Revised SYLLABUS

For the Three Years Degree Course
Bachelor of Business Administration (BBA)
(Under U.G.C's Choice Based Credit System)
2020

MANIPUR UNIVERSITY
Canchipur, Imphal
Manipur-795003

Bachelor of Business Administration (BBA) – Revised Syllabus 2020

Programme Name	BBA
Full Title	Bachelor of Business Administration
Total Credit	150
Total Semesters	6 semesters in 3 years
Effective from Academic Session	2020-21

Programme Educational Outcomes (PEOs)

After completion of the BBA programme successfully, the learner will be able to

PEO1 Possess professional skills for employment and lifelong learning in management.

PEO2 Attain a general level of competence in management and enable them to act with creative, innovative and entrepreneurial potentials with management tools.

PEO3 Adapt to a rapidly changing environment with the learned and applied new skills.

PEO4 Become socially responsible and value driven citizens committed to sustainable development.

Program Outcomes (POs)

At the end of the BBA Programme, graduates will be able to

PO1 **Cross-Disciplinary Integration and Strategic Perspective:** conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.

PO2 **Critical Thinking and Problem Solving:** apply the perspective of their chosen specialized area of study to develop fully reasoned opinions on such contemporary issues as the need for integrity, leading and managing change, globalization and technology management.

PO3 **Teamwork:** determine the effectiveness with which goals are defined and achieve in team environments to assess the contributions made by themselves as well as by their peers within those environments and identify and resolve conflicts.

PO4 **Leadership Skills:** document their participation and contribution to organizations, business or consulting projects, internship opportunities or other BBA sanctioned initiatives.

PO5 **Modern Tool Usage:** create, select, and apply appropriate techniques, resources and modern management and IT tools including prediction and modelling to complex management activities with an understanding of the limitations.

PO6 **Environment and Sustainability:** understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development.

PO7 **Ethics:** apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.

PO8 **Entrepreneurial Perspective:** identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

PO9 **Global Perspective:** demonstrate their ability to assess and evaluate the dynamic internal and external elements of the competitive global environment.

Program Specific Outcomes (PSOs)

PSO1 The graduates would have imbibed all the basic principles of Management.

PSO2 The graduates would have adequate theoretical knowledge on various core disciplines of management science;

PSO3 The graduates would be able to consolidate the thus acquired knowledge into practical skills.

PSO4 Through valued based education and training, the graduates would also discharge his/her social responsibility to the community at large.

COURSE STRUCTURE

Sl. No.	Code	Name	No. of Papers	Semester	Credits
1		Core Papers	15@5cpw	I(3) II(3) III(3) IV(2) V(2) VI(2)	75
2		Ability/Skill Enhancement	4@5cpw	I(1) II (1) III(1) IV(1)	20
3		Generic Electives	4@5cpw	I(1) II (1) III(1) V(1)	20
5		Specific Electives (Subject Specializations)	6@5cpw	IV(2) V(2) VI(2)	30
6		End Semester Project Report/Dissertation & Viva Voce	1@5cpw	VI(1)	5
Total					150

SEMESTER-I					
A. CORE PAPERS					
Sl. No.	Paper Code	Paper Title	Contact Hr. per week	Total Marks	Credits
1	BBA-101	Principles of Management	5	100	5
2	BBA-102	Managerial Economics	5	100	5
3	BBA-103	Financial Accounting	5	100	5
B.	**ABILITY/SKILL ENHENCEMENT PAPER**				
4	BBA-104	Communicative English	5	100	5
C.	**ELECTIVE COURSE-GENERIC/INTERDISCIPLINARY PAPER**				
5	BBA-105	Environmental Studies	5	100	5
Total Credit in Semester-I					**25**

SEMESTER-II					
A. CORE PAPERS					
Sl. No.	Paper Code	Paper Title	Contact Hr. per week	Total Marks	Credits
1	BBA-201	Entrepreneurial Development	5	100	5
2	BBA-202	Statistics for Business	5	100	5
3	BBA-203	Business Environment	5	100	5
B.	**ABILITY/SKILL ENHENCEMENT PAPER**				
4	BBA-204	Consumer Affairs and Business Law	5	100	5
C.	**ELECTIVE COURSE-GENERIC/INTERDISCIPLINARY PAPER**				
5	BBA-205	Communication Skills and Personality Development	5	100	5
Total Credit in Semester-II					**25**

SEMESTER-III					
A. CORE PAPERS					
Sl. No.	Paper Code	Paper Title	Contact Hr. per week	Total Marks	Credits
1	BBA-301	Marketing Management	5	100	5
2	BBA-302	Financial Management	5	100	5
3	BBA-303	Human Resource Management	5	100	5
B.	**ABILITY/SKILL ENHENCEMENT PAPER**				
4	BBA-304	Office Management	5	100	5
C.	**ELECTIVE COURSE-GENERIC/INTERDISCIPLINARY PAPER**				
5	BBA-305	Customer Relationship Management	5	100	5
Total Credit in Semester-III					**25**

SEMESTER-IV A. CORE PAPERS					
Sl. No.	Paper Code	Paper Title	Contact Hr. per week	Total Marks	Credits
1	BBA-401	Production & Operational Management	5	100	5
2	BBA-402	Research Methodology			
B.	**ABILITY ENHENCEMENT COMPULSORY PAPER**				
3	BBA-402	Computer Application in Business	5	100	5
C.	**DISCIPLINE SPECIFIC COURSE**				
4	BBA-404	Elective I	5	100	5
5	BBA-405	Elective II	5	100	5
Total Credit in Semester-IV					**25**

