

BBA COURSE STRUCTURE

A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
1st	1st			L	T	P	TOTAL	
		BBA - 101	English –I	3	1	0	4	4
		BBA -102	Mathematics	3	1	0	4	4
		BBA -103	Economics	3	1	0	4	4
		BBA - 104	Psychology	3	1	0	4	4
		BBA -105	Computer Applications– I	3	1	0	4	4
		BBA(GS)101	Essential studies for professionals-I	3	1	0	4	2
Total of theory								22
B. SESSIONAL								
		BBA - 191	Seminar – I	0	0	2	2	2
		BBA(GS)191	Skill Development for Professionals - I	2	1	0	3	1
Total Sessional								3
TOTAL SEMESTER								25

A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
1st	2nd			L	T	P	TOTAL	
		BBA - 201	English –II	3	1	0	4	4
		BBA - 202	Business Environment	3	1	0	4	4
		BBA - 203	Statistics	3	1	0	4	4
		BBA - 204	Business Economics	3	1	0	4	4
		BBA - 205	Computer Applications – II	3	1	0	4	4
		BBA (GS) 201	Essential Studies for Professionals - II	3	1	0	4	2
Total of Theory								22
B. SESSIONAL								
		BBA - 291	Seminar -II	0	0	2	2	2
		BBA(GS)291	Skill Development for Professionals -II	2	1	0	3	1
Total Sessional								3
TOTAL SEMESTER								25

A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
2nd	3rd			L	T	P	TOTAL	
		BBA - 301	Principles of Management	3	1	0	4	4
		BBA - 302	Environment Management	3	1	0	4	4
		BBA - 303	Business Regulatory Framework	3	1	0	4	4
		BBA - 304	Healthcare Management	3	1	0	4	4
		BBA - 305	Business Communication	3	1	0	4	4
		BBA - 306	Financial Management & Accounting	3	1	0	4	4
		BBA(GS)301	Essential studies for professionals-III	3	1	0	4	4
Total of theory								22
B. SESSIONAL								
		BBA (GS)391	Skill Development for Professionals-III	2	1	0	3	1
Total Sessional								1
TOTAL SEMESTER								23

A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
2nd	4th			L	T	P	TOTAL	
		BBA - 401	Production Management	3	1	0	4	4
		BBA - 402	Materials Management	3	1	0	4	4
		BBA - 403	Research Methodology	3	1	0	4	4
		BBA - 404	Marketing Management	3	1	0	4	4
		BBA - 405	Human Resource Management	3	1	0	4	4
		BBA - 406	Management Information Systems	3	1	0	4	4
		BBA(GS) 401	Essential Studies for Professionals-IV	3	1	0	4	2
Total of theory								26
B. SESSIONAL								
		BBA (GS)391	Skill Development for Professionals-III	2	1	0	3	1
Total Sessional								1
TOTAL SEMESTER								27

A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
3rd	5th			L	T	P	TOTAL	
		BBA-501	Fundamentals of Entrepreneurship	3	1	0	4	4
Elective I								
		BBA (MM) 502	Sales & Distribution Management	3	1	0	4	4
		BBA (MM) 503	Advertising & Sales promotion	3	1	0	4	4
		BBA (MM) 504	Marketing Research	3	1	0	4	4
Elective II								
		BBA (FM) 502	Corporate Taxation & Tax Planning	3	1	0	4	4
		BBA (FM) 503	Corporate Finance	3	1	0	4	4
		BBA (FM) 504	Security Analysis & Portfolio Management	3	1	0	4	4
Elective III								
		BBA (SM) 502	Database Management	3	1	0	4	4
		BBA (SM) 503	System Analysis & Design	3	1	0	4	4
		BBA (SM) 504	Computer aided Management	3	1	0	4	4
Elective IV								
		BBA (HR) 502	Employment & Compensation Administration	3	1	0	4	4
		BBA (HR) 503	Human Resource Planning	3	1	0	4	4

		BBA (HR) 504	Labour laws	3	1	0	4	4
Elective V								
		BBA (PLM) 502	International Transport system	3	1	0	4	4
		BBA (PLM) 503	Port/ Shipping/ Labour laws	3	1	0	4	4
		BBA (PLM) 504	Port Operation Management	3	1	0	4	4
		BBA(GS)501	Essential Studies for Professionals -V	3	1	0	4	2
Total of theory								
								26
B. SESSIONAL								
		BBA (GS)591	Skill Development for Professionals -V	2	1	0	3	1
Total Sessional								
								1
TOTAL SEMESTER								
								27

A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
3rd	6th			L	T	P	TOTAL	
		BBA-601	Organizational Behaviour	3	1	0	4	4
Elective I								
		BBA (MM) 602	International Marketing	3	1	0	4	4
		BBA (MM) 603	Service Marketing	3	1	0	4	4
		BBA (MM) 604	Consumer Behaviour	3	1	0	4	4
Elective II								
		BBA (FM) 602	Financial Institutes & Market	3	1	0	4	4
		BBA (FM) 603	International Finance	3	1	0	4	4
		BBA (FM) 604	Derivatives & Risk Management	3	1	0	4	4
Elective III								
		BBA (SM) 602	Software Management	3	1	0	4	4
		BBA (SM) 603	E - Business	3	1	0	4	4
		BBA (SM) 604	Fundamentals of Networking	3	1	0	4	4
Elective IV								
		BBA (HR) 602	Industrial Relations	3	1	0	4	4
		BBA (HR) 603	Organizational Development	3	1	0	4	4
		BBA (HR)	Human					4

		604	Resource Development	3	1	0	4	
Elective V								
		BBA (PLM) 602	Commercial Shipping	3	1	0	4	4
		BBA (PLM) 603	Cargo Handling Systems Management	3	1	0	4	4
		BBA (PLM) 604	Port Modernization & Traffic Forecasting	3	1	0	4	4
		BBA(GS)601	Essential Studies for Professionals-VI	3	1	0	4	2
Total of theory								26
B. SESSIONAL								
		BBA 681	Study Paper & Viva voce	0	0	0		3
		BBA 691	Seminar - III	0	0	1		1
		BBA(GS)691	Skill Development for Professionals - VI	2	1	0		1
Total Sessional								5
TOTAL SEMESTER								27

BBA – 101: ENGLISH – I

Course Contents

- 1. Grammatical Focus :** Grammatical & Structural aspects covering Parts of Speech, Tense, Voice, Clause, Preposition, Degrees of Comparison, Synonyms & Antonyms, etc; Identifying & Analyzing Grammatical Errors including errors in Spelling & Punctuation. **6 L, 8 P**
- 2. Reading:** Vocabulary Building; Comprehension; Interpretation; Summarizing **1 L, 5P**
- 3. Writing:** Letter Writing – Formal, Informal; Accepting & Declining Invitations; Paragraph Writing, Precise Writing, Essay Writing **2 L, 5P**
- 4. Speaking:** Interactive Communication like Introducing Self, Greetings, Conversations, etc; Pronunciation: appropriate stress, intonation, clarity **2 L, 6 P**
- 5. Listening:** Understanding – Spoken English, Formal English; Exercises **5P**

L = Lecture Session, P = Practice Session

Suggested Reading

1. Leo Jones, Richard Alexander: New International Business English (Communication Skills in English for Business Purposes), Cambridge University Press.
2. NCERT, Knowing about English – A Book of Grammar & Phonology
3. NCERT, Working with English – A Workbook,
4. A.E. Augustine & K.V. Joseph: Macmillan Grammar – A Handbook, Macmillan
5. Krishna Mohan & N.P. Singh: Speaking English Effectively, Macmillan

BBA- 102: MATHEMATICS

Course Contents

1. **The Number System** **1L**
2. **Basic Algebra** – Algebraic Identities, Simple factorizations; Equations: Linear and Quadratic (in single variable and simultaneous equations). Surds and Indices Logarithms and their properties (including change of base); Problems based on logarithms. The Remainder and Factor Theorems. **3L**
3. **Functions and Graphs** – Elementary idea of functions; Domain and Range of a function; Discrete and Continuous functions; Composition and Inverse of functions; Classification of functions: polynomial, rational, exponential and logarithmic functions. General idea of curve sketching – graphs of straight lines, modular functions, exponential and logarithmic functions. **2L**
4. **Quadratic Functions and Theory of Quadratic Equations** – Solution of the quadratic equation $ax^2 + bx + c = 0$, $a \neq 0$; Nature of the roots of a quadratic equation; Sum and Product of roots; Relation between roots; Condition for the existence of a common root; forming quadratic equation with given roots. Graph of the function $f(x) = ax^2 + bx + c$, $a \neq 0$; Sign of the expression $f(x) = ax^2 + bx + c$; Maximum/Minimum values of a quadratic function; Solution of quadratic inequalities. **3L**
5. **Mathematical Induction and the Binomial Theorem**- Principle of mathematical induction; Examples. Binomial Theorem for a positive integral index; General term; Middle term; Properties of Binomial Coefficients; the greatest term in the Binomial expansion. Binomial theorem for any index. **3L**
6. **Sequences and Series** – General idea and different types of sequences; Arithmetic and Geometric Progressions; Arithmetic and Geometric Means; Arithmetic and Geometric series – summation formulae; Sum to infinity of a GP (for $|r| < 1$); Recurring decimals as GP; Harmonic Progression; Harmonic mean of two numbers; Special sums. Arithmetic- Geometric series; Method of differences. **5L**
7. **Compound Interest & Annuities** – Concept of present value and amount of a sum; Types of annuities; Present value and amount of an annuity; Continuous compounding; Valuation of simple loans and debentures. **2L**
8. **Fundamentals** – Rectangular Cartesian coordinates; Polar coordinates; Distance formula; Section formula (internal and external sections); expressions for the centroid and incentre of a triangle; Area of a triangle in terms of the three vertices. **2L**
9. **Determinants**: Determinants of order 2 and 3; minors and cofactors; expansion of determinants; properties of determinants; Cramer's rule for solving simultaneous equations in two or three variables. Matrices: Different types of matrices; Matrix Algebra – addition, subtraction and multiplication of matrices; Singular and non-singular matrices; adjoint and inverse of a matrix; elementary row / column operations; Solution of a system of linear equations using matrix algebra. Vectors: Row and column vectors and their significance **6L**
10. **Idea of conics as sections of a cone**: Brief ideas of Foci, Directrix, Eccentricity and Latus Rectum; Equations of straight line, circle, parabola, ellipse, hyperbola and rectangular hyperbola in standard form. **4L**
11. **Calculus**: (Brief idea only) Basic Concepts of limits and continuity; Standard derivatives; Rules for calculating derivatives; Derivatives of composite functions, Optimization of

functions of more than one variable: unconstrained and constrained optimization; cases of two variables involving not more than one constraint.

10L

12. Basic concept of integration

4L

Suggested Readings

1. Dowling – Introduction to Mathematical Economics: Schaum’s Outline Series
2. N.I. Piskunov – Differential and Integral Calculus, Vol I and II
3. G.B. Thomas and R.L. Finney – Calculus and Analytic Geometry, Addison Wesley
4. Sancheti&Kapoor – Business Mathematics; Sultan Chand & Company
5. Mark Anthony and Norman Biggs – Mathematics for Economics and Finance; Cambridge University Press
6. M Raghavachari – Mathematics for Management: An Introduction - Tata McGraw Hill
7. H. S. Hall & S. R. Knight – Higher Algebra ; Radha Publishing House
8. R. S. Soni – Business Mathematics – Pitambar Publishing House
9. Holden – Mathematics for Business & Economics; Macmillan India, New Delhi.
10. R.G.D Allen – Basic Mathematics; Macmillan, New Delhi

BBA – 103: ECONOMICS

Course Contents

1. **Introduction of Economics** 1 L
2. **Elasticity of Demand:** Concept and measurement of elasticity of demand; Price, income and cross elasticity; Average revenue, marginal revenue, and elasticity of demand; Determinants of elasticity of demand. 4L
3. **Production Function:** Law of variable proportions; Iso-quants; Economic regions and optimum factor combination; Expansion path; Returns of scale; International and external economies and diseconomies; Ridge lines. 6L
4. **Theory of Costs:** Short-run and long-run cost curves. 4L
5. **Market Structures:** Objectives of a business firm.
 - a) **Perfect Competition:** Profit maximization and equilibrium of firm and industry; Short-run and long run supply curves; Price and output determination. Practical applications. 4L
 - b) **Monopoly:** Determination of Price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination, Practical applications. 4L
 - c) **Monopolistic Competition :** Meaning and characteristics; Price and output determination under monopolistic competition; Product differentiations; Selling costs; Comparison with perfect competition; Excess capacity under monopolistic competition. 4L
 - d) **Oligopoly:** Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; kinked demand curve. 4L
6. **Factor Pricing – I:** Marginal Productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect competition and monopoly; Exploitation of labor; Rent – concept; wage, interest & rent. 4L
7. **Monetary Economics :** Evolution of money, Functions of money, Bank and its functions, Indian money market, Commercial banks – need and functions, Reserve Bank of India – need and functions, Price indices – uses and limitations, Inflation – cost push, demand pull, causes, effects and control, Devaluation, Quantity 4 L
8. **National Income :** Concepts and definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors that determine size of National Income 3 L
9. **Public Finance:** Public Revenue, Public Expenditure, Public Debt, Deficit Financing, importance of public expenditure in India, heads of public expenditure, budget : need and types, GST. 3L
10. **International Trade and Finance :** Need for international trade, Balance of Payments, Exchange Rate Mechanism, Gains from international trade. 2 L
11. **Economic Development:** Characteristics of underdeveloped economics and developed Economics, Development Planning in India, 2 L

Suggested Readings:

1. R. Dornbusch & S. Fisher : Macroeconomics, McGraw-Hill
2. Dipankar Dasgupta : The Macroeconomy, OUP
3. A.N. Agarwal : Indian Economy, Vishaw Prakashan
4. R. Dutta and K.P.M. Sundaram : Indian Economy, S. Chand
5. N.G. Mankiw : Macroeconomics, Macmillan
6. Koutsoyianni : Modern Micro-Economics, Macmillan
7. R. Dutta and K.P.M. Sundaran : Indian Economy, S. Chand
8. A.N. Agarwal : Indian Economy, Vikash
9. R.G. Lipsey : An Introduction to Positive Economics, ELBS, Oxford
10. JP Gould Jr. and E.P. Lazer : Micro-Economic Theory
11. S.Mukherjee, M. Mukherjee & A. Ghose : Microeconomics, Prentice-Hall

BBA-104: Psychology

Course Contents

- 1. Introduction** - Definition, Scope, Methods and Branches of Psychology (with special reference to Industrial/Organizational Psychology).
- 2. Major Viewpoints** – Behaviorist approach, Gestalt school, Psychoanalytic school (Freud)
- 3. Sensation, Attention and Perception** –
 - a. Attributes and classification of sensation,
 - b. Attention – Determinants, shift, fluctuations, distraction, c) Perception – Definition, determinants.
- 4. Learning Process** – Factors of Learning, Theories – Connectionism, Classical and Operant Conditioning, Programmed Learning.
- 5. Memory** – Encoding, Storage, Retrieval; STM, LTM, Other types. Forgetting – its causes.
- 6. Emotion** - Reaction (types), Physiological basis.
- 7. Intelligence** - Definition, Concept of IQ, Emotional Intelligence.
- 8. Personality** – Definition, Types, Traits, Tests.

Suggested Readings

1. Atkinson, R.L., Atkinson, R.C., Smith, E.E. & Hilgard, ER : Introduction to Psychology ,
Harcourt
Brace Java Publishers
2. Baron, R.A : Psychology : The Essential Science, Allyn and Bacon
3. Morgan, C.T., King, R.A., Weisz, J.R. and Schopler, J : Introduction to Psychology
McGraw Hill
4. Munn, N.L., Ferland, L.D., and Ferland, P.S : Introduction to Psychology.
Oxford, IBH Publishing
5. Woodworth, R.S., & Scholsberg, H : Experimental Psychology, Oxford &
IBH Publishing

BBA- 105: COMPUTER APPLICATIONS – I

Course Contents

1. **Basic Computer Concepts** – Different generations of computer hardware; Modern taxonomy of computers; Hardware and software; Programming languages; Problem solving and algorithms; Basic computer applications; General idea of information and communication technologies; Information system development process.
2. **Computer Hardware** – Input and Output devices; Memory (or storage) devices; Central Processing Unit. Input / Output devices: keyboard, mouse, light pen, barcode readers, scanners, MICR, OCR, voice recognition and handwriting recognition systems; visual display terminals, printers, plotters etc. Storage devices: Primary storage – RAM, ROM, EEROM, PROM, EPROM; Secondary storage – direct access devices, serial access devices: hard disks, floppy disks, magnetic tape, CD-ROM, DVD; Cache memory and Virtual memory. Central Processing Unit – Control Unit; Arithmetic and Logic Unit; Decoders; Registers; Machine Instructions; Stored program concept; Program execution: Fetch-Decode-Execute cycle; Arithmetic, logical and shift operations. **10L**
3. **Computer Software** – Meaning of software; broad classification of software; system software and application software; utilities. Systems software – Operating systems: Basic idea of an OS; OS as a resource manager –memory management, input/output management, secondary storage management, processor management, program management, network management; Brief introduction to different types of operating systems like DOS, Windows, Unix, Linux etc.
4. Application software – System development tools, Utilities, Application packages, User written programs. **10L**
5. **Programming languages and Algorithms** – The concept of programming; pseudocode and flowcharts; structure of programs; program development guidelines; programming languages – machine language, assembly languages, high-level languages (procedural and object-oriented languages), fourth generation languages; object code and executable codes; compilers, translators, assemblers; editing tools such as vi. Algorithms – Basic concept; Some typical algorithms –Finding the sum of a series, solving a quadratic equation, generating Fibonacci sequence, checking whether a number is prime or not, creating an array of numbers and displaying the largest element in the list, sorting a given set of numbers, multiplying together two matrices etc. (The algorithms may be implemented using either pseudo code or a high level programming language). **7L**
7. **Computer networks and Internet** – Basic concepts of computer networks; local area networks and wide area networks; switches hubs, routers, idea of distributed systems; the Internet and the World Wide Web. **6L**
8. **Computer Applications:** Essential features of computer systems and structures required for office automation, communications, control systems, data acquisition, interactive multimedia, networking, parallel processing and neural networks. **4L**

Suggested Readings

1. Mano – Computer System Architecture; Pearson Education
2. Tanenbaum – Structured Computer Organization, Pearson Education
3. Martin & Powell – Information Systems: A Management Perspective; McGraw-Hill
4. Laudon & Laudon – Management Information Systems: Pearson Education

BBA – 201: ENGLISH –II

Course Contents

- 1. Grammar** – Expressing in Style: Words often Confused; One-word substitution; Phrases; Idioms. **4L, 6P**
- 2. Advanced Reading:** Understanding business-related correspondences; Comprehension of factual material; Interpreting Visual Information : Tables, Graphs, Charts; Speed Reading **2L, 5P**
- 3. Effective Writing:** Business Correspondences (Letter, Fax, e-mail) for : Making Enquiries, Placing Orders, Asking & Giving Information, Registering Complaints, Handling Complaints; Drafting notices; Drafting Advertisements; Job Applications **2L, 10P**
- 4. Speaking:** Business Etiquettes; Impromptu Speech; Debate; Role Play; Presentations **1L, 6P**
- 5. Listening:** Business-related Conversations; Exercises **5P**

Suggested Readings:

1. A. Ashley : A Handbook of Commercial Correspondence, OUP
2. M. Monipatty: The Craft of Business Letter Writing, Tata McGraw Hill
3. N. Gupta (Ed.) : English for All, Macmillan
4. K. Mohan & M. Banerjee : Developing Communication Skills, Macmillan
5. M. Osborn & S. Osborn : Public Speaking, AITBS Publishers
6. M.A. Rizvi : Effective Technical Communication, Tata McGraw-Hill

BBA – 202: BUSINESS ENVIRONMENT

Course Contents

- 1. Indian Business Environment:** Concept, components and importance.
- 2. Economic Trends:** Income; Savings and investment; Industry; Trade and Balance of Payments, Money; Finance; Prices.
- 3. Problems of Growth:** Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.
- 4. Role of Government:** Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes.
- 5. Industrial Policy:** Industrial Policies since Independence, New Industrial Policy and its Effect.
- 6. The Current Five Year Plan:** Major policies; Resource allocation.
- 7. International Environment:** International trading environment; Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP.
- 8. Major Industry Associations:** FICCI, CII, ASSOCHAM, PHDCCI, Role of Industry Associations.

Suggested Readings

1. Sundaram & Black: The International Business Environment; Prentice Hall
2. P. Chidambaram: Business Environment; Vikas Publishing
3. Dutt R and Sundharam KPM: Indian Economy; S. Chand
4. Misra SK and Puri VK: Indian Economy; Himalaya Publishing
5. Upadhyay, S: Business Environment, Asia Books
6. Chopra, BK: Business Environment in India, Everest Publishing
7. Suresh Bedi: Business Environment, Excel Books

BBA – 203: STATISTICS

Course Contents

1. **Introduction:** Statistics as a subject; Functions, Importance and Limitations of Statistics; Planning and Execution of a statistical investigation; Census and sample investigation; Descriptive and Inferential statistics. **2L**
2. **Collection, Editing and Presentation of Data:** Primary data and secondary data; Methods of collection; Scrutiny of data. Presentation of data: textual and tabular presentations; Construction of a table and the different components of a table. Diagrammatic representation of data: Line diagrams, Bar diagrams, Pie charts and divided-bar diagrams. **3L**
3. **Frequency Distributions:** Attribute and variable; Frequency distribution of an attribute; Discrete and continuous variables; Frequency distributions of discrete and continuous variables; Bivariate and Multivariate Frequency Distributions. Diagrammatic representation of a frequency distribution: case of an attribute; case of a discrete variable: column diagram, frequency polygon and step diagram; case of a continuous variable: histogram and ogive graph. **4L**
4. **Measures of Central Tendency:** Definition and utility; Characteristics of a good average; Different measures of average; Arithmetic Mean; Median; Other positional measures – quartiles, deciles, percentiles; Mode; Relation between Mean, Median and Mode; Geometric and Harmonic Mean; Choice of a suitable measure of central tendency. **6L**
5. **Measures of dispersion:** Meaning and objective of dispersion; Characteristics of a good measure of dispersion; Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute deviation, Standard deviation; Comparison of the different measures of dispersion. Measures of relative dispersion – Coefficient of Variation. Combined mean and standard deviation. Chebyshev's Theorem. Graphical measure of dispersion – Lorenz curve; Gini coefficient. **7L**
6. **Moments, Skewness and Kurtosis:** Moments; Coefficients based on moments; Sheppard's correction; Skewness; Measures of skewness; Kurtosis and its measures. **3L**
7. **Correlation and Regression:** Analysis of Bivariate data. Correlation Analysis – Meaning of correlation; Scatter Diagram; Karl Pearson's coefficient of linear correlation; Calculation of the correlation coefficient from grouped data; Properties of the correlation coefficient; Advantages and limitations of the coefficient of correlation; Idea of rank correlation; Spearman's rank correlation coefficient.
Regression Analysis – Two lines of regression; Some important results relating to regression lines; Correlation Coefficient and the two Regression Coefficients; Coefficient of determination; Concept of multiple regression. **7L**
8. **Index Numbers:** Definition, characteristic and uses of index numbers; Methods of constructing price and quantity indices (simple and aggregate); Value index; Comparison of Laspeyres' and Paasche's Index Numbers; Tests of adequacy; Chain-base index numbers; Base shifting, splicing and deflating; Consumer Price Index Numbers; Problems in the construction of index numbers. **4L**
9. **Analysis of Time Series:** Objective of time series analysis; Causes of variations in time series data; Components of a time series; Decomposition – Additive and Multiplicative Models; Determination of trend– Moving averages method and method of least squares; Measurement of secular trend; Seasonal variations; Measurement of cyclical variations; Measurement of random variations. **4L**

- 10. Theory of Probability:** Probability as a concept; Basic probability rules; Tree diagrams; Conditional probability; Mutually exclusive events and independent events; Bayes' Theorem or Inverse probability rule. **6L**
- 11. Probability distribution of a Random Variable:** Discrete and Continuous random variables; Expectation value; Mean and Variance of a Random Variable; Theorems on expectation; Marginal and joint probability distributions. **4L**
- 12. Theoretical Probability Distributions:** Probability mass function and density function; Discrete distributions – The Binomial distribution and its properties; Idea of geometrical and hyper geometric distributions. The Poisson distribution and its properties; Fitting a Binomial or Poisson distribution to an observed distribution. Continuous distributions – Uniform, Exponential and Normal distributions; Normal approximation to Binomial and Poisson distributions; Fitting a normal curve to an observed distribution. **4L**
- 13. Sampling and Sampling Distributions:** Sampling versus complete enumeration; Random and nonrandom sampling; Different types of random sampling; Sample Statistic and Population Parameter; Practical methods of drawing a random sample. Sampling distributions – Standard error; sampling distribution of the sample mean and the sample proportion. Sampling from normal and non-normal populations; The Central Limit Theorem. Four Basic Distributions: Standard normal distribution; Chi-square distribution; t-distribution; F-distribution **6L**
- 14. Methods of Point Estimation** – The Method of Maximum Likelihood and The Method of Moments; Interval Estimates – Interval estimates and confidence intervals; confidence level and confidence interval; Calculating interval estimates of the mean and proportion from large samples; Finite correction factor. Interval estimates using the t distribution Determining the sample size in Estimation **6L**
- 15. Hypotheses Testing:** Concepts basic to the hypothesis testing procedure; Steps in Hypothesis testing; Type I and Type II errors; Two-tailed and one-tailed tests of hypotheses. Hypothesis testing of means when the population standard deviation is known / not known; Power of a Hypothesis Test; Hypothesis testing of proportions; Use of the t-distribution. Hypothesis testing for differences between means and proportions; two-tailed and one tailed tests. **10L**
- 16. Chi-Square and Analysis of Variance:** Chi-Square as a test of independence and as a test of goodness of fit. Analysis of Variance: Calculating the variance among the samples and within the samples. The F distribution and the F hypothesis test. **4L**

BBA – 203: BUSINESS ECONOMICS

Course Contents

- 1. Introduction:** Concepts, Economics □ Business □ Management, Business Decisions.
- 2. Managerial Economics:** Profit Management, Nature & Measurement of Profit; Profit Planning and Control; Policies on Profit and Maximization.
- 3. Fiscal and Monetary Policies:** IS-LM Framework; Theory of Business; Cycle-Stabilization policy.
- 4. Business and Economic Models:** Forecasting Methods, Regression Analysis and Model Building; Point and Interval Estimates, Non-Linear Regression Model; Game Theory, Inventory Models.
- 5. Optimization:** Concept of Slope, Derivatives, Constrained Optimization.
- 6. Marginal Analysis:** Break-Even analysis for managerial decision making.
- 7. Economic Concepts for Managers:** Competitive Advantage; Exchange Rates; Trade Restrictions, BOP, WTO.
- 8. Indian Economic Overview**

Suggested Readings

1. Adhikary, M.: Business Economics, Excel Books
2. Thomas,,: Managerial Economics, Tata McGraw Hill
3. Keat, P and Philips KYY: Managerial Economics, Prentice Hall
4. Keating, B and Wilson, JH: Managerial Economics, Biztantra
5. Milgrom, & Roberts J.: Economics, Organization and Management, Prentice Hall
6. Mithani D.M: A course in Business Economics, Himalaya Publishing
7. Dubedi, Principles of Economics, Vikas Publishing

BBA – 205: COMPUTER APPLICATIONS-II

1. Word processing software: Microsoft Word – The different functionalities in the Microsoft Word Software; Creation of a new document; Editing an existing document; saving and printing a file; Use of the different tools; Handling tables in MS Word. **6L**

2. Spreadsheet software: Microsoft Excel – Creating a new spreadsheet document and editing an existing document; using the different tools available in MS Excel; Performing mathematical calculations using MS Excel including various types of statistical measures. Reference Operators, Functions, Typing a Function. Creating a column chart; Changing the size and position of a chart saving a file in Microsoft Excel; Closing a Microsoft Excel worksheet. **10L**

3. Database Management System: Data Modeling; the Relational Model; Database design and Query Languages; File organization, indexing and hashing; Transaction Processing and Concurrency Control; Database backup and recovery. DBMS Software: Microsoft Access - Creating New and Opening Existing Databases, Creating a database using a wizard and without using a wizard; Tables –Introduction and advanced features. Relationships - How to link multiple tables together; Forms and Reports; Creating Mail Merge Labels using a Wizard. **10L**

4. Presentation Software: Microsoft PowerPoint – The different functionalities of Microsoft PowerPoint. Creating a PowerPoint presentation; Creating and inserting a new slide; Creating a title slide; Applying a design template; creating a hierarchy, Using a two-column text; Slide Sorter view; Running the slide show; Printing the slides. **6L**

5. Project Management Software: MS Project – Getting started with a project; Developing a timeline; Displaying and Printing the schedule; Assigning resources and costs to the tasks and Resolving resource allocation problems; Finalizing and Publishing the Project Plan; Managing and Tracking the Project; Working with multiple projects, using MS Project in workgroups **8L**

Suggested Readings

1. Introduction to Computers with MS-Office, Leon, TMH
2. A First Course in Computers 2003, Saxena, VIKAS
3. Windows '98 in easy steps, Harshad Kotecha, Wiley Dreamtech
4. Office 2000 in easy steps, Stephen Copestake, Wiley Dreamtech
5. Windows and MS Office 2000, Krishnan, SCITECH
6. Microsoft Project 2000 in 24 hours, Tim Pyron, Techmedia
7. An Introduction to Database Systems - C.J. Date, Pearson Education

BBA – 301: Principles of Management

Course Contents

1. **Introduction:** Concept, process and significance of management; Managerial roles; An overview of functional areas of management; Development of management thought; Classical and neo-classical systems; Contingency approaches
2. **Planning:** Concept, process and types. Decision making – concept and process; Management by objectives; Corporate planning; Environment analysis; Strategy formulation.
3. **Organizing:** Concept, nature, process and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentation; Organization structure – forms and contingency factors.
4. **Directing:** Motivation – Concept & Theories – (Maslow, Alderfer, Herzberg, McClelland, Porter & Lawler, Vroom); Financial and non-financial incentives of Motivation, Leadership – Leadership Theories, Leadership styles. Communication – Type, process and barriers.
5. **Controlling:** Concept and process; Effective control system; Techniques of control.
6. **Management of Change:** Concept, nature and process of planned change; Resistance to change; Management in a changing environment.

Suggested Readings

1. Wehrich and Koontz, et al : Essentials of Management; Tata McGraw Hill
2. Stoner J and Freeman RE : Management; Prentice-Hall
3. Daft, RL : Management, Thomson
4. V.S.P Rao & Hari Krishna : Management-Text & Cases, Excel Books
5. Ramaswami T; Principles of Mgmt., Himalaya Publishing
5. Chandan, JS : Management – Concepts and Strategies, Vikas Publishing
6. Robbins, SP: Management, Prentice Hall

BBA – 302: Environment Management

Course Contents

Module I:

1. **Fundamentals of Environment Management:** Definition, principles and scope; Types and Components environment; Man-Environment relationship; Causes of environment destruction; Environmental ethics; Environment awareness programmes.
2. **Natural Resources – Awareness:** Eco-System, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.
3. **Environmental Protection – Policies & Legislations :** National environmental policy, Environmental Legislations, International Conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.
4. **Environmental Management System:** ISO – 14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.
5. **Environmental Impact Assessment (EIM) :** EIM – Methods and tools, Appraisal and clearance for industry, Evaluation System.
6. **Environment Management – Case Studies**

Module II:

7. **Transportation Management:** Role of Transportation in Economic Development, Essential features of Transport System, Basic elements of Transportation and Logistics, Transport Infrastructure in India, Multimodal Transportation System.

Suggested Readings

1. N.K. Oberoi : Environmental Management,
2. Excell Books
3. G.N. Pandey : Environmental Management, Vikas
4. K.M. Agrawal & P.K. Sikdar: Text Book of Environment, MacMillan
5. L.W. Canter : Environmental Impact Assessment, McGraw Hill
6. Srinivasa, S.R. : A Text Book of Transportation System.
7. Mishra, B and Choudhuri, P.K. : Transport Sector in India

BBA – 303: Business Regulatory Framework

Course Contents

1. Law of Contract : Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.

2. Special Contracts: Indemnity; Guarantee; Bailment and pledge; Agency.

3. Sale of Goods Act : Formation of contracts of sale; Goods and their classification, price; conditions and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.

4. Negotiable Instrument Act: Definition of negotiable instruments; Features; Promissory note; Bill of exchange & cheque; Holder and holder in the due course; Crossing of a cheque; Types of crossing; Negotiation; Dishonor and discharge of negotiable instrument.

5. The Consumer Protection Act: Salient features; Definition of consumer; Grievance redressal machinery.

6. Foreign Exchange Management Act: Definitions and main provisions.

Suggested Readings

1. Desai TR: Indian Contract Act, Sale of Goods Act and Partnership Act; SC Sarkar & Sons
2. S.S. Gulshan : Markentile Law,Excel Books
3. Pathak: Legal Aspect of Business,TMH
4. Khergamwala JS : The Negotiable Instruments Act; NM Tripathi
5. Singh Avtar : The Principles of Merchantile Law; Eastern Book Company
6. Kuchal MC : Business Law; Vikas Publishing
7. Maheshwari & Maheshwari: Business Regulatory Framework, Himalaya Publishing
8. Kapoor ND : Business Law : Sultan Chand & Sons
9. Chandha PR : Business Laws; Galgotia

BBA – 304: Health Care Management

Course Contents

- 1. National Health Policy:** Factors, Determinants and other Issues, Review of Different Committees.
- 2. Health Services in India:** Input, Output and Performance, Disparities in Health Services, Govt's Role, Private Participation, Role of NGOs.
- 3. Health and Social Policy:** International Perspective, Health Policy and the Disadvantaged, Health care and Social Development.
- 4. Health Services Management:** Management Issues in Health Care, Health Care Decision-making, Project Management in Health Care, Contemporary Trends in Health Care, Monitoring the Performance and needs in Health Services.
- 5. Health Services:** Needs vs. Demand vs. Supply Model, Health Sector Financing and Expenditure, Primary Health Care □ Costs, Resource availability and allocation.
- 6. Financial Management in Health Services:** Budgeting, Control, Pricing and Efficiency.
- 7. Economics of Health Care:** National Health Programmes, Non-Governmental Health Care, Cost-Benefit Analysis.

Suggested Readings

1. Chatterjee, Meera : Implementing Health Policy, Monohar, New Delhi
2. ICMR : National Conference on Evaluation of Primary Health Care Programmes
3. Ramaiah, J.J : Health Programme Management through PERT, Abhinav, New Delhi.
4. Wortman, P.M. (ed) : Methods for Evaluating Health Services, Sage.
5. Carrin, G. : Economic Evaluation of Health in Developing Countries, Oxford Univ Press.

BBA – 305 : Business Communication

Course Contents

1. **Introduction Business Communication:** Basic forms of communicating; Communication models and processes; Effective communication; Theories of communication; Audience Analysis.
2. **Self-Development and Communication:** Development of positive personal attitudes; SWOT
3. analysis; Vote's model of interdependence; Whole communication.
4. **Corporate Communication:** Formal and informal communication networks; Grapevine;
5. Miscommunication (Barriers); Improving communication. Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing. Principles of Effective Communication.
6. **Writing Skills:** Planning business messages; Rewriting and edition; The first draft; Reconstructing the final draft; Business letters and memo formats Appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum.
7. **Report Writing:** Introduction to a proposal, short report and formal report, report preparation.
8. Oral Presentation : Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentations skills.
9. **Non-Verbal Communication:** Body languages : meanings
10. **Effective Listening:** Principles of effective listening; Factors affecting listening exercises.
11. **Modern Forms of Communicating:** Fax; E-mail; Video conferencing; etc.

Suggested Readings

1. Monipally: Business Communication , Tata McGraw Hill
2. Ronald E. Dulek and John S. Fielder : Principles of Business Communication; Macmillan
3. Madhukar : Business Communications; Vikas Publishing House
4. Rai & Rai: Business Communication, Himalaya Publishing
5. Kaul : Business Communication; Prentice Hall
6. Senguin J : Business Communication; Allied Publishers
7. Robinson, Netrakanti and shintre : Communicative Competence in Business English; Orient Longman

BBA – 306: Financial Management & Accounting

Course Contents

Module I

1. **Meaning and Scope of Accounting:** Need, development and definition of accounting.
2. **Accounting Principles:** GAAP; Accounting as MIS
3. **Accounting Transactions:** Accounting Cycle; Journal; Rules of debit and credit; Compound journal entry; Opening entry; Relationship between journal and ledger; Rules regarding posting; Trial Balance; Sub division of journal.
4. **Capital and Revenue :** Classification of Income; Classification of expenditure; Classification of receipts. Accounting concept of income; Accounting concepts and income measurement; Expired cost and income measurement. Final accounts; Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries. Rectification of errors: Classification, Location and Rectification Suspense Account; Effect on Profit.
5. **Depreciation Provisions and Reserves :** Concept of depreciation; Causes of depreciation; depletion, amortization and dilapidation; Depreciation accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets; Depreciation of replacement cost; Depreciation policy as per Accounting Standard, Provisions and reserves.

Module II

1. **Financial Management:** Financial goals; Profit vs wealth maximization; Financial functions –investment, financing, and dividend decisions; Financial planning.
2. **Capital Budgeting:** Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return, profitability index; NPV and IRR comparison.
3. **Cost of Capital:** Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.
4. **Operating and Financial Leverage :** Measure; Effects on profit, analyzing alternate financial plans, combined financial and operating leverage.
5. **Capital Structure:** Theories and determinants.
6. **Dividend Policies :** Issues in dividend policies; Walter’s model; M.M. Hypothesis, forms of dividends and stability in dividends, determinants.
7. **Management of Working Capital :** Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital – cash, receivables, and inventories.

Suggested Readings

1. 1.Gupta, RL and Radhaswamy, M : Financial Accounting ; Sultan Chand and Sons
2. Ashoke Banerjee: Financial Accounting, Excel Books
3. Maheshwari:Introduction to Accounting,Vikas Publishing
4. Monga JR, Ahuja Girish and Sehgal Ashok : Financial Accounting; Mayur Paper Back
5. Shukla, MC, Grewal TS, and Gupta, SC : Advanced Accounts; S. Chand & Co
6. Compendium of Statement and Standards of Accounting : The Institute of Chartered Accountants of India.
7. Agarwala, AN, Agarwala KN: Higher Sciences of Accountancy : Kitab Mahal

BBA – 401: PRODUCTION MANAGEMENT

Course Contents

- 1. Production Planning and Control:** Production system, types of production, preplanning, planning and control functions, relations with other departments, efficiency of production planning and control.
- 2. Plant Location and Layout:** Approaches to location, choice, selection. Plant design; plant layout – product layout, process layout, criteria for a good layout.
- 3. Plant Maintenance and Materials Handling:** Types of maintenance – preventive, predictive and overhaul; selection of good materials handling equipment – gravity and powered conveyors, hoists and cranes, lifting trucks, motor transport.
- 4. Work Study:** Method study; motion study; work measurement, performance rating, standard time, time study; work sampling.
- 5. Inspection and Quality Control:** Types and criteria of inspection; significance of quality control, statistical quality control, control charts, acceptance sampling plans.

Suggested Readings

1. Buffa, E.S. and Sarin, R.K: Modern Production and Operations Management, John Wiley.
2. Upendra Kachru: Operations Management, Excel Books
3. Chase, R.B. and Aquilano, N.J: Production and Operations Management, Irwin
4. Charl, S.N.: Theory and Problems in Production and Operations Management
5. Lockyer, K. : Production Management
6. Barat, N: Production Management and Control

BBA – 402: MATERIALS MANAGEMENT

Course Contents

- 1. Integrated Materials Management:** Need, scope, advantage, concept; materials requirement planning and budgeting; make or buy decision; ABC and VED analysis.
- 2. Purchasing Management:** Purchase system, policy and procedure; source selection, vendor development and evaluation; legal aspects of buying.
- 3. Stores Management:** Stores system and procedures; stores accounting and stock verification; disposal of surplus and scrap.
- 4. Inventory Control:** Economic Ordering Quantity; inventory systems.
- 5. Evaluation of Materials Management:** MIS for materials management; criteria for evaluation; inventory turnover ratio.

Suggested Readings

1. Gopalakrishnan, P. and Sunderashan, M : Handbook of Materials Management, Prentice Hall of India.
2. R. Mishra: Materials Management, Excel Books
3. Nair: Purchase and Materials Management, Vikas
4. Dutta, A.K.: Integrated Materials Management, Prentice Hall of India
5. Bhattacharya, S.C.: Modern Concepts on Materials Management
6. Dobler, D.W. & Others: Purchasing and Materials Management, McGraw Hill.

BBA – 403: RESEARCH METHODOLOGY

Course Contents

- 1. Terminology:** Data and Information, Validity and Reliability, Deduction and Induction, Quantitative and Quantitative Methods.
- 2. Research Project:** Choice of Topic, Writing a Research Proposal – Objective, Hypothesis, Methodology, Timeframe.
- 3. Survey Methods:** Survey Design – Sampling, Qualitative Data, Quantitative Data, Scaling Technique.
- 4. Research Methods:** Interview Method, Observational Method, Questionnaires, Case Studies, Action Research, Documentary Sources.
- 5. Data Analysis:** Types of Research Data, Frequency Distributions, Bar Charts, Histograms, Pareto Charts; Statistical Tools of Data Analysis – Mean, Median, Mode, Correlation, Regression.
- 6. Report Writing:** Formatting, Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.
- 7. Presentation of Report:** Skills and Methods, Practice Sessions on Assignments (Two per student).

Suggested Readings

1. Taylor, Bill, Sinha, G and Ghoshal, Taposh : Research Methodology, Prentice Hall of India.
2. Trochim, W.M.K. : Research Methods, Biztantra
3. D.K. Bhattacharjee: Research Methodology, Excel Books
4. Kumar, M.S. & Prakash, M.: Project Work – Guidelines, Himalaya
5. Kothari, C.R.: Research Methodology – Methods and Techniques, Wiley Eastern.
6. Sadhu, A.N. & Singh, A: Research Methodology for Social Sciences, Sterling.

BBA – 404: MARKETING MANAGEMENT

Course Contents

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

2. Consumer Behaviour and Market Segmentation: Nature, scope and significance of consumer behaviour; Market segmentation – concepts and importance; Bases for market segmentation.

3. Product: Concept of product, consumer, and industrial goods; Product planning and development; Packaging – role and functions; Brand name and trade mark; After sales service; Product life cycle concept.

4. Price: Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.

5. Distributions Channels and Physical Distribution: Distribution channels – concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.

6. Promotion: Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling; Selling as a career; Classification of a successful sales person; Functions of salesman.

Suggested Readings

1. Kotlar Philip and Armstrong Gary, Principles of Marketing; Pearson Education
2. Arun Kumar: Marketing Management, Vikas
3. Saxena, Rajan : Marketing Management, Tata McGraw Hill
4. Gandhi, J.C.: Marketing, Tata McGraw Hill
5. Tapan Panda: Marketing Management, Excel Books
6. Ramaswamy, V.S. and S. Namakumari : Marketing Management, Macmillian.
7. B. Ghosh : Fundamentals of Marketing Management, Books & Allied

BBA – 405: HUMAN RESOURCE MANAGEMENT

Course Contents

1. Human Resource Management – Overview : Scope & Coverage of HRM, Development of HR Functions, Structure and Function of HR Manager, Role of Line Managers in Managing Human Resources.

2. Human Resource Planning: Need for HR Planning Assessment of available HR in the Organization, Work load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.

3. Employment Administration: Recruitment & Selection of HR – Methods and Processes; Training & Development of HR – Types and Techniques; Performance Appraisal – Instruments and Administration; Discipline & Grievance Handling; Wage & Salary Administration.

4. Industrial Relations in India: Concepts, Theory, Approaches, Context of IR; Growth and Structure of Trade Unionism, Trends in Industrial Disputes; Industrial Disputes Settlement Machinery under ID Act, Collective Bargaining; Worker's Participation in Management; Labour Welfare.

Suggested Readings

1. V.S.P. Rao: Human Resource Management, Excel Books
2. Dwivedi: Human Resource Management, Vikas
3. C.S. Venkata Ratnam & B.K. Srivastava: Personnel Management and Industrial Relations, Tata McGraw Hill.
4. Anjali Ghanekar : Human Resource Management, Everest Publishing
5. A.M. Sheikh: Human Resource Development and Management, S.Chand
6. E.A. Ramaswamy : Managing Human Resources, Oxford University Press
7. M.S. Saiyadain : Human Resource Management, Tata McGraw Hill

BBA – 406: MANAGEMENT INFORMATION SYSTEMS

Course Contents

1. Introduction: Concept, evolution and meaning of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.

2. Information and Managerial Effectiveness : Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.

3. Information Systems: Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.

4. System Development Life Cycle: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

5. Development and Management of Data Bases: Relation databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalization process.

6. Data Communication and Networking: Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone, Intranets and collaborative processing.

7. Implementation, Evaluation and Maintenance of System: Methods and steps in implementation of system; Approaches and process of evaluating MIS.

8. Security Issues Relating to Information Systems: Threats to information systems; Vulnerability, risk and control measures.

Suggested Readings

1. Arora & Bhatia: Management Information Systems, Excel Books
2. O'Brien James: Management Information Systems, Tata-McGraw Hill
3. Kumar, Muneesh: Business Information Systems, Vikas Publishing House
4. Rajaraman, V: Analysis and Design of Information Systems for Modern Management, Prentice Hall.
5. Sadagopal, S: Management Information Systems, Prentice Hall.
6. Simkin, M.G: Introduction to computer Information System for Business, S.Chand & Co.

BBA-501: Fundamentals of Entrepreneurship

Course Contents

- 1. Entrepreneurship:** Theories of Entrepreneurship, Role and Importance of Entrepreneur in Economic Growth.
- 2. Entrepreneurial Behaviors:** Entrepreneurial Motivation, Need for Achievement Theory, Risk taking Behavior, Innovation and Entrepreneur.
- 3. Entrepreneurial Traits:** Definitions, Characteristics of Entrepreneurial Types, Functions of Entrepreneur.
- 4. Entrepreneurial Development in India:** History, Objectives, Stages of Growth, Target Group, Programmes, Govt. Policy towards SSI's.
- 5. Project Feasibility Analysis:** Business Ideas – Sources, processing; Input requirements, Sources of Financing, Technical Assistance, Marketing Assistance, Preparation of Feasibility Reports, Legal Formalities and Documentation.

Suggested Readings

1. Lall & Sahai : Entrepreneurship,Excel Books
2. McClelland, D.C. & Winter, W.G. : Motivating Economic Achievement, Free Press.
3. Pareek, U & Venkateswara Rao, T : Developing Entrepreneurship – A Handbook on Learning Systems, Learning Systems, New Delhi.
4. Desai, A.N. : Entrepreneur and Environment, Ashish, New Delhi.
5. Druckar, Peter : Innovation and Entrepreneurship, Heinemann.
6. Chakraborty, Tridib : Introducing Entrepreneurship Development, Modern Book Agency.
7. Manimala, M.J. : Entrepreneurial Policies and Strategies, TMH

SPECIALIZATIONS (5th Semester)

ELECTIVE - I

BBA (MM) 502: SALES AND DISTRIBUTION MANAGEMENT

1. **Introduction to Sales Management:** Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager **2L**
2. **Personal Selling:** Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up) **4L**
3. **Directing the Sales Force:** Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating **6L**
4. **Controlling:** Analysis of sales, Costs and Profitability, Evaluation of sales force performance **3L**
5. **Marketing Channels:** Structure, Functions and advantages, Types of channel intermediaries –wholesalers, distributors, stockiest, sales agents, brokers, franchisers, C&F agents, and retailers **2L**
6. **Channel Design and management:** Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements **3L**
7. **Physical Distribution & Logistics:** Goals, function, processing, warehousing, inventory & Transportation **1L**
8. **Retail Management:** Retail strategies, Location, Types of retail formats. **3L**
9. **Merchandising:** Merchandise management, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing **3L**
10. **Case Studies** **4L**

Readings:

1. Berman, B & Evans, J.R.: Retail Management, Pearson
2. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI/Pearson Education
3. Futrell, Charles M.: ABC of Relationship Selling; McGraw Hill.
4. Ingram, T.N., Laforge, R.W. & Avila, R.A.: Sales Management, South-Western
5. Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases; McGraw Hill.
6. Lancaster, David & Jobber, Geoff: Selling & Sales Management; Macmillan (India).
7. Levy, M. & Weitz, B.A.- Retailing Management - McGraw-Hill
8. Panda, Sahadev: Sales & Distribution Management; OUP
9. Pradhan, S : Retailing management, TMH
10. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH

BBA (MM) 503: ADVERTISING AND SALES PROMOTION

1. **Introduction to Advertising:** Definition, features and role of advertising, Relationship of advertising with other promotional mixes and marketing mix elements, integrated marketing communication approach, Integrated Marketing Communication (IMC), Advertising spiral and its application 4L
2. **Advertising and Communication Mix:** Different advertising functions; Types of advertising; Economic aspects of advertising; Advertising process – an overview; Setting advertising objectives and budget- different methods, allocation of budget. 4L
3. **Advertising Objectives:** Sales approach versus communication approach, DAGMAR approach. 4L
4. **Advertising Media:** Different types of media, media planning and scheduling. 4L
5. **Creative Aspects of Advertising:** Advertising appeals, copy writing, headlines, body copy; illustration, message, copy types; Campaign planning. 3L
6. **Designing an Advertisement:** Different dimensions, Importance of creativity to advertising, Creative process. 3L
7. **Role of Advertising in Brand Building:** Definition of brand, Brand positioning, Brand image, Brand equity and its characteristics. 3L
8. **Advertising Industry:** Advertisers, Advertising agencies and support organizations, Types of agencies, Structure, role and functions of ad agencies, Agency compensation and evaluation. 4L
9. **Impact of Advertising:** Measuring advertising effectiveness; Effect of advertising on society; Legal and ethical aspects of advertising, role of ASCI. 4L
10. **Sales Promotion:** Definition; Reasons for rapid growth of sales promotion; Objectives of sales promotion; Types of sales promotion; Tools and techniques of consumer and trade promotion with merits and demerits; Role of sales promotion in IMC programme. 5L
11. **Evaluation of Promotional Effectiveness:** Reasons to measure effectiveness, Testing methods - pre-testing and post testing techniques, Essentials of effective measures, Problems with current methods, Measuring effectiveness of other promotions 2L

Readings:

1. S. H. H. Kazmi & Satish Batra. Advertising & Sales Promotion, Excel Books
2. Rajeev Batra, David Aaker, & John G. Myers. Advertising Management, Prentice Hall of India.

BBA (MM) 504: Marketing research

1. **Marketing Research:** Introduction, Application of research in managerial decision making, Aims, roles, functions and sources of research, Client-user interface – role conflict and resolution **3L**
2. **Research Process:** Steps in planning – research purpose and objectives, Problem formulation, research design, data collection, analysis, report presentation, **3L**
3. **Research Design:** Types of research - exploratory studies, descriptive studies, causal studies **2L**
4. **Sources of Data:** Primary and secondary source, errors in data collection, sampling and non-sampling errors. Primary Source – Methods of Data Collection: Focus groups, Observations, Case histories; Surveys – survey methods - structured and unstructured, direct and indirect methods, in-depth interviews, panels, interview media: personal, telephone, internet & mail, questionnaire construction & pre-testing. **8L**
5. **Measurement & Scaling:** Types of scales nominal, ordinal, interval, ratio scales, Attitude measurement methods - variability methods (paired comparison, ranking, rating, ordered category sorting), Multi-item scales – Semantic differential scale, Likert scale, considerations in developing scales, reliability and validity of scales. **6L**
6. **Sampling:** Census vs. sample, Steps in sampling process, Definition of population, frame, unit, and element, Types of sampling: Probability sampling techniques - simple random sampling, systematic random sampling, stratified sampling, cluster sampling, area sampling, Non probability sampling techniques - convenience sampling, quota sampling, judgment sampling, snowball sampling, Determination of sample size. **6L**
7. Analysis of Data: Compilation, tabulation & classification of data, Analytical techniques –
8. univariate analysis, z-test, t-test and chi-square test, hypothesis testing- parametric and non-parametric tests, bivariate analysis, correlation and regression, overview of ANOVA. **10L**
9. Application Areas: Project report: selecting and defining topic, Project – Terms of reference, Subject matter, Style, Structure **2L**

Readings:

1. Rajendra Nargundkar, Marketing Research: Text & Cases, Tata McGraw Hill
2. P.Green & D. Tull & G. Albaum: Research for Marketing Decisions; Prentice Hall of India.

ELECTIVE-II

BBA (FM) 502: CORPORATE TAXATION & TAX PLANNING

Part – A: Corporate Taxation:

Income Tax

1. **Definition:** Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Gross Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate, Relief. **4L**
2. **Residential Status & Tax Incidence:** Individual & Corporate. **1L**
3. **Income Exempted from Tax: Individual & Corporate.** **1L**
4. **Computation of Taxable Income of Individual, HUF, Firm & Corporate:** **8L**
 - a) Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources.
 - b) Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U.
 - c) Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71, 72 & 73.
5. **Computation of Tax for Individual, H.U.F and Firm & Corporate:** **8L**
 - a) Rate of Tax and Surcharge.
 - b) Tax Rebate.
 - c) Tax Management – Submission of Return and Procedure of Assessment, Pan, Tan, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Payment of Tax, Refund of Tax.
 - d) Minimum Alternate Tax.

Indirect Tax

1. **Central Sales Tax Act, 1956.** **4L**
 - a) Definition: Dealer, Sale, Turnover, Sale Price, Sale or Purchase in course of interstate Trade or Commerce, Sale or Purchase outside a state, Sale or Purchase in the course of Import or Export.
 - b) Incidence & Levy of Tax, Exemption, Determination of Turnover.
 - c) Registration of Dealers & Procedures thereof.
2. **Customs Act and Valuation:** Basic Concepts only. **2L**
3. **Central Excise Act, 1944:** Definitions – Broker or Commission Agent, Central Excise Officer, Excisable Goods, Factory, Manufacture, Sale & Purchase, Wholesale Dealer & Cenvat. **3L**
4. **Value Added Tax:** Basic concept of VAT. **2L**

Tax Planning

1. Scheme of Tax Planning
2. Tax Planning for Salaries
3. Tax Planning for Profits and gains of Business or Profession
4. Tax Planning for Capital Gains
5. Tax Factor in Dividend Policy
6. Tax Planning for Employee's Remuneration
7. Tax planning different forms of Business Organization

Readings:

1. Lal & Vasisht: Direct Taxes, Pearson Education
2. Singahnia: Direct Taxes, Taxman
3. Singhanian: Indirect Taxes, Taxman

1. **Introduction to Corporate Finance:** Corporation- The Role of Financial Manager – Agency Problem. **2L**
2. **NPV as Investment Decision Criteria:** Comparing NPV with other methods of investment Decisions: The problems of multiple rates of Return, Mutually Exclusive Projects, and Capital Rationing.
3. **The Investment Decision:** The Cash Flow, Equivalent annual Costs, Project Interactions **4L**
4. **Capital Budgeting and Risk:** Company and Project Costs of Capital, Measuring the Cost of Equity, Capital Structure and the Company Cost of Capital, Risk Adjusted Discount Rate , Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees. **4L**
5. **Alignment of Managers and Owners Goal:** : Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA **4L**
6. **Market efficiency and Corporate Financing** Basics of EMH, The Anomalies, The lessons for the Corporate Manager **2L**
7. **The Financing Decision:** The Financing Process, The financing Mix: Tradeoffs and Theory, the Optimal Financing Mix, The Financing Mix and Choices **7L**
8. **The Dividend Decision:** Dividend Policy, analyzing Cash Returned to Stockholders, Buybacks, Spinoffs, and Divestures **7L**
9. **Valuation:** Principles and Practice of Valuation, Value Enhancement: Tools and Techniques, Acquisitions and Takeovers **8L**

Readings:

Text:

1. Brearly, Myers , Mohanty: Corporate Finance, Tata McGraw-Hill
2. Copeland Weston Shastri: Financial theory & Corporate Policies, Pearson Education
3. Damodaran: Corporate Finance, Wiley
4. Ehrhardt & Brigham: Corporate Finance- a Focused approach, Thomson Learning
5. Megginson, Smart & Gitman: Principles of Corporate Finance, Thomson Learning
6. Ross, Westerfield & Jaffe: Corporate Finance, Tata McGraw-Hill

Reference:

1. Benninga & Sarig: Corporate Finance A valuation approach, McGraw-Hill Intl.
2. NPV as Investment Decision Criteria: Comparing NPV with other methods of investment Decisions: The problems of multiple rates of Return, Mutually Exclusive Projects, Capital Rationing. **2L**

- 1. Introduction:** The Investment Environment, Financial Instruments, the Securities Trading – Market & Mechanism. **2L**
- 2. Security Analysis:** Macroeconomic and Industry analysis, equity Valuation Models, Company analysis, Brief Overview of Technical Analysis (Charts, Line Charts, Line & Volume, Charts, Point & Figure Charts, Bar Chart, Candlestick Chart, Various Patterns, Dow Theory & Elliot wave Theory) **8L**
- 3. Portfolio Theory:** Concepts of Risk & Return, Diversification of Risk, Optimum Portfolio Selection Problem - Markowitz Portfolio Theory - Mean Variance Criteria (MVC) - MVC and Portfolio Selection - Portfolio Selection. **10L**
- 4. Equilibrium in Capital Markets:** The Capital Asset Pricing Model, Index Models, Arbitrage Pricing Theory and Multifactor Models of Risk and Return, Market Efficiency and Behavioral Finance, Empirical Evidence on Security Returns **10L**
- 5. Bond Portfolio Management:** Bond Prices and Yields, the Term structure of Interest Rates, Managing Bond Portfolios **6L**
- 6. Active Portfolio Management:** Portfolio Performance Evaluation, International Diversification, the Process of Portfolio Management, the Theory of Active Portfolio Management **4L**

Readings:

Text:

1. Bodie, Kane, Marcus,; Mohanty : Investments, Tata McGraw-Hill
2. Chandra: Investment Analysis and Portfolio Management, Tata McGraw-Hill
3. Fischer & Jordan: Security Analysis & Portfolio Management, Pearson Education/PHI
4. Sharpe, Alexander, Bailey: Fundamentals of Investment, Pearson Education/PHI
5. Ranganatham & Madhumati: Investment analysis & Portfolio Management, Pearson education
6. Rielley & Brown: Investment analysis & Portfolio management, Thomson Learning

Reference:

1. Elton, Grubber: Modern Portfolio Theory, Wiley
2. Haugen: Modern Investment Theory, Pearson Education
3. Hirschey & Nofsinger: Investments, Tata McGraw-Hill
4. Luenberger: Investment Science, OUP
5. Sharpe: portfolio Theory & Capital Markets, McGraw-Hill Intl.

BBA (SM) 502: Database Management

1. DBMS: 6L

What is a DBMS? Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, 3-schema architecture, data independence. Data models – Hierarchical, Network, Relational

2. The Relational Model, Language & Systems : 12L

The Relational Data Model & Relational Algebra. SQL: DDL, DML, & DCL concepts, SQL commands (ANSI standard). Oracle 8 or above/ MS SQL Server / MS Access

3. Integrity and Security: 3L

- a Integrity constraints, concept of triggers, stored procedures (theoretical concepts only)
- b Database Security & Authorization (concept of GRANT / REVOKE).

4. Database Design : 5L

ER modeling Entity-Relationship Diagrams (ERD), construction of tables , Functional Dependencies & Normalization (up to 3NF; concept of BCNF), Denormalization. Case Study on Normalization.

5. System Implementation Techniques : 6L

- a Query Processing & Optimization (concept only).
- b Transaction Processing Concepts, Concurrency Control and Recovery Techniques (concept only).

6. Indexing concepts: 3L

Ordered indices (primary , secondary, dense, sparse, multilevel), concepts of hashing (static, dynamic)

7. Advanced Data Models & Emerging Trends : 5L

Advanced Data Modeling Concepts, Object–Oriented Databases, Distributed Databases & Client Server Architecture, XML

Suggested Readings:

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Date : An Introduction to Database System, Pearson Education.
4. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
5. Molina, Ullman, Widom : Database System , Pearson Education.
6. Schaum’s Outline Series : Funamentals of Relational Databases, Tata McGraw Hill.
7. Chang : Oracle XML Handbook , McGraw Hill.
8. ISRD, Introduction to Database Management Systems, Tata McGraw Hill
9. Loney & Koch: The Oracle 9i Complete Reference, Oracle Press
10. Ivan Bayross : SQL & PL/SQL , BPB
11. Mata, Toledo, Schaum’s Outline Series for Database Management System, TMH

BBA (SM) 503: System Analysis and Design

1. Overview of Systems Analysis & Design:

7L

Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation.

2. **Business Process Re-engineering:** **3L**
Concepts, Process involved; Case study.
3. **System Requirement Specification & Analysis:** **6L**
Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards (IEEE/ ISO); Data Modeling & Analysis.
4. **Detailed Design Modularization:** **6L**
Module Specification, File Design, Systems Development involving Data Bases.
Structured Design Methodology (SDM).Database Design Output Design Input Design User Interface Design.
5. **Object-Oriented Analysis &Design (OOAD):** **10L**
Modeling System Requirements using 'USE CASES', Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object. Representation methods, Object Status, State Diagram, Modeling behavior in object Modeling - use cases, Object oriented Analysis, and Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques.
6. **System Control & Quality Assurance through testing:** **5L**
Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans. System Controls, Audit Trails, CASE Tools.
7. **Hardware & Software Selection:** **3L**
Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

Suggested Readings:

1. Booch, Grady: Object Oriented Analysis & Design.
2. Hoffer: Modern System Analysis & Design, Pearson Education.
3. Jalote, Pankaj: An Integrated approach to Software Engineering, Narosa.
4. Kendall: System Analysis & Design, Pearson.
5. Kiewycs, Igor Hawrysz: Systems Analysis & Design, PHI
6. Rajaraman V., Systems Analysis and Design, PHI
7. Rambaugh, Jacobson, Booch: UML- Reference Manual, Pearson.
8. Roger Pressman: Software Engineering - A Practitioner's Approach , TMH
9. Senn: Analysis & Design of Information Systems, McGraw Hill International.
10. Sommerville : Software Engineering-Pearson Education.
11. ISRD, Structured System Analysis and Design, Tata McGraw Hill

BBA (SM) 504: Computer Aided Management

Course Contents :

1. **Management Support Systems:** **6L**

- Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications
- 2. Data Warehousing:** **3L**
 Access, Analysis, Mining & Visualization; OLAP & OLTP
 Enterprise Decision Support Systems: **3L**
 Concepts, Definitions, EIS, Organisational DSS, Supply & Value Chains & Decision Support.
- 3. Knowledge Management:** **5L**
 Concepts, Development Methods, Technologies & Tools, Electronic Document Management. Case Study.
- 4. Knowledge - Based Decision Support:** **20L**
 Artificial Intelligence (AI):
 Concept, Definition, AI Vs Natural Intelligence. Expert System: Concept, Structure, Working, Benefits & Limitations. Knowledge Acquisition & Validation: Scope, Methods, Validation, Verification, Analysing, Coding, Documenting & Diagramming. Knowledge Representation
 Inference Techniques Intelligence System Development. Fuzzy Logic, Genetic Algorithm
- 5. Neural Computing :**
 Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.
- 6. Grid Computing:** **1L**
 Overview.
- 7. Implementing & Integrating Management Support Systems:** **2L**
 Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.

Suggested Readings:

1. Dan W. Paterson: Introduction to Artificial Intelligence & Expert System, PHI./Pearson Education
2. Kartalopoulos, Stamatiou V : Understanding Neural Networks & Fuzzy Logic – Basic
3. Concepts & Application, PHI.
4. Poole, Computational Intelligence, OUP
5. Rich, Elaine & Knight, Kevin: Artificial Intelligence, Tata McGraw Hill.
6. Turban, Aronson: Decision support system & Intelligent System, Pearson.
7. Yegnanarayana, B : Artificial Neural Networks, PHI
8. Zaruda, Introduction to Artificial Neural System, Jaico

ELECTIVE - IV

BBA (HRA) 502: Employment & Compensation Administration

1. **Employment** – Policy and Programmes, Reservation Rules, Employment of Women and Dependents, Employment of Land Oustees **6 L**
 2. **New Employment Practices** – Outsourcing, Contingent Workers, Employee Leasing **4 L**
 3. **Employment of Contract Labourers** – Provisions and Practices under the relevant Act. **4 L**
 4. **Case Studies on Contract Labourers** **6 L**
- Module – II (20 hrs)
5. **Concept of Wage** – Minimum Wage, Fair Wage, Living Wage, Wage Policy **4 L**
 6. **Compensation** – Wage/Salary, Real Wage, Components of Wages: Basic, Dearness Allowances, House Rent Allowances, City Compensatory Allowance, Other Allowances, Wage Fixation, Pay for different types of employees, Managerial Compensation. **4 L**
 7. **Dearness Allowance** – Methods of DA payment, Consumer Price Index, Neutralization. **2 L**
 8. **Productivity and Wages** – Productivity Bargaining, Incentive Payments, Productivity Linked Bonus, Incentives – Individual & Group, Case Studies on Productivity Bargaining. **4 L**
 9. **Employee Benefits** – Statutory & Voluntary Benefits, Retirement Benefits – Provident Fund, Gratuity, Pension, Medical Insurance; Reward Management **6 L**

Readings

1. Belcher, D.W.: Wage and Salary Administration, Prentice Hall
2. Dasgupta, A. K. : A Theory of Wage Policy, OUP.
3. Mondy, R.W. & Noe, R.M. : Human Resource Management, Pearson
4. Raynolds, G. L. : Labour Economics & Labour Relations, Prentice-Hall.
5. Verma, Pramod : Labour Economics and Industrial Relations, Tata McGraw Hill.
6. Govt of India : Report of the National Commission on Labour (1st – 1969, 2nd – 2002)
7. ILO : Payment by Results

BBA (HRA) 503: Human Resource Planning

Module – I

1. **Basics in HR Planning** – Macro Level Scenario of HRP, Concepts and Process of HRP, Considerations – Technology, Finance, Product Demand. **4 L**
2. **Methods and Techniques** – Demand Forecasting : Managerial Estimates, Trend Analysis, Utilization Analysis : Work Study, Job Analysis, Supply Forecasting : Inventory Analysis, Wastage Analysis, Markov Analysis, Balancing Supply & Demand, Issues of Shortage and Surplus. **10 L**
3. **Human Resource Information System (HRIS)** - Concept and Procedures **4 L**
4. **Strategic HRP** – Planning, Tools and Evaluation **2L**

Module – II

1. **Job Analysis & Job Evaluation** – Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Limitations **6 L**
2. **Measurements of HR Planning** – HR Audit, HR Accounting **4 L**
3. **HR Plan – Implementation Strategies** – Recruitment, Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan. **6 L**
4. **Case Studies on HR Planning** **4L**

Readings

1. Bennis, M. & Casson, J. : The Manpower Planning Handbook, McGraw Hill.
2. Bell, D. J. : Planning Corporate Manpower, Longman.
3. Bohlander, G., Snell, S., Sherman, A. : Managing Human Resources, Thomson.
4. Mellow, Jeffrey A. : Strategic Human Resource Management, Thomson
5. Pettman, B. O. & Tavernier, G. : Manpower Planning Workbook, Gower.
6. Walker, J. W. : Human Resource Planning, McGraw Hill.
7. ILO : Job Evaluation

BBA (HM) 504: Labour laws

Module – I (20 hrs)

1. **Legal Framework:** Evolution of Labour Laws in India **2 L**
2. **Laws regulating Establishment** – Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Shops & Establishment Act **6 L**
3. **Laws relating to Remuneration** – Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976 **6 L**
4. **Case Laws on Remuneration** **6 L**

Module – II (20 hrs)

5. **Laws relating to Industrial Relations** – Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Trade Unions Act, 1926 **8 L**
6. **Laws relating to Social Security** – Workmen’s Compensation Act, 1923; Employees’ State Insurance Act, 1948; Employees’ Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972 **8 L**
7. **Case Laws on Industrial Disputes** **4 L**

Readings

1. Agarwal, S. L. : Labour Relations Law in India, McMillan
2. Pathak, A. : Legal Aspects of Business, Tata McGraw Hill
3. Samant, S. R. & Dongre, B. N. (eds) : CLR’s Yearly Labour Digest, Dwivedi.
4. Srivastava, S. C. : Labour Law in Factories, Mines, Plantations etc., Printice Hall.
5. Labour Law Journal – Case Laws

ELECTIVE - V

BBA (PLM) 502: International Transport System

1. **Classification of Ports:** **6 L**
Type of Ports (Sea & Riverine , Free Port , Free Zone) ,Type of cargo, type of service, type of legal contracts, functional type of ships, structural type of ships, Technological changes.
2. **Stake Holders & Regulations :** **6 L**
Factors Determining Ship Owners / Shippers' Choice of Ports, Classification Agencies , types of transport contracts (ocean Bills of Lading , Charter Parties) , Premier Activities of the ship with the Port during stay.
3. **Risk Coverage :** **10 L**
Marine Insurance (Risks covered , Loss Principles , Underwriters , Current & Future Concepts) , P&I Club ,Associated Rules of Transportation (PAL' 72 , H / V' 68 , Hamburg' 78) , Classification of Cargo, Classification of Ware Houses, Risk & Responsibility of Port Authorities, INCOTERMS, Case Studies.
4. **Statistics & Analysis :** **4 L**
Maritime Commercial Statistics (World Seaborne Trade, Main Bulk Commodities, World Tonnage, World Merchant Fields, Size Distribution in World Fleet).
5. **Registration :** **10 L**
Flags of Registry , Implication of Registry in Ship Operation, Role of Port in Registry, Rights & Obligations of a Ship at Port, Rights of Ship board Personnel under different Registry, Different Case Studies.
6. **Premier Maritime Organizations:** **4 L**
Premier International Maritime Organizations (IMO , ILO , UNICITRAL , BIMCO , CMI , IHO, ICHCA , ICS, IAPH , IALA , FIATA , IUMI etc.)

Suggested Readings

1. Dictionary of Shipping : Alan E. Branch - Wetherby & Co., London
2. Dictionary of Commercial : Alan E. Branch - Wetherby &
3. Terms & Abbreviations Co., London
4. Efficient Port : R.B. Oram & - Pergamon Press
5. C.C.R. Baker Oxford
6. Port Management & : Prof. Patrick M. - LLP, London
7. Operation Alderson Hongkon
8. Traffic System Analysis : Martin Wohl & - McGrew Hill
9. Brian V. Martin Book Company

BBA (PLM) 503: Port/Shipping/Labour Laws

1. **Port Administration:** **10 L**

Port Administration, Ownership & Management (Types & Activities , Private Sector Participation), Port policy , EU / US Port & Transport Policy , National Port Planning , Port & State Financial Assistance.

2. Port Labour & Associated Laws :

16 L

Port Labour Development & Employment , Labour Split , Gang Size , Tonnage & Labour , Technological changes in labour employment , Labour Improvement & Training, Safety of Labour & Cargo Regulations, Regulation involving specialized / Dangerous Cargo, ISPS Codes , , Safety of other Personnel , Environmental Laws (Application of Relevant MARPOL & other Rules) , Dock Regulations Relating to Marine Departments Operations Rules governing immigration & health officials.

3. Shipping Agency Procedures :

6 L

Freight & Forwarding Regulations , Custom Procedures, Port Pricing , Immigration Laws, Documents Required for Passenger Vessels, Clearing Procedure, Taxes and Penalties.

4. Shipping Laws :

8 L

Birth and advent of Merchant Shipping Laws & Practices, Laws of Transportation, Regulation governing Shipment, Trade Practices, Pollution Fire or any other exigencies import, arrest & detention of vessels, Port Enquiry & Investigation etc.

Suggested Readings

1. The Law Relating to : B.C. Mitra - UBA, Allahabad
2. Merchant Shipping in
3. India
4. International Conflicts of : Felice - ILO, Geneva
5. Labour Law Morgenstern
6. Shipping Law : Lord Chorley & - Pitman
7. O.C. Giles
8. The Business of Shipping : Lane C. Kendall - Chapman & Hall
9. Harbour Law : R.P.A. Douglas - Llyods of London Press
10. Limited
11. Labour Law – Work & :Debi S. Saini - West Vill Publishing House
12. Development New Delhi

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|--|------------|
| 1. Port facility: | 4L |
| Its present functions & features , Different types of ports , Main facilities & services , Impact of changing ship technology on ports , Berths & Terminals (Terminal Productivity Definitions , Reduction of Waiting Time , Berth size , type & layout) | |
| 2. Regulative & Operational Measures : | 8L |
| Port Environmental Matters (Organisations concerned & their involvement , Port Environmental Pollution Effect,Port Authority Rates & Policies , Inland transport Practices & Control) , Policies for Sustainable Development ,Personnel & Training , Berth Maintenance , Port Logistics & Distriparks , Number of Berth Requirements , Equipment & Terminal Layout, Vessel Traffic Services | |
| 3. 3.Problems : | 10L |
| Basic Problems for Port Management, Classification of problems (country based, nature of ports , Effect of society , Location, Logistics , Labour etc) , case studies | |
| 4. Dredging & Surveying : | 6L |
| Licensing of River works & Dredging , Hydrographic Surveying | |
| 5. Associated Service Management | 10L |
| Pilot age , Tugs , Bunker Supply , Emergency , Medical, Transit etc Transport Modal Split Management , Port Traffic Control , Port Operational Planning | |
| 6. Tariffs & Charges : | 2L |
| Port Tariffs, Custom entry Charges , Miscellaneous Charges , Port Authority Rates & Policies, Inland transport Practices, different Case studies | |

Suggested Readings

1. Elements of Port Operation: Alan E. Branch : Chapman &Hall & Management
2. Capital Dredging : Institution of Civil : Thomas Telford Engineers London
3. Port Management & : Prof Patrick M. : LLP, London Operations Alderton
4. Economics Of Shipping : Alan E.Branch : Chapman & Hall Practice & Management
5. Efficient Port : R.B.Oram & : Pergamon Press C.C.R.Baker Oxford

MODULE I – 20 HRS

- 1. OB – Overview** – Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry. **2 L**
- 2. Organization Theory** – Classical Theories: Scientific Management, Administrative Principles, Theory of Bureaucracy; Human Relations Approach; Modern Theories: Systems Approach, Contingency Approach, Quantitative Approach, Behavioural Approach **5 L**
- 3. Work Motivation** – Approaches to Work Motivation, Theories of Motivation – Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement – Motivation Theory, McGregor’s Theory X & Y, Vroom’s Expectancy Theory, Porter and Lawler Expectancy Model. **5 L**
- 4. Personality and Individual Differences** – Meaning of Personality, Determinants of Personality, Theories of Personality, Measurement of Personality, Development of Personality. **3 L**
- 5. The Process of Perception** – Process and Principles, Nature and Importance, Factors Influencing Perception, Perceptual Selectivity, Making Judgments, Social Perception. **2 L**
- 6. Learning** – Concepts and Principles, Theories of Learning, Types, Techniques of Administration, Reinforcement, Punishment, Learning about Self. **1 L**
- 7. Attitudes and Job Satisfaction** – Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys. **1 L**
- 8. Work Stress** – Understanding Stress, Potential Sources of Stress, Consequences of Stress, Managing Stress. **1 L**

MODULE II – 20 HRS

- 1. Organization:** Mission, Goals, Characteristics, Types, Structure & Design – Elements, Designs by Function, Product, Location, Matrix; Virtual Organization, Learning Organization, Mechanistic and Organic Models; Determinants of an Organization Structure – Strategy, Size, Technology & Environment **4L**
- 2. Managerial Perspectives on Organizational Behavior:** Management Functions, Managerial Roles, Skills, Challenges and Effectiveness **3 L**
- 3. Organizational Culture:** Culture and its Characteristics, Types of Cultures, Western and Oriental Organization Cultures, Indian Organization Culture, Culture Change **3L**
- 4. Group Behavior:** Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, Organizational Politics, Cases on Group Decision-making **4L**
- 5. Communication in Organization:** Purpose, Process, Channels and Networks, Barriers, Making Communication Effective, Transactional Analysis (TA) **2L**
- 6. Leadership Styles:** Leadership Theories, Leadership Styles, Skills and Influence Processes, Leadership and Power, Examples of Effective Organizational Leadership in India, Cases on Leadership **2L**
- 7. Conflict in Organization:** Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution **2L**

Readings

1. Daft, R.L. : Organizational Theory and Design, Thomson
2. Fincham, R & Rhodes, P. : Principles of Organizational Behaviour, OUP
3. Hellriegel, D. Slocum Jr JW. , Woodman RW : Organizational Behaviour, Thomson
4. Luthans, Fred : Organizational Behaviour, McGraw Hill
5. Newstrom J. W. & Davis K. : Organizational Behaviour, McGraw Hill.
6. Robbins, S. P., Judge, T.A. & Sanghi, S. : Organizational Behaviour, Pearson
7. Shukla, Madhukar : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall
8. Hersey, P., Blanchard, K.H., Johnson, D.E.- Management of Organizational Behaviour, Prentice- Hall of India/Pearson Education
9. Pareek, Udai - Understanding Organizational Behaviour, OUP
10. Sekaran, Uma - Organizational Behaviour – Text and Cases, McGraw Hill

SPECIALIZATIONS (6th Semester)

ELECTIVE - I

BBA (MM) 602: INTERNATIONAL MARKETING

1. **Introduction:** Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, Marketing orientation of a Firm **3L**
2. **Trade Theories:** Basis of international trade, Principles of absolute and relative advantage, Factor endowment theory **3L**
3. **Dynamics of World Market:** Identifying and satisfying global needs, Coordinating activities and recognizing constraints **4L**
4. **Environment of International Marketing: Economic-cultural** – culture and its characteristics, influence of culture on consumption decisions, cultural universals,
5. **Politico- Legal** – concept of multiplicity of political and legal environment, different political and legal systems **4L**
6. **International Institutions:** (only the objectives) – WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc. m **3L**
7. **International Product Policy:** New product policy, International product life cycle, Product line policies, Branding, packaging and labeling **4L**
8. **International Pricing Strategies:** Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade **3L**
9. **Distribution:** Methods of entry into foreign markets, Foreign market channels, Global logistics **4L**
10. **Promotion:** Global promotion mix, Standardized global communication **2L**
11. **Foreign Exchange:** Concepts of spot rate, forward rate, arbitrage, translation; FEMA **3L**
12. **Procedure of Foreign Trade and Documentation:** Process of importing and exporting,
13. **Documentation (only the purpose)** – certificate of origin, bill of lading, mates receipt, letter of credit, line of credit **3L**
14. **Case Study** **4L**

Readings:

1. Black & Sundaram: International Marketing: PHI
2. Doole, J. & Lowe, R.: International Marketing Strategy; Thomson
3. Johansson, J.K., TMH
4. Joshi: International Marketing: OUP
5. Keegan: Global Marketing Management: Pearson
6. Lee, K. & Carter, S., Global Marketing management, OUP
7. Onkvisit & Shaw: International Marketing – Analysis & Strategy: Pearson
8. Paul, J, & Kapoor, R, International Marketing, TMH
9. Terpestra & Sarathy: International Marketing: Harcourt College Publishers

BBA (MM) 603: SERVICE MARKETING

1. **Service Marketing:** Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Impact of technology on different service sectors **4L**
2. **Service Concept:** Definition, Characteristics of services, Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process **4L**
3. **Consumer Behaviour in Service Marketing:** Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers **4L**
4. **Service Strategy Planning:** Understanding the customer and competition, Positioning services, Service triangle concept **2L**
5. **Creating the Service Product:** Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products **2L**
6. **Service Marketing Communications:** Elements of promotional mix for services **1L**
7. **Pricing of Services:** Foundations of pricing, How service prices are different, Approaches to pricing **2L**
8. **Distributing Services:** Distribution in service context, Direct channels, franchising, agents and brokers, electronic channels, Strategies for effective delivery **2L**
9. **Designing and Managing Services:** Designing service delivery system, Service blue printing, Quality function deployment, Customer as co-producer **2L**
10. **Managing Demand and Capacity:** Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations **2L**
11. **Planning the Service Environment:** Physical evidence, Servicescapes - types and role, customer response to environment, guidelines for servicescape strategies **1L**
12. **Managing People:** Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture **2L**
13. **Service Quality:** Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality **4L**
14. **Different Services:** Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing mix analysis **2L**
15. **Building Customer Relationships:** Goals of relationship marketing, Understanding customer-firm relationships, Relationship value of customers, Customer profitability segment, Targeting right customers, Relationship development strategies, Relationship challenges, Life-time value **2L**
16. **16. Case Studies** **4L**

Readings:

1. Apte, G.: Service Marketing; OUP
2. Fitzsimmons, J A & Fitzsimmons, M J: Service Management; McGraw Hill
3. Gronroos, C.: Services management and marketing; Wiley
4. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson
5. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education
6. Rao, K.R.M.: Services Marketing, Pearson Education
7. Srinivasan R.: Services Marketing; PHI

8. Verma, H.V. : Services marketing, Pearson
9. Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing;, TMH

1. **Introduction to Consumer Behaviour:** Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior **2L**
2. **Consumer Decision Process:** Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying **5L**
3. **Individual Characteristics:** Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements **3L**
4. **Consumer Perception:** Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process **2L**
5. **Learning and Memory:** Information acquisition and processing, Learning elements, Theories, Memory processes **2L**
6. **Consumer Motivation:** Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement **2L**
7. **Self-concept:** Perspective of self, Consumption and self concept, Gender roles **2L**
8. **Attitude:** Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement and change **4L**
9. **Culture Subculture and Social Class:** Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification **2L**
10. **Reference Group Influence:** Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion **2L**
11. **Family and Household:** Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behavior **4L**
12. **Models of Consumer Behaviour:** Nicosia, Howard-Sheth & EKB **4L**
13. **Organizational Buying Behaviour:** Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buying process **2L**
14. **Case Studies** **4L**

Readings:

1. Assael, H.: Consumer Behaviour & Marketing Action; South-Western
2. Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western
3. Hawkins, D.I., Best, R.J., Koney, K.A. & Mookerjee, A.: TMH
4. Kumar: Conceptual issues in Consumer Behaviors; Pearson Education
5. Loudon & Bitta, Della: Consumer Behaviour; TMH
6. Shiffman & Kanuk: Consumer Behaviour; Pearson Education
7. Solomon, M. R., Consumer Behaviour, Pearson Education

BBA (FM) 602 : FINANCIAL INSTITUTES AND MARKETS

1. **Indian Financial System In India** : Financial Concepts, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Components of Financial Market, Financial Instruments, Multiplicity of Financial Instruments. **3L**
2. **Money Market**: Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments, Structure of Indian Money Market, Features of Indian Money Market, Call Money Market, Recent Developments **4L**
3. **New Issues Market** : Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, Instrument of Issues, Players in the New Issue Market, Recent Trends, causes for Poor Performance - Suggestions. **2L**
4. **Secondary Market** : Introduction, Control Over Secondary Market, Registration of Stock Brokers, Registration Procedure, Method of Trading in a Stock Exchange, Depository services, Emergence of NSE, Objectives, Features of NSE- Comparative analysis of BSE & NSE functioning **6L**
5. **Securities And Exchange Board of India** : SEBI – Background, Objectives, Functions, Powers, Organization, SEBI and the Central Government, SEBI Guidelines for Primary Market, Secondary Market. **4L**
6. **The Banking Sector** – Industry Overview – Financial statements and Analysis, Regulation of Commercial Banks, Prudential accounting Norms **4L**
7. **The Insurance Sector** – Basic Principles of Insurance – components of insurance Market- The changing scenario of the Indian Insurance Sector **4L**
8. **Mutual Funds** : Concept - Types - Nature – NAV – Trends in Indian Mutual Fund Market - SEBI & Mutual Fund. **4L**
9. **Merchant Banking** : Concept -Types -Functions - Trends in Merchant Banking in India - SEBI & Merchant Banking. **4L**
10. **Leasing & Hire Purchase Finance**: Definition of Leasing, Types of Lease, The Leasing Process, Definition of Hire Purchase, Rights of Hirer, Rate of Interest, Evaluation of Leasing & Hire Purchase as method of financing **2L**
11. **Credit Rating Agencies** : Concept - Functions - Different Credit Rating Agencies Popular Symbols – SEBI & Credit Rating. **2L**
12. **Personal Financial Services** : Debit Card - Credit Card - Housing & Personal Loans. **1L**

Readings:

Text:

1. Fabozzi: Financial Markets & Institutions, Pearson
2. Guruswamy: Financial services and Markets, Thomson Learning
3. Khan: Indian Financial Systems, Tata McGraw-Hill
4. Kohn: Financial Institutes and Markets, OUP
5. Pathak: Indian Financial System, Pearson

Reference:

1. Fabozzi: Bond Markets, Analysis and Strategies, Pearson Education

BBA (FM) 603: INTERNATIONAL FINANCE

1. **International Dimensions of Financial Management** : The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management. **2L**
2. **International Monetary System**: History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO **4L**
3. **Balance of Payments (BOP)**: Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility. **4L**
4. **The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives**: The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination **8L**
5. **Foreign Exchange Exposure & Risk Management**: Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies. **10L**
6. **International Financial Markets** : International Banking & Money Market- International banking Services – Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets- Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources- Debt Management and Funding Goals - International Debt Instruments- International Bank Loans - Euronotes- International Bond Market **4L**
7. **Financial Management of MNCs** : Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital- Improving Market Liquidity- Overcoming Market Segmentation- Causes of Segmentation- International Diversification and the cost of capital- International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates; Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two methods- Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds **8L**

Readings:

Text:

1. Apte, PG : International Financial Management, Tata McGraw Hill.
2. Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education • Eun & Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cenage Learning
3. O' Brien: International Finance, OUP

Reference:

1. Butler: Multinational Business Finance, Thomson Learning
2. Hull: Options, Futures and Other Derivatives, Pearson Education

1. **Introduction**- Forward contracts, Futures contracts, Options and other derivatives **2L**
2. **2.Forward and Futures** – markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures **10L**
3. **Options**–Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model ; Black Scholes Option Pricing Model; Put Call Parity;Uses of Options; Option Strategies **12L**
4. **Management** of market risk – Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR **8L**
5. **Other derivatives**- Swaps, Warrants, Convertibles **4L**
6. **Risk Management in Financial Institutions** – Overview of BASEL –II, Market Risk, Credit Risk and Operational risk Elements **4L**

Readings :

Text:

1. Chance: Derivatives & Risk Management, Thomson Learning
2. Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP
3. Hull: Options, Futures and Other Derivatives, Pearson Education/PHI
4. Kumar: Financial Derivatives, PHI
5. Stulz: Risk Management & Derivatives, Thomson Learning
6. Varma: Derivatives and Risk Management, Tata McGraw-Hill

Reference:

1. Björk: Arbitrage Theory In Continuous Time, OUP, New York
2. Wilmott; Quantitative Finance, Vol I & II, John Wiley & Sons, New York

ELECTIVE – III

BBA (SM) - 602: SOFTWARE MANAGEMENT

1. **Introduction to Software Processes and Metrics, problems:** **2L**
Goals and requirements of Software Development.
2. **Software Project Planning:** **5L**
Project Process Groups (Initiating, Planning, Executing, Controlling and Closing Processes). Planning Activities – Schedule Development, Resource Planning, Cost estimating / Budgeting, Quality Planning, Human Resource Planning, Communication Planning, Risk Management Planning, Procurement Planning, Developing on Information Technology, Project Management Methodology, Software Project Management Plan (SPMP). Change Control on Information Technology Projects.
3. **Project Scope Management:** **2L**
Definition, Project Initiation – strategic planning & project selection, Project Charters, the scope statement, Work Breakdown Structure - approaches (using guidelines, the Analogy Approach, Top – Down & bottom – up Approaches), Scope Verification and Scope change Control.
4. **Project Time Management:** **4L**
Project Schedule, Project Network Diagrams (AOA or ADM, PDM), Activity duration Estimating, Gantt Charts, Critical Path method , PERT.
5. **Project Cost Management:** **6L**
Importance, Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management. Estimation Techniques: COCOMO (Basic, Intermediate & complete COCOMO Model) Halstead's Software Science Putnam Model, Jensen Model
6. **Quality Management:** **6L**
Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models. CMM, CMMi, Six Sigma , Zero defect, Quality assurance.
7. **Project Human Resource Management:** **2L**
Managing People (Motivation Theories, Influences & power, Improving Effectiveness), Organizational Planning, Staff Acquisition & Team Development.
8. **Project Communication Management:** **2L**
Importance, Communication Planning, Information Distribution, Performance Reporting, Administrative Closure.
9. **Disaster Recovery Planning & Risk Management:** **4L**
Importance, Risk Management Planning, Sources of Risk, Risk Identification, Qualitative & Quantitative Risk, Risk Response Planning , Risk Monitoring & Control.
10. **Change management:** **2L**
Configuration management, ITIL methodology
11. **Project Procurement Management:** **2L**
Importance, Planning , Solicitation Planning, Solicitation, Contract Administration & Close Out.
12. **Using Project Management Tool:** **3P**

MS Project 2000 / 2003. Case Study.

Readings:

- Behforooz: Software Engg. Fundamentals, OUP
- Hughes & Cotterell, Software Project Management: TMH
- Mall, Rajib: Fundamentals of Software Engineering, PHI.
- Maylor: Project Mgmt., Pearson Education
- Pressman: Software Engineering, McGraw Hill
- Schwalbe, Kathy: Information Technology Project Management, Thomson Learning.
- Basics of Software Project Management: NIIT, PHI

1. **Electronic Commerce:** **6L**
Overview, Definitions, Advantages & Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Prospectives.
2. **Technologies:** **2L**
Relationship between E – Commerce & Networking, Different Types of Networking For E – Commerce, Internet, Intranet & Extranet, Client – Server, Web – Server Architecture, Infrastructure Requirement For E – Commerce, Intelligent Systems.
3. **Business Models of e – commerce:** **6L**
Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Revenue based models, E – Governance.
4. **E – strategy:** **3L**
Overview, Strategic Methods for developing E – commerce, E-advertisement.
5. **M-commerce:** **3L**
Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security, concepts of WAP.
6. **Supply Chain Management:** **4L**
E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE - Framework, Internet’s effect on Supply Chain Power.
7. **E – Payment Mechanism:** **4L**
Payment through card system, E – Cheque, E – Cash, E – Payment Threats & Protections.
8. **E – Marketing:** **4L**
eShopping, Telemarketing. Commercial packages for building eShopping portal e.g. One&One
Case study
9. **Electronic Data Interchange (EDI):** **2L**
Meaning, Benefits, Concepts, Application, EDI Model, Protocols (UN EDI FACT / GTDI, ANSI X – 12), Data Encryption (DES / RSA).
10. **Risk of E – Commerce:** **4L**
Overview, Security for E – Commerce, Security Standards, Firewall, Cryptography, Key Management, Password Systems, Digital certificates, Digital signatures. Rules & Regulations For Controlling E – Commerce, Cyber Laws.
11. **ERP** **2L**
Evolution through MRP I and MRPII, Need Identification, Scope and Problem of ERP selection and Implementation, Products and Packages of ERP, Selection of ERP processes, Integrating ERP with other systems, Opportunities and benefits.
Case Study – BPR.

Readings:

1. Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH
2. Christopher J. & Clerk T.H.K., Global E-Commerce, University Press
3. Joseph P.T. : E-commerce An Indian Perspective, PHI
4. Kalakota, Whinston : Frontiers of Electronic Commerce , Pearson Education.
5. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing..
6. Reynolds, Beginning E-Commerce, SPD

BBA (SM) - 604 : FUNDAMENTALS OF NETWORKING

1. **1. Communications:** **6L**
 - a. Need for computer networking, components of a data communication system,
 - b. direction of data flow (simplex, half-duplex, full-duplex)
 - c. Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW.
 - d. Network topology, transmission media.
 - e. Applications of networking in business and society.
 - f. concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.
2. **Network:** **10L**

Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance, concepts in network layer, switching techniques, routing methods (static & dynamic), concepts of ALOHA, MACA, MACAW protocols. Concepts of Wi-Fi & Wi-Max. Case study: telephone network and satellite network.
3. **TCP / IP:** **4L**

Session, Presentation and Application Layers functions.
4. **Networking and Internetworking devices:** **2L**

Introduction to repeater, hub, bridge, switch, router and gateway. Case study: Office network
5. **Distributed Processing Potential:** **5L**

Client Server Computing, introduction to distributed database.
6. **Internet:** **5L**

Internet Protocols, IP addressing (IP4 + IP6), class & subnets (concept only), Internet computing, MPLS.
7. **Mobile Computing:** **4L**

Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of bluetooth.
8. **Network Security & Privacy:** **4L**

Overview, purpose, spamming , cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall.

Readings:

1. Comer : Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education
2. Forouzan : Data Communication & Networking, TMH.
3. Stallings, W., Data and Computer Communications, Pearson Education
4. Tanenbaum : Computer Networks, Pearson Education

ELECTIVE – IV

BBA(HR) 602 : INDUSTRIAL RELATIONS

Module – I (20 hrs)

1. **Industrial Relations** : Concept, Approaches to IR, Parties to IR, System Model of IR **4L**
2. **Industrial Worker in India** : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics) **2L**
3. **Trade Unionism in India** : Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organizations in India, Managerial Associations. **4L**
4. **Industrial Relations in India** : Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions. **6L**
5. **Industrial Disputes** : Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery). **4L**

Module – II (20 hrs)

6. **Collective Bargaining** : Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement –content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India. **4L**
7. **Workers' Participation in Management** : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India. **4L**
8. **Labour Welfare and Industrial Relations:** Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India. **4L**
9. **Employee Discipline:** Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling. **4L**
10. **Case Studies** - Wage Negotiation, Disciplinary Action, Industrial Disputes **4L**

Readings

1. Marchington, M. : Managing Industrial Relations, McGraw Hill.
2. Monappa, Arun : Industrial Relations, Tata McGraw Hill.
3. Ramaswamy, E. A. : Managing Human Resources, Oxford University Press.
4. Venkata Ratnam, CS: Industrial Relations, OUP
5. Govt. of India : Report of the National Commission on Labour

Module – I (20 hrs)

- 1. Organizational Change and Development** : Concept, History, Assumptions, Organizational Change, Process, Lewin's Model, Organizational Life Cycle, Values and Assumption of OD. **4L**
- 2. Operational Components of OD** : Diagnostic, Action and Process–maintenance component. **4L**
- 3. Characteristics and Foundation of OD Process** : On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focus on Work Teams. **4L**
- 4. OD and Action Research** : Process, Approach, Use of Action Research in OD. **2L**
- 5. OD Interventions** : Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task – Process, Effective OD Interventions – Characteristics, Factors for Design **6L**

Module – II (20 hrs)

- 1. Team Interventions** : Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions. **6L**
- 2. Personal, Interpersonal and Group Process Interventions:** Process consultation, Third – Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning Interventions. **4L**
- 3. Comprehensive Interventions:** Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach. **4L**
- 4. Structural Interventions:** Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for OD, Re-engineering. **4L**
- 5. Issues in OD** : OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational, Research in OD. **2L**

Readings

1. French, W. L. & Bell, C. H. : Organisation Development, Prentice Hall of India./Pearson Education
2. French, W. L. & Bell , C. H. : Organisation Development and Transformation, Tata McGraw Hill
3. Gummings,T.G.& Worley, C.G. : Organization Development and Change, Thomson
4. Pareek, Udai : Understanding Organisational Behaviour, OUP
5. Robbins, S. P. : Organisational Behaviour, Prentice Hall of India./Pearson Education

Module – I (20 hrs)

- 1. Human Resource Development** : Meaning, Scope and Purpose, HRD Process, Techniques of Assessment of HRD Needs – Organizational Analysis, Task Analysis, Individual Analysis. **6L**
- 2. Strategies of HRD**: Organizational Development, Individual Development, Team Development, Organizational Culture Building. **4L**
- 3. Individual Development through Training**: Designing Training Programme; On-the-Job, Off-the-Job; Methods – Lecture, Case Analysis, Role Play, Games, Exercises; Role of Trainer, MDPs, Out-Bound Training. **6L**
- 4. Evaluation of Training** : Need, Principles, Criteria, Technique of Evaluation, Impediments to Effective Training, Improving Effectiveness of Training. **4L**

Module – II (20 hrs)

- 5. Individual Development through Non - Training - Job Redesign Programme**; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counseling. **6L**
- 6. Team Development Programmes** – Methods and Schemes : Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities. **4L**
- 7. Competency Management** – Planning, Mapping, Measurement. **4L**
- 8. HRD Experiments and Cases** – In India and Other Countries **6L**

Readings

1. Desimone, R. L., Werner, J. M. & Harris, D. M. : Human Resource Development, Thomson.
2. Pareek, Udai & Rao, T. V.: Designing and Managing Human Resource Systems, Oxford & IBH.
3. Rajsekharan, N.P. : Competency Web, Universities Press
4. Rao, T. V. : Readings in HRD, Oxford & IBH.
5. Silvera, D. M. : Human Resource Development – The Indian Experience-Publisher

BBA(PLM) 602 – Commercial Shipping

- 1. Introduction :** **2L**
Shipping commerce & its movement across global scenario.
- 2. Commodity Analysis :** **4L**
Maritime Trade / Commodity Analysis, Specificity & Features of Ports for handling specific cargoes, Global & National Situation, Modalities for improvement.
- 3. Import / Export :** **6L**
Procedure, involvement of different parties, pricing & taxes, risk management, role of ship owners and ports, Case Studies.
- 4. Privatization :** **4L**
Privatization & port financing post liberalization scenario in India, Advantages & Disadvantages, Premier Global Private Ports, Role & Rights of Government in Private Sector vis-à-vis improvement and management,.
- 5. Berth Management :** **6L**
Berth management, Loading / Unloading management, Time management, Logistic Chain Management, Ware House Management, Loading Discharging Time Sheet, Case Studies.
- 6. Port Operation & Management :** **6L**
Port commodity dynamics & its influence on port operation, active players/bodies in Port Operation, effective communication management, extra ordinary requirements in case of special cargo ports or management of special cargo, highlights and lows of Port Operation Management, Importance of Dredging, Role of Support Vessels, Case Studies.
- 7. Extraordinary Management :** **4L**
Specificity Management/ Dangerous cargo management (storing / loading / unloading)/ Commissioning management of new ports/ Riverine Port Management, Accident Management, Stow-aways Management.
- 8. International Trade :_** **4L**
Theory of International Trade , Free trade & protection, Balance of Trade & Balance of protection, effect of SEZ and EEZ on Port Sector. Important Ocean Routes of the World.
- 9. Ship Management at Port :_** **4L**
Load Line /Tonnage measurement, Ship's papers , Statutory Documents & Office Papers , Record keeping, Procedure on Arrival & Departure, Identification and Verification of Ship & Personnel, Evaluation of PortStay, Congestion Management, Operation Practices at Premier Ports around the world.

Readings

1. Efficient Port : R.B. Oram & - Pergamon Press, OXFORD C.C.R. Baker
2. Port Management: Prof. Patrick M. - LLP, London/Hongkong & Operation Alderton
3. Elements of : Alan E. Branch - Chapman & Hall, London Export Practice
4. Capital Dredging : Institution of Civil - Thomas Telford, London Engineers

5. Elements of : Alan E. Branch - Chapman & Hall, London Export – Marketing Management W

1. **Cargo Handling Equipments :** **8L**
Introduction, Factors Determining type of cargo handling equipments , conventional break-bulk handling,Types of general cargo handling equipments , Unitized Cargo Handling Systems ,
2. **Associated Cargo Handling Support :** **6L**
LASH (Lighter Aboard Ship) , Roll on / Roll off (Ro / Ro) Vessels , Container Handling Equipments (Palletisation , Containerisation , Lifters & Movers , Back up systems , Container Cranes) Stowage within container
3. **Stowage Planning :** **6L**
Type of Cargoes , Stowage Factors , Pre Shipment Planning , Stowage Plan & Onboard Stowage , Ship Stresses & Stability
4. **Developments & Quality Standards :** **6L**
Developments in Cargo Handling & Terminal Operations , Benchmarking for Quality Standards , Facts Concerning Containers – Equipment Development and Control .
5. **Equipments Control & Warehousing :** **6L**
Cargo Security & Warehouse Technology , Purchase Maintenance & Control of Equipments
6. **Cargo Control & Safety :** **8L**
Port time & cargo handling speed , General Operational Delays , Weather delays , Congestion , Compensation , Port Productivity , Classification & Safety of cargo ,Case studies.

Readings

1. Progress in Cargo Handling : Chris Baker : Gower Press (U.K.)
2. Port Management & Operations : Prof Patrick M. : LLP, London Alderton
3. Shipping Practice : Edward F Stevens : Sir Issac Pitman & Sons , London
4. Shipping : Alan E Branch : Chapman & Hall & Management
5. Shipping Industry – : Edmund Gubbins : Gordon & Breach (The Technology & Economics of Specialisation)

BBA(PLM) 604 - Port Modernisation & Traffic Forecasting

1. Port Development Project :

8L

Port development Management (the need, short term & Long term Planning, sequence of Investment, Project Planning feasibility study, Project control, Use of consultants, UNCTAD assistance, Port development finance, Procedure for implementation of port projects, participation of project planners), Case Studies

2. Planning Aspects & Economics :

12L

Planning principles (Port Planning Objectives , the investment plan, Terminal design principles, berthing capacity planning constraints, Cost considerations, berth occupancy, waiting time- Service time Ratio, Planning for Variation in Traffic, Co-ordinated Contingency Planning, The Economic optimum, Scheduled traffic, Seasonal variations, Seasonal variations, capacity & Traffic specialization, Flexibility & Technical changes, Principles of Investment appraisals, Financial analysis, Economic appraisal, Cost-Benefit-discounts, Congestion Cost pitfalls, Evaluation Summary Methods, Four Investment Decisions), Case studies

3. Traffic Forecasting :

8L

Traffic forecasting (Forecasting Principles, Scenario writing, Control Statistics, Forecasting procedure, market Forecast, Rate of Growth, Port Policies, Trend Forecasting, Uncertainty factors , Forecasting Traffic of Various type of vessels , Hinter land Changes, Evaluation of forecasts), Case studies

4. Port Operation Development :

12L

Productivity & Operational Planning, Master Planning & Port Zoning, Different Aspects of Port planning (Nautical, Civil, Environmental & safety), Terminal/Berth development considerations (Break bulk , Container, Multipurpose, Dry & Liquid Bulk , Ro/Ro etc), Case studies Suggested

Readings

1. Applied Transport Economics : K.J.Button & : Gordon & Breach A.D.Pearman Science Publications
2. Traffic System Analysis : Martin Wohl & : Mc Graw Hill Brian V Martin Book Co.
3. Basic Statistics for Business & : Leonard J. : McGraw Hill Book Economics Kazmier Company
4. Planning & Control Theory : M.J.Manohar Rao. : Himalaya Publishing House , Mumbai
5. Port Management : Prof P.M.Alderton : LLP , London & Operations