# BBA COURSE STRUCTURE

## A. THEORY

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<th>Year</th>
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Total of theory 22

## B. SESSIONAL

|         |          | BBA - 191  | Seminar – I                  | 0 L 0 T 2 P       | 2 TOTAL |
|         |          | BBA(GS)191 | Skill Development for        | 2 L 1 T 0 P       | 3 TOTAL |
|         |          |            | Professionals - I            |                   |         |

Total Sessional 3

TOTAL SEMESTER 25
### A. THEORY

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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**

2. NCERT, Knowing about English – A Book of Grammar & Phonology
3. NCERT, Working with English – A Workbook,
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. 3L
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. 2L
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.  

12. Basic concept of integration

Suggested Readings

1. Dowling – Introduction to Mathematical Economics: Schaum’s Outline Series
2. N.I. Piskunov – Differential and Integral Calculus, Vol I and II
4. Sancheti & Kapoor – Business Mathematics; Sultan Chand & Company
7. H. S. Hall & S. R. Knight – Higher Algebra; Radha Publishing House
10. R.G.D Allen – Basic Mathematics; Macmillan, New Delhi
Course Contents

1. **Introduction of Economics**
   
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.
   
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.
   
4. **Theory of Costs**: Short-run and long-run cost curves.
   
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.
   
   b) Monopoly: Determination of Price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi-plant monopoly; Price discrimination. Practical applications.
   
   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.
   
   d) Oligopoly: Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; kinked demand curve.
   
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.
   
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
   
   
   
10. **International Trade and Finance**: Need for international trade, Balance of Payments, Exchange Rate Mechanism, Gains from international trade.

11. **Economic Development**: Characteristics of underdeveloped economies and developed Economics, Development Planning in India,
Suggested Readings:

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
7. R. Dutta and K.P.M. Sundaran : Indian Economy, S. Chand
8. A.N. Agarwal : Indian Economy, Vikash
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,
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

2. Baron, R.A : Psychology : The Essential Science, Allyn and Bacon
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-Decide-Execute cycle; Arithmetic, logical and shift operations.

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.


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).

6. **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.

7. **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.

Suggested Readings

1. Mano – Computer System Architecture; Pearson Education
2. Tanenbaum – Structured Computer Organization, Pearson Education
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.
2. Advanced Reading: Understanding business-related correspondences; Comprehension of factual material; Interpreting Visual Information: Tables, Graphs, Charts; Speed Reading
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
4. Speaking: Business Etiquettes; Impromptu Speech; Debate; Role Play; Presentations
5. Listening: Business-related Conversations; Exercises

Suggested Readings:
1. A. Ashley: A Handbook of Commercial Correspondence, OUP
3. N. Gupta (Ed.): English for All, Macmillan
4. K. Mohan & M. Banerjee: Developing Communication Skills, Macmillan
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.
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
5. Upadhyay, S: Business Environment, Asia Books
7. Suresh Bedi: Business Environment,Excel Books
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.  

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.  

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.  

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.  

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.  

6. **Moments, Skewness and Kurtosis:** Moments; Coefficients based on moments; Sheppard’s correction; Skewness; Measures of skewness; Kurtosis and its measures.  

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.  

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.  

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.
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.  

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.  

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 Poison distribution to an observed distribution. Continuous distributions – Uniform, Exponential and Normal distributions; Normal approximation to Binomial and Poison distributions; Fitting a normal curve to an observed distribution.  

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  

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  

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.  

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.
Course Contents

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**

2. Thomas,: Managerial Economics, Tata McGraw Hill
4. Keating, B and Wilson, JH: Managerial Economics, Biztantra
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.  

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.  

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.  

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.  

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.  

**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.


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

2. Stoner J and Freeman RE : Management; Prentice-Hall
3. Daft, RL : Management, Thomson
5. Ramaswami T; Principles of Mgmt., Himalaya Publishing
7. 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.
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.
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
7. Mishra, B and Choudhuri, P.K.: Transport Sector in India
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.

Suggested Readings
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
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
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 analysis; Vote’s model of interdependence; Whole communication.
3. **Corporate Communication**: Formal and informal communication networks; Grapevine;
4. **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.
5. **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. **Oral Presentation**: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentations skills.
8. **Non-Verbal Communication**: Body languages: meanings
9. **Effective Listening**: Principles of effective listening; Factors affecting listening exercises.
10. **Modern Forms of Communicating**: Fax; E-mail; Video conferencing; etc.

Suggested Readings
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. Gupta, RL and Radhaswamy, M: Financial Accounting ; Sultan Chand and Sons
3. Maheshwari:Introduction to Accounting,Vikas Publishing
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.
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
2. Upendra Kachru: Operations Management,Excel Books
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
2. R. Mishra: Materials Management, Excel Books
3. Nair: Purchase and Materials Management, Vikas
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
2. Trochim, W.M.K. : Research Methods, Biztantra
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.
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
5. Tapan Panda: Marketing Management, Excel Books
BBA – 405: HUMAN RESOURCE MANAGEMENT

Course Contents
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
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
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.
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
SPECIALIZATIONS (5th Semester)

ELECTIVE - 1

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
8. Panda, Sahadev: Sales & Distribution Management; OUP
9. Pradhan, S : Retailing management, TMH
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  
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.  
3. **Advertising Objectives:** Sales approach versus communication approach, DAGMAR approach.  
4. **Advertising Media:** Different types of media, media planning and scheduling.  
5. **Creative Aspects of Advertising:** Advertising appeals, copy writing, headlines, body copy; illustration, message, copy types; Campaign planning.  
6. **Designing an Advertisement:** Different dimensions, Importance of creativity to advertising, Creative process.  
7. **Role of Advertising in Brand Building:** Definition of brand, Brand positioning, Brand image, Brand equity and its characteristics.  
8. **Advertising Industry:** Advertisers, Advertising agencies and support organizations, Types of agencies, Structure, role and functions of ad agencies, Agency compensation and evaluation.  
9. **Impact of Advertising:** Measuring advertising effectiveness; Effect of advertising on society; Legal and ethical aspects of advertising, role of ASCI.  
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.  
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.  

**Readings:**  
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

2. **Research Process**: Steps in planning – research purpose and objectives, Problem formulation, research design, data collection, analysis, report presentation

3. **Research Design**: Types of research - exploratory studies, descriptive studies, causal studies

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

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

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

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

9. **Application Areas**: Project report: selecting and defining topic, Project – Terms of reference, Subject matter, Style, Structure

**Readings:**

1. Rajendra Nargundkar, Marketing Research: Text & Cases, Tata McGraw Hill
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

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. Singhania: Indirect Taxes, Taxman

BBA (FM) 503: CORPORATE FINANCE
1. **Introduction to Corporate Finance**: Corporation - The Role of Financial Manager – Agency Problem.
3. **The Investment Decision**: The Cash Flow, Equivalent annual Costs, Project Interactions
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.
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
8. **The Dividend Decision**: Dividend Policy, analyzing Cash Returned to Stockholders, Buybacks, Spinoffs, and Divestures
9. **Valuation**: Principles and Practice of Valuation, Value Enhancement: Tools and Techniques, Acquisitions and Takeovers

**Readings:**

**Text:**
1. Brearly, Myers, Mohanty: Corporate Finance, Tata McGraw-Hill
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

**Reference:**
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

**BBA (FM) 504: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**
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


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
3. Fischer & Jordan: Security Analysis & Portfolio Management, Pearson Education/PHI
5. Ranganatham & Madhumati: Investment analysis & Portfolio Management, Pearson education

**Reference:**
1. Elton, Grubber: Modern Portfolio Theory, Wiley
2. Haugen: Modern Investment Theory, Pearson Education
4. Luenberger: Investment Science, OUP

**ELECTIVE - III**
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)

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:
3. Date: An Introduction to Database System, Pearson Education.
4. Hopper, Prescott, Mcfadden: Modern Database Management, Pearson Education.
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

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

5. **Object-Oriented Analysis & Design (OOAD):** 10L
   - OO Testing strategies & techniques.

6. **System Control & Quality Assurance through testing:** 5L

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.

**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:

3. **Knowledge Management:** 5L

4. **Knowledge - Based Decision Support:** 20L
   Artificial Intelligence (AI):
   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, Stamatiouy V : Understanding Neural Networks & Fuzzy Logic – Basic
3. Concepts & Application, PHI.
4. Poole, Computational Intelligence, OUP
7. Yegnanarayana, B : Artificial Neural Networks, PHI
8. Zaruda, Introduction to Artificial Neural System, Jaico

**ELECTIVE - IV**

**BBA (HRA) 502: Employment & Compensation Administration**

Module – I
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
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

Readings
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 2 L

**Module – II**


2. **Measurements of HR Planning** – HR Audit, HR Accounting 4 L


4. **Case Studies on HR Planning** 4 L

**Readings**

2. Bell, D. J. : Planning Corporate Manpower, Longman.
7. ILO : Job Evaluation

**BBA (HM) 504: Labour laws**

Module – I (20 hrs)
1. **Legal Framework**: Evolution of Labour Laws in India
   
2. **Laws regulating Establishment** – Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Shops & Establishment Act
   
3. **Laws relating to Remuneration** – Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976
   
4. **Case Laws on Remuneration**

Module – II (20 hrs)

5. **Laws relating to Industrial Relations** – Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Trade Unions Act, 1926
   

7. **Case Laws on Industrial Disputes**

**Readings**

1. Agarwal, S. L.: Labour Relations Law in India, McMillan
5. Labour Law Journal – Case Laws

**ELECTIVE - V**

**BBA (PLM) 502: International Transport System**
1. **Classification of Ports:**
   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:**
   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:**

4. **Statistics & Analysis:**

5. **Registration:**
   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:**
   Premier International Maritime Organizations (IMO, ILO, UNICITRAL, BIMCO, CMI, IHO, ICHCA, ICS, IAPH, IALA, FIATA, IUMI etc.)

**Suggested Readings**
2. Dictionary of Commercial: Alan E. Branch - Wetherby &
3. Terms & Abbreviations Co., London
5. C.C.R. Baker Oxford
6. Port Management &: Prof. Patrick M. - LLP, London
7. Operation Alderson Hongkon
9. Brian V. Martin Book Company

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**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

3. **Shipping Agency Procedures**: 6 L

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
5. Labour Law Morgenstern
6. Shipping Law: Lord Chorley & - Pitman
7. O.C. Giles
8. The Business of Shipping: Lane C. Kendall - Chapman & Hall
10. Limited
12. Development New Delhi

**BBA (PLM) 504: Port Operation Management**
1. **Port facility:**  
   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:**  
   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. **Problems:**  
   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:**  
   Licensing of River works & Dredging, Hydrographic Surveying

5. **Associated Service Management:**  
   Pilot age, Tugs, Bunker Supply, Emergency, Medical, Transit etc Transport Modal Split Management, Port Traffic Control, Port Operational Planning

6. **Tariffs & Charges:**  
   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

**BBA 601: ORGANIZATIONAL BEHAVIOUR**
MODULE I – 20 HRS

1. **OB – Overview** – Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry.  
   2 L

   5 L

   5 L

4. **Personality and Individual Differences** – Meaning of Personality, Determinants of Personality, Theories of Personality, Measurement of Personality, Development of Personality.  
   3 L

   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

   4 L

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  
   3 L

4. **Group Behavior**: Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, Organizational Politics, Cases on Group Decision-making  
   4 L

5. **Communication in Organization**: Purpose, Process, Channels and Networks, Barriers, Making Communication Effective, Transactional Analysis (TA)  
   2 L

   2 L

7. **Conflict in Organization**: Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution  
   2 L

Readings
2. Fincham, R & Rhodes, P. : Principles of Organizational Behaviour, OUP
7. Shukla, Madhukar : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall
9. Pareek, Udai - Understanding Organizational Behaviour, OUP

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  
2. **Trade Theories**: Basis of international trade, Principles of absolute and relative advantage, Factor endowment theory  
3. **Dynamics of World Market**: Identifying and satisfying global needs, Coordinating activities and recognizing constraints  
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  
6. **International Institutions**: (only the objectives) – WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc. m  
7. **International Product Policy**: New product policy, International product life cycle, Product line policies, Branding, packaging and labeling  
8. **International Pricing Strategies**: Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade  
9. **Distribution**: Methods of entry into foreign markets, Foreign market channels, Global logistics  
10. **Promotion**: Global promotion mix, Standardized global communication  
11. **Foreign Exchange**: Concepts of spot rate, forward rate, arbitrage, translation; FEMA  
12. **Procedure of Foreign Trade and Documentation**: Process of importing and exporting, Documentation (only the purpose) – certificate of origin, bill of lading, mates receipt, letter of credit, line of credit  
13. **Case Study**

**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  
7. Onkvisit & Shaw: International Marketing – Analysis & Strategy: Pearson  

**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. **Case Studies** 4L

**Readings:**

1. Apte, G.: Service Marketing; OUP
3. Gronroos, C.: Services management and marketing; Wiley
5. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education
7. Srinivasan R.: Services Marketing; PHI
8. Verma, H.V. : Services marketing, Pearson
1. **Introduction to Consumer Behaviour**: Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior  
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  
3. **Individual Characteristics**: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements  
4. **Consumer Perception**: Marketing stimuli and perception, Perceptual selection-organization, interpretation, selective perception process  
5. **Learning and Memory**: Information acquisition and processing, Learning elements, Theories, Memory processes  
6. **Consumer Motivation**: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement  
7. **Self-concept**: Perspective of self, Consumption and self concept, Gender roles  
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  
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  
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  
12. **Organizational Buying Behaviour**: Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buying process  
13. **Case Studies**

**Readings:**

1. Assael, H.: Consumer Behaviour & Marketing Action; South-Western  
2. Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western  
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

**Elective - II**
BBA (FM) 602: FINANCIAL INSTITUTES AND MARKETS


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


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 a 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

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

BBA (FM) 603: INTERNATIONAL FINANCE

2. **International Monetary System**: History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO

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.


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.


**Readings:**
Text:
3. O’Brien: International Finance, OUP

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

BBA (FM) 604: DERIVATIVES AND RISK MANAGEMENT
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:**
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

**Reference:**
1. Björk: Arbitrage Theory In Continuous Time, OUP, New York
1. **Introduction to Software Processes and Metrics, problems:**
   2L
   Goals and requirements of Software Development.

2. **Software Project Planning:**
   5L

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

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

10. **Change management:**
    2L
    Configuration management, ITIL methodology

11. **Project Procurement Management:**
    2L

12. **Using Project Management Tool:**
    3P
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
- Basics of Software Project Management: NIIT, PHI
1. **Electronic Commerce:** 6L

2. **Technologies:** 2L

3. **Business Models of e – commerce:** 6L

4. **E – strategy:** 3L
   Overview, Strategic Methods for developing E – commerce, E-advertisement.

5. **M-commerce:** 3L

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

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 EEP processes, Integrating ERP with other systems, Opportunities and benefits.
    Case Study – BPR.

**Readings:**

3. Joseph P.T. : E-commerce An Indian Perspective, PHI
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:
   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:

3. TCP/IP:
   Session, Presentation and Application Layers functions.

4. Networking and Internetworking devices:
   Introduction to repeater, hub, bridge, switch, router and gateway. Case study: Office network

5. Distributed Processing Potential:
   Client Server Computing, introduction to distributed database.

6. Internet:
   Internet Protocols, IP addressing (IP4 + IP6 ), class & subnets (concept only), Internet computing, MPLS.

7. Mobile Computing:
   Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of bluetooth.

8. Network Security & Privacy:
   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)

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**

4. Venkata Ratnam, CS: Industrial Relations, OUP
5. Govt. of India: Report of the National Commission on Labour

**BBA(HR) 603: ORGANIZATIONAL DEVELOPMENT**
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
   - 4L
   - 4L
4. **OD and Action Research**: Process, Approach, Use of Action Research in OD.
   - 2L
   - 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
   - 4L
   - 4L
   - 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**
4. Pareek, Udai : Understanding Organisational Behaviour, OUP
Module – I (20 hrs)
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
5. Silvera, D. M.: Human Resource Development – The Indian Experience-Publisher

ELECTIVE – V
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

8. **International Trade**: 4L

9. **Ship Management at Port**: 4L

**Readings**
2. Port Management: Prof. Patrick M. - LLP, London/Hongkong & Operation Alderton
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

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**

5. Shipping Industry –: Edmund Gubbins: Gordon & Breach (The Technology & Economics of Specialisation)
BBA(PLM) 604 - Port Modernisation & Traffic Forecasting

1. Port Development Project :
   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 :
   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 :
   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 :
   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
   Publications
   Company
5. Port Management : Prof P.M.Alderton : LLP, London & Operations