SEMESTER-V A. CORE PAPERS					
Sl. No.	Paper Code	Paper Title	Contact Hr. per week	Total Marks	Credits
1	BBA-501	Cost and Management Accounting	5	100	5
2	BBA-502	Organisation Behaviour and Cross Culture Management	5	100	5
B	**ELECTIVE COURSE-GENERIC/INTERDISCIPLINARY PAPER**				
3	BBA-503	International Business and E Commerce	5	100	5
C.	**DISCIPLINE SPECIFIC ELECTIVE PAPER**				
4	BBA-504	Elective – III	5	100	5
5	BBA-505	Elective - IV	5	100	5
Total Credit in Semester-V					**25**

SEMESTER-VI A. CORE PAPERS					
Sl. No.	Paper Code	Paper Title	Contact Hr. per week	Total Marks	Credits
1	BBA-601	Business Policy & Strategic Management	5	100	5
2	BBA-602	Management Information System	5	100	5
B.	**PROJECT REPORT/DISSERTATION**				
3	BBA-603	Project Presentation and Viva Voce	5	100	5
C.	**DISCIPLINE SPECIFIC ELECTIVE PAPER**				
4	BBA-504	Elective – V	5	100	5
5	BBA-505	Elective - VI	5	100	5
Total Credit in Semester-VI					**25**

Specialization:- In the fourth semester specialization papers will be introduced. Each student shall have to opt for two (2) specialization groups consisting of three (3) papers each. Total specialization papers to be opted being six (6) are distributed equally in the 4th, 5th and 6th semester. The 1st paper for each specialization group selected shall be studied in 4th semester. The 2nd and 3rd papers of that specialization groups shall be studied in the 5th and 6th semester respectively.

Group (A) Marketing					
1	M1	Sales and Distribution Management	20	80	100
2	M2	Marketing Communication and Advertising	20	80	100
3	M3	Retail Marketing	20	80	100
Group (B) Human Resources Management					
1	H1	Industrial Relation	20	80	100
2	H2	Training and Development	20	80	100
3	H3	Performance & Compensation Management	20	80	100
Group (C) Banking and Finance					
1	F1	Banking and Insurance	20	80	100
2	F2	Risk and Insurance Management	20	80	100
3	F3	Indian Financial Systems and Microfinance Institutions	20	80	100
Group (D) Tourism and Travel Management					
1	T1	Tourism Principles and Practices	20	80	100
2	T2	Travel Agency and Tour Operations	20	80	100
3	T3	Tourism Products of India	20	80	100

SEMESTER – I
Paper Title: Principles of Management
Paper Code: BBA-101 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes
On successful completion of this course, the learner will be able to

CO1	Recognize the role, characteristics, skills and levels of a manager and how it relates to the organization's goals.
CO2	Instil critical management theories and philosophies and how to apply them.
CO3	Identify the stages of team development and the effective group dynamics and recognize the importance of communications in the management function.
CO4	Understand the complexities associated with management of individual and group behaviour in the organization.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Concept And Nature Of Management: Concept & Definitions, Features Of Management, Management As Science, Art & Profession, Levels Of Management, Scope Of Management, Nature Of Management Process, Classification Of Managerial Functions,

Unit 2: (19 Hrs., L-12; T-7)

Evolution of Management Thought Approaches To Management (Classical, Behavioral, Quantitative Contingency), Contribution Of Leading Thinkers, Recent Trends In Management Thought.

Unit-3: (19 Hrs., L-12; T-7)

Planning And Decision Making Nature, Process And Types of Planning, Management By Objectives (MBO), Decision Making, Forecasting. Organizing: Nature & Principles Of Organization, Departmentation, Span Of Management, Authority & Responsibility, Delegation And Decentralization, Forms Of Organization Structure Line & Staff Authority Relationships.

Unit-4: (19 Hrs., L-12; T-7)

Directing: Nature & Scope of Directing, Motivation And Morale, Theories of Motivation Communication, Leadership, Coordination: Controlling: Nature & Process Of Controlling, Techniques Of Control, control for organisational effectiveness and organisational culture

Reference Books

1 Stoner, Freeman and Gilbert Jr., " *Management",* Prentice Hall of India, New Delhi, 2003.
2 Gupta, C.B., "*Management Concepts and Practices",* Sultan Chand and Sons, New Delhi, 2003.
3 O'Donnel, Koontz and Weirich, "*Management*", Tata McGraw Hill Publishing Company, New Delhi, 2001.

SEMESTER-I

Paper Title: Managerial Economics

Paper Code: BBA-102 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Familiarize with the basic concept of microeconomics, understand the demand and supply analysis in business applications.
CO2	Inculcate the production and cost structure under different stages of production.
CO3	Apply the concepts of pricing and output decisions under various market structures and different business situations.
CO4	Understand the concepts of trade and development in transitional economies in India, review the features of Liberalization, Privatization and Globalization.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Introduction-Nature, scope and application of economics in industries, Theory of the firm and business objectives - Economic, Behavioural and Managerial theories. Law of Demand, Determinants of Demand; Elasticity of Demand; Nature of demand analysis and its forecasting; Law of supply;

Unit 2: (19 Hrs., L-12; T-7)

Production function, Law of variable proportions, Input-Output decisions, Short-run analysis; Long-run function; Short run and long-run cost functions. Empirical estimation of production and costs.

Unit 3: (19 Hrs., L-12; T-7)

Price-Output Decisions-Price determination under different market conditions; Pricing practices and strategies; Profit measurement and profit policy; Break-Even Analysis, Determinants of investment decision

Unit 4: (19 Hrs., L-12; T-7)

Macroeconomic environment, economic transition in India, a brief Review- Liberalization, privatization & Globalization

Reference Books:

1. Peterson, H.C. & W.C. Lewis: *Managerial economics*. Prentice Hall India, New Delhi, 2004
2. Maheshwari and Vershney : *Managerial Economics* - (Delhi, S.Chand & Co.)
3. Mehta P.L. : *Managerial Economics*, New Delhi, Sultan Chand and Sons
4. Dholakia RH & Oza.A.L., *'Micro Economics for Mgt.Students'*, Oxford Uni.Press, New Delhi, 2004.

SEMESTER-I

Paper Title: Financial Accounting

Paper Code: BBA-103 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit : 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Explain the basics of accounting and also scope and objectives of accounting management.
CO2	Understand the accounting concepts, principles and conventions and accounting standards.
CO3	Apply the process and procedures of recording of financial transactions so as to prepare the final account statements of an enterprise.
CO4	Familiarise with accounting software which will help in decision making process in an effective and efficient way.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Definitions, features, objectives, functions scope of accounting-Book-keeping and Accounting. Branches of Accounting, Advantages and limitation-basic Terminology used .Accounting concept and conventions, Accounting process, Accounting cycle, Accounting Equations-Classifications of Accounts, Rules of Double Entry System of Book keeping, Journalizing relating to GST and other posting to Ledgers. Balancing of Ledgers Accounts, Subsidiary books, Trial Balance and Rectification of Errors (Simple Problems).

Unit 2: (19 Hrs., L-12; T-7)

Final Accounts: Meaning features, Uses and Preparation of Trading Accounts, Profit and Loss Account and balance-sheet with adjustments (problems with adjustment).

Unit 3: (19 Hrs., L-12; T-7)

Meaning of Depreciation-Causes-Objects of providing for Depreciation –Factors affecting depreciation –Accounting Treatment-Methods of Providing Depreciation –Straight line Method – Diminishing Balance Method, Provision and reserve, Reserve funds.Different types of Provision and Reserves.(Simple problems based on SLM and WDV Methods only)

Unit 4: (19 Hrs., L-12; T-7)

Accounting process of summarized statement NPO, Receipt and Payment Account, Meaning and special features-procedures for preparation uses and limitation ,Income and Expenditure Accounts – Features, procedures of preparing balance-sheet. Computer application in Accounting, Accounting software package: Tally ERP 9.0, Advantages of Tally, Gate Way to Tally, Company Creation, Creation of ledgers, Creation of Groups. Creation of Vouchers, vouchers Entry, Reports (Problems on NPO only).

Reference Books:-

1. Jain S.P & Narang, *Accountancy* Kalyani Publishers
2 Maheshwari S.N. *Advance Accountanc Vol I* Vikash publishing House Pvt.Ltd
3 Haneef and Mukherjee *Accountancy*,Tata Mcgraw Hill
4. TS Grewal, SC Gupta *Introduction to Accountancy*,S.Chand And Co.
5.R.L Gupta and V.K Gupta *Principle and practice of accountancy* Sultan Chand and sons
6..Rajesh Chheda, *Learn Tally ERP 9.0* Ane books Pvt.Ltd.

SEMESTER-I

Paper Title: Communicative English

Paper Code: BBA-104 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit : 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Understand the importance of the correct use of the English language in business communication.
CO2	Acquire skills and competencies in communicating effectively through written and oral medium.
CO3	Demonstrate the practice of good communication skills and personality development
CO4	Familiarize with global business etiquette and protocols

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Principles of correct use of languages- words, sentences, paragraphs, continuity and flow. Pronunciation: Phonemic symbols – consonants – vowels – syllables – word stress – strong and weak forms – intonation. Dialogue Practice (Students should be given ample practice in dialogue, using core and supplementary materials)

Unit 2: (19 Hrs., L-12; T-7)

Art of effective communication and listening: Listening skills, Difference between listening and hearing – active listening – barriers to Listening – Academic listening – listening for details – listening and note-taking – listening for sound contents videos – listening to talks and descriptions – listening for meaning – listening to announcements – listening to news programmes

Unit-3: (19 Hrs., L-12; T-7)

Speaking skills : Interactive nature of communication – importance of context – formal and informal – set expressions in different situations – greeting – introducing – making requests – asking for/giving permission – giving instructions and directions – agreeing/disagreeing – seeking and giving advice – inviting and apologizing, telephonic skills – conversational manners. Presentation Skill: preparation of venue, attention to detail, using audio-visual aids, optimisation of seating arrangements, audience, final preparation. Body language, communication, movement, eye contact, posture control, reading audience and coping audiences with hostile.

Unit-4: (19 Hrs., L-12; T-7)

Writing as a skill – its importance – mechanism of writing – words and sentences – paragraph as a UNIT of structuring a whole text – combining different sources – functional use of writing – personal– creative use of writing. Writing models – essay – précis – expansion of ideas – letter writing – personal letters – formal letters – CV – surveys – questionnaire – e-mail – fax – job application. Paragraph writing, Business Letters, components, kinds of Business letters, planning and the seven Cs of Business Letter writing.

Reference Books

1. Marks J., *'English pronunciation in use',* New Delhi : CUP, 2007
2. Lynch T., *'Studying listening,'* New Delhi : CUP, 2008
3. Kenneth, Anderson, Lynch T., MacLean J., *'Study speaking',*New Delhi:CUP, 2008
4. Robert , Barraas, *'Students Must Write',*Routledge, 2006
5. Bailey, Stephen, *'Academic Writing',* Routledge, 2006

SEMESTER-I

Paper Title: Environmental Studies

Paper Code: BBA-105 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Understand the concept of environmental studies, Ecology, food chain, food webs and ecological pyramids, Ecosystem and how it functions.
CO2	Analyse the concept of biodiversity and its conservation approaches, its value and threat.
CO3	Familiarize with Natural resources, its importance and conservation, and also the role an individual play in its conservation.
CO4	Explain the impact of industrialization to the environment and the different types of environmental pollution.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Environmental studies – meaning – scope- importance, Ecology and ecosystem, biodiversity and its conservation, and natural resources – meaning of ecology – structure and function of and ecosystem- producers – consumers – decomposers – energy flow in the ecosystem – ecological succession – food chain – food webs and ecological pyramids . Ecosystem – concept – types of ecosystems – structure and functions of forest ecosystem, grassland ecosystem – desert ecosystem, aquatic ecosystem.

Unit 2: (19 Hrs., L-12; T-7)

Biodiversity and its conservation - introduction – definition – genetic, species and ecosystem diversity – value of biodiversity – biodiversity at global, natural and local levels – India as a mega – diversity nation – hot – spots of diversity – threats to diversity – conservation of diversity in in-situ, ex-situ. Natural resources – features – air resources, forest resources, water resources, mineral resources – consequences – conservation of natural resources – role of an individual in conservation of natural resources.

Unit-3: (19 Hrs., L-12; T-7)

Industry and environment – pollution – environmental pollution – soil pollution – air pollution – water pollution – thermal pollution – noise pollution – causes, effects and control measures – waste management – waste minimisation through cleaner technologies – reuse and recycling – solid waste management. Environment ethics – waste land reclamation – consumerism and waste products.

Unit-4: (19 Hrs., L-12; T-7)

Social issues and environment – unsustainable to sustainable development – urban problems related to energy – water conservation – water harvesting – resettlement and rehabilation of people. Human population and environment – population growth – variation among nations – population explosion – environment and human health – human rights – value education – women and child welfare.

Reference Books

1. Misra S.P. and Pandey S.N., *'Essential environmental studies,'* Ane books India, New delhi.
2. Kiran B. Chokkas and others,*'Understanding environment,'* Sage Publications, New Delhi
3. Arumugam N. and Kumaresan V.,*'Environmental Studies,'* Saras Publications Kanyakuamri
4. Benny Joseph,*'Environmental Studies,'* Tata McGraw-Hill Publishing Co.Ltd., New Delhi.
5. Anjaneyalu, Y. 2004, Introduction to Environmental Science. BS Publication, Hyderabad, A.P. India

SEMESTER – II
Paper Title: Entrepreneurial Development
Paper Code: BBA-201 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Inculcate the concept of Entrepreneurship, its types and traits.
CO2	Understand the contribution to the economic development of a country and also the career options available as a successful entrepreneur.
CO3	Conduct situation analysis and understand the prospect of potential business.
CO4	Apply various modalities for enterprise creation and its operations.

Course Content

Unit: 1 (19 Hrs., L-12; T-7)

The concept of Entrepreneurship: Definition, Significance; Types of entrepreneurs, characteristics-functions, Charms of being an Entrepreneur, Entrepreneurial traits, Distinction between entrepreneur and manager, Entrepreneur and intraprenuer, Entrepreneur and Entrepreneurship- traits and motivation- Theories of motivation- Maslow's Need Hierarchy theory ,McClelland's Three Needed model and Aldefer's ERG theory. Problems faced by a new entrepreneur.

Unit: 2 (19 Hrs., L-12; T-7)

Entrepreneurship and Intrapreneurship. Entrepreneurial process; identification of an opportunity, market assessment, analyzing competitive situation, understanding trade practices, resource mobilization. Entrepreneurship as a preferred "Career Option". Role and Importance of Entrepreneur in economic growth and socially responsible business. Factors affecting entrepreneurial growth in general..

Unit: 3 (19 Hrs., L-12; T-7)

EDP- Meaning and Objectives, Understanding and developing creativity and innovation; Creativity-Generating and implementing ideas, creative thinking skills (imaginative problem solving) and motivation (passion for specific challenges), Strategies to boost employee's expertise (technical, intellectual and procedural). Innovation: Sources of innovation, innovation management. Women empowerment and entrepreneurship. Social Entrepreneurship

Unit: 4 (19 Hrs., L-12; T-7)

Environment scanning, sources of information (primary, secondary), Product Selection, Technology determination, Site selection, Legal requirements of establishment of a new unit and rising funds, Venture capital sources and documentation required, Financial planning, Financial Assistance for small enterprises-bank loans, Angel funding, KVIC, PMEGP etc.

Reference Books:

1. Peter Drucker, '*Innovation and Entrepreneurship'*
2. Desai, V. *Dynamics of Entrepreneurial Development and management*. Himalaya Publishing house.
3. Gupta, C.B. &Srinivasan, N.P – *Entrepreneurial development*.
4. D N Mishra, *'Entrepreneur and Entrepreneur Development & Planning'*.
5. Baporikar Neeta. (2011), *Entrepreneurship Development and Project Management*, Himalaya: New Delhi.

SEMESTER-II

Paper Title: Statistics for Business

Paper Code : BBA-202 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Understand and apply the mathematical function and calculations in the day-to-day operations of business.
CO2	Apply relevant quantitative tools in business decision making
CO3	Familiarize with the basic statistical and linear programming techniques.
CO4	Acquire the importance of statistics in marketing research, quality management, financial management etc.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Basic Growth and development of Statistics– Definition– Descriptive and inferential statistics– Importance and scope of Statistics – Limitations of statistics – Classification and tabulation of data – Diagrammatic and graphic representation of data. Measures of Central Tendency - Mean - Median and Mode - GM and HM - their Limitations.

Unit 2: (19 Hrs., L-12; T-7)

Measures of Dispersion - Range - Mean Deviation - Quartile Deviation - Standard Deviation - Coefficient Variation - Lorenz Curve - Measures of Skewness - Karl Pearson and Bowley's methods.

Unit-3: (19 Hrs., L-12; T-7)

Correlation, Regression, Probability Distributions and Estimation

Regression coefficients – Lines of regression, – Relation between correlation coefficient and regression coefficients. Simple analysis using EXCEL, Probability concepts– Probability distributions - Discrete and continuous probability distributions, – Normal distribution– Estimation – Point and interval estimation, – Statistic, Parameter –Confidence Interval estimation for single mean and single proportion (only)

Unit-4: (19 Hrs., L-12; T-7)

Statistical Inference

Null and alternative hypotheses, – Significance level, –Confidence level, –Type I and Type II errors, Critical region, one tailed and two tailed tests. Large and small sample tests, –Z and t tests for mean and proportion, – One way ANOVA, –Chi-square test for goodness of fit and independence of attributes

Note : The proportion between theory and problems shall be 30:70

Reference Books

1. J.K. Sharma - *Business Statistics* - Pearson Publications
2. P. Navaneetham - *Business Statistics and Mathematics*
3. P.R. Vittal - *Business Statistics and Mathematics*
4. David M. Levine : *Business statistics*
5. S.P. Gupta ; *Statistical methods*

SEMESTER-II

Paper Title: Business Environment

Paper Code: BBA-203 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit : 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Acquaint with the concepts of different elements of business environment.
CO2	Understand the consumer rights, social responsibility of business.
CO3	Aware about working of stock exchanges.
CO4	Inculcate macroeconomics and the roles of international financial institutions.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Elements of Business Environment - Meaning - various environments affecting business-direct and indirect environment.

Unit 2: (19 Hrs., L-12; T-7)

Consumer rights, consumerism, social responsibility of business, business ethics.

Unit 3: (19 Hrs., L-12; T-7)

Working of stock exchanges:- Concepts regulations, trading in stock exchange, shares, bond and debentures.

Unit 4: (19 Hrs., L-12; T-7)

Macro Economics:-Monetary policy and fiscal policy Indian economic liberalization, Role of W.T.O,IMF and world bank

Reference Books

1. Amarchand D *Government and Business* - Tata McGraw Hill
2. K. Aswathapa *Essentials of Business Environment* - Himalaya publication
3. Cherunilam Francis *Business Environment* – Himalaya publication
4. Gosh P.K. *Government and Industry* –Rupa and Co.
5. Dr. P.K. Ghosh *Business Environment* – Sultan Chand

SEMESTER-II

Paper Title: Consumer Affairs and Business Law

Paper Code : BBA-204 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit : 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Familiarize the concept of consumer and market.
CO2	Understand the Consumer Protection Law and Grievance redressed Mechanism in India.
CO3	Learn the conceptual framework of law of contract and sale of goods.
CO4	Aware about the Negotiable Instrument Act and the Companies Act 2013.

Course Contents

Unit 1: Conceptual Framework (19 Hrs., L-12; T-7)

Consumer and Markets: Concept of Consumer, Nature of markets: Liberalization and Globalization of markets with special reference to Indian Consumer Markets, E-Commerce with reference to Indian Market, Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP), Fair Price, GST, labeling and packaging along with relevant laws, Legal Metrology.

Experiencing and Voicing Dissatisfaction: Consumer buying process, Consumer Satisfaction/dissatisfaction-Grievances-complaint, Consumer Complaining Behaviour: Alternatives available to Dissatisfied Consumers; Complaint Handling Process: ISO 10000 suite

Unit 2: The Consumer Protection Law in India (19 Hrs., L-12; T-7)

Objectives and Basic Concepts: Consumer rights and UN Guidelines on consumer protection, Consumer goods, defect in goods, spurious goods and services, service, deficiency in service, unfair trade practice, restrictive trade practice.

Organizational set-up under the Consumer Protection Act: *Advisory Bodies*: Consumer Protection Councils at the Central, State and District Levels; Adjudicatory Bodies: District Forums, State Commissions, National Commission; Role of Supreme Court under the CPA with important case law.

Grievance Redressal Mechanism under the Indian Consumer Protection Law: Who can file a complaint? Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases, Relief/Remedy available; Temporary Injunction, Enforcement of order, Appeal, frivolous and vexatious complaints; Offences and penalties.

Unit-3: (19 Hrs., L-12; T-7)

Law of Contract: Offer and Acceptance, Capacity of Parties, Free Consent, Essentials of a Contract, Void Agreements and Contingent Agreements, Performance and Discharge, Remedies for Breach and Quasi Contracts, Consideration and Legality of Object. **Sale of Goods**: Conditions and Warranties Transfer of Ownership and Delivery, Rights of an Unpaid Seller, Nature of Contract of Sale.

Unit-4: (19 Hrs., L-12; T-7)

The Negotiable Instrument Act: Nature and Types, Negotiation and Assignment. Holder in Due Course, Dishonor and Discharge a Negotiable Instruments. **The Companies Act**: Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.

Reference Books

1. Khanna, Sri Ram, Savita Hanspal, Sheetal Kapoor, and H.K. Awasthi. (2007) *Consumer Affairs*, Universities Press.
2. Choudhary, Ram Naresh Prasad (2005). *Consumer Protection Law Provisions and Procedure*, Deep and Deep Publications Pvt Ltd.
3. G. Ganesan and M. Sumathy. (2012). *Globalisation and Consumerism: Issues and Challenges*, Regal Publications
4. P C Tulsian, Bharat Tulsian, *Business Law*, McGraw Hill, 3e
5. Gulshan S. S., *Merchantile Law*, New Delhi, Sultan Chand & Sons

SEMESTER-II

Paper Title: Communication Skills and Personality Development

Paper Code : BBA-205 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Understand the basic concept of communication, its need in current scenario & how communication is important for conducting a business.
CO2	Develop all-round personalities with a mature outlook to function effectively in different circumstances.
CO3	Master inter-personnel skills, team management skills, and leadership skills.
CO4	Develop effective presentation skills.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Communication- Concept & Process, forms of communication – Verbal, visual and non-verbal, body language- Kinesics, Proxemics, Para-language. Media/Channels of Business Communication, Barriers to Business Communication and overcoming methods. Business reports and proposals writing-Importance, Need, Types, Techniques, Languages, Structure, Planning and drafting

Unit-2: (19 Hrs., L-12; T-7)

Workplace communication: Business correspondence- faxes, memo, e-mail, reports memorandums, meeting, documentation etc Meeting skill: Meeting agenda, illustration of agenda, guidelines, formal closure of meeting, action notes etc. Negotiating skill: Introduction, phases of negotiation, characteristics of negotiation, critical factors, types of approaches etc. Use of concessions, concessions trading, avoiding use of trends, removing deadlock.

Unit 3: (19 Hrs., L-12; T-7)

Understanding Personality: Benefits of self-knowledge, Knowing oneself – JOHARI Window, Personality type, patterns of diversity, energy sources – Extroversion or Introversion. Ways to people like you. Make people think in your way. Analyse worry. Interpersonal processes and Transactional Analysis, confidence building, thinking creatively and Personal values- time and stress management.

Unit 4: (19 Hrs., L-12; T-7)

Personality Development Training: Interview skill-Interview dress code, controlling your nerves, Positive visualization, creating a positive impression, opening conversation, assessing the degree of formality, getting comfortable, recovering from poor starts etc. Group Discussion- Questions, attributes, individual characteristics, do's and don'ts, must's and must not's. Management Skills-Time management, keeping and analyzing time log, Task typing, effective decision making, break daunting tasks etc.

Reference Books

1. Onkar,R.M., "Personality Development and Career Management" New Delhi, S. Chand and Company
2. Fisher, Dalmar, "Communication in Organisations" Mumbai,Jaico Books
3. Bajpai, B.L. : Making Management still more effective
4. Horner, David & Strutt, Peter "Words at Work", Cambridge University Press
5. Raman, Meenakshi & Singh, Prakash "Business Communication" Oxford University Press
6. Sweeney, Simon "Communicating in Business" Cambridge University Press
7. Kenneth Anderson, Lynch T. & Mac Lean J., "Studying Speaking" New Delhi, Cambridge University Press
8. McCarter, Sam & Norman Whitby, "Writing Skills", Macmillan India

SEMESTER – III
Paper Title: Marketing Management
Paper Code: BBA-301 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Familiarize with the marketing function in organizations.
CO2	Learn the elements of Marketing Mix and sensitize them to certain emerging issues in Marketing.
CO3	Inculcate the concepts of supply chain management, e-marketing and service marketing.
CO4	Conduct Market segmentation, develop marketing research plan and techniques.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Marketing – Definition, Concepts Significance & functions of Marketing, Approaches to the study of Marketing, Marketing Environment, Relevance of Marketing in a developing economy. Role & functions of Marketing Manager, Consumer Behavior: Factors Influencing the Consumer Behavior, Consumer Buying Process, Buying Motives, Consumer Market in India.

Unit 2: (19 Hrs., L-12; T-7)
Meaning – Scope, Utility – Product mix, Product concept, Product life Cycle, Branding Decisions, Packaging & Labelling, New Product Development – Pricing Decisions: Determinants of Price, Pricing Methods, Importance.

Unit 3: (19 Hrs., L-12; T-7)
Types of Channels: Factors influencing channels, Elements of Promotion Mix, Advertising – Role of Advertising, Advertising Media. Tele Marketing, E-Marketing-Service Marketing, Rural Marketing feature & importance suggestion for improvement of Rural Marketing, Service Marketing - Unique Characteristics of Services,.

Unit 4: (19 Hrs., L-12; T-7)
Market segmentation: Meaning, Definition, Different ways to Segmentation, Essential of effective Market Segmentation. Concept & components of a Marketing Information System – Marketing Research – Meaning & scope – marketing research procedure – types & techniques and uses of Marketing Research.

Reference Books

1. Kotler Philip, *Principles of Marketing*
2. Ramaswarny and Name Kumar, *Principles of Marketing Management;*
3. Gandhi, J.C.,Fundamentals of Marketing - Stanton, J*, Marketing Management*
4. Jha, S.M. and L.P Singh*, Marketing Management in Indian ,Perspective*
5. Ramaswamy and Name Kumar*, Reading in Marketing Management*
6. Neela Meghan, *Modern Marketing Management in Indian Context Marketing in India*

SEMESTER-III

Paper Title: Financial Management
Paper Code : BBA-302 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Provide an understanding of the essential elements of financial management and the financial environment.
CO2	Develop basic knowledge about shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context
CO3	Equip with the concept of capitalization, capital structure and financial structure.
CO4	Understand the technique of managing the working capital of a firm.

Course Content

Unit 1: (19 Hrs., L-12; T-7)
Financial Management-Definition-Scope–Significance of finance function – Relationship of financial Management with other functional areas of business- objective of financial Management: Profit Maximization, Wealth Maximization (Only Theory).

Unit 2: (19 Hrs., L-12; T-7)
Sources of finance: Classification Short Term, long Term, Equity financing and Debt financing kinds of Ownership securities, no par stock, kinds of Debentures ,Difference between share and Debenture, Self-Financing Factoring :Cost of Capital: Meaning and Definition-Classification-Computation of Specific Cost of Capital Cost of Equity Cost of Debt Cost of Retained Earnings, Cost of preference Shares (Simple Problems).

Unit 3: (19 Hrs., L-12; T-7)
Capitalization: Meaning, Concept and types, Theories of Capitalization- over capitalization and under capitalization merits and demerits and remedies. Capital Structure and financial structure: Significance of capital structure, Determination of capital structure, optimal capital structure, operating and financial leverage: Financial break-even point, Computation of E.P.S & Evaluation of Financial Plan (Simple problems)**.**

Unit 4: (19 Hrs., L-12; T-7)
Meaning, Definition-Classification, Excess and inadequate working capital-Determinants of working capital management, working capital forecasting of manufacturing and trading concern, principle of working capital management. Capital Budgeting:-Evaluation method simple problems based on capital budgeting, Dividend decision –Factors affecting dividend decision- forms of dividends.

Reference Books:-

1. Sashi k. Gupta & R.K.Sharma: *Fundamental of financial management*, Kalyani publisher.
2. I.M panday- *Financial Management* Vikash publishing House
3. S.N.Maheshwari: *Principle of Financial Management*, Sultan Chand & Sons New Delhi
4. J.C.VanHorne *Fundamental of Financial Management* Pearson Education
5. R.P Rustogi *Financial Analysis & Financial Management* Sultan Chand

SEMESTER-III
Paper Title: Human Resource Management
Paper Code: BBA-303 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit : 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Sensitize to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need.
CO2	Familiarize with current human resource practices that apply to their careers regardless of their field
CO3	Facilitate the development of better understanding of human resources issues as they relate to other managerial functions.
CO4	Understand the approaches on developing employee competencies, conflict and stress management, employee compensation, motivation and appraisal.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Foundations of Human Resource Management: Concept of HRM and HRD; role of HR practitioner; managing the HR function; contribution of HR function to organisation success; evaluating HR functions.

Unit 2: (19 Hrs., L-12; T-7)

Human Resource Policy: Job**,** role and competence analysis; human resource planning; recruitment and selection; induction; redundancy, outplacement and dismissal; maintenance and welfare activities-employee health and safety, fatigue and welfare activities.

Unit-3: (19 Hrs., L-12; T-7)

Human Resource Development: Learning and development; personal development planning; training; management development; career management; HR approaches to improving competencies. Managing Employee Growth , Conflict and Stress Management

Unit-4: (19 Hrs., L-12; T-7)

Employee Compensation: Aims, components, factor influencing employee compensation; internal equity, external equity and individual worth; pay structure; incentive payments; employee benefits and services; Employee Motivation, performance appraisal; 360 degree feedback.

Reference Books

1. Pattanayak, *'Human Resource Management'*, Prentice Hall of India.
2. Dessler, *'Human Resource Management, 7th Edition,* Prentice Hall of India.
3. Armstrong, Micheal, *'A handbook of Human Resource Management'*, Practice Kurgan page, 1999.
4. Aswathappa K., *'Human Resource and Personal Management'*, Tata Mcgraw Hill, New Delhi.
5. Fisher, Schoen Feldt & Shaw, *'Human Resource Management'*, Houghton Mifflin, 1996.
6. Ivancevich, John. M, *'Human Resource Management'*, Irwin/Mcgraw Hill 1996.
7. Monappa, Arun, '*Managing Human Resource'*, Macmillan India Ltd. New Delhi
8. Rao, V.S.P., *'Managing People'*, Amexcel Publishers Pvt. Ltd. 2000
9. Ross, Darren Lee *'HRM in Tourism and Hospitality',*

SEMESTER-III

Paper Title: Office Management
Paper Code : BBA-304 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit : 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Provide an understanding of the essential elements of a modern office.
CO2	Equip with the selection of office location, layout and principles of selecting office furniture strategies.
CO3	Understand the handling of office communication equipment, data, filling system.
CO4	Apply the learned knowledge on indexing, purchase and control of stationery, machines and equipment.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Modern Office - functions - importance - Manager - Qualities - functions. Office system and Routines - merits and demerits

Unit 2: (19 Hrs., L-12; T-7)

Office location and lay out, open office, private office - merits and demerits, Office Furniture - principles in selecting office furniture

Unit-3: (19 Hrs., L-12; T-7)

Handling mail - Dicta phone - merits and demerits. Filling system - essential modern method -merits and demerits - classification.

Unit-4: (19 Hrs., L-12; T-7)

Indexing - types - merits and demerits. Office stationery - methods of purchase - control of stationery. Office machines and equipment - office appliances - importance - merits and demerits - types of appliances.

Reference Books

1. Office Management – R.S.N Pillai and Bagavath – S. Chand and co.
2. Commercial correspondence & Office Management - R.S.N.Pillai.
3. Manual of Office Management and Correspondence - B.N.Tanon. S. Chand and Co.
4. Company law and Secretarial practice – Baig N –Sterling Publication
5. Secretarial Practice – Bagaria, A.K.-Vikash Sharma, R.C., *Business Correspondence and Report Writing*

SEMESTER-III

Paper Title: Customer Relationship Management
Paper Code : BBA-305 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Understand the historical background of Customer Relationship Management and the different types of Customers.
CO2	Conceptualize the different level of CRM practices followed by the companies and understand the difference between CRM and Customer Services.
CO3	Realize the customer relationship structure and application of e-commerce in CRM.
CO4	Apply the various strategies of customer relationship planning and implementation to solve contemporary issues in customer relationship management.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Introduction to CRM: Definitions -Conceptual framework of Customer Relationship and its Management. Evolution, customer relationship marketing, types of CRM – win back, prospecting, loyalty, cross sell and up sell, significance and importance of CRM in Modern Business Environment

Unit 2: (19 Hrs., L-12; T-7)

Understanding Customers

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

Unit-3: (19 Hrs., L-12; T-7)

CRM Structure

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

E – Commerce in CRM: Use of E – Commerce in CRM, Information required for Effective CRM.

Unit-4: (19 Hrs., L-12; T-7)

CRM Planning & Implementation

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers

Reference Books

1. Kotler P, *'Marketing Management',* Pearson Education
2. Saxena R, *'Marketing Management'*, Tata McGraw Hill
3. Ramana V, Somayagulu G, *'Customer Relationship Management'*, Excel Books
4. Govinda K, Bhat, *' Customer Relation Management'*, Himalaya
5. Realtionship Marketing: S. Shajahan – Tata McGraw Hill

SEMESTER – IV
Paper Title: Production and Operation Management
Paper Code: BBA-401 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Familiarize with decision making in planning, scheduling, control and productivity improvement in production.
CO2	Understand about maintenance, safety engineering and lot size production.
CO3	Emphasize on effectiveness and efficiency of operations by job and work design, process design, layout design and control of systems.
CO4	Develop basic knowledge about material management in a production unit.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Operational Management –definition-scope- importance. Plant location and layout –Factors affecting plant location- Plant layout-Principles and types-technique-building design.

Unit 2: (19 Hrs., L-12; T-7)

Plant maintenance-types- merits and demerits-safety engineering-good housekeeping. Product systems-continuous-intermittent-mass flow production-batch and job order.

Unit-3: (19 Hrs., L-12; T-7)

Production planning and control-objectives and functions –steps-techniques. Work study. Method study and work measurement.

Unit-4: (19 Hrs., L-12; T-7)

Inventory control techniques-ABC analysis –EOQ. Purchasing –importance-procedures-principles –evaluations. Material handling- objectives and principles and equipments. Quality control –control charts.

Reference Books

1. Production and operational Management- Dr. D.S. Goel- Pragati Prakashan Publication
2. Production and operational Management-Adam. E, Jr & Ebert R- Englewood, Prentice hall
3. A Key to production , planning inventory control –Ramesh , M.S. Tata McGraw Hill
4. Production ,Planning Inventoty Control –Magee, P. Boodman- Tata McGrawHill
5. Operation Management & Control – C.B. Gupta – Sultan Chand

SEMESTER-IV

Paper Title: Research Methodology

Paper Code: BBA-402 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Provide an exposure pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners.
CO2	Equip with research tools to conduct research and analysis for effective decision making.
CO3	Conduct marketing research for continuous improvement of products and services offered by the firm in the market.
CO4	Apply the idea of writing a report based on the collected data after analysing.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Unit 2: (19 Hrs., L-12; T-7)

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India).

Unit-3: (19 Hrs., L-12; T-7)

Primary Data Collection: Survey Vs. Observations. Comparison of self administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit-4: (19 Hrs., L-12; T-7)

Sampling: Sampling techniques, determination of sample size; Data processing – processing stages – editing – coding and data entry – descriptive analysis under different types of measurements – percentages frequency table – contingency table- graphs – measures of central tendency and index number – interpretation.

Preparation of report – format – report writing stages – gathering material and data –make overall format – make detailed outline – write first draft – rewrite – final word processing and publishing.

Reference Books

1. Kothari, C.R. Research Methodology: Methods and Techniques, New Delhi, New Age International Publishers.
2. John Adams, Hafiz T.A. Khan Robert Raeside, David white, Research Methods for graduate business and social science students, Response Books, New Delhi-110044
3. Naresh K. Malhotra, Marketing Research, Latest edition, Pearson Education.
4. Wilkinson T.S. and Bhandarkar P.L., Methodology and Techniques of social research, Himalaya.
5. S.N. Murthy & U Bhojnna, BUsinesss Research Methods, Excel Books, New Delhi – 110028.
6. Micheal V. P., research Methodology in Management, Himalaya.
7. Dipak kumar Bhattacharya, Research Methodology, Excel Books, New Delhi-110028.
8. Zikmund, Babin & Carr: Business Research Methods, South-Western.

SEMESTER – IV
Paper Title: Computer Application in Business
Paper Code: BBA-403 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Understand the fundamentals of computer, components and software.
CO2	Familiarize with application software like MS office, internet, websites, mails etc.
CO3	Apply various applications of different software and computer networks in an organisation.
CO4	Use and integration of different tools such as internet, data communication, communication media etc for efficient performance of a business unit.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Introduction to Computers- Origin, evolution & types. Components of Computers- hardware: Hardware elements -input, storage, processing & output devices. - Software: Operating software - DOS & Windows.

Unit 2: (19 Hrs., L-12; T-7)

Application Software: Windows Based MS-Word, Excel, Power point (MS office). Internet: Browser, search engine, World Wide Web, websites, e-mail etc.

Unit-3: (19 Hrs., L-12; T-7)

Meaning of Internet. Concepts of Internet Intranet and Extranet, IP Address (IPv4, IPv6), URL, Domain name System. Internet Protocols - TCP/IP, UDP, FTP and TELNET (brief ideas only). HTML, DHTML AND XML. (concepts only). Data Communication: Concept of Data communications, Transmission Modes (Simplex, Half-Duplex, Full Duplex, Serial, Parallel, Synchronous, Asynchronous), Communication Media. Wireless and satellite communication, Wireless Broadband, WAP, Network components – Bridge, Switch, Router, Gateway.

Unit-4: (19 Hrs., L-12; T-7)

Computer Networks**:** Network Concept, Types: LAN, WAN, MAN Various Topologies: Bus, Star, Ring, Mesh, Tree. Security threats - Virus, Trozan, Hacking, Spam. Security Measures - Firewall, Antivirus software, Digital Signature. Concept of data Encryption & Decryption, