



Nurturing Knowledge. Empowering Minds.

School of Management

Bachelor of Business Administration (BBA)

(Three-Year, Full Time Program)

- **Three Year (Semester Based) Bachelor Degree Programs**
(Examinations and Miscellaneous Provisions) Ordinances
[Effective from Academic Session 2014-15].
- **Program Curriculum**
- **Program Syllabi**

Recommended by the Academic Council in its first meeting held on 27th July, 2013 and the Board of Management in its first meeting held on 5th October, 2013 and adopted by the Board of Governors in its first meeting held on 8th October, 2013, and as amended by the Academic Council in its meeting held on 12th April, 2014. Further amendments recommended by the Faculty Council in its meeting held on 18th July, 2014 and approved by the Chairman Academic Council.



Nurturing Knowledge. Empowering Minds.

Three Year (Semester Based) Bachelor Degree Programs (Examination and Miscellaneous Provisions) Ordinances, 2013

In exercise of the powers conferred by and in discharge of duties assigned under the relevant provision(s) of the Act and Statutes of the University, the Academic Council hereby makes the following Ordinances, namely;

PRELIMINARY

Short Title and Commencement

- (a) These Ordinances may be called The **Three Year (Semester Based) Bachelor Degree Programs** (Examinations and Miscellaneous Provisions) Ordinances, 2013.
- (b) They shall come into force from the Academic Session 2014-15.

Definitions

In these Ordinances, unless there is anything repugnant to the subject or context:

- a) *“Academic Cell” means the Academic Section of the University*
- b) *“Academic Council” means the Academic Council of the University*
- c) *“Academic Session” means the period of academic activities (normally July/August to June of the next year)*
- d) *“Board of Examinations” means the Board of Examinations of the University*
- e) *“Chairman” means the Chairman of the Board of Examinations and the Academic Council of the University*
- f) *“Class Representative” means a student representative of the students of concerned program.*
- g) *“COE” means the Controller of Examinations of the University*
- h) *“Dean Academics” means the Dean (Academics) of the University*
- i) *“Dean” means the Dean of Faculty/School concerned*
- j) *“DSW” means the Dean of Students’ Welfare of the University*
- k) *“Examination Cell” means the Examination Section of the University*
- l) *“HOD” means the Head of the concerned Department*
- m) *“Moderation Board” means the Moderation Board of the concerned Program*
- n) *“MO” means the authorized Medical Officer of the University*
- o) *“Pro V C” means the Pro Vice Chancellor of the University*
- p) *“Program Coordinator” means the Coordinator of specific Program*
- q) *“Registrar” means the Registrar of the University.*
- r) *“Statutes” means the Statutes of the IMS Unison University, Dehradun*
- s) *“Student” means a student of concerned Program.*
- t) *“University” means IMS Unison University, Dehradun*
- u) *“V C” means the Vice Chancellor of the University*

1.0 GENERAL

- 1.1 These Ordinances may be called The **Three Year (Semester Based) Bachelor Degree Programs** (Examinations and Miscellaneous Provisions) Ordinances, 2013 and shall be applicable to all ongoing Three Years Bachelors Degree Programs namely LLB (Honours), B.Com (Honours), BBA, BCA and BJMC and to such other Programs that may be introduced in the University in future.
- 1.2 Each academic session shall be divided into Two Semesters, each of approximately 18-20 weeks duration. The Programs shall also include **Project Training (Internship)** under the supervision of teacher/faculty, if provided in curriculum of the relevant Program. The academic activities for a session, as approved by the Academic Council, include dates of Commencement and End of Semesters, Mid Term Examinations, End Term (final) Examination, Special Examination (if any), Training Period, Term Paper submission, Comprehensive / Composite Viva-voce, last date for submission of marks, date of publication of results etc., as laid down in the **Academic Calendar** for the concerned session.
- 1.3 **End Term (final) Examination** is the final examination at the end of each Semester. Special examination, if any, is the supplementary examination of each Semester, i.e., a second chance available to students to appear at the End Term (final) Examination. The End Term (final) Examination shall have 50% weightage of the total marks of the subject (refer clause 1.7(a)).
- 1.4 **Mid Term Examinations:** There shall be **two** Mid Term Examinations each of **10** marks for all theory papers, which have component of End Term (final) Examination. There will be no Mid Term Examination for purely Sessional (Continuous Evaluation) or Practical subjects. Following shall be the allocation of marks for various components of continuous evaluation:
- (a) Two Mid-Term Examinations shall carry **20 marks**.
 - (b) Activities like Quizzes, Home Assignments, Seminars, Case Discussions, Attendance, etc shall carry **30** marks, which will be assessed round the semester and shall be awarded by the teacher / faculty concerned in the end of the each semester.

Weightage and criteria for assessment shall normally be:

- (i) Quiz Tests : **15 marks**. There shall normally be 3 surprise quiz tests during the semester which will be fairly distributed.
- (ii) Home Assignments/Case Study/Presentation etc : **10 marks**, and
- (iii) Attendance and Participation : **5 marks**.

The aggregate of these two i.e. (1.4(a) and 1.4(b)) will constitute the Sessional (Continuous Evaluation) of **50 marks** for subject(s) having End Term (final) Examination component.

To pass in Sessional (Continuous Evaluation), a student must score at least **20 marks** out of **50 marks**.

Mid Term Examination will be of **1.30 hours** duration and the End Term (final) Examination shall be of **3.00 hours** duration. Mid Term Examinations and End Term (final) Examinations will be conducted as per the Academic Calendar of the University.

Provided that "if a student fails to appear in the all Mid Term Examinations of a Semester due to hospitalization and the said student informs the concerned HOD timely with request to grant

him/her a chance for a make-up test, the HOD shall make a specific report to the Chairman, Board of Examinations of the University in this regard. The Chairman shall place the matter before the Board of Examinations for consideration. While considering the matter, the authorized / resident Medical Officer of the University shall be co-opted as member of the Board of Examinations. The Board of Examinations may grant permission on the merit of individual cases, one and only one chance to appear in a make-up test in lieu of absence in all Mid Term Examinations. This make-up test shall be conducted just before the commencement End Term Examinations of the concerned Trimester. No make-up test shall be permissible to any of the students on any other ground.”

The subject teacher/Coordinator concerned shall prepare a list of **failed students** (i.e. students who have secured **less than 20 marks out of 50** marks) in Sessional (Continuous Evaluation) of the subject concerned and notify the same to students and also forward the same to the examination section before the commencement of the preparation week, if any, for the semester. Such students will be **debarred from appearing at the End Term (final) Examination** in the concerned subject.

- 1.5 Practical subject will include Practical Class Work, Practical Report Writing, Practical Lab Examination, Viva-voce etc. The performance of a student in a Practical subject will be evaluated by assigning **60%** weightage to regular laboratory work and **40%** weightage to End Term Practical Examination and viva-voce. For this purpose, **a committee of two or three examiners including one External Examiner**, if it is felt necessary by the Head of the concerned Department and approved by the Vice Chancellor, will conduct practical examination and hold Viva-voce.
- 1.6 For a purely Sessional subject, the assessment will be made on the basis of continuous evaluation throughout the semester, which may include regular course work, practice work, home assignments, quizzes, excursions, presentations etc.
- 1.7 Students' performance in subjects offered in each semester will be evaluated as under:
- End Term (final) Examination and Sessional work with **50:50** weightage respectively out of total **100** marks;
 - Purely Sessional subject with full weightage of **100**;
 - Purely Practical subject with full weightage of **100**.

REMARKS: A student should score at least **15 out of 50 in the End Term (final) Examination** and **20 out of 50 in the Sessional (Continuous Assessment)** to pass a subject.

1.8 **Submission of Term Paper / Dissertation / Research work**

- The Term Paper / Dissertation / Research work will normally be of 50 to 100 pages.
Students are required to submit Term Paper/ Dissertation/ Research work within the date mentioned in the Academic Calendar of each Academic Session.
The Term Paper/ Dissertation/ Research work will not be accepted after expiry of last date as stipulated. If a student fails to submit the same by the stipulated date, he/she will be declared failed and will be required to repeat the same in the appropriate semester of the next academic session provided other provisions of the Ordinances permit continuance of studies in the University.
- The student shall submit to **Program Coordinator** three typed (or printed) bound copies

of his/her Term Paper/ Dissertation/ Research work.

- c) An Assessment Committee comprising the concerned HOD **or** a senior member of the faculty as Chairman and at least two/ three faculty members of the department shall conduct the seminar on Term Paper/ Dissertation/ Research work and hold Viva-voce thereon, if required.
- d) The Assessment Committee shall meet on a prefixed date, notified well in advance by the concerned HOD / Program Coordinator for conducting seminar and/or Viva-voce of all students.
- e) The final grade on Term Paper/ Dissertation/ Research work shall be computed by the Assessment Committee and shall be forwarded to the Examination Section of the University.

2.0 REGISTRATION

- 2.1 Each student shall be required to get himself/herself registered on the scheduled date of registration in each semester. Registration thereafter may be done **with a late fee** as decided/notified from time to time.

Provided that no student shall be eligible for registration in the next Semester, if he/she has been debarred from appearing in the End Term (final) Examination of the previous Semester on Disciplinary grounds.

In such case, student concerned shall be required to re-register in previous Semester(s) first (as and when available) subject to fulfillment of other conditions of the Ordinances.

Provided further that no student will move to III Year of Study without clearing all subjects of I Year.

Further, no relaxation will be given on attendance requirement for late registration on any account.

2.2 Registration in Failed /Deficient Subjects

- (a) Registration will be permitted in maximum two failed courses / subjects and/or lower graded courses/subjects to meet the **CGPA** requirement.
 - (b) For registration in II Semester onwards, a student has to take all courses/subjects of the current Semester plus maximum of two courses/ subjects **as additional courses/subjects of previous Semester in which the student has failed, on payment of prescribed fee for each subject for which separate classes shall be organized in the afternoon session.**
 - (c) Above provision (2.2(a) and (b)) may also be extended to such students who were not allowed to take End Term (final) Exam due to shortage of attendance.
- 2.3 A student, who has absented himself / herself in the End Term (final) Examination but has fulfilled the attendance requirement, may also be allowed to register under provisions 2.2(a) and 2.2(b) subject to **limit of two courses/subjects.**
- 2.4 The students, who are registering under clause 2.2(a), 2.2 (b) and / or 2.2 (c) along with subjects of current Semester, have to submit during registration, a completed registration card checked and verified by the office of **COE** and **Program Coordinator/HOD concerned** to the

academic/admission cell. The registration card will contain the list of failed and/or lower graded subjects of previous Semester for which the student is **registering as additional subjects on payment of prescribed fee as per clause 2.2(b) along with current Semester subjects**, as the case may be.

- 2.5 Only those students will be permitted to get registered who have :
- a) paid all required tuition fees and other charges including hostel charges for the current Semester,
 - b) cleared all University and Hostel dues of previous Semester(s) / year(s), and
 - c) have not been debarred from getting registered for a specified period on disciplinary and other ground.
- 2.6 Examination fee (non-refundable) for End Term (final) Examination will be collected at the time of payment of fee.
- 2.7 **Summer Term:** Students, who have failed in Previous Semester(s) Examinations, may be allowed to carry subjects as regular students during **Summer Term** specially organized for students during summer. Students have to register for the failed subjects, subject to conditions mentioned in following clauses, on payment of prescribed fee per subject:
- (a) Carryover will be permitted up to **maximum of three courses/subjects**.
 - (b) Subjects with less than required attendance due to which the student was not allowed to appear in the End Term (final) Examination, may also be allowed to take benefit of clause 2.7 (a) to clear backlog.
- 2.8 A student, who has absented himself / herself in the End Term (final) Examination or who has been debarred from appearing in an End Term (final) Examination but has fulfilled the attendance requirement, may also be allowed to register under clause **2.7** subject to **limit of three courses/subjects** to clear backlog provided further that, in case of debarred student, competent authority has condoned the same.
- 2.9 The students, who are registering in Summer Term for carryover subject(s), have to submit during registration, a completed registration card checked and verified by the office of **COE and Program Coordinator/HOD concerned**, to the academic/admission cell. The registration card will contain the list of failed and/or lower graded subjects for which the student is registering.
- 2.10 Only those students will be permitted to get registered who have :-
- a) paid all required tuition fees and other charges including hostel charges for the current semester,
 - b) cleared all University and Hostel dues of previous semester(s) /year(s), and
 - c) have not been debarred from getting registered for a specified period on disciplinary or other grounds.
- 2.11 Examination fee (non-refundable) for End Term (final) Examination will be collected at the time of payment of fee.

3.0 END SEMESTER (FINAL) EXAMINATION AND PROMOTION

3.1 Attendance

In order to maintain high standards and academic excellence, all students must attend every lecture, tutorial and practical classes. However, to account for late registration, self sickness,

family calamity or other contingencies, the attendance requirement will be a minimum of **75%** of the classes actually held in **each subject**.

Provided further that if a student has been officially deputed to participate / represent University outside, he/she may be given relaxation in attendance requirement subject to a maximum of 10% by the Vice Chancellor on all account including medical exigencies on the recommendations of the Program Coordinator / Head of the Department and Dean of the Faculty / School concerned.

A student with attendance less than required (i.e. **75%** in normal cases and **65%** with permission of the Vice Chancellor) in a subject during the semester will be awarded “**F**” grade in that subject irrespective of his/her performance in the **Sessional (Continuous Evaluation) including Mid Term Examination**.

Provided further that no student of Bachelor of Law (LLB) degree Program shall be allowed to take end term examination in a subject if the student concerned has not attended minimum of 70% classes held in the subject concern as also the moot court room exercises, tutorials and practical training conducted in the subject taken together;

Provided further that if a student for any exceptional reasons fail to attend 70% of the classes held in any subject, the Vice Chancellor or his authorized representative may allow the student to take the End Term Examination if the student concerned attended at least 65% of the classes held in the subject concern and attended 70% of classes in all the subjects taken together.

Provided further that a list of such students allowed to take the test with reasons recorded be forwarded to the Bar Council of India.

- 3.2 The concerned subject teacher shall maintain the attendance record and shall forward **names of such students, whose attendance is less than required one** to the office of the Dean (Academics) / Dean of the Faculty / School concerned latest by the evening of the last class held in that semester. The Dean (Academics) / Dean of Faculty / School concerned will publish the defaulters list within three days from the day of last class of each semester. A student with less than required attendance in a subject during the semester will not be allowed to sit for the End Term (final) Examination as well as Special Examination, if any, of that subject and will be awarded “**F**” grade in the said subject irrespective of his/her performance in the Sessional (Continuous Evaluation) including Mid Term Examination. Rest of the registered candidates, whose names do not appear in the defaulters list, will be eligible for appearing in the End Term (final) Examination. **An ADMIT CARD will be issued for this purpose. However, identity card has to be carried positively in the examination hall as a proof of identity.**
- 3.3 Examination Schedule, as per dates indicated in the Academic Calendar, will be prepared by the Program Coordinator in consultation with HOD concerned and submitted to Examination Section at least three weeks before the start of End Term (final) Examination. The Examination Section will notify the consolidated Program for all the students one week before the commencement of Examination.
- 3.4 In order to clear a year and promotion to next year of the program, a student must obtain:
At least pass marks, each in the End Term (final) Examination & its Sessional (Continuous Evaluation) and also a combined “**D**” grade in the course/subject, “**D**” grades in purely Sessional and Practical courses/ subjects, and **CGPA** of at least **4.50**, provided further that a student shall not have backlog of more than **FOUR** courses/ subjects of previous year(s) to qualify for

promotion to next year subject to meeting the **CGPA** requirement.

Provided further that, if a student is not eligible for promotion to the next year of the program due to not fulfilling of above conditions, he/she shall be required to Repeat the previous Semester first (as and when available). In case, no such Semester is available to repeat, the Semester concerned shall be treated as “Idle” and shall not be counted for the purpose of prescribed duration for completion of the Program.

However, a student may not repeat the Semester, which he/she has already passed. Provided further that, if such a student desires to re study the semester already passed, his/her previous performances in all courses/subject including continuous assessment shall be treated as cancelled and in no case shall be taken into account for the purpose of examination results of re-registered Semester.

- 3.5 A student, who absents himself/herself in the End Term (final) Examination of a subject, will be declared fail in the said subject. In all such cases, a chance available but not utilized will be treated as a chance utilized.
- 3.6 Students abstaining from the End Term (final) Examination without prior written permission (**as per Clause 4.2 below**) of the Vice Chancellor will not **be allowed to appear in Special Examination.**

4.0 SPECIAL EXAMINATION

- 4.1 Facility of special examinations shall be available to such students only, who fall under clause 4.2 below. In no other circumstances, special examination shall be available to students.
- 4.2 A student, who fails to appear in some or all subjects of the Semester at the End Term (final) Examination due to hospitalization and the said student informs the HOD concerned timely (i.e. before the last date of the said End Term Examination) with a request to grant him/her a chance to appear in a Special Examination, the HOD concerned shall make a specific report to the Chairman, Board of Examinations of the University in this regard. The Chairman shall place the matter before the Board of Examinations for consideration. While considering the matter, the authorized / resident Medical Officer of the University shall be co-opted as member of the Board of Examinations. The Board of Examinations may grant permission on the merit of individual cases, one and only one chance to appear in the End Term (final) Examination, in the absent subject(s), of the concerned Semester.
- 4.3 No special examination will be available for Practical and Sessional subjects. This can only be cleared either by repeating the semester or taking carryover facility in the next academic session, as the case may be.
- 4.4 An application in a prescribed format is required to be submitted to Examination Section through Program Coordinator/HOD concerned, who will ensure eligibility as per clause 4.2 above along with prescribed examination fees as decided from time to time for appearing at the Special Examination. All the documents are to be submitted at least two weeks before the start of Special Examination for which separate schedule of examination will be notified after declaration of result of the concerned semester examination. A separate ADMIT CARD will be issued for appearing in the Special Examination indicating names of subjects in which student will be appearing.

Further, along with admit card student must carry identity card in the examination hall as a proof of identity.

5.0 RE-REGISTRATION (for Repeaters/Deficient students only)

- 5.1 A student, who after availing End Term (final) Examination as well as Special Examination, if any, fails in course(s)/subject(s), may carry the failed course(s)/subject(s) as backlog course(s)/subject(s), subject to restrictions of maximum FOUR course(s)/subjects (as per clause 3.4 above) so long the student is able to maintain a **CGPA of 4.50** up to the end of **II and IV semesters** of the relevant programs, as may be applicable.
- 5.2 If a student, after availing End Term (final) Examination as well as Special Examination, if any, passes in all course(s)/ subjects individually but fails in aggregate i.e. scores less than the required **CGPA** of 4.50, the student may repeat / carry lower graded courses / subjects up to two courses / subjects under clause 2.2 and up to maximum **3 courses / subjects** in the Summer Term by getting re-registered as per clause 2.2 above on payment of prescribed fee.
- 5.3 The repeater students (i.e. deficient students) registered in the Summer Term, subject to **limitation of not more than three courses / subjects**, shall be required to attend regular classes arranged and fulfill attendance requirements, pass the Sessional (Continuous Evaluation), Practical and End Term (final) Examination like regular students.
- 5.4 Special Examination facilities shall be available to such students only, who fall under clause 4.2 for the re-registered subjects during Summer Term.
- 5.5 **Attendance clause 3.1 will be strictly followed for re-registered subject(s) under clauses 2.2 and/or 2.7 above.**

6.0 NOT FIT FOR THE PROGRAM (NFP) / DELETION FROM UNIVERSITY ROLLS

- 6.1 The name of a student will be struck off from University Roll if he/she cannot complete **First Year** (both I & II semesters) in all respect within first **Two Academic Years** time of the concerned Program.

Provided further that “if a student secures a CGPA of 3.0 or lower, then he/she shall be declared “NFP”. This will apply after the student has been provided with at least one opportunity to appear in the back-log subject(s) to clear them. At the end of first year, the student obtaining a CGPA of 3.0 or lower will become ineligible to continue in the Program (NFP) and his/her name will be struck off from the University rolls”.

- 6.2 The name of the **New Entrant** (student taking admission in first semester) will be struck off, if he/she :
- a. is unauthorizedly absent continuously for four academic weeks in first or second semester.
 - b. falls short of required attendance in more than **4 (Four)** courses / subjects of either first or second semester or both except on medical ground due to hospitalization subject to limit specified in clause 3.1.
- 6.3 Normally, a student should complete all the requirements of a 3-Year degree Program in **Six Semesters**.

However, students who do not qualify for some of the requirements in their first attempt and have

to repeat in subsequent semesters as per clauses 5.1 to 5.5, may be permitted up to a maximum of **Ten Semesters** (Five Years) to fulfill all the requirements of a degree of 3-Year duration Program beyond which, the names of the students will be struck off from the University Rolls.

- 6.4 Name of the students, whose academic record at the end of any semester clearly indicate that they will not be able to fulfill all the requirements and conditions for the award of 3-Year duration degrees within the stipulated time, as mentioned under different clauses above, will be struck off from the University Rolls.

7.0 BANNED ITEMS IN THE EXAMINATION HALLS

Cell Phones, i Pods, Pagers, any other Electronic gadgets not to be carried in the Examination Hall. Possession of any of the above gadgets by a student in the Examination Hall, will be considered as an act of Unfair Means and shall be dealt with by the Unfair Means Committee of the University. Besides, the gadget(s) found in his/her possession shall be confiscated.

8.0 APPOINTMENT OF PAPER SETTERS AND EXAMINERS & GUIDELINES TO PAPER SETTERS/EXAMINERS

- 8.1 Paper Setters/ Examiners shall be appointed by the Chairman, Board of Examinations / Academic Council upon the recommendations of HOD / Dean of Faculty/School concerned. Some of the papers of the semester may be set by External Paper Setters, if so decided by the Chairman, Board of Examinations /Academic Council.
- 8.2 The Paper Setter shall be guided by the scope of the subject as per the syllabus prescribed. The paper set should be such that a student, **fairly well prepared** on the subject can reasonably be expected to answer it within the time allotted. The questions in each subject shall be uniformly distributed over the syllabus.
- 8.3 The Paper Setter shall ensure that question paper of Special Examination is not easier than that of End Term (final) Examination and questions from previous examinations are not repeated.
- 8.4 Answer books shall normally be evaluated by Internal Faculty/Teachers appointed by the Chairman, Board of Examinations on the recommendation of HOD/Dean of Faculty/School concerned unless decided otherwise, by the Chairman, Board of Examinations.
- 8.5 There shall be centralized evaluation of answer books for which schedules shall be notified in each semester.
- 8.6 After totaling all the marks obtained by a student in a paper, the fraction of a mark, if any, shall be rounded off to the next higher integer figure.
- 8.7 In a Practical Examination, the laboratory notebook of the student shall also be assessed by the examiner(s), who shall consider this while evaluating the student's performance in the Practical examination. A practical notebook, which has not been signed at frequent and regular intervals by the teacher under whom the student carried out practical work, shall not be accepted. Practical Examination shall be conducted by a committee/ group of faculty nominated by the HOD / Dean of Faculty / School concerned.
- 8.8 Paper Setters and Examiners shall keep the question papers and the evaluation report strictly confidential.

8.9 No person should accept the appointment as Paper Setter/Examiner, if his/her near relations are pursuing study in the University in the concerned semester of the Program. Each paper setter / examiner will have to sign a declaration to this effect, in a prescribed format.

9.0 MODERATION OF QUESTION PAPER

9.1 The Chairman, Academic Council, shall appoint “Moderation Board” for the purpose of moderation of question papers of both Mid Term Examinations and End Term (final) Examinations and results of all concerned Programs.

9.2 In case, the moderation is done in a question paper is more than 30% (not merely edited), the case shall be reported with full justification to the Chairman, Academic Council, who shall have the power to change the paper, if necessary.

10.0 RULES FOR AWARD OF GRADES

10.1 The following numerical equivalence shall be adopted for awarding grades and making qualitative assessment. If the strength of students in the Program concerned is less than or equal to 60, then absolute grading shall be followed. For a student strength in a Program more than 60, **relative grading** shall be followed:

(a) **Range of marks for Absolute Grading (for student strength ≤ 60):**

Grade	Range of Marks	Grade Point	Performance Level
A ⁺	91 - 100	10	Outstanding
A	81- 90	9	Excellent
B ⁺	71 - 80	8	Very Good
B	61 - 70	7	Good
C ⁺	51 - 60	6	Above Average
C	41 - 50	5	Average
D	35 - 40	4	Pass
F	Below 35	0	Fail

(b) **Range of Marks for Relative Grading (for student strength > 60):**

Lower Range of Marks	Grade	Grade Point	Upper Range of Marks
	A +	10	$> \bar{X} + 1.5\sigma$
$\bar{X} + 1.0 \sigma <$	A	9	$\leq \bar{X} + 1.5\sigma$
$\bar{X} + 0.5 \sigma <$	B+	8	$\leq \bar{X} + 1.0\sigma$
$\bar{X} <$	B	7	$\leq \bar{X} + 0.5\sigma$
$\bar{X} - 0.5 \sigma <$	C+	6	$\leq \bar{X}$
$\bar{X} - 1.0 \sigma <$	C	5	$\leq \bar{X} - 0.5\sigma$
$\bar{X} - 1.5 \sigma <$	D	4	$\leq \bar{X} - 1.0\sigma$
	F*	0	$\leq \bar{X} - 1.5\sigma$

*“Subject to the fulfillment of general guidelines for the Award of Grades”

where:-

1. \bar{X} denotes the Mean of the marks obtained by all the students in the concerned subject,
 2. σ denotes standard deviation of marks obtained by all the students in the concerned subject.
 3. The Moderation Board will use its judgment in deciding the grade based on the table given above with marginal adjustment for natural cut-off
 4. A student securing 35% (thirty five percent) or more cannot be awarded a grade lower than “D”
 5. A student cannot be awarded “A+” grade, if he/she has secured less than 80% marks.
- 10.2 Besides the above grades, there will be other **non-numeric grades “T”, “NC”** etc. which will not be assigned any numerical value and shall not be taken into consideration for the purpose of calculation of **SGPA / CGPA** “T” grade specifies that subject(s) has not been completed in all respect and “NC” specifies that Semester has not been completed.
- 10.3 The following formula shall be used for calculating the **Semester Grade Point Average (SGPA)** of a semester:

$$SGPA = \frac{TCP}{TC} = \frac{G1C1 + G2C2 + G3C3 + \dots}{C1+C2+C3+ \dots}$$

Where G1, G2 etc. stand for the Grade Point obtained in specified courses and C1, C2 etc. stand for Credit allotted to the respective subjects in the concerned course structure.

TCP Stands for Total Credit Points obtained in the Semester

TC Stands for Total Credits allotted in the Semester

SGPA Stands for Semester Grade Point Average calculated up to 2nd place of decimal

- 10.4 The **CGPA (Cumulative Grade Point Average)** for the whole Program shall be calculated on the basis of the Total Credits allotted to each semester as indicated below:

$$CGPA = \frac{TCP1 + TCP2 + \dots}{TC1 + TC2 + \dots}$$

Where, TCP1, TCP2 etc. stand for Total Credit Points for respective semesters and TC1, TC2 etc. stand for Total Credits allotted to those semesters.

Along with the SGPA, Cumulative Grade Point Average (CGPA) will also be shown in the Grade Card of each semester of the Program.

11.0 TABULATION OF GRADES AND PREPARATION OF RESULT SHEET

- 11.1 The marks list in each subject shall be prepared in duplicate by the Examiner concerned and forwarded to COE in sealed confidential covers indicating on the TOP of the cover, the name of the subject, subject code, semester & Program to which it relates to.
- 11.2 The tabulators, appointed by the competent authority, shall be provided with detailed instructions for computing the grades and Semester Grade Point Average.

- 11.3 Appropriate Grade Cards shall be prepared for communicating the results of the examination to the students. A photocopy of the Grade Card may also be sent to the parents/guardians, if University so decides.
- 11.4 Grade Card of students, who pass subjects & semester in Special Examinations, will have distinct indication of special examination. Further, such students shall not be eligible for any University award / rank / merit of the Program.

12.0 AWARD OF CLASS

Under the Grading System, there is no equivalence of class/division to CGPA. Hence, no division shall be awarded to students on completion of the program.

However, on written request of the students, the University may issue equivalence of CGPA in terms of percentage of marks, as per norms in vogue from time to time.

13.0 DECLARATION AND RECTIFICATION OF RESULT

- 13.1 The grades obtained will be tabulated by the tabulators and moderated by Moderation Board as below:

- (a) A student, who fails in End Term (final) Examination/Special Examination, if any, (Theory component only) of one subject in any Semester, by not more than 3 (three) marks in Theory (End Term (final) Examination), will be awarded the requisite marks to enable him/her to pass the subject. Thus, the student has to secure at least 12 marks out of 50 for getting the benefit of moderation under this clause.
- (b) A student, who passes in all subjects independently but fails to secure the required **CGPA of 4.50** by virtue of having obtained one grade lower in any one subject by not more than 3 (three) marks of the full marks of the subject concerned, will be awarded higher grade in that subject by adding requisite marks in the total. In case of possibility of moderation in more than one subject, the subject having least credit will be considered for moderation

Normally, only one of the clauses, either 13.1(a) or 13.1(b) shall be applicable to a student in a particular Semester. However, as a special case, the Board of Examinations may allow the application of both the clauses of moderation simultaneously for a student, **once and only once during his study period** at the University on specific recommendations of the Moderation Board under the following circumstances:

- i) if the student of final year is in a position to complete the degree by application of both clauses, or
- ii) if the student can be saved from deletion of his/her name from the University rolls by application of both clauses.
- c) While calculating **CGPA**, a student who misses a higher class in his degree Program by virtue of having obtained one grade lower in any one subject of the last semester examination of the Program (i.e. in VI Semester of 3-Year Program), by not more than 3 (three) marks in that subject, will be awarded the next higher grade. In case of possibility of moderation in more than one subject, the subject having least credit will be considered for moderation.

- d) The Sessional (Continuous Evaluation) of a subject having End Term (final) Examination, purely Sessional subject, and Practical subject shall not be moderated.
- e) In case the Moderation Board detects some obvious errors in the tabulation sheet, it may not be necessary to call the tabulator for rectification of the mistakes. The Chairman of the Moderation Board can rectify the mistake.

REMARKS: The Chairman, Moderation Board shall affix his/her signature on the tabulation sheet for each such modification.

13.2 The result tabulated and moderated as above, shall be put up to the Chairman, Board of Examinations / Academic Council for approval for declaration of results.

13.3 The Board of Examinations shall have the power to quash or rectify the result of a student (even after it has been declared) if:

- a) it is found that he/she was not eligible to appear at the examination,
- b) he/she used unfair means in the examination,
- c) a mistake is found in his/her result.

13.4 If the result of the examination has been ascertained and/or declared and it is found that such result has been affected by any error, malpractice, improper conduct or other sufficient cause, the Board of Examinations shall have the power to amend the result and declare the modified/rectified result.

13.5 Sharing of answer books of End Term Examinations:

Answer books of End Term Examinations of the Program shall be shared with the students on pre notified date(s) in the department concerned subject to following conditions:

- (i) Answer books shall be shown by the faculty of the department on pre notified date(s) only;
- (ii) Student shall be entitled to check whether all answers have been evaluated and marked;
- (iii) Marks allotted have been correctly transferred on the cover sheet of the answer book; and
- (iv) Marks have been correctly totalled.

If the student finds any discrepancy, he/she shall bring the same into the notice of the faculty concerned. Faculty, in turn, shall report the matter to the Head of the Department with detailed report for rectification of discrepancy and re-notification to the student and submission of correct marks to the Controller of Examinations.

However, no request from the students shall be entertained on marks awarded by the examiner(s) against evaluated question(s).

14.0 GRADUATION REQUIREMENTS

14.1 In order to qualify for the concerned degree of the University, a student must

- a) complete all the credit requirements for the degree with grade 'D' or a higher grade in each of the subjects, seminar, project work and viva-voce etc.
- b) satisfactorily complete all other requirements for the degree viz. industrial training, field trip, if any etc.

- c) obtain **CGPA** of **5.00** or more in the concerned Program at the end of the semester in which he completes all the requirements for the degree.
- 14.2 A student, who has qualified for the degree, will be admitted to it only after he has cleared all University and Hostel dues, if any, outstanding against him, has returned all Library books borrowed by him as well as the Library Cards, and has also returned departmental library books, etc. all in good condition.
- 15.0** Notwithstanding anything contained in the above Ordinances:
- (a) In case of a dispute, the decision of the Board of Examinations will be final and binding.
 - (b) In case of difficulty in application of any of the clauses of the Ordinances specified above, the Vice Chancellor shall have all powers to amend/modify/remove difficulty in the relevant Regulation.

Bachelor of Business Administration (BBA)
(Three-Year, Full Time Program)

PROGRAM CURRICULUM

Semester-I

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 101	Microeconomics	4	0	0	4
2	BBA 102	Financial Accounting	4	0	0	4
3	BBA 103	Principles of Management	4	0	0	4
4	BBA 104	Business Statistics	4	0	0	4
5	BBA 105 P	Computer Applications in Business	0	0	4	2
6	BBA 106	Business Environment	4	0	0	4
7	BBA 107	English	2	0	0	2
Total Credits			22	0	4	24
Total Periods						26

Semester-II

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 201	Macroeconomics	4	0	0	4
2	BBA 202	Management Accounting	4	0	0	4
3	BBA 203	Organizational Behavior	4	0	0	4
4	BBA 204	Business Mathematics	4	0	0	4
5	BBA 205	Principles of Marketing	4	0	0	4
6	BBA 206	Environmental Studies and Disaster Management	3	0	0	3
Total Credits			23	0	0	23
Total Periods						23

Semester-III

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 301	Business Law	4	0	0	4
2	BBA 302	Indian Polity and Governance	4	0	0	4
3	BBA 303	Financial Management	4	0	0	4
4	BBA 304	Human Resource Management	4	0	0	4
5	BBA 305	Production and Operations Management	4	0	0	4
6	BBA 306	Indian Economy	4	0	0	4
7	BBA 307P	Professional Skills Enhancement-I	0	0	3	2
Total Credits			24	0	3	26
Total Periods			27			

Semester-IV

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 401	Business Research Methods	4	0	0	4
2	BBA 402	Operations Research	4	0	0	4
3	BBA 403	Indian Financial System	4	0	0	4
4	BBA 404	Banking and Insurance	4	0	0	4
5	BBA 405	Company Law	4	0	0	4
6	BBA 406	Information Security	2	0	0	2
7	BBA 407P	Professional Skills Enhancement-II	0	0	3	2
Total Credits			22	0	3	24
Total Periods			25			

Note: Dual Specialization offered with three papers under each specialization.

Semester-V

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 501	Strategic Management	4	0	0	4
2	BBA 502	International Business	4	0	0	4
3	BBA 503	Project Management	4	0	0	4
4	BBA 504	Entrepreneurship	4	0	0	4
5	-	Specialization-I Paper -I	4	0	0	4
6	-	Specialization-II Paper -I	4	0	0	4
7	BBA 505 P	Professional Skills Enhancement-III	0	0	3	2
Total Credits			24	0	3	26
Total Periods			27			

Semester-VI

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	-	Specialization-I Paper –II	4	0	0	4
2	-	Specialization-I Paper –III	4	0	0	4
3	-	Specialization-II Paper –II	4	0	0	4
4	-	Specialization-II Paper -III	4	0	0	4
5	BBA 601	Project Work Report, Presentation and Viva Voce	-	-	-	4
6	BBA 602	Comprehensive Viva -Voce	-	-	-	4
Total Credits			16	0	0	24
Total Periods			16			

Total Credits: 147 (Semester I – VI)**Note: L:** Lectures, **T:** Tutorials, **P:** Practicals**List of subjects under different specializations:****Semester-V : Marketing**

S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 511E	Consumer Behavior	4	0	0	4
2	BBA 512E	Sales and Distribution Management	4	0	0	4
3	BBA 513E	Retail Marketing	4	0	0	4
4	BBA 514E	Integrated Marketing Communication	4	0	0	4

Semester-V : Finance

S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 521E	Security Analysis and Portfolio Management	4	0	0	4
2	BBA 522E	Working Capital Management	4	0	0	4
3	BBA 523E	Income Tax	4	0	0	4
4	BBA 524E	Mergers and Acquisitions	4	0	0	4

Semester-V : Human Resource

S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 531E	Recruitment and Selection	4	0	0	4
2	BBA 532E	Compensation Management	4	0	0	4
3	BBA 533E	Human Resource Planning and Development	4	0	0	4
4	BBA 534E	Performance Appraisal and Potential Evaluation	4	0	0	4

Semester-VI : Marketing

S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 611E	Marketing of Services	4	0	0	4
2	BBA 612E	Brand Management	4	0	0	4
3	BBA 613E	Marketing Research	4	0	0	4
4	BBA 614E	Industrial Marketing	4	0	0	4

Semester-VI : Finance

S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 621E	Financial Statement Analysis and Reporting	4	0	0	4
2	BBA 622E	Merchant Banking and Financial Services	4	0	0	4
3	BBA 623E	International Financial Management	4	0	0	4
4	BBA 624E	Financial Derivatives	4	0	0	4

Semester-VI : Human Resource

S.No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	BBA 631E	Industrial Relations and Labour Laws	4	0	0	4
2	BBA 632E	Performance Management	4	0	0	4
3	BBA 633E	Team Building and Leadership	4	0	0	4
4	BBA 634E	Industrial Psychology	4	0	0	4

Note:

1. A student is required to opt for two specializations out of the three specializations given above. Further, the student should choose one course from each of the chosen specializations in semester V and two courses in semester VI.



Nurturing Knowledge. Empowering Minds.

Bachelor of Business Administration (BBA)
(Three-Year, Full Time Program)

PROGRAM SYLLABI

Course: MICROECONOMICS			Semester: I
Course Code: BBA 101	L T P	4 0 0	Credits: 4

Objective: The course is intended to expose students to basic microeconomic concepts, to enable them to apply the economic reasoning, analyze various business problems and provide solutions.

SYLLABUS

Introduction **9**

Nature and scope of microeconomics, Demand: law of demand, demand curve, determinants of demand, and elasticity of demand, Supply: law of supply, supply curve, and determinants of supply.

Theory of Consumer Behavior **14**

Utility: cardinal and ordinal utility, Diminishing marginal utility, Indifference curve analysis, Consumer's equilibrium, Price-consumption curve, Income-consumption curve and Engel curve, Price, Income and substitution effects, Consumer surplus, Revealed preference theory.

Theory of Production **14**

Production function, Factors of production, Law of variable proportion, Returns to scale, Revenue curves, Total revenue, Average revenue and marginal revenue, Cost: classification of cost, Long run and short run cost curves.

Market Structure **11**

Perfect competition, Imperfect competition, Monopoly, Monopolistic competition and Oligopoly.

Theory of Distribution **8**

Theory of distribution, Determination of rent, wages, interest and profit.

Text Book

1. Pindyck, R. S., Rubinfeld, D.L. and Mehta, P. L.; *Microeconomics*; Pearson Education

Reference Books

1. Samuelson, P.A. and Nordhaus, W. D.; *Economics*; Tata McGraw Hill
2. Browning, E.K., and Browning J.M.; *Microeconomic Theory and Applications*; Kalyani Publishers
3. Gould, J.P. and Lazear, E.P.; *Microeconomic Theory*; All India Traveller Bookseller
4. Salvatore, D.; *Microeconomic Theory*; Tata McGraw Hill

Course: FINANCIAL ACCOUNTING			Semester: I
Course Code: BBA 102	L T P	4 0 0	Credits: 4

Objective: The course aims to provide an understanding of basic principles of accounting and their applications in business.

SYLLABUS

Meaning and Scope **7**

Financial accounting principles, Accounting concepts and conventions, Accounting assumptions and limitations, Accounting vs. book keeping, Brief review of accounting standards in India, Accounting policies, Valuation principles, Accounting estimates.

Accounting Process **16**

Recording of business transactions, Preparation of trial balance (Voucher systems, Accounting process, Journals, Ledger, Cash book, Trial balance).

Depreciation Accounting **10**

Introduction, Causes and factors, Methods for providing depreciation.

Final Accounts **11**

Preparation of final accounts (non-corporate entities) along with major adjustments (Profit and Loss Account, Balance sheet).

Financial Statement Analysis **12**

The tools of analysis, Horizontal analysis, Vertical analysis, Trend analysis, Solvency ratios, Profitability ratios, Activity ratios, Funds flow and Cash flow analysis, Accounting Standard-3 (Revised).

Text Books

1. Maheshwari, S.N. and Maheshwari S. K.; *Financial Accounting*; Sultan Chand and Sons
2. Grewal T. S.; *Double Entry Book Keeping*; S. Chand and Co.

Reference Books

1. Gupta, R.L.; *Advanced Accounting*; Sultan Chand and Sons
2. Bhattacharya, Asish; *Essentials of Financial Accounting*; Prentice Hall of India
3. Ramachandran, N. and Kakani, Ram Kumar; *Financial Accounting for Management*; Tata McGraw Hill
4. Anthony R. N., Hawkins D. F., and Merchant K. A.; *Accounting Text and Cases*; Tata McGraw Gill

Course:	PRINCIPLES OF MANAGEMENT			Semester: I
Course Code: BBA 103	L T P	4 0 0	Credits: 4	

Objective: To enable students learn the basic principles and functions of management.

SYLLABUS

Introduction **9**

Nature and purpose, Managing: Is it science or art? Evolution of management thoughts, An overview of functions of managers: planning, organizing, staffing, leading and controlling, Coordination: essence of managership, systems approach to management, contingency approach to management.

Planning **13**

Meaning, need and importance, Types: missions and purposes, objectives and goals, strategies and policies, levels, advantages and limitations, procedures and rules, Programs and budgets, Steps in planning, Objectives, Management by Objectives, Strategies, policies and planning premises, Strategic planning process, Forecasting: need and techniques, Decision Making: types, process of rational decision making, and techniques of decision making.

Organizing **9**

Nature of organizing, Formal and informal organizations, Organizational levels and span of management, Structure and process of organizing, Line and staff authority, Empowerment, Decentralization of authority, Delegation of authority, Organization charts.

Staffing **8**

Definition of staffing, Overview of staffing function, Systems approach to human resource management, Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal, The Peter's Principle.

Leading **9**

- i. Motivation: Mc Gregor's Theory X and Theory Y, Maslow's Hierarchy of needs theory, Herzberg's Motivation- Hygiene theory, Expectancy theory, Goal-setting theory.
- ii. Leadership: Meaning, styles, qualities and functions of leader, Committees and group decision making.
- iii. Communication purpose, process, barriers and break downs, making communication effective.

Controlling **8**

Concept, nature and importance, Process and techniques of controlling, Controlling as a feedback system, Requirements of effective control, Major controlling techniques: budgetary and non-budgetary control devices.

Text Books

1. Koontz, H. and Weihrich, H., *Essentials of Management*; Tata McGraw Hill
2. Robbins, S.P., Coulter, M., Vohra, N., *Management*; Pearson Education

Reference Books

1. Robbins, S.P., DeCenzo, D.A., Bhattacharya, S., Agarwal, M.N.; *Fundamentals of Management*; Pearson Education
2. Stoner, J.A.F., Freeman, R.E., Gilbert, D.R.; *Management* ; Pearson Education
3. Chhabra, T.N.; *Essentials of Management*; Sun India Publications

Course: BUSINESS STATISTICS			Semester: I
Course Code: BBA 104	L T P	4 0 0	Credits: 4

Objective: The course aims at developing understanding of basic concepts of statistics and skills to apply them in business scenarios.

SYLLABUS

Introduction **5**

Meaning, Characteristics, Functions, Importance, Limitations and Types of statistics, Uses of statistics in functional areas of management.

Classification and Presentation of Data **13**

Frequency distribution: discrete and continuous frequency distribution, Diagrammatic and graphic representation: line, bar, rectangle and Pie diagram, Graphs: histograms, frequency polygon, cumulative frequency curves or ogives, Advantages and limitations of diagrams and graph, Tabulation: types of tables.

Measures of Central Tendency and Dispersion **15**

Concept of central tendency, Measures of central tendency: definitions, properties and applications of mathematical averages including arithmetic mean, geometric mean and harmonic mean, Positional averages: mode, median and other partition values including quartiles, deciles, and percentiles, Measures of dispersion/variation: absolute and relative, range, quartile deviation, mean deviation, standard deviation, and co-efficient of variation, Properties of standard deviation/variance, Comparison of various measures of dispersion, skewness, and kurtosis, Moments: calculation (including Sheppard's corrections) and significance.

Correlation and Regression **12**

Correlation: Scatter diagram, Karl Pearson's coefficient of correlation, and Spearman's coefficient of rank correlation, Regression: method of least squares, regression coefficient, and standard error of estimate.

Time Series and Forecasting **11**

Time Series: introduction, objectives of time series, identification of trend, variation in time series: secular variation, cyclical variation, seasonal variation, and irregular variation, Methods of estimating trend, Choosing appropriate forecasting model.

Text Book

1. Berenson, Mark L., Levine, David M. and Krehbiel. Timothy C.; *Basic Business Statistics: Concepts and Applications*; Pearson Education

Reference Books

1. Beri, G.C.; *Business Statistics*; Tata McGraw Hill
2. Black, Ken; *Business Statistics: For Contemporary Decision Making*; John Wiley and Sons
3. Siegel, Andrew F.; *Practical Business Statistics*; Tata McGraw Hill
4. Levin, Richard and Rubin, David S.; *Statistics for Management*; Prentice Hall of India
5. Spiegel, M.D.; *Theory and Problems of Statistics*; Tata McGraw Hill

Course:	COMPUTER APPLICATIONS IN BUSINESS			Semester: I
Course Code: BBA 105 P	L T P	0 0 4	Credits: 2	

Objective: The course aims to provide knowledge about basic components of a computer and their significance, and hands on learning of applications of MS Office and Internet in businesses.

SYLLABUS

MS Word

Features of word processing, Formatting documents, Paragraph formatting, Indents, Page formatting, Header and footer, Bullets and numbering, Tabs, Tables, Formatting the tables, Finding and replacing text, Mail merge, Macros.

MS Excel

Features of MS-Excel, Entering data, Entering series, Editing data, Cell referencing, Ranges, Formulae, Functions, Auto sum, Copying formula, Formatting data, Creating charts, Creating database, Sorting data, Filtering.

MS Power Point

Features of MS Power Point, Formatting text on slides, Inserting charts, Adding tables, Clipping, Slide animation, Slide shows.

MS Access

Creating a Database, Understanding the Views, Displaying records in Subdatasheets, Finding Records, Replace or edit data, Sorting Records.

Text Books

1. MS Office Word 2007: Level 1 (NIIT)
2. MS Office Excel 2007: Level 1 (NIIT)
3. MS Office PowerPoint 2007: Level 1 (NIIT)

Reference Books

1. Sinha, P. K., and Sinha, Priti; *Computer Fundamentals*; BPB Publications
2. Leon, Alex and Leon, Mathews; *Fundamentals of Information Technology*; Vikas Publishing House
3. Saxena, S.; *Computer Applications in Management*; Vikas Publishing House
4. Norton, Peter.; *Computing Fundamentals*; Tata McGraw Hill

Course:	BUSINESS ENVIRONMENT			Semester: I
Course Code: BBA 106	L T P	4 0 0	Credits: 4	

Objective: The course aims at imparting knowledge about the various social, political, legal, economic and technological factors which influence the business environment.

SYLLABUS

Introduction **5**

Concept, Significance and nature of business environment, Types of environment, Difference between internal and external environments, Nature and structure of economy, Techniques for environment analysis, Approaches and significance of environment forecasting.

Economic Environment of Business **14**

Economic environment, History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, monetary policy, and fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in new economic policy and its impact on business, EXIM policy.

Political Environment of Business **9**

Politico-Legal environment, Political institutions: legislature, executive, and judiciary, Relationship between business and government, Role of government, Constitutional provisions affecting business.

Technological, Legal and Regulatory Environment of Business **14**

Factors influencing technological environment, Role and impact of technology on business, Transfer of technology: channels, methods and limitations, Intellectual property rights and trademarks, Competition Act, 2002, Consumer Protection Act, 1986, SEBI Act.

Business and Social Environment **7**

Population size, Declining birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behavior, Consumerism, Social responsibility of business.

International Business Environment **7**

Foreign investment and trade regulation, Foreign direct investment, Foreign institutional investment, WTO and India: an overview, Regulation of foreign trade, Disinvestment in public sector units.

Text Books

1. Cherunilam, Francis; *Business Environment*; Himalaya Publishing House
2. Fernando, A. C.; *Business Environment*; Pearson Education

Reference Books

1. Paul, Justin; *Business Environment*; Tata McGraw Hill
2. George, A. and Steiner, G.A.; *Business Environment and Society*; Macmillan
3. Aswathappa, K.; *Business Environment and Strategic Management*, Himalaya Publishing House
4. Dhingra, I.C.; *Indian Economy: Environment and Policy*; Sultan Chand and Sons

Course: ENGLISH			Semester: I
Course Code: BBA 107	L T P	2 0 0	Credits: 2

Objective: The course has been designed to impart basic knowledge of English grammar and enhance the vocabulary of the students.

SYLLABUS

Applied Grammar **12**

Types of sentences, Parts of speech, Active and passive voice, Direct and indirect (or Report) speech, Tenses and Forms, Concord, Question tags and short responses.

Word Substitution **5**

Homonyms, Antonyms, Synonyms, One word substitution, Common errors, Logical rearrangement of words, Punctuation and capitalization.

Vocabulary **6**

Splitting the fine sense of words, Context based vocabulary, Literal and figurative use of words, Word parallels and alternatives.

Conversion and Comprehension **5**

Affirmative to negative and vice versa, Assertive to exclamatory and vice versa, Assertive to interrogative and vice versa, Comprehension passages.

Text Book

1. Martin, H. and Wren, P. C.; *English Grammar and Composition*; S. Chand and Co.

Reference Books

1. Lewis Norman; *Word Power made easy*; W.R; Goyal Publication and Distributors
2. *Better Your English- A Workbook for 1st year Students*; Macmillan
3. Rosen, Blum M; *How to Build Better Vocabulary*; Bloomsbury Publication

Course: MACROECONOMICS			Semester: II
Course Code: BBA 201	L T P	4 0 0	Credits: 4

Objective: The course intends to develop the understanding of the macroeconomic concepts such as income and employment, investment, consumption, fiscal policy and monetary policy which impact businesses.

SYLLABUS

Nature and Scope of Macroeconomics 7

Meaning, nature and scope, Circular flow of income in two, three and four sector models, National income: concepts, and measurement, Stock and flow variables.

Theory of Income and Employment 10

Classical theory of output and employment, Say's law of markets, Keynesian theory of income determination, Consumption function: meaning, determinants and importance, Theory of consumption: absolute income hypothesis, relative income hypothesis, permanent income hypothesis and life cycle hypothesis.

Theory of Investment 10

Meaning of investment, Types of investment, Determinants of investment, Marginal efficiency of capital, Net present value, Internal rate of return, Interest rate determination: classical, neo-classical and Keynesian theories. Multiplier: investment multiplier; static and dynamic, tax multiplier, foreign trade multiplier, balanced budget multiplier, leakages from multiplier, importance and limitations.

Nature and Function of Money 10

Definition of money, Functions of money, Concepts of money supply, Money multiplier, Central banking, Role of Reserve Bank of India, Instrument of monetary policy, Functions of commercial banks.

Fiscal Policy 9

Nature and objectives of fiscal policy, Concepts of taxation: classification of taxes, Fiscal deficits, Role of fiscal policy in developing countries, Nature and management of public debt.

Unemployment and Inflation 10

Meaning and types of unemployment, Inflation: meaning, types of inflation, Demand and cost push, Stagflation, Effects of inflation in economy and Philip's Curve.

Text Books

1. Rangarajan, C and Dholakia, Bakul H.; *Principles of Macroeconomics*; Tata McGraw Hill
2. Gupta, G.S; *Macroeconomics Theory and Applications*; Tata McGraw Hill

Reference Books

1. Shapiro; *Macroeconomic Analysis*; Galgotia Publications
2. Vaish, M.C.; *Macro Economic Theory*; Vikas Publishing House
3. D'souza, E; *Macro Economics*; Pearson Education
4. Dwivedi, D. N.; *Macro Economics; Theory and Policy*; Tata McGraw Hill
5. Dornbusch, Rudiger, Fischer, Stanley and Startz, Richard; *Macroeconomics*; McGraw Hill

Course: MANAGEMENT ACCOUNTING			Semester: II
Course Code: BBA 202	L T P	4 0 0	Credits: 4

Objective: The course intends to impart basic knowledge about principles of management accounting and their applications in business.

SYLLABUS

Introduction **8**

Nature and scope of management accounting, Role of cost in decision-making, Management accounting and cost accounting as internal control tools, Difference between management accounting and financial accounting, Types of cost, Cost concepts, Full costing and its uses, Overhead allocations, Preparation of cost sheet.

Marginal Costing **17**

Cost-Volume-Profit analysis, P/V ratio, Analysis and implications, Concept and uses of contribution, Break-even point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement and sales, Differential costing and incremental costing: concept, uses and applications, Method of calculation of these cost and their role in management decision making like sales, replacement, buying etc.

Budgeting **11**

Concept of budget, Budgeting and budgetary control, Types of budget, Static and flexible budgeting, Preparation of cash budget, Sales budget, Production budget, Materials budget, Capital expenditure budget and master budget, Advantages and limitations of budgetary control.

Standard Costing **11**

Concept of standard costs, Establishing various cost standards, Calculation of material variance, labour variance, overhead variance, their implications and applications, Transfer pricing: multinational transfer pricing, market based transfer pricing, and cost-based transfer pricing, Cost of quality and time.

Responsibility Accounting **9**

Concepts of investment center, cost center, profit center and responsibility center, divisional performance measurements and their managerial implications.

Text Books

1. Horngren, Charles T., Sundem, Gary L., Schatzberg, Jeff O. and, Burgstahler, David, and; *Introduction to Management Accounting*; Prentice Hall of India
2. Anthony, Robert N; Hawkins, David F, Merchant, Kenneth A.; *Accounting; Text and Cases*; Tata McGraw Hill

Reference Books

1. Richard, M. Lynch and Robert, W. Williams; *Accounting and Management: Planning and Control*; Tata McGraw Hill

2. Bhattacharya, D.; *Management Accounting*; Pearson Education
3. Kishore, M., Ravi; *Cost Accounting*; Taxmann Publication
4. Vij, Madhu; *Management Accounting*; Macmillan

Course:	ORGANIZATIONAL BEHAVIOR			Semester: II
Course Code:	BBA 203	L T P	4 0 0	Credits: 4

Objective: The course aims to develop the basic understanding of students about basic concepts, theories and techniques in the field of human behavior at individual, group and organizational levels.

SYLLABUS

Introduction **6**

Concept of organizational behavior, Scope, Evolution, Conceptual models, Challenges and opportunities, Interdisciplinary role of organizational behavior.

Foundation of Individual Behavior **19**

Factors affecting perception, Motivation theories (Maslow, Herzberg, and Mc Gregor X and Y theory), Financial and non financial motivation, Personality types and important theories, Attitude: change of attitude and determinants of attitude, Learning, Conditioning, Learning curve, Reinforcement types, Job satisfaction: meaning, factors affecting job satisfaction.

Concept of Group Dynamics **11**

Concept and features of group, Process of group formation, Concept of punctuated equilibrium model, Types of group behavior: formal and informal groups, Concept of punctuated equilibrium model, Conflict: types of conflict and resolution of conflict.

Leadership **11**

Styles and behaviors, Theories: trait, managerial grid, and Harsey Blanchard situational leadership, Transformational leadership behavior, Power and influence, Counselling and guidance.

Stress Management **9**

Concepts of stress, Sources, Consequences and techniques for management of stress.

Text Books

1. Robbins, S. P., Judge, T. A., Vohra, Niharika; *Organizational Behavior*; Pearson Education
2. Luthans, Fred; *Organizational Behavior*; Tata McGraw Hill

Reference Books

1. Newstorm, John; *Human Behavior at Work*; Tata McGraw Hill
2. McShane, Steven L. and Mary, Von Glinow and Radha, R. Sharma; *Organizational Behavior*; Tata McGraw Hill
3. Singh, Kavita; *Organization Behavior; Text and Cases*; Pearson Education
4. Pareek, Udai; *Understanding Organizational Behavior*; Oxford University Press

Course:	BUSINESS MATHEMATICS			Semester: II
Course Code:	BBA 204	L T P	4 0 0	Credits: 4

Objective: The course aims at equipping students with the knowledge of mathematics and its applications in management of business.

SYLLABUS

Basics Business Mathematics 9

Rates of interest: nominal, effective and their inter-relationships in different compounding situations, Compounding and discounting of a sum using different types of rates, Types of annuities like ordinary, due, deferred, continuous, and perpetual, and their future and present values using different types of rates of interest.

Matrices and Determinants 9

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

Logarithm and Set Theory 10

Definition of set, Methods of describing a set, Types of sets, subsets and their properties, Compliment of a set, Operations of sets, Fundamental law of algebra of sets, Logarithms: definition, and fundamental properties of logarithm, Base changing formula, Problem solving without using log tables.

Calculus I 13

Mathematical functions and their types: linear, quadratic, polynomial, exponential, logarithmic and logistic functions, Concepts of limit and continuity of a function, Concept and rules of differentiation, Maxima and minima involving second or higher order derivatives.

Calculus II 15

Partial differentiation, Partial derivatives up to second order, Homogeneity of functions and Euler's theorem, Total differentials, Differentiation of implicit functions with the help of total differentials, Maxima and minima in cases of two variables involving not more than one constraint including the use of the Lagrangean multiplier, Integration, Standard forms, Methods of integration: by substitution, by parts and by use of partial fractions, Basic idea of definite integration.

Text Book

1. Dowling, E.T.; *Applied Mathematics*; Tata McGraw Hill
2. Trivedi, Kashyap and Trivedi, Chirag; *Business Mathematics*; Pearson Education

Reference Books

1. Ayres, Frank Jr.; *Mathematics for Economics and Finance*; Tata McGraw Hill
2. Budnick, P.; *Theory and Problems of Mathematics of Finance*; Tata McGraw Hill
3. Dowling, E.T.; *Mathematics for Economics Schaum's Outlines Series*; Tata McGraw Hill
4. Mizrahi and Sullivan, John; *Mathematics for Business Finance and Economics*; John Wiley and Sons
5. Taha, Hamdy A.; *Operations Research: An Introduction*; Prentice Hall of India

Course: PRINCIPLES OF MARKETING			Semester: II
Course Code: BBA 205	L T P	4 0 0	Credits: 4

Objective: The course aims to provide the basic knowledge of the concepts, theories and practices in marketing. It seeks to develop the marketing skills as per the need of industry.

SYLLABUS

Introduction **11**

Overview of marketing, Strategic marketing, Planning for competitive advantage, Marketing environment, Market segmentation, Targeting and positioning, Marketing mix, Consumer buying behavior, Organizational buying behavior, Social responsibility and ethics.

Product Decisions **12**

Concept of a product, Classification of products, Product line and product mix, Product life cycle, Branding, Packaging and labeling, New product development, Services and non-profit organization marketing.

Pricing Decisions **10**

Introduction to pricing policies and strategies, Factors affecting price determination.

Distribution Channels and Physical Distribution Decisions **11**

Nature, functions and types of distribution channels, Distribution channel intermediaries, Channel management decisions, Retailing, Wholesaling.

Promotion Decisions **12**

Integrated marketing communications, Advertising, Sales promotion, Personal selling, Public relation and publicity.

Text Book

1. Kotler, Philip, Armstrong, Gary, Agnihotri, Prafull and Haque, Ehsan-ul; *Principles of Marketing: A South Asian Perspective*; Pearson Education

Reference Books

1. Stanton, Etzel, Walker and Pandit; *Marketing*; Tata McGraw Hill
2. McDaniel, Lamb and Hair; *Introduction to Marketing*; Thomson Learning
3. Kotler, Philip; *Marketing Management- Analysis, Planning, Implementation and Control*; Prentice Hall of India
4. McCarthy, Cannon and Perreault; *Basic Marketing: A Marketing Strategy Planning Approach*; Tata McGraw Hill

Course:	ENVIRONMENTAL STUDIES AND DISASTER MANAGEMENT			Semester: II
Course Code:	BBA 206	L T P	3 0 0	Credits: 3

Objective: The course is meant to familiarize the students with the vulnerabilities of the environment and help them work in a manner which is environment friendly and also prepare them for managing disastrous situations.

SYLLABUS

Part I: Environmental Studies **18**

Introduction **5**

Environment: definition, scope and importance, Need for public awareness, Ecosystem, Balanced ecosystem, Human activities: food, shelter, economic and social security, Sustainable development.

Natural Resources **5**

Water Resources: availability and quality aspects, Mineral resources, Forest wealth, Material cycles: carbon, nitrogen and sulphur cycles.

Energy **2**

Types of energy, Electro-magnetic radiation, Conventional and non-conventional sources: hydro electric, fossil fuel based, nuclear, solar, bio-mass and bio-gas, Hydrogen as an alternative future source of energy.

Environmental Protection **6**

Pollution: water pollution, air pollution and noise pollution, Public health aspects, Solid waste management, Current issues: population growth, climate change and global warming, and urbanisation, Animal Husbandry, Role of government, Legal aspects of environmental protection, Environment education, Women education.

Part II: Disaster Management **24**

Introduction to Disasters **4**

Concepts and definitions (Disaster, Hazard, Vulnerability, Resilience, Risk), Classification: causes and impact (including social, economic, political, environmental, health, and psychological), Different impact in terms of taste, class, gender, age, and location disability, Global trends in disasters: urban disasters, pandemics, complex emergencies, and climate change.

Approaches to Disaster Risk Reduction (DRR) **5**

Disasters cycle: its analysis, phases, culture of safety, prevention, mitigation and preparedness, Community-based DRR: structural and non-structural measures, Roles and responsibilities of community, Panchayati Raj Institutions/Urban local bodies (PRIs/ULBs), Central and state government, and other stake-holders.

Inter-relationship between Disasters and Development **5**

Factors affecting vulnerabilities, Differential impacts, Impact of development projects including dams, Embankments and changes in land-use, Climate change adaptation, Relevance of indigenous knowledge, Appropriate technology and local resources.

Disaster Risk Management in India

4

Hazard and vulnerability profile of India, Components of disaster relief: water, food, sanitation, shelter, health, and waste management, Institutional arrangements (Mitigation, Response and preparedness, DM Act and policy).

Project Work

6

The project /fieldwork is meant for students to understand vulnerabilities and to work on reducing disaster risks and to build a culture of safety, Projects must be conceived creatively based on the geographic location and hazard profile of the region where the college is located.

A few ideas or suggestions are discussed below.

Several governmental initiatives require Urban Local Bodies (ULBs) and Panchayati Raj Institutions (PRIs) to be proactive in preparing DM Plans and community based disaster preparedness plans. Information on these would be available with the District Collector or Municipal Corporations. The scope for students to collaborate on these initiatives is immense. Teachers may explore possibilities.

Teachers could ask students to explore and map disaster prone areas, vulnerable sites, vulnerability of people (specific groups) and resources. The students along with teachers could work on ways of addressing these vulnerabilities, preparing plans in consultation with local administration or NGOs.

Students could conduct mock drills in schools, colleges or hospitals. They could also work on school safety, safety of college buildings, and training in first aid.

Other examples could be: identifying how a large dam, road/ highway or an embankment or the location of an industry affects local environment and resources or how displacement of large sections of people creates severe vulnerabilities.

Teaching Resources

A range of films: documentation and feature films related to disasters and their impact, and on vulnerabilities of people are available which a teacher could choose with care and screen. This could form a basis of classroom discussion.

Text Books

1. Reddy, M. Anji; *Text book of Environmental Science and Technology*; BS Publications
2. Andharia J.; *Vulnerability in Disaster Discourse, JTCDM*; Tata Institute of Social Sciences
3. Kumar, Narendra and Singh, Gopal; *Disaster Management*; Vikas Publishing House

Reference Books

1. Blaikie, P and Cannon, T. and Davis, I. and Wisner, B.; *At Risk: Natural Hazards, People's Vulnerability and Disasters*; Routledge
2. Alexander, David E.; *Introduction in Confronting Catastrophe*; Oxford University Press
3. Joseph, Benny; *Environmental Studies*; McGraw Hill
4. Rajagopalan, R.; *Environmental Studies*; Oxford University Press
5. Coppola, P. Damon; *Introduction to International Disaster Management*; Butterworth-Heinemann
6. Manjunath, D.L.; *Environmental Studies*; Pearson Education
7. Cuny, F.; *Development and Disasters*; Oxford University Press
8. *Disaster Management Act, 2005*

Course:	BUSINESS LAW			Semester: III
Course Code:	BBA 301	L T P	4 0 0	Credits: 4

Objective: The purpose of this paper is to impart basic knowledge of important Business Laws along with relevant case studies.

SYLLABUS

The Indian Contract Act, 1872 **20**

Contract: Meaning, Characteristics and kinds, Essentials of valid contract: Offer and acceptance, consideration, contractual capacity, free consent, and legality of objects, Void agreements, Discharge of contract: modes of discharge including breach and its remedies, Contingent contracts, Quasi-contracts, Contract of indemnity and guarantee, Contract of bailment, Contract of agency.

The Sale of Goods Act, 1930 **12**

Contract of sale: meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, Unpaid seller: meaning and rights of an unpaid seller against the goods and the buyer.

The Indian Partnership Act, 1932 **8**

Definition and nature of partnership, rights and duties of a partner, Registration of Partnership, Status of a minor partner, Effect of non-registration Dissolution of a partnership: major provisions Introduction to LLP and major difference between Partnership and LLP.

The Negotiable Instruments Act, 1881 **10**

Definition of negotiable instrument, Promissory note, Bill of Exchange and cheque, Parties to negotiable instrument, Discharge of parties from liability, Dishonour of a negotiable instrument: Liabilities of Banker and drawer for dishonour of a cheque, Hundies.

The Information Technology Act, 2000 **6**

Meaning and scope of the Act, Digital signature, Electronic governance, Regulation of certifying authority, Digital signature, Penalties and adjudication, Offences.

Text Book

1. Kuchhal, M.C., and Kuchhal, Vivek; *Mercantile Law*; Vikas Publishing House

Reference Books

1. Singh, Avtar; *The Principles of Mercantile Law*; Eastern Book Company
2. Maheshwari and Maheshwari; *Business Law*; National Publishing House
3. P.P.S. Gogana; *Business Law*; Vikas Publication House
4. *The Information Technology Rules, 2000 and Cyber Regulations Appellate Tribunal Rules, 2000 with Information Technology Act, 2000*, Taxmann Publication

Course:	INDIAN POLITY AND GOVERNANCE			Semester: III
Course Code:	BBA 302	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about the structure of the Indian political system and governance.

SYLLABUS

Indian Political System **14**

Making of India's constitution, Constituent assembly, Philosophy, Preamble, Fundamental rights, Directive Principles of state policies, Secularism, Problems and trends, Casteism, Communalism, Regionalism and separatism.

Indian Federal System **14**

Nature of India's federal system, Centre-state relations, Issues and problems, Citizenship, Separation of powers, Union executive, President, Prime Minister, Governor, Legislature, Organization and function.

Judicial System in India **14**

Supreme Court and High Court: jurisdiction and powers and functions, Judicial review, Independence of judiciary and judicial activism.

Governance and Public Policy **14**

Governance, Concept, Nature, Meaning and forms of public accountability and redressal of public grievances with special reference to RTI, Lokpal and Lokayukta, Election Commission, Political representation, Panchayati Raj System, Urban Local Bodies, Public policy, Public Finance, Budget.

Text Books

1. Austin, Granville; *The Indian Constitution: Cornerstone of a Nation*, Oxford University Press
2. Basu, Durga, Das; *An Introduction to the Constitution of India*, Lexis Nexis

Reference Books

1. Fadia, M.L. and Fadia, Kuldeep; *Indian Government and Politics*; Rawat Publication
2. Austin, Granville; *Working a Democratic Constitution: The Indian Experience*; Oxford University Press
3. Kashyap, S.; *Our Constitution*; National Book Trust
4. Sapru, R.K.; *Public Policy: Formation, Implementation and Evaluation*; Sterling Publications
5. Singh, M.P. and Saxena, R.; *Indian Politics: Contemporary Issues and Concerns*; Prentice Hall of India

Course:	FINANCIAL MANAGEMENT		Semester: III
Course Code: BBA 303	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about the basic principles, tools and techniques of financial management with a view to develop skills to take informed business decisions.

SYLLABUS

Introduction **10**

Concept of finance, Scope and objectives of financial management, Profit maximization vs. wealth maximization, Functions of a finance manager in modern age, Time value of money, Risk and return analysis, Financial planning, Over capitalization and undercapitalization.

Investment Decisions **14**

Capital budgeting decisions, Implications involved, Techniques of capital budgeting and application, Capital rationing, Cost of capital: cost of equity and preference shares, debentures, retained earnings and weighted average cost of capital and its implications.

Financing Decisions **11**

Concept, Theories and approaches of capital structure decisions (NI, NOI, and traditional and Modigliani Miller approach), Leverage analysis: financial, operating and combined leverage along with implications, EBIT and EPS analysis, Indifference points, Long term sources of finance.

Dividend Decisions **9**

Concept of retained earnings and plough back of profits, Relevance and irrelevance theories of dividend decision: Walter's model, Gordon's model and MM hypothesis, Factors affecting dividend decision.

Working Capital Decisions **12**

Concept, Component and factors affecting working capital requirement, Working capital management, Management of cash, inventory and receivables, Working capital financing.

Text Books

1. Pandey, I.M.; *Financial Management*; Vikas Publishing House
2. Rustagi, R. P.; *Fundamentals of Financial Management*; Taxmann Publication

Reference Books

1. Horne, James C. Van and Wachowicz, John M. Jr.; *Financial Management and Policy*; Prentice Hall of India
2. Chandra, Prasanna; *Financial Management: Theory and Practice*; Tata McGraw Hill
3. Weston, Fred J., and Brigham, Eugene F.; *Managerial Finance*; Actob Publication
4. Walker E. W; *Essentials of Financial Management*; Prentice Hall of India
5. Khan and Jain; *Basic Financial Management*; Tata McGraw Hill
6. Kishore, Ravi M.; *Financial Management*; Taxmann Publication

Course: HUMAN RESOURCE MANAGEMENT			Semester: III
Course Code: BBA 304	L T P	4 0 0	Credits: 4

Objective:To impart basic knowledge of the principles of strategic human resource management and develop skills to acquire, reward, motivate, use and manage the employees.

SYLLABUS

Introduction 8

Nature and scope of human resource management, HRM objectives and functions, HRM policies, HRM in globally competitive environment, Strategic human resource management.

Acquiring Human Resources 12

Human resource planning, Job analysis and job design, Employee involvement, Flexible work schedule, Recruitment, Types of recruitment, Selecting human resources, Selection methods, Various types of tests, Placement and induction, Right sizing.

Developing Human Resources 12

Employee training, Training need assessment, Training methods and evaluation, Cross-cultural training, Designing executive development program, Techniques of executive development, Career planning and development.

Enhancing and Rewarding Performance 12

Establishing the performance management system, Establishing reward and pay plans, Employee benefits, Ensuring a safe and healthy work environment.

Discipline and Grievance Procedures 12

Definition, Disciplinary procedure model, Grievance procedures, Termination of employment: retirement, resignation and termination of contract, Layoff and exit interviews, Dealing with the human aspects of terminations and counseling.

Text Books

1. Dessler, Gary and Varkkey, Biju; *Human Resource Management*; Pearson Education
2. DeCenzo, David, A. and Robbins, Stephen P.; *Fundamentals of Human Resource Management*; John Wiley and Sons

Reference Books

1. Khanka, S.S; *Human Resource Management*; Text and Cases; S. Chand and Co.
2. Rao, V.S.P; *Human Resource Management*; Text and Cases; Excel Books
3. Ivancevich, John M; *Human Resource Management*; Tata McGraw Hill
4. Aswathappa, K.; *Human Resource and Personnel Management*; Tata McGraw Hill

Course:	PRODUCTION AND OPERATIONS MANAGEMENT		Semester: III
Course Code: BBA 305	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about various production processes and service systems, and the role that production and operations management plays in business and analysis of issues arising in the management of operations.

SYLLABUS

Introduction **8**

Nature and scope of production and operations management, Its relationship with other systems in the organization, Factors affecting system and concept of production and operations management, Facility location, Layout planning and analysis.

Production System and Related Concepts **12**

Types of production systems, Productivity, Productivity measurement, Production planning and control, Batch production, Job order production, Product design and development, Process selection.

Scheduling and Measuring Production Activities **12**

Scheduling, Maintenance, Total preventive maintenance (TPM), Time and motion study, Work study, Method study, Work measurement, Work Environment.

Material and Inventory Management **12**

An overview of material management, Material planning and inventory control, Inventory model(Classical EOQ), Just-in-time (JIT), Lean manufacturing, Purchase management, Store management, Safety management(Ergonomics).

Quality in Production and Operations Management **12**

Quality assurance, Quality control, Total quality Management (TQM).

Text Books

1. Charry, S.N; *Production and Operation Management-Concepts Methods and Strategy*; McGraw Hill
2. Elwoods, S. Buffa and Rakesh, K. Sarin; *Modern Production Management*; John Wiley and Sons

Reference Books

1. Joseph, S. Martinich, *Production and Operations Management*; Tata McGraw Hill
2. Stevenson, William J.; *Operation Management*; Tata McGraw Hill
3. Lee, J. Krajawski, *Operation Management: Strategy and Analysis*; Pearson Education
4. Muhlemann, Alan, Oakland, John S. and Lockyer, K. G.; *Production and Operations Management*; Pitman Publishing

Course: INDIAN ECONOMY			Semester: III
Course Code: BBA 306	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about the main features of the Indian Economy and how it is influencing the global business environment.

SYLLABUS

Structure of Indian Economy **12**

Features of an under-developed economy, Concept of economic growth and economic development, Growth and development, Basic characteristics of Indian economy, Changes in structure of Indian Economy (Primary sector, Secondary sector and Tertiary sector).

National Income **11**

Basic concepts of national income, Trends in national income, Occupational distribution, Work force participation and changes in occupational structure in India.

Agriculture and Industrial Sectors **12**

Land reforms in India, Technological changes in agriculture, Green Revolution, Agricultural price policy, Industrial Policy-1991, Public sector enterprises and their performance, Problem of sick units in India.

Planning in India **11**

Objectives of economic planning in India, Twelfth Five Year Plan, Economic problems: poverty, inequality, unemployment, balanced regional development, low capital formation, and industrial sickness.

Indian Economy – Emerging Issues **10**

WTO and Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, Foreign direct investment, Foreign portfolio investment, Foreign institutional investment.

Text Books

1. Datt, Gaurav, K.P.M. Sundharam and Ashwani Mahajan; *Indian Economy*; S. Chand and Co.
2. Mishra, S.K. and Puri, V.K.; *Indian Economy*; Himalaya Publishing House

Reference Books

1. Stanley, Brown A.; *India Independent*; John Wiley and Sons
2. Bhagwati, J. and Desai, P; *India: Planning for Industrialization*; OUP
3. Jhingan, M. L.; *Indian Development and Planning*; Vikas Publishing House
4. Todaro, Michael P. and Stephen, C. Smith; *Economic Development*; Pearson Education
5. Dhingra, I. C.; *The Indian Economy; Environment and Policy*; Sultan Chand and Sons

Course:	PROFESSIONAL SKILLS ENHANCEMENT - I		Semester: III
Course Code: BBA 307P	L T P	0 0 3	Credits: 2

Objectives: To sharpen the English communication and analytical skills of the students thereby developing them into confident professionals who can fulfill the industry requirements.

SYLLABUS

Introduction to English Fundamentals and Oral Communication

The significance of English in the global world, Oral communication process, vocabulary and effective vocabulary, Vocabulary building methods, Spellings and common errors, Fundamentals of good speaking.

Applied Grammar Fundamentals and Parts of speech

Application of learnt grammar, Parts of speech, Simple and complex sentence constructions, Relationships between Nouns and Prepositions, Subject and Verb agreement, Use of appropriate tense, Articles and their usage, Use of adjectives in everyday language, Sentence construction, Punctuation and its importance in oral communication, Avoiding ambiguity and creating impact.

Speaking Skills and Comprehension Abilities

Pronunciation and diction, Common syllables and mis-pronounced words, Selection of Appropriate Vocabulary, Clarity and Precision in drafting sentences. MTI and ways to overcome, Confidence building exercises, Reading skills, Speed reading, Comprehension and retention of key concepts, Art of summarizing and concluding, Holding attention of audience, Individual speaking exercises.

Effective Verbal and Non Verbal Communication

Language in the corporate world, Business idioms and their usage, Types of communication: grapevine, small talk, Formal and informal conversations, Communication at workplace with boss, peer and subordinates, Barriers and hesitation, Improvement methods.

Thought Development Techniques

Techniques to develop and organize thoughts, Brainstorming, SWOT, Stakeholders analysis, GAP Analysis, Root cause analysis, PEST analysis, Practice exercises.

Text Book

1. Locker, K.O and Kaczmarek, K.S.; *Business Communication: Building Critical Skill*; Tata McGraw Hill

Reference Books

1. Aggarwal, Ravi, *Personality Development: Essentials of Life Skills*; Sublime Publications
2. Sharma, Laxmi; Sharma, Ram; Muller, Marken; *Explorations in Communication Skills and Personality Development*; Manglam Publications

Course: BUSINESS RESEARCH METHODS			Semester: IV
Course Code: BBA 401	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about research methods and develop skills to use statistical tools necessary in management research.

SYLLABUS

Introduction to Research Methods **12**

Definition and objectives of research, Various steps in scientific research, Types of research, Research purposes, Research design, Survey research, Case study research etc., Ethics in research.

Data Collection and Sampling Design **10**

Sources of data: primary data and secondary data, Sources of collecting primary data, Sources of collecting secondary data, Sampling procedures, Merits and demerits of sampling, Sampling errors.

Descriptive Statistics **14**

Data preparation: editing, coding, classification and tabulation of data, Measures of central tendency, Probability concepts, Theoretical distributions: Binomial distributions, Normal distribution, and Poisson distribution.

Statistical Modeling and Analysis **14**

Fundamentals of statistical analysis and inferences, Multivariate methods, Concepts of correlation and regression, Analysis of data, Hypothesis testing, procedure of testing hypothesis.

Research Reports **6**

Structure and components of research report, Types of reports, Layout of research report, Mechanism of writing a research report.

Text Book

1. Cooper, Donald R. and Schindler, Pamela S.; *Business Research Methods*, Tata McGraw Hill
2. Zikmund; *Business Research Methods*; Cengage Learning *Production and Operations Management*

Reference Books

1. Jenkins, G.M., and Watts, D.G; *Spectral Analysis and its Applications*; Holden Day
2. Levin, Richard I and Rubin, David S.; *Statistics for Management*; Pearson Education
3. Bendat and Piersol; *Random data: Analysis and Measurement Procedures*; John Wiley and Sons
4. Saunders; *Research Methods for Business*; Pearson Education
5. Sekaran, Uma and Bougie, Roger; *Research Methods for Business: A Skill Building Approach*; John Wiley and Sons

Course:	OPERATIONS RESEARCH			Semester: IV
Course Code:	BBA 402	L T P	4 0 0	Credits:4

Objective: To impart knowledge about major operations research techniques which aid in decision making in business.

SYLLABUS

Introduction **2**

Basic concepts, OR Models and their role in decision-making.

Linear programming **13**

Basic features, Assumptions of linear programming, Problem formulation, Graphical and Simplex methods of solution.

Transportation Models **14**

Formulation of transportation problem, Initial basic feasible solution by North West Corner method, Least Cost method and Vogel approximation method (VAM), Test of optimality: Stepping- stone method, MODI method.

Assignment Models **7**

Hungarian method of solution of assignment problem.

Game theory **9**

Characteristics of game theory, Two-person zero sum game, Saddle point, Mixed strategies, Dominance rule.

PERT/CPM **11**

Project management: PERT and CPM, Time-Cost trade-off.

Text Book

1. Anderson, Sweeney and Williams, martin; *Introduction to Management Science: Quantitative Approach to Decision Making*; Cengage Learning
2. Vohra, N D; *Quantitative Techniques in Management*; Tata McGraw Hill

Reference Books

1. Render, Barry, Stair, Ralph M. Jr., Hanna, Michael E. and Badri, T. N.; *Quantitative Analysis for Management*; Pearson Education
2. Frank, Budnik S.; Dennis Mcleavey; *Principles of Operations Research*; AITB

Course: INDIAN FINANCIAL SYSTEM			Semester: IV
Course Code: BBA 403	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about the structure, organization and functioning of the financial system in India.

SYLLABUS

Introduction **10**

Meaning, role and functions of a financial system, Organized and unorganized financial system, Components of financial assets, financial intermediaries and financial markets, Regulatory framework in India, Financial instruments.

Financial Institutions and Regulatory Bodies: Introduction **13**

Money market institutions, meaning and role of the Central Bank (RBI) in money market, Commercial banks: meaning and functions, Indigenous financial agencies: bankers, money lenders, Capital market institutions: meaning and functions, merchant banks, investment companies, development banks and mutual funds, SEBI: introduction to SEBI Act 1992 and main functions of the board.

Special Financial Institutions: An Overview **12**

Objectives and functions of IDBI, IFCI and EXIM Bank of India, Cooperative banking institutions: meaning, definition, principles, features and structure, Non-banking finance companies: meaning, role and types of Non-Banking Financial Companies (NBFC) services.

Financial Markets in India: An Overview **11**

Capital markets: meaning, role and importance, Development initiatives and reforms, Composition: primary and secondary, Primary markets: meaning and instruments, New issue market: features, objectives and functions, Constituents or players, Problems and recent developments, The concept of book building.

Secondary Market **10**

Meaning, Functions of the stock exchange, Benefits to the community-investors-companies, Listing of securities and its benefits, Stock market indices, Types of dealings, Types of securities traded on the Indian stock exchanges.

Text Books

1. Desai, Vasant; *The Indian Financial System and Development*; Himalaya Publishing House
2. Gurusamy. S.; *Financial Markets and Institutions*; Tata McGraw Hill

Reference Books

1. Khan, M.Y.; *Indian Financial System*; Tata McGraw Hill
2. Pathak, Bharti; *The Indian Financial System*; Pearson Education
3. Bhole, L.M. and Mahakud Jitendra; *Financial Institutions and Markets*; Tata McGraw Hill

Course: BANKING AND INSURANCE			Semester: IV
Course Code: BBA 404	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about the principles of banking and insurance.

SYLLABUS

Introduction **11**

Origin of banking, Definition, Banker and customer relationship, General and special types of customers, Types of deposits, Growth of commercial banks in India, Crossing and endorsement of cheques.

Bank Lending **9**

Principles of sound lending, Types of advances, Secured vs.unsecured advances, Advances against various securities.

e- Banking **13**

Meaning, Benefits, Internet Banking, Home banking, Mobile banking, Virtual banking, e-payments, ATM Card/Biometric card, Debit/Credit card, Smart card, EFT, ECS (credit/debit), e-money, Electronic purse, Digital cash.

Insurance **15**

Introduction, Advantages and disadvantages of insurance, Funds management in insurance sectors, Basic concept of risk, Types of business risk, Assessment and transfer, Basic principles of utmost good faith, Indemnity, Economic function, Proximate cause, Subrogation and contribution, Types of insurance, Re-insurance, Risk and return relationship, Need for coordination, Insurance ombudsman, Growth and development of Insurance in India.

Insurance Regulatory and Development Authority (IRDA) **8**

Introduction, Reforms, Constitution of IRDA, Powers and functions, Bancassurance in India.

Text Books

1. Agarwal, O.P.; *Banking and Insurance*; Himalaya Publishing House
2. Satyadevi, C.; *Financial Services Banking and Insurance*; S. Chand and Co.

Reference Books

1. Suneja, H.R; *Practice and Law of Banking*; Himalaya Publishing House
2. Chhabra, T.N; *Elements of Banking Law*; Dhanpat Rai and Sons
3. Arthur, C. and C. William Jr., *Risk Management and Insurance*; Tata McGraw Hill
4. Saxena, G.S.; *Legal Aspects of Banking Operations*; Sultan Chand and Sons
5. Varshney, P.N; *Banking Law and Practice*; Sultan Chand and Sons

Course: COMPANY LAW			Semester: IV
Course Code: BBA 405	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about the formation of companies, corporate management practices, possible abuses of power by executives and remedial measures and government regulation on corporate businesses.

SYLLABUS

Introduction 16

Meaning and nature of companies, Kinds of companies, Formation and incorporation of a company, Memorandum of association, Articles of association, Affects of memorandum and articles of association, Doctrine of indoor management, Meaning and definition of prospectus, Abridged form of prospectus.

Shares and Debentures 12

Shares and types of shares, Transfer of shares, Debentures and kinds of debentures, Meetings and their types, Kinds of general body meetings, Meaning of dividend, Sources of divided payments, Powers, duties and obligations of auditors.

Directors 12

Meaning, Qualification, Appointment and removal of directors, Duties and liabilities of directors, Remuneration of directors, Types of directors, Distinction between managing director and whole time director, Meetings of board of directors.

Meaning and Prevention of Oppression 16

Prevention of mis-management, Meaning and modes of winding up, Grounds for winding up by the tribunals, Types of voluntary winding up, Consequences of voluntary winding up, Appointment, Power and duties of a liquidator in winding up.

Text Books

1. Gogna, P.P.S; *A text book of Company Law*; S. Chand and Co.
2. Bagrial, Ashok K; *Company Law*; Vikas Publishing House

Reference Books

1. Kapoor, G.K; *Corporate Law*; Taxmann Publication
2. Singh, Avtar; *Corporate Law*; Eastern Book Company.

Course:	INFORMATION SECURITY		Semester: IV
Course Code: BBA 406	L T P	2 0 0	Credits: 2

Objective: To impart knowledge about the basic concepts of information security with focus on cyber security and cyber laws.

SYLLABUS

Introduction 5

History of information systems and its importance, Basics, Changing nature of information systems, Need of distributed information systems, Role of internet and web services, Information system threats and attacks, Classification of threats and assessing damages, Security in mobile and wireless computing, Security challenges in mobile devices, Authentication service security.

Principles of Information Security 5

Basic principles of information security, Confidentiality, Integrity, Availability and other terms in information security, Security threats to E-commerce, Virtual organization, Business transactions on web, E-Governance and EDI, Concepts in electronic payment systems, E-cash, Credit/Debit cards.

Physical Security and Disaster Control 6

Access control-biometrics, Factors in biometrics systems, Benefits, Criteria for selection of biometrics, ISO 27001, Security metrics, Information security vs. privacy.

Document Security and Cryptography 6

Model of cryptographic systems, Public key cryptography, Digital signature, Requirement of digital signature system, Firewalls, Network attacks, Need of intrusion monitoring and detection.

Cyber Crime and Cyber Law 6

Laws, Investigation and ethics: cyber crimes, Information security and law, Types and overview of cyber crimes, Cyber law issues in E-business management, Overview of Indian IT Act, Ethical issues in intellectual property rights, Copy right, Patents, Domain name, Software piracy, Plagiarism, Issues in ethical hacking.

Text Books

1. Godbole; *Information Systems Security*; John Wiley and Sons
2. Sood; *Cyber Laws Simplified*; McGraw Hill

Reference Books

1. Merkov, Breithaupt; *Information Security*; Pearson Education
2. Schou, Shoemaker; *Information Assurance for the Enterprise*; Tata McGraw Hill
3. Information Technology Act, 2000

Course: PROFESSIONAL SKILLS ENHANCEMENT- II			Semester: IV
Course Code: BBA 407P	L T P	0 0 3	Credits: 2

Objectives: To further enhance the verbal and written communication skills of the students thereby improving their presentation skills so that they can face group discussions and personal interviews confidently.

SYLLABUS

Introduction to Oratory Skills and Effective Public Speaking

Group communication in a formal and informal environment, Differences of style, Requirements and types of body language, Key factors, Aids and barriers to public speaking at the work place.

Presentation Skills

Telephone manners and etiquette, Conveying of good and bad news, Effective and persuasive communication, Returning calls and confirmation, Practice sessions, Do's and don'ts, Points to be kept in mind while preparing, Presentation effectiveness, Practical sessions on effective business presentation.

Writing Skills

Letter writing: part, structure and layouts, Types of letters, Letter of inquiry, Complaints, Claims, Sales letters, Consumer grievance letters and its reply, Personnel correspondence, Job application letter and resume, Letter of resignation. Internal communication: Orders, Memos, Notices, Circulars.

Writing Business Reports: Types, structure steps in writing a report.

Analytical Thinking and Objective Communication

Building of logical and analytical thinking, Development of analytical thinking through debates and discussions on issues and cases, Building persuasive arguments.

Personality Mapping, Teamwork and Leadership Skills

Personality tree exercise, Identification of own strengths and weaknesses, Identifying qualities required to be successful in a corporate environment, Mapping and identifying areas for improvement, Self-introduction and practice, Teamwork and leadership skills, Formal and informal teams, Characteristics of effective teams, Team games.

Text Book

1. Locker, K.O. and Kaczmarek, K.S.; *Business Communication; Building Critical Skill*; Tata McGraw Hill

Reference Books

1. Ghosh, B. N.; *Managing Soft Skills for Personality Development*; Tata McGraw Hill
2. Biswas, Dipali; *Enhancing Soft Skill*; Shroff Publications

Course: STRATEGIC MANAGEMENT			Semester: V
Course Code: BBA 501	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about the concept of corporate strategy and its formulation, implementation and evaluation.

SYLLABUS

Introduction 10

Definition, Scope, Characteristics and importance of strategic management, Strategic management process, Dimensions and levels of strategy, Strategy leadership.

Environmental Appraisal 12

External analysis: industry analysis, environment analysis and competitive analysis, Industrial organizational view, Internal analysis: resource based view of the firm, capabilities, core competence, value chain analysis and SWOT/TOWS analysis.

Strategy Formulation 13

Strategic planning, Strategic decision making, Vision, Mission and purpose, Objectives and goals of a business organization.

Strategic Analysis and Choice 13

Environmental threat and opportunity profile (ETOP), BCG matrix, GE matrix, Corporate level strategies: growth, stability, renewal and grand strategies, Business level strategies: Michael Porter's generic strategies, and functional level strategies.

Strategy Implementation and Evaluation 8

Resource allocation, Budget, Strategy and different types of organizational structures, Mckinsey 7S Framework, Importance of MIS, Symptoms of malfunctioning of strategy, Strategic control, Measurement of performance, Analyzing variances.

Text Book

1. Thompson, A. Jr. and Strickland A. J.; *Strategic Management*, Tata McGraw Hill
2. Kazmi, Azhar; *Strategic Management and Business Policy*; Tata McGraw Hill
3. Jauch, Lawrence R and Glueck, William F; *Business Policy and Strategic Management*; McGraw Hill

Reference Books

1. Hitt, Michael A., Ireland, Duane R. and Hoskisson, Robert E.; *Management of Strategy-Concepts and Cases*; Cengage Learning
2. Pearce II, John A.; Robinson Jr., Richard B.; Mital, Amita; *Strategic Management – Formulation, Implementation and Control*; Tata McGraw Hill
3. Haberberg, Adrian and Rieple, Alison; *Strategic Management – Theory and Application*; Oxford University Press
4. Ansoff, H. Igor; *Strategic Management*; John Wiley and Sons
5. Drucker, Peter F; *Management: Task, Responsibilities, Practices*; Harper Collins
6. Wheelen, Thomas L. and Hunger, J. David; *Concepts in Strategic Management and Business Policy: Toward Global Sustainability*; Prentice Hall of India

Course: INTERNATIONAL BUSINESS			Semester: V
Course Code: BBA 502	L T P	4 0 0	Credits: 4

Objective: To enable the students to learn about nature, scope and structure of international business and understand the influence of various environmental factors on international business operations.

SYLLABUS

Introduction **11**

Nature, scope and importance of international business, Modes of entry into international business, Internationalization process and managerial implications, Framework for analyzing international business environment: domestic, foreign and global environments, and their impact on international business decisions.

Global Trading Environment **12**

World trade in goods and services, Major trends and developments, World trade and protectionism, Tariff and non-tariff barriers, Counter trade.

International Economic Institutions and Agreements **11**

WTO, IMF, World Bank, UNCTAD, international agreements, International commodity trading and agreements.

Regional Economic Groupings in Practice **12**

Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA, Regional economic cooperation.

Multinational Corporations and their Involvement in International Business **10**

Issues in foreign investment, Technology transfer, Pricing and regulations, International collaborative arrangements and strategic alliances.

Text Books

1. Hill, Charles W.L. and Jain, Arun Kumar; *International Business*; Tata McGraw Hill.
2. Sharan, V; *International Business*; Pearson Education

Reference Books

1. John, H. Daniels and Lee, H. Radenbaugh; *International Business: Environments and Operations*; Pearson Education
2. Cherunilam, Francis; *International Business: Text and Cases*; Prentice Hall of India
3. Varma, Sumati; *International Business*; Pearson Education

Course:	PROJECT MANAGEMENT		Semester: V
Course Code: BBA 503	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about project management, technical tools like MS project, and the complex tasks of time estimation and project scheduling, including PERT and CPM.

SYLLABUS

Project Management Concepts 11

Introduction, Project characteristics, Taxonomy of projects, Project identification and formulation, Establishing the project and goals, Nature and context of project management, Phases of project management, Project environment and complexity, Organizing human resources, Organizing systems and procedures for implementation, Project direction.

Project Organization and Project Contracts 12

Introduction, Functional organization, Project organization, Matrix organization, Modified matrix organization, Pure project organization, Selection of project organization structure, Project breakdown structures, Project contracts, Types of contracts, Types of payments to contractors.

Project Appraisal and Cost Estimation 11

Introduction, Technical appraisal, Commercial appraisal, Economic appraisal, Financial appraisal, Management appraisal, Social cost/benefit analysis, Project risk analysis, Cost analysis of the project.

Project Planning and Scheduling 12

Introduction to PERT and CPM, Planning and scheduling networks, Time estimation, Determination of critical path, CPM model, Event slacks and floats, PERT model, Expected time for activities, Expected length of critical path, Calculating the project length and variance, PERT and CPM cost accounting systems, Lowest cost schedule, Crashing of networks.

Use of Project Management tools and Charts 10

Basic charts, Use of BAR charts in project management, Control and review of a project using charts, Use of Excel and MS-Project, Review of other project management software's like Primavera.

Text Books

1. Chandra, Prasanna; *Project Management*; McGraw-Hill Education
2. Gopalakrishnan, P.; *Project Management*; Macmillan

Reference Books

1. Cleland, David I.; *Project Management*; McGraw-Hill Education
2. Chawla, Rajni; *Project Management*; Wiley India
3. Lock, Denis; *Project Management*; Gower Publishing
4. Gray, C.F. and Larson, F.W.; *Project Management*; McGraw-Hill Education
5. Maylor, Harry; *Project Management*; Pearson Education

Course: ENTREPRENEURSHIP			Semester: V
Course Code: BBA 504	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge of entrepreneurship and small business, prerequisites of starting own venture and the support available from various government and non-government institutions.

SYLLABUS

Foundation of Entrepreneurship 8

Concept and need of entrepreneurship, Characteristics and types of entrepreneurship, Charm of becoming an entrepreneur, Entrepreneurial decision process, Entrepreneurship as a career, Entrepreneurship as a style of management, Changing role of the entrepreneur, Entrepreneurial traits, Factors affecting entrepreneur.

Theories of Entrepreneurship 10

Influences on entrepreneurship development, External influences on entrepreneurship development: socio-cultural, political and economical, Personal entrepreneurial success and failure, Reasons and remedies, Women entrepreneurs, Challenges and achievements of women entrepreneurs.

Entrepreneurial Motivation and Competencies 12

Meaning of entrepreneurial motivation, Motivation cycle or process, Theories of entrepreneurial motivation, Entrepreneurial motivating factors, Changes in entrepreneurial motivation, Entrepreneurial motivation behavior, Meaning of entrepreneurial competencies, Major entrepreneurial competencies, Developing entrepreneurial competencies.

Opportunities Identification and Selection 8

Need for opportunities identification and selection, Environmental dynamics and changes, Business Opportunities in various sectors, Identification of business opportunities, Opportunity selection.

Business Planning Process 10

The business plan as an entrepreneurial tool, Elements of business planning, Objectives, Market analysis, Development of product/idea, Marketing, Finance, Organization and management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones.

Entrepreneurship Development and Government 8

Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, programmed schemes and challenges, Government initiatives and inclusive entrepreneurial growth.

Text Books

1. Desai, Vasant; *Dynamics of Entrepreneurship: New Venture Creation*; Prentice Hall of India
2. Dollinger, M.J ; *Entrepreneurship: New Venture Creation*; Prentice Hall of India
3. Kuratko, F. Donald and Richard, M. Hodgetts; *Entrepreneurship: Theory, Process, Practice*; Cengage Learning

Reference Books

1. Zimmerer, W. Thomas and Norman M. Scarborough; *Essentials of Entrepreneurship and Small Business Management*; Prentice Hall of India
2. Hisrich, D. Robert, Michael P. Peters and Dean, A. Sheperd; *Entrepreneurship*; McGraw Hill
3. Holt, H. David; *Entrepreneurship: New Venture Creation*; Prentice Hall of India
4. Charantimath, Poornima M.; *Entrepreneurship Development and Small Business Enterprise*; Pearson Education

Course:	PROFESSIONAL SKILLS ENHANCEMENT - III	Semester: V
Course code: BBA 505 P	L T P	0 0 3
		Credits: 2

Objective: To make the students use their acquired oratory and communication skills in the areas of Group Discussions and Interviews for final placements.

SYLLABUS

Group Discussions- Theory and Practice

Importance as a selection tool, qualities assessed, GD Framework, common myths, FAQs and analysis, Stress based and Case based GDs, situational GDs and practice on various types of topics.

Personal Interviews

Importance, its use as a selection tool, qualities assessed, preparation for a formal interview, Interview Framework, analytical and behavioral interviews, golden questions and mock interviews.

Business Writing Skills

Resume writing, practice email, memos and business letter writing based on given inputs.

Problem Solving Skills

Various approaches to analyzing issues and problems, root cause analysis, prioritization, resource optimization, creativity and innovative thinking skills.

Text Book

1. Bovee, Thill and Chaturvedi; *Business Communication Today*; Pearson Education

Reference Books

1. Locker, K.O. and Kaczmarek, K.S.; *Business Communication; Building Critical Skill*; McGraw Hill
2. Taylor and Shirley; *Communication of Business*; Pearson Education
3. Lesikar, R.V. and Pettit, Jr., J.D.; *Business Communication: Theory and Application*; McGraw Hill

Course: CONSUMER BEHAVIOR			Semester: V
Course Code: BBA 511E	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge of consumer behavior, and develop skills for analyzing consumer information and using it to create consumer-oriented marketing strategies.

SYLLABUS

Introduction 10

Consumer needs and motivation, Characteristics of motivation, Motives: arousal and types, Theories of needs and motivation, Role of consumer research, Personality and consumer behavior, Importance of personality.

Consumer Perception 11

Concepts of absolute threshold limit and differential threshold limit, Subliminal perception, Perceptual processes, Selection, Organization and interpretation, Consumer imagery, Product positioning and repositioning, Situational influences on consumer behavior, Social and physical surroundings, Temporal factors, Moods, Atmospherics.

Consumer Learning 12

Importance of learning on consumer behavior, Learning theories, Classical conditioning, Instrumental conditioning, Cognitive learning theory, Measures of consumer learning, Consumer attitudes, Formation of attitudes, Functions performed by attitudes, Models of attitudes, Tri-component model and multi-attribute models, Attitude toward the ad model, Strategies of attitude change, Cognitive dissonance and attribution theory.

Influence of Consumer Reference Groups and Opinion Leadership 11

Reference groups, Types and importance in consumer behavior, Factors affecting reference group influence, Word-of-mouth communication, Opinion leadership, Characteristics and needs of opinion leaders and opinion receivers, Interpersonal flow of communication, Influence of family as a reference group, Consumer socialization process, Consumer roles within a family.

Social Class and Consumer Behavior 12

Social class, Determinants, Measurement and characteristics, Culture: characteristics, sub-cultural and cross-cultural influences, Influence of culture on consumer behavior, Consumer decision making process, Problem recognition, Pre-purchase search influences, Information evaluation, Purchase decision.

Text Books

- Schiffman, Leon G., Kanuk, Leslie Lazar and Kumar, S. Ramesh; *Consumer Behavior*; Pearson Education
- Solomon, Micheal R.; *Consumer Behavior-Buying, Having, and Being*; Prentice Hall of India

Reference Books

- Blackwell, R.D., Miniard, P.W. and Engel, J. F.; *Consumer Behavior*; Cengage Learning
- Hawkins, D.I., Best, R. J., Coney, K.A. and Mookerjee, A.; *Consumer Behavior – Building Marketing Strategy*; Tata McGraw Hill

Course: SALES AND DISTRIBUTION MANAGEMENT			Semester: V
Course Code: BBA 512E	L T P	4 0 0	Credits: 4

Objective: The objective of this course is to familiarize the students with sales and distribution management.

SYLLABUS

Introduction to Sales **11**

Role of sales management in marketing, Salesmanship, Specific characteristics of a successful salesman, Theories of selling, Process of personal selling and institutional selling, Tele marketing, Network selling, Online and mobile sales.

Building Sales Organization **12**

Types of sales organizations and their structure, Functions and responsibilities of sales staff, Filling sales position, Recruiting, Selection, Training and territory allocation.

Leading Sales Organization **11**

Salesforce motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Building sales reporting mechanism and monitoring, Sales force productivity, Salesforce appraisal.

Channel Planning **12**

Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis.

Managing the Marketing Channels **10**

Channel incentives and margins, Channel power, Managing conflict, Motivating channel members, Channel coordination, Strategic alliances, Vertical integration, Overview of retailing, Wholesaling and franchising.

Text Books

1. Still, R.R., Cundiff, E.W., Govani, N.A.P.; *Sales Management*; Pearson Education
2. Coughlan, A. T., Anderson, E., Stern, L. W., El-Ansary, A. I.; *Marketing Channels*; Pearson Education
3. Spiro, R.L., Stanton, W.J., Rich, G.A.; *Management of Sales Force*; Tata McGraw Hill

Reference Books

1. Havaldar, K.K., Cavale, V.M.; *Sales and Distribution Management*; Tata McGraw Hill
2. Panda, T.K., Sahdev, S.; *Sales and Distribution Management*; Oxford University Press
3. Futrell, C.M.; *Sales Management*; Dryden Press
4. Rosenbloom, B.; *Marketing Channels*; Cengage Learning

Course:	RETAIL MARKETING			Semester: V
Course Code:	BBA 513E	L T P	4 0 0	Credits: 4

Objective: The objective of this course is to impart knowledge about the concept, process and management of retail business.

SYLLABUS

Introduction to Retailing **14**

Introduction to Retailing, Retail in India, Types of retailers, Multichannel retailing, Factors influencing retail customers, Customer buying behavior, Market research for understanding retail markets and consumers.

Retail Strategy **14**

Retail market strategy, Growth strategies and strategic retail planning process, Financial strategy, Retail locations, Site selection and trading area analysis, Retail franchising, Human resource management, Information systems and supply chain management, Customer relationship management.

Merchandise Management **14**

Introduction and evolution of merchandising, Category management, Planning merchandise, Buying systems and buying merchandise, Retail pricing, Retail communication mix.

Store Management **14**

Managing the store, Store layout, Design and visual merchandising, Customer service, Gaps and recovery, Legal and ethical aspects in retailing.

Text Books

1. Levy, M, Weitz, B.A; *Retailing Management*; Tata McGraw Hill
2. Pradhan, S.; *Retailing Management-Text and Cases*; Tata McGraw Hill

Reference Books

1. Berman, B., Evans, J.R.; *Retail Management-A Strategic Approach*; Pearson Education
2. Newman, A.J., Cullen, P.; *Retailing : Environment and Operations*; Thomson Learning
3. Bajaj, C., Tuli, R., Srivastava, N.V.; *Retail Management*; Oxford University Press

Course:	INTEGRATED MARKETING COMMUNICATION			Semester: V
Course Code:	BBA 514E	L T P	4 0 0	Credits: 4

Objective: To impart knowledge to the students about the nature, purpose and complexity in the planning and execution of an effective integrated marketing communications (IMC) program.

SYLLABUS

Introduction **15**

Introduction to IMC and the communications process, Evolution of IMC and reasons for its growth, IMC planning process, Role of IMC in marketing process, Communication process: traditional and alternative response hierarchy models, Establishing objectives and budgeting, Determining promotional objectives, Sales vs. communication objectives, DAGMAR, Problems in setting objectives, Setting objectives for the IMC program.

Creative and Media Strategy **11**

The creative process, Inputs, Advertising appeals and execution, Media planning and strategy, Developing a media plan, Market analysis and establishing media objectives, Developing and implementing media strategies, Evaluation and follow up, Advertising spiral.

Managing Mass Communication **12**

Developing and managing an advertising program, Deciding on media and measuring effectiveness, Sales promotion, Public advertising, Events and experiences.

Managing personal Communication **9**

Direct marketing, Interactive marketing, Word of mouth, Designing the sales force, Personal selling.

Evaluation of Broadcast, Print, Internet and Support Media **9**

Evaluation of TV, radio, print and support media, Advantages and disadvantages of TV, radio, internet and support media.

Text Books

1. Clow, K.E., Baack, D.; *Integrated Advertising, Promotion and Marketing Communication*; Pearson Education
2. Aaker, David A.; *Advertising Management*; Prentice Hall of India.

Reference Books

1. Kotler, Keller, Koshy and Jha; *Marketing Management-A South Asian Perspective*; Pearson Education
2. Batra, Rajeev, Myers, John G. and Aaker David A; *Advertising Management*; Prentice Hall of India

Course:	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			Semester: V
Course Code:	BBA 521E	L T P	4 0 0	Credits: 4

Objective: To impart knowledge to the students regarding the theories and practices of security analysis, portfolio management and investment decision making process.

SYLLABUS

Investment 11

Concept, Objectives, Comparison with speculation and gambling, Selection of investment in global market, Return and risk.

Indian Capital Market 10

Overview, Types, Functions, Limitations and its Institutional structure, SEBI and its role, Stock market indicators.

Security Analysis 11

Valuation of fixed and variable income securities, Fundamental analysis, Technical analysis, Efficient market hypothesis.

Portfolio Analysis 12

Concept, Composition, Process, Objectives, Risk and return of portfolio, Optimum portfolio selection, Markowitz portfolio theory, Capital asset pricing model, Arbitrage pricing theory, Characteristics Lines.

Portfolio Performance Evaluation 12

Sharpe measure, Treynor measure, Fama measure, Portfolio revision, Portfolio rebalancing, Guidelines for investment decision, Portfolio management in India.

Text Books

1. Avadhani, V.A.; *Security Analysis and Portfolio Management*; Himalaya Publishing House
2. Donald, E. Fisher and Ronald J. Jordan; *Security Analysis and Portfolio Management*; Prentice Hall of India

Reference Books

1. Chandra, Prasanna; *Investment Analysis and Portfolio Management*; Tata McGraw Hill
2. Pandian, Punithavathy; *Security Analysis and Portfolio Management*; Vikas Publishing House
3. Luenberger, David G.; *Investment Science*; Oxford University Press
4. Khatri, Dhanesh; *Security Analysis and Portfolio Management*; Macmillan

Course:	WORKING CAPITAL MANAGEMENT			Semester:	V
Course Code:	BBA 522E	L T P	4 0 0	Credits:	4

Objective: To impart basic knowledge about working capital concepts and theories which are useful in business decision making.

SYLLABUS

Working Capital **11**

Nature, Components, Types, Functions, Determinants and significance including product life cycle and operating cycle method.

Management of Cash and Marketable Securities **10**

Motives for holding cash, Significance, Cash planning and budgeting, Management of cash collection, Disbursement of cash, Cash management models, Purpose of holding securities, Determinants.

Receivables Management **11**

Nature, Significance, Credit standards, Evaluating the credit worthiness of a customer.

Management of Inventory **6**

Purpose for holding inventory, Components, Cost benefit analysis, Inventory management techniques.

Management of Current Liabilities **6**

Sundry creditors, Bills payable, Contingencies.

Financing of Working Capital **12**

Short term sources, Long-term sources, Inflation and working capital, Mechanics of working capital financing in India, Bank lending, Control of working capital.

Text Book

1. Mehta, D. R. and Englewood, Cliffts N. J.; *Working Capital Management*; Prentice Hall of India

Reference Books

1. Chandra, P.; *Investment Analysis and Portfolio Management*; Tata McGraw Hill
2. Agarwal, J. D.; *Working Capital Management*; Northern Book Centre
3. Pandey, I.M.; *Financial Management*; Vikas Publishing House
4. Rustagi, R. P.; *Working Capital Management*; Taxmann Publication

Course:	INCOME TAX			Semester:	V
Course Code:	BBA 523E	L T P	4 0 0	Credits:	4

Objective: To provide students basic knowledge about the provisions of Income Tax Act, 1961 and their applications to the non-corporate income tax payers.

SYLLABUS

Basic Concepts **14**

Income, Agricultural income, Person, Assesses, Assessment year, Previous year, Gross total income, Total income, Marginal rates of tax, Residential status, Scope of total income on the basis of residential status, Exempted income under Section 10.

Computation of Income under Different Heads **14**

Salaries, Income from house property, Profits and gains from business and profession, Capital gains, Income from other sources.

Total Income and Tax Computation **14**

Income of other persons included in Assesses total income, Aggregation of income and set-off, and carry forward of losses, Deductions from gross total income, Rebates and reliefs, Computation of total income of individuals and firms, Tax liability of an individual and firm, Five leading cases of Supreme Court.

Preparation of Return of Income **14**

PAN, Manually filing of return, On-line filing of returns of income and TDS, Provision and procedures of compulsory online filing of returns for specified assesses.

Text Book

1. Singhanian, Vinod K. and Singhanian, Monica; *Student's Guide to Income Tax*; Taxmann Publication

Reference Books

1. Ahuja, Girish and Gupta, Ravi; *Systematic Approach to Income Tax*; Bharat Law House
2. Chandra, Mahesh, Goyal, S.P. and Shukla, D.C.; *Income Tax Law and Practice*; Pragati Prakashan
3. Mehrotra, H.C.; *Income Tax Law: Text and Cases*; Sahitya Bhawan

Course:	MERGERS AND ACQUISITIONS			Semester: V
Course Code:	BBA 524E	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about usefulness of mergers and acquisitions in business world.

SYLLABUS

Overview of Mergers 14

Types and characteristics, Motives behind mergers, Theories of mergers operating, Financial and managerial synergy of mergers, Role of industry life cycle-development stages, Value creation through mergers, Agents contributing to mergers and acquisition activities, Difference between merger, amalgamation, absorption, reconstruction and takeover.

Methods of Restructuring 14

Joint ventures, Sell off and spin off equity carve outs, Leveraged buy outs (LBO), Management buy outs, Limited partnerships, Employees stock option plans (ESOP).

Process of Merger Integration 14

Process of merger integration, Organizational and human aspects, Managerial challenges of mergers and acquisitions.

Valuation and Benchmarks of Value 14

Valuation approaches, Discounted cash flow valuation, Valuing relative contribution, Valuing comparables, Valuation of target equity precedent acquisition, Valuing operating and financial synergy, Valuing corporate control, Valuing of leveraged buy outs (LBO), Methods of financing mergers: cash offer and share exchange ratio merger as capital budgeting decision.

Text Book

1. Weston, F, Chung, K. and Hoag; *Mergers, Restructuring, and Corporate Control*; Prentice Hall of India
2. Sudarsanam, Sudi; *Creating Value from Mergers and Acquisitions: The Challenges : an Integrated and International Perspective*; Prentice Hall of India

Reference Books

1. Patrick, A. Gaughan; *Acquisitions and Corporate Restructurings*; John Wiley and Sons
2. Reuvid, Jonathan; *Mergers and Acquisitions*; Kogan Page
3. Kevin, K. Boeh and Paul, W.; *Mergers and Acquisitions: Text and Cases*; Sage Publication

Course: RECRUITMENT AND SELECTION			Semester: V
Course Code: BBA 531E	L T P	4 0 0	Credits: 4

Objective: To impart knowledge about the process of recruitment and selection of new employees.

SYLLABUS

Human Resource Planning 9

Concept and importance of human resource planning, Human resource planning process

Job Analysis 9

Meaning and significance, Approaches to job analysis, Job description, Job specification.

Recruitment 12

Meaning and significance, Principles of recruitment, Outsourcing, Sources of Recruitment: internal and external, and their advantages and limitations, Scanning the database of HR department, Campus recruitment, Display on the company website, Social networking sites, Recruitment portals, News paper advertisement, Job fairs, Employment exchanges, Recruitment consultants, Employee referrals.

Selection and Interviewing 15

Assessing candidates for selection: testing for aptitude and skills, Meaning and significance of aptitude and skills, Assessing approaches, Skill tests, Aptitude tests, Interviewing: nature and significance, types of interviews and their advantages and limitations, Interviewers and their competence, Emerging Trends in Recruitment and Selection: interview through video conferencing, online test, Skype, and role of IT in recruitment and selection.

Personal Traits to be considered at Interview 11

Personality and physical features, Emotional maturity, Oral communication, Job knowledge, Person-job fitness, Person-organization fitness, Expectation-offer compatibility and salary negotiation, Antecedents: educational background, age, qualifications and experience.

Text Books

1. Gatewood, R. D., Field, H. S. and Barrick, R.; *Human Resource Selection*; Cengage Learning
2. Arthur, D.; *Recruiting, Interviewing, Selecting, and Orienting New Employee*; Prentice Hall of India
3. Phillips, J. M. and Gully, S.M.; *Strategic Staffing*; Pearson Education

Reference Books

1. Litty, Berry M.; Wadsworth; *Employee Selection*; Cengage Learning
2. Heneman, H. G. and Judge, T. A.; *Staffing Organizations*; McGraw Hill
3. Sahu, R. K.; *Managing Recruitment Functions*; Excel Books

Course: COMPENSATION MANAGEMENT			Semester: V
Course Code: BBA 532E	L T P	4 0 0	Credits: 4

Objective: To acquaint students with the concepts of compensation management and make them understand its applications.

SYLLABUS

Introduction to Compensation Management 14

Concepts of compensation and reward management, Monetary and non-monetary compensation and rewards, Economic and behavioral theories related to wages: Subsistence theory, Wage-fund theory, Surplus-value theory, and Bargaining theory, Wages and motivators.

Wage Determination 14

Concepts of minimum wage, living wage and fair wage, Job Evaluation: concept, scope, methods and techniques, Types of incentive plans, Wage differentials.

Individual-based Compensation 17

Individual and team-based compensation, Employee benefits and pensions, Stock option and purchase plans using ESOP compensation, Principles of executive compensation, Factors affecting executive compensation.

Wage Administration in India 11

Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards: structure, scope and functions.

Text Books

1. Milkovich, Newman and Ratnam; *Compensation*; Tata McGraw Hill
2. Singh, B.D.; *Compensation and Reward Management*; Excel Books

Reference Books

1. Henderson, Richard I.; *Compensation Management: Rewarding Performance*; Prentice Hall of India
2. Armstrong, Michael; *Performance Management*; Kogan Page
3. Venkatratnam, C.S.; *Rethinking Rewards and Incentive Management*; Excel Books
4. Martocchio, Joseph J.; *Strategic Compensation-A HRM Approach*; Pearson Education
5. Relevant provisions of Companies Act, 2013
6. Payment of Wages Act, 1936 (Relevant Provisions)
7. Minimum Wages Act, 1948 (Relevant Provision)

C Course:	HUMAN RESOURCE PLANNING AND DEVOLPMENT	Semester: V
Course Code: BBA 533E	L T P	4 0 0
		Credits: 4

Objective: To impart knowledge about the guidelines of HR, system of addressing new applicants, and employee selection methods.

SYLLABUS

Human Resource Planning 13

Human resource planning: objectives, concept and importance, Human Resource Planning Process, Human resource forecasting process, Techniques of ascertaining HR Demand: Trend analysis, Delphi technique, Nominal group technique, HR budgets, Downsizing and restructuring.

Career Planning 14

Concept, Objective, Career stages, Significance of career planning, Need and components of career planning, Succession planning: evolution and importance, Succession management process, Process of career planning and career development.

Human Resource Development 11

Assessing HRD needs, Training and development: need, design, conduct and evaluation.

Human Resource Development Applications 13

Career management and development, Management development, Organization development and change, HRD and diversity: diversity training, coaching and mentoring, HR score card.

Challenges in Human Resource Planning and Development 5

Challenges and contemporary issues in human resource planning and development

Text Books

1. Belcourt, Monica and McBey, Kenneth J.; *Strategic Human Resource Planning*; Cengage Learning
2. Werner, Jon M. and DeSimone, Randy L.; *Human Resource Development: Foundation, Framework and Application*; South Western

Reference Books

1. Rao, T.V.; *Human Resource Development*; Oxford University Press
2. Aswathapa, K.; *Human Resource and Personnel Management Text and Cases*; Tata McGraw Hill
3. Desimone and Harries; *Human Resource Development*; Thomson Learning
4. Phillips, J. M. and Gully, S.M.; *Strategic Staffing*; Pearson Education
5. Krishnaveni, R.; *Human Resource Development: A Researcher's Perspective*; Excel Books

Course:	PERFORMANCE APPRAISAL AND POTENTIAL EVALUATION			Semester : V
Course Code:	BBA 534E	L T P	4 0 0	Credits: 4

Objective: The course is designed to acquaint the students with the intricacies of the performance appraisal system.

SYLLABUS

Performance Appraisal **9**

Concept of performance appraisal, Objectives and principles, Importance and benefits of performance appraisal.

Performance Appraisal Systems **12**

Planning, Performance appraisal systems, Types of performance appraisal systems, Problems with performance appraisal, Essential characteristics of an effective performance appraisal system.

Methods of Performance Appraisal **12**

Traditional and modern methods of performance appraisal, 360 degree feedback system, Key elements of MBO, Suggestions for increasing effectiveness of MBO.

Appraisal Interview and feedback **11**

Concept and need for conducting an appraisal interview, Appraisal interview from the manager's and the employee's perspective, Conducting an appraisal discussion.

Potential Appraisal **12**

Concept and need of a potential appraisal system, Process and methods of evaluating employee potential.

Text Books

1. Grote, Richard C.; *The Complete Guide To Performance Appraisal*; Amacom
2. Deb, Tapomoy; *Performance Appraisal and Management*; Excel Books

Reference Books

1. Mohrman, Allan M., Resnick, Susan M. and West, Lawler Edward E.; *Designing performance appraisal systems: aligning appraisals and organizational realities*; Jossey-Bass Publishers
2. George, F. Truell; *Performance Appraisal: Current Issues and New Directions*; PAT Publications
3. Desseler, Gary and Varkkey, Biju; *Human Resource Management*; Pearson Education
4. Murphy, Kevin R. and Jeanette, Clevel; *Understanding Performance Appraisal: Social, Organizational, and Goal-Based Perspectives*; Sage Publications
5. Sahu, R.K.; *Performance Management System*; Excel Books

Course: MARKETING OF SERVICES			Semester: VI
Course Code: BBA 611E	L T P	4 0 0	Credits: 4

Objective: To acquaint students with the concepts and processes of services marketing and the required knowledge to solve business problems of service sector in India.

SYLLABUS

Concepts and Issues of Services Marketing 11

Services, Core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector.

Strategic Issues in Services Marketing 12

Service encounter, Managing customer expectations, Level of expectations, Zone of tolerance, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and positioning of services.

Concept of Service Marketing Mix 11

Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options and service distribution strategy, People: internal marketing and employee motivation, Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Managing Service Quality and Service Design 12

Designing the service, Service delivery system, Measuring service quality, SERVQUAL.

Application of Services Marketing 10

Marketing of financial, hospitality, health, educational and professional services, Marketing of non-profit organizations and NGOs.

Text Books

1. Zeithaml, Gremler, Bitner, and Pandit, Ajay.; *Services Marketing*; Tata McGraw Hill
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta; *Services Marketing: People, Technology and Strategy*; Pearson Education.

Reference Books

1. Nargundkar, Rajendra; *Services Marketing: Text and Cases*; Tata McGraw Hill
2. Verma, Harsh V.; *Services Marketing: Text and Cases*, Pearson Education
3. Apte, Govind; *Services Marketing*; Oxford University Press

Course:	BRAND MANAGEMENT			Semester: VI
Course Code:	BBA 612E	L T P	4 0 0	Credits: 4

Objective: The course aims at providing knowledge to the students about key theoretical concepts, major theories and current research in branding.

SYLLABUS

Introduction **14**

Branding context, Meaning, Importance of brands to the customers and firms, Branding challenges and opportunities, Concept of brand equity, Brand names, Symbols and slogans, Criteria for choosing brand elements: memorability, meaningfulness, likeability, transferability, adaptability and protectability, Brand hierarchy, Brand personality, Brand image, Brand identity, Brand positioning, Brand associations.

Managing Brands **14**

Brand creation, Brand extensions, Brand-product relationships, Brand portfolio, Brand assessment through research, Brand identity, Position, Image, Personality assessment and change, Brand associations, Co-branding, Ingredient branding, Licensing and its guidelines, Celebrity endorsement, Building a strong brand, Brand salience, Brand performance, Brand imagery, Brand judgments, Brand feelings and brand resonance.

Strategic Brand Management Process **14**

Customer based equity, Building a strong brand and its implications, Identifying and establishing brand positioning, Defining and establishing brand values, Internal branding.

Branding Strategies **14**

Brand product matrix, Brand hierarchy, Designing a branding strategy, Brand extension, Advantages and disadvantages, Brand valuations, Financial brand valuation, Financial brand equity, Evaluating brand valuation methods, Measuring sources of brand equity, Qualitative research techniques, Quantitative research techniques.

Text Book

1. Aaker, D. A.; *Building strong brands*; Free Press Education

Reference Books

1. Keller, Kevin Lane; *Strategic Brand Management: Building, Measuring and Managing Brand Equity*; Prentice Hall of India
2. Aaker, D. A.; *Managing Brand Equity*; Free Press Education

Course: MARKETING RESEARCH			Semester: VI
Course Code: BBA 613E	L T P	4 0 0	Credits: 4

Objective: The course is designed to develop the analytical abilities and research skills amongst the students to enable them to gather and analyze information to take marketing decisions.

SYLLABUS

Introduction	12
Importance and role of marketing research, Classification, Marketing research process, Role of marketing research in Management Information System and Decision Support System, Defining the marketing research problem and developing approach: objective, task involved, environmental context of the problem and components of approach, Types of market research, Significance of market research, Criteria of good marketing research, Problems encountered by marketing research in India.	
International Marketing Research	2
Framework, Scaling and measurement, Equivalence in International marketing research.	
Research Design	6
Definition, Classification: exploratory research and conclusive research, Relationship between descriptive and causal research, Potential sources of error.	
Measurement and Scaling	8
Theory of measurement, Comparative scaling, Primary scales of measurement, Non-comparative scaling, Questionnaire designing, Pre-testing Questionnaire, Construct validity and reliability.	
Sample Design and Data Collection	10
Census and sample, Sampling design process and external validity, Classification of sampling techniques-probability and non-probability, Sample size determination, Data collection process, Online data collection and interaction content on web.	
Inferential Statistics and Multivariate Methods	10
Sample Kolmogorov-Smirnov z-test, Test of significance, T-test, Analysis of variance (ANOVA), Simple linear regression, Multivariate regression, Factor analysis.	
Reporting the Results and Ethical Issues in Marketing Research	8
Preparing marketing research report and presentation, Written report, Format of report, Common, problems in preparing report, Critical nature of report, Graphical presentation of reports, Ethical, issues in marketing research	

Text Books

1. Saunders; *Research Methods for Business Students*; Pearson Education
2. Kumar, V.; *International marketing research*; Prentice Hall of India

Reference Books

1. Malhotra, Naresh K. and Dash, Satyabhushan; *Marketing Research: An Applied Orientation*; Pearson Education
2. Hair, Anderson, Tatham and Black; *Multivariate Data Analysis*; Pearson Education
3. Michael, S. Lewis-Beck, Alan, E. Bryman and Tim, Futing Liao; *The Sage encyclopedia of Social Science research methods*; Sage Publications
4. Sherri, L. Jackson; *Research Methods: A Modular Approach*; Thomson Wadsworth
5. Robert, K. Yin; *The case study Antholog*; Sage Publications
6. David, Kaplan; *Structural Equation Modeling: Foundations and Extensions*; Sage Publications

Course: INDUSTRIAL MARKETING			Semester: VI
Course Code: BBA 614E	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about the various concepts of industrial marketing which are helpful in developing sound marketing policies for marketing of industrial products.

SYLLABUS

Introduction 11

Nature of industrial marketing, Industrial marketing vs. consumer marketing, Relational approach to industrial marketing, Nature of industrial demand and industrial customer, Introduction to different types of industrial products, Major equipment, Accessory equipment, Raw and processed materials, Component parts and sub-assemblies, Operating supplies, Standardized and non-standardized parts, Industrial services.

Organizational Buying Behavior 12

Buy grid model, Phases in purchasing decision process and their marketing implications, Buying centers, Value analysis and vendor analysis, Factors influencing organizational buying behavior, Buying roles.

Industrial Market Segmentation 15

Industrial market segmentation, Bases for segmenting industrial market-macro and micro variables, Targeting the industrial product, Positioning the industrial product, Industrial product decisions, Industrial product life cycle, Industrial product mix determinants, Pricing industrial products, Formulation of pricing strategy, Review of pricing objectives, Methods, Pricing across product life cycle, Price administration, Price leadership.

Distribution Channel 10

The distribution channel component, Industrial distributors, Formulation of channel strategy, Conditions influencing channel structure, Brief introduction to marketing logistics, Channel structure for industrial products, Geographical size, Operating characteristics, Manufacturers and sales agents, Brokers channel logistics.

Promotion and Industrial Products 8

Promotion for Industrial products, Supporting salesman, Motivating distributors, Stimulating primary demand, Sales appeal, Publicity and sponsorships, Tradeshows, Exhibits, Catalogues, Samples promotional letters, Promotional novelties.

Text Books

1. Reeder, Roleert R., Brierty, Edward G. and Reeder, Betty H.; *Industrial Marketing Analysis, Planning and Control*; Prentice Hall of India
2. Anderson, C. James and Narus, James A.; *Business Market Management: Understanding, Creating and Delivering Value*; Pearson Education

IMS Unison University

Reference Books

1. Cherunilam, Francis; *Industrial Marketing*; Himalaya Publishing House
2. Govindarajan, M.; *Industrial Marketing Management*; Vikas Publishing House

Course: FINANCIAL STATEMENT ANALYSIS AND REPORTING		Semester: VI	
Course Code: BBA 621E	L T P	4 0 0	Credits: 4

Objective: To familiarize the students with the recent developments in the area of financial reporting, and develop skills to analyze financial statements and financial reports of various business entities.

SYLLABUS

Introduction **5**

Concept and purpose of financial reporting, Users of financial reports, Concept and purpose of financial statements, Users of financial statements, Accounting and financial reporting standards.

Financial Statements **16**

Statement of financial position (Balance Sheet - stand alone and consolidated), Statement of earnings (Income Statement), Statement of cash flows (Cash Flow Statement), Components of financial statements: assets (tangible and intangible), inventory, receivables, leases, revenue, income tax, and retained earnings.

Analysis and Interpretation of Financial Statements **21**

Ratio analysis: liquidity, solvency, activity, and profitability analysis, Comparative and common size analysis (vertical and horizontal), Variation in financial statement by type of industry, Expanded analysis: other financial ratios used in annual reports, Applications of financial ratios in Management.

Overview of Accounting Standards in India and IFRS **14**

Basic framework of accounting standards in India, International Financial Reporting Standards (IFRS), Interpretation by International Financial Reporting Committee (IFRIC), Understanding of US GAAP, Application IFRS and US GAAP.

Text Book

1. Foster, George; Financial Statement Analysis; Pearson Education

Reference Books

1. Kumar, M. P Vijay; *Financial Reporting*, Prime Academy Pvt. Ltd.
2. Lal, Jawahar; *Corporate Financial Reporting: Theory, Practice and Cases*; Taxmann Publication
3. Raiyani, J. R. and Lodha, G; *International Financial Reporting Standard (IFRS) and Indian Accounting Practices*; New Century Publications
4. Alexander, D., Britton, A. and Jorissen, A.; *Global Financial Reporting and Analysis*; Cengage Learning
5. Hennie, V. G.; *International Financial Reporting Standards: A Practical Guide*; World Bank

Course: MERCHANT BANKING AND FINANCIAL SERVICES			Semester: VI
Course Code: BBA 622E	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about merchant banking and financial services to enable the students to appreciate the role of merchant banking and financial services.

SYLLABUS

Merchant Banking and Venture Capital 11

Concept of merchant banking, Services of merchant bankers, Merchant banking in India: rules and regulations, Management of capital issues, Fixed deposits and debenture issues, Venture capital: concept and characteristics, Growth of venture capital services in India.

Financial Services 14

Meaning and concepts, Role of financial services, various types of financial services: fund based and non-fund based, Characteristics and role of financial intermediaries.

Depositories and Financial Services 17

Commercial banks and their changing role, Functioning of banks, Financial services and banking system, Non-depository institutions: finance companies, mutual funds and pension funds.

Credit Rating Services 14

Concept, Types and significance, Function of credit rating agencies, Credit rating agencies in India, Process of credit-rating.

Text Book

1. Bhole, L.M.; *Financial Institutions and Markets*; McGraw Hill

Reference Books

1. Anthony, Saunders; *Financial Markets and Institutions*; Tata McGraw Hill
2. Khan, M.Y.; *Financial Services and System*; Tata McGraw Hill
3. Clifford, Gomez; *Financial Markets, Institutions management-A Risk management Approach*; Tata McGraw Hill
4. Khan, M.Y.; *Indian Financial System*; Tata McGraw Hill
5. Sharma; *Management of Financial Institutions, With Emphasis on Bank and Risk management*; Prentice Hall of India

Course:	INTERNATIONAL FINANCIAL MANAGEMENT		Semester: VI
Course Code: BBA 623E	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about various concepts, theories and agencies related to international financial management.

SYLLABUS

International Financial Environment 14

Challenges of international finance, Finance function in the global context, Global financial markets, Interest rates in the global money markets, Bretton Woods system of exchange rate, International Monetary System, International Monetary Fund(IMF), International Liquidity and Special Drawing Rights(SDRs), Economic and Monetary Union(EMU).

Exchange Rates and Foreign Exchange Market 17

Concept of exchange rate, Fundamental parity relationships, Structural models of exchange rate determination, Exchange rate forecasting and exchange rate of rupee, Structure of foreign exchange market, Mechanics of currency trading, Types of transactions and settlement dates: forward contracts, Currency futures and options, Currency and interest rate swaps, Exchange rate quotations and arbitrage, Exchange rate regimes and the forward exchange rates in India.

Financial Risk Exposures and its Management 11

Overview of risk exposures, Measuring exposure risk, Management of currency exposure.

Financial Management in Multinational Corporations 14

Long-term sources of international financing, Short-term borrowing and investment, Cash management centralized vs. decentralized, Cash transmission, Methods of payment, Capital budgeting, Cost of capital and capital structure of the multinational corporations.

Text Books

1. Eiteman, David K., Stonehill, Arthur I. and Moffett, Michael H.; *Multinational Business Finance*; Pearson Education
2. Shaprio, Alan C.; *Multinational Financial Management*; Prentice Hall of India

Reference Books

1. Apte, Prakash G.; *International Finance-A Business Perspective*; Tata McGraw Hill
2. Albir, R.Z.; *Exchange Risk and Corporate International Finance*; Macmillan
3. Vij, Madhu.; *International Financial Management*; Excel books
4. Sharan V.; *International Financial Management*; Prentice Hall of India

Course: FINANCIAL DERIVATIVES			Semester: VI
Course Code: BBA 624E	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about financial derivatives as a risk hedging instrument and various trading mechanisms and regulations related to derivatives.

SYLLABUS

Introduction **10**

Derivatives: types of derivatives, history of derivatives, derivative markets, derivative trading in India, Financial Derivatives, Types of financial derivatives, Participants in derivative market, Critiques of derivatives, Hedging and speculation using derivatives.

Forwards and Futures **9**

Forwards: classification of forward contracts, forward trading mechanism, Futures: types of financial futures contracts, evolution of futures market in India, pricing and trading mechanism of futures market, pricing theories of futures, hedging strategies using futures.

Options **14**

Difference between options and futures, Types of options, Black and scholes option pricing model, Option Greeks, Trading strategies involving options, Strategies involving single option and stocks, Combinations, Hedging using options, Currency options.

Swaps **9**

Characteristics of swaps, Major types of financial swaps, Debt-equity swap, Valuation of interest rates swaps, Valuation of currency swaps.

Other Derivatives **9**

Credit derivatives, Interest rate derivatives, Currency derivatives, Weather derivatives, Insurance Derivatives, Foreign exchange derivatives and Commodity derivatives.

Regulation and compliance **5**

Structure of the market, Trading systems, Securities listings and groupings, SEBI prudential conditions and precautions on RCFS (1995), Derivatives regulations in Indian stock market, Regulatory instruments.

Text Books

1. Rustagi, R. P.; *Derivatives and Risk Management*; Taxmann Publication
2. Gupta, S. L.; *Financial Derivatives-Theory, Concepts and Problems*; Prentice Hall of India

Reference Books

1. Hull, John C.; *Options, Futures and Other Derivatives*; Pearson Education
2. Kolb, Robert W.; *Futures, Options, and Swaps*; John Wiley and Sons

3. Head, Red; *Financial Derivatives: An Introduction to Forwards, Futures and Options*; Prentice Hall of India
4. Bhalla, V. K.; *Financial derivatives: Risk management*; S. Chand and Co.
5. Chance, D. M.; *An Introduction to Derivatives and Risk Management*; Thomson Learning
6. Taraella, D. and Curon, R.; *Financial Instruments*; John Wiley and Sons

Course:	INDUSTRIAL RELATIONS AND LABOUR LAWS			Semester: VI
Course Code:	BBA 631E	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about the objectives, theories and concepts of industrial relations and Labour laws. The course also provides an understanding about the functions and importance of industrial relations and labour laws.

SYLLABUS

Introduction **12**

Concept of industrial relations, Objectives of IR, Parties to IR, International Labour Organization (ILO): role, functioning and contributions.

Trade Unionism **14**

Trade Unions: origin and growth, Objectives, functions and role of Trade Unions, Issues and challenges of Trade Unions.

Labour Problems **16**

Discipline and misconduct, Grievance redressal mechanism, Labour turnover, Absenteeism, Dispute settlement machinery, Consultative bodies (bipartite, tripartite) and IR strategies, Collective bargaining Workers' participation in management.

Labour Legislations **14**

Historical perspective, Important provisions of Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Employees Compensation Act, 1923, Payment of Gratuity Act, 1972, Employees Provident Fund and Miscellaneous Provisions Act, 1952, Industrial Dispute Act, 1948, and Factories Act, 1948.

Text Books

1. Padhi, P.K.; *Industrial Relations and Labour Laws*; Prentice Hall of India
2. Srivastava, S. C.; *Industrial Relations and Labour Law*; Vikas Publishing House

Reference Books

1. Pylee, M.V. and George, Asimon; *Industrial Relations and Personnel Management*; Vikas Publishing House
2. Venkataratnam, C.S.; *Industrial Relation*; Oxford University Press
3. Sinha P. R. N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini; *Industrial Relations, Trade Unions, and Labour Legislation*; Pearson Education
4. *Labour Laws*; Taxmann Publication

Course: PERFORMANCE MANAGEMENT			Semester: VI
Course Code: BBA 632E	L T P	4 0 0	Credits: 4

Objective: The course is designed to acquaint the students with the intricacies of the management and emerging issues in this area.

SYLLABUS

Introduction	8
Objectives and scope of performance management, Characteristics of an ideal performance management system, Performance management and its organizational implications.	
Measuring Performance	12
Determinants of performance, Performance dimensions, Approaches to measuring performance, Process of performance management.	
Behavioral Issues and Employee Development	12
Influence of individual and group behavior on performance, 360-degree feed-back as a developmental tool, Performance linked remuneration system, Performance-linked career planning and promotion policy.	
Performance Counseling	12
Performance Counseling: concept, need and role, Performance evaluation, Appraisal communication and interview, performance feedback and counseling.	
Current Developments and Emerging Issues in Performance Management	12
Performance measurement frameworks: Six Sigma, Performance prism, Forced ranking, and Balanced score card, Issues and challenges in performance management.	

Text Books

1. Herman, Aguinis; *Performance Management*; Pearson Education
2. Cardy, Robert L.; *Performance Management: Concepts, Skills and Exercise*; Prentice Hall of India

Reference Books

1. Singh, B.D.; *Performance Management Systems*; Excel Books
2. Chadha, Prem; *Performance Management: Its About Performing- Not Just Appraising*; Macmillan
3. Deb, Tapomy; *Performance Appraisal and Management: Concepts, Antecedents and Implications*; Excel Books
4. Bagchi, S.N.; *Performance Management*; Cengage Learning

Course: TEAM BUILDING AND LEADERSHIP			Semester: VI
Course Code: BBA 633E	L T P	4 0 0	Credits: 4

Objective: To acquaint the students with the concept of group and team, and impart knowledge about leadership in organizations.

SYLLABUS

Introduction to Group Dynamics **14**

Concept, characteristics and types of groups, Theories of group formation, Stages of group development, Group behavior: group norms, group cohesion and group role.

Team Building **14**

Meaning of team, Difference between group and team, Types of teams, Team building process, Characteristics of effective team.

Leadership in Organizations **14**

Concept, function and style of leadership, Theories of leadership: Trait theory, Behavioral theory, Situational theory, and Contingency theory.

Effective Leadership Behavior and Skills **14**

Meaning and major types of leadership behavior, Leadership skills: development planning, coaching, delegating, and empowerment.

Text Books

1. Yulk, Gary; *Leadership in Organizations*; Pearson Education
2. Greenberg, Gerald and Robert, A. Baron; *Behavior in Organizations*; Prentice Hall of India

Reference Books

1. Hughes, Ginnett and Curphy; *Leadership: Enhancing the Lesson of Experience*; Tata McGraw Hill
2. West, Michael; *Effective Team Work*; Excel Books
3. Philip, Sadler; *Leadership*; Crest Publishing House
4. Aswathappa, K.; *Organizational Behavior*; Himalaya Publishing House
5. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika; *Organizational Behavior*; Pearson Education

Course: INDUSTRIAL PSYCHOLOGY			Semester: VI
Course Code: BBA 634E	L T P	4 0 0	Credits: 4

Objective: To impart basic knowledge about concepts and application of industrial psychology to enhance industrial efficiency.

SYLLABUS

Introduction 14

Introduction, nature, scope and problems of industrial psychology, Development and importance of industrial and organizational psychology, Psychological testing: utility, reliability and validity.

Individual at Workplace 14

Occupational psychology, Study of behavior in work situation and application of psychological principles to problems of selection, placement, counseling and training, design of work environments, Human engineering.

Industrial Behavior 14

Introduction and implications of personality, perception, attitude, learning and motivation in organizations.

Industrial Efficiency 14

Efficiency at work: the concept of efficiency and effectiveness, the work curve, its characteristics, fatigue and boredom, rest pauses, stress management and well-being at work, Job satisfaction, Working environment, Stress management.

Text Books

1. Miner, J.B.; *Industrial-Organizational Psychology*; Tata McGraw Hill
2. Blum and Naylor; *Industrial Psychology: Its Theoretical and Social Foundations*; CBS Publication

Reference Books

1. Aamodt, M.G.; *Industrial-Organizational Psychology: An Applied Approach*; Cengage Learning
2. Aswathappa, K. and Deshpande, Archana; *Human Resource Management*; Tata McGraw Hill
3. Chhabra, T.N. and Deshpande, Arora; *Industrial Psychology*; Sun India Publication