S. and Rao, T.V., *Organization Development: Accelerating Learning and Transformation*, 2nd Edition, Sage India, 2011.
10. Singh, Kavita, *Organizational Change & Development*, Excel Books.
11. Robbins, Judge and Vohra, *Organisational Behaviour*, Pearson Education India.
12. Kinicki and Krietner, *Organisational Behaviour*, Tata McGraw Hill Publication.
13. Newstrom, *Organisational Behaviour at Work*, Tata McGraw Hill Publication.

BBA (GEN) – 6th Sem. (DSE-4 - HR)
06040620 - ORGANIZATION DEVELOPMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040620	ORGANIZATION DEVELOPMENT	-	-	-	30	20	-	-	2	2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Unit-I

1. Enumerate instances where your past experience of an organization, where change was necessary and challenges faced by change initiators. List down forces enabling and resisting change.
2. Analyze your past experience of an organization, or personal life situation of conflict. List down reasons of conflict and what conflict resolution strategies were adopted and why. Prepare a report.

Unit-II

1. You have been asked to hire an OD practitioners / Consultant. What skill sets will you look in to before hiring person / agency.

Unit-III

1. List down various OD interventions used by organizations today. Analyze critically.
2. You have been hired as consultant to diagnose the organization and suggest and implement OD interventions specifically designed for diagnosed problem.

Unit-IV

1. Case Study
2. Role play by students in group of 5 each

Unit-V

1. In a group identify suitable Case Study and discuss problems and solutions in class in form of presentation.

Suggestive Readings

1. Anderson, D. (2012). *Organization development: The process of leading organizational change* (3rd ed.). Thousand Oaks, CA: Sage.
2. French, W.L. and Bell, C.H., *Organisation Development*, Prentice-Hall, New Delhi, 1995.
3. Gilley, J. W., & Maycunich, A. (2000). *Organizational learning, performance, and change: An introduction to strategic human resource development*. Perseus Publishing.
4. Dr. Mrs. Anjali Ghanekar, *Essentials of Organisation Development*, Everest Publishing House.
5. Harvey, D.F. and Brown, D.R., *An Experimental Approach to Organization Development*, PrenticeHall, Englewood Cliffs, N.J., 1990.
6. Cummings, T. G. & Worley, C. G. (2009). *Organization Development and Change* (9th edition). Canada: South-Western Cengage Learning.
7. Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Thomson South-Western, 8th Edition 2004.
8. Cummings, T. G., *Theory of Organization Development and Change*, South Western.
9. Ramanarayan, S. and Rao, T.V., *Organization Development: Accelerating Learning and Transformation*, 2nd Edition, Sage India, 2011.
10. Singh, Kavita, *Organizational Change & Development*, Excel Books.
11. Robbins, Judge and Vohra, *Organisational Behaviour*, Pearson Education India.
12. Kinicki and Krietner, *Organisational Behaviour*, Tata McGraw Hill Publication.
13. Newstrom, *Organisational Behaviour at Work*, Tata McGraw Hill Publication.

BBA (GEN) – 6th Sem. (DSE-3 - Marketing)
06040621 – Sales & Distribution Management

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040621	Sales & Distribution Management	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following components-

Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

2. **Objective:** The objective of the course is to familiarize students with theories, techniques and practices related to sales and distribution management.

3. Syllabus:

Unit-1

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

Unit-2

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

Unit-3

Distribution management and marketing mix; marketing channels; channel institutions-wholesaling and retailing; designing channel system

Unit-4

Channel management; channel information system; market logistics and supply chain management; international sales management

4. Suggested Readings:

1. Havaladar, Krishna K.& Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
2. Khan, Mateen; Sales and Distribution Management; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; Sales Management - Decision, Strategies and Cases ; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; Sales Management - Team work, Leadership and Technology; Thomson Learning.; New Delhi
6. Rosenbloom, Bert; Marketing Channels: A Management View; Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; Marketing Channels; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Satish K. & Kansal, Purva; Basics of Distribution Management; Prentice Hall of India; New Delhi

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040623	International Marketing	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits

INTERNAL ASSESSMENT shall be based on the following Components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

- 1. Course Objective:** The objective is to make the students aware of the various marketing strategies which one can adopt while going for international business

Unit I

Introduction: Nature, importance and scope of international marketing; International market orientation and involvement. International marketing management processes an overview, International Marketing Environment: Influence of physical, economic, socio cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing Information system.

Unit II

International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, International Product Planning: Major product decisions – Product features and quality, product design, labelling, packaging, branding and product support services. Product standardization vs. adaptation; managing product line, International trade product life cycle; new product development

Unit III

Pricing for international markets, Factors affecting international price determination, International pricing process and policies, Delivery terms and currency for export price quotations; Transfer pricing, International Distribution *Decisions*: Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics- Inventory management, transportation, warehousing and Insurance

Unit IV

International Promotion Strategies: Communications across countries – complexities and issues; International promotion tools and planning – Advertising personal selling publicity and sales promotion, Developing International promotion campaign; Standardization vs. adaptation Issue, Planning for direct mail, sales literature, trade fairs and exhibitions, International Marketing Planning, Organizing and Control; emerging trends in International marketing: International marketing through Internet; Ecological concerns and international marketing ethics.

2. Suggestive Readings:

1. Bhattacharya, B, .Export Marketing Strategies for Success, Global Business Press
2. Cateora, Philip R.and John L.Grahm, International Marketing, 10th ed.
3. Jain, Subash C, International Marketing Management 6th ed., 2001.
4. Fayerweather, John, International Marketing, Prentice Hall of India Private Limited,
5. Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley
6. Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs 1995.

Note: The faculty member will discuss at least one case per unit.

**BBA (GEN) – 6th Sem. (DSE-4 – Marketing)
06040625 - Personal Selling**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040625	Personal Selling	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-*Quiz/Assignments/Project/Class Participation/Attendance/Synergy*; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop research orientation among the students and to acquaint them with fundamentals of research methods. It will equip the students with the concept and methods of Business Research.

Course Content

Unit-I

Introduction to Personal Selling, Nature and importance of personal selling, Myths of selling, Relationship Marketing and Role of Personal Selling. Types of selling situations, Career opportunities in selling, Measures for making selling an attractive career.

Unit-II

Theories of Selling, Traditional and Modern: AIDAS Model of Selling, Problem Solving Approach, Right Set of Circumstances Theory and Modern Sales Approaches.

Unit-III

Buying Motives , Concept of motivation, Maslow’s theory of need hierarchy; Dynamic nature of motivation; Buying motives and their uses in personal selling.

Unit-IV

Selling Process , Prospecting and qualifying; Pre-approach; Approach; Presentation and demonstration; handling of objections and complaints; Closing the sale; techniques for closing the sale; Customer Relations, Follow up and Dealing customer concerns and complaints.

Unit-V

Sales Planning and Control Sales Forecasting, Sales Budget, Sales Territories, Sales quota, Ethical aspects of Selling.

Suggestive Readings

1. Spiro, Stanton, and Rich, Management of the Sales force, McGraw Hill.
2. Rusell, F. A. Beach and Richard H. Buskirk, Selling: Principles and Practices, McGraw Hill
3. Futrell, Charles, Sales Management: Behaviour, Practices and Cases, The Dryden Press.
4. Still, Richard R., Edward W. Cundiff and Norman A. P. Govoni, Sales Management: Decision Strategies and Cases, Prentice Hall of India Ltd., New Delhi,
5. Johnson, Kurtz and Schueing, Sales Management, McGraw Hill
6. Pedesson, Charles A. Wright, Milburn d. And Weitz, Barton A., Selling: Principles and Methods, Richard, Irvin.
7. Kapoor Neeru, Advertising and personal Selling, Pinnacle, New Delhi.

**BBA (GEN) – 6th Sem. (DSE-4 – Marketing)
06040626 - Personal Selling**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040626	Personal Selling	-	-	-	30	20	2			2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop research orientation among the students and to acquaint them with fundamentals of research methods. It will equip the students with the concept and methods of Business Research.

Course Content

Unit-I

- Role play - salesman
- Movie premier- Salesman of the year and submit a report of the learning

Unit-II

- Approaching the customers within or outside the campus to know various buying motives.
- Role plays on theories of selling.
- Practical implication of AIDAS model

Unit-III

- Identifying flow of selling process by approaching the customers.
- Practical working on Daily sales reports do's and don'ts.

Unit-IV

- Identifying different traits of salesman already existing within and brushing them.
- Knowing the product and demo delivery of the product to the prospects

Unit-V

- Training (Both on the job and off the job) of students for sales
- Using various terminologies of the sales in conversation.
- One day activity on sales speech and report learnings.
- Role plays on ethical selling

Suggestive Readings

1. Spiro, Stanton, and Rich, Management of the Sales force, McGraw Hill.
2. Russell, F. A. Beach and Richard H. Buskirk, Selling: Principles and Practices, McGraw Hill
3. Futrell, Charles, Sales Management: Behaviour, Practices and Cases, The Dryden Press.
4. Still, Richard R., Edward W. Cundiff and Norman A. P. Govoni, Sales Management: Decision Strategies and Cases, Prentice Hall of India Ltd., New Delhi,
5. Johnson, Kurtz and Schueing, Sales Management, McGraw Hill
6. Pedesson, Charles A. Wright, Milburn d. And Weitz, Barton A., Selling: Principles and Methods, Richard, Irvin.
7. Kapoor Neeru, Advertising and personal Selling, Pinnacle, New Delhi.

**BBA (GEN) – 6th Sem. (DSE-4 – Marketing)
RETAIL MANAGEMENT- 06040627**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040627	RETAIL MANAGEMENT	60	20	20	-	-	4	-	-	4

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop retail orientation among the students and to acquaint them with fundamentals of retail management. It will equip the students with the concept and methods of retailing.

Course Content

Unit-I

Introduction: Meaning, nature, scope, importance, growth and present size. Career option in retailing; Technology induction in retailing; Future of retailing in India.

Unit-II

Types of Retailing: Stores classified by owners; Stores classified by merchandising categories; Wheel of retailing; Traditional retail formats vs. modern retail formats in India; Store and non-store based formats; Cash and carry business - Meaning, nature and scope; Retailing models – Franchiser franchisee, directly owned; Wheel of retailing and retailing life cycle; Co-operation and conflict with other retailers.

Unit-III

Management of Retailing Operations: Retailing management and "the total performance model; Functions of retail management; Strategic retail management process.

Unit-IV

Retail planning - importance and process; Developing retailing strategies, objectives, action plans, pricing strategies and location strategies.

Unit-V

Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

Suggestive Readings

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management - A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Gibson G Vedamani. **Retail Management: Functional principles and practices**. Jaico Publishing House
6. Cullen and Newman. **Retailing – Environment and Operations**. Cengage Learning EMEA
7. Harjit Singh: **Retail Management**. S. Chand Publication.

**BBA (GEN) – 6th Sem. (DSE-4 – Marketing)
RETAIL MANAGEMENT- 06040628**

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	C
		EXTERNAL	TWO TERM	INTERNAL	EXTERNAL	INTERNAL				
06040628	RETAIL MANAGEMENT	-	-	-	30	20	2			2

Legends: L-Lectures; T-Tutorial/Teacher Guided Students Activity; P-Practical; C-Credits
INTERNAL ASSESSMENT shall be based on the following components-
Quiz/Assignments/Project/Class Participation/Attendance/Synergy; no component shall exceed **10** marks.

Course Objective

The primary objective of course is to develop retail orientation among the students and to acquaint them with fundamentals of retail management. It will equip the students with the concept and methods of retailing.

Course Content

Unit-I

- Visit to prominent retail outlets and conduct a short study on the various areas of retailing.
- Visit for different retail store formats and do the comparative study.

Unit-II

- Doing the extension of proposed study in the strategy adoption in all the verticals of retailing. Visit in the store is mandatory.
- Meeting with merchandising managers to understand the merchandise buying planning of the respective outlet.

Unit-III

- Visit to the retail outlets to list various functional departments

Unit-IV

- Study the marketing mix adopted by the retail outlet.
- Visiting three different retail stores and submission of report for different pricing followed by the retail outlet.

Unit-V

- Study the impact of e-commerce, merger and acquisition policy on online retailers.

Suggestive Readings

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management - A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
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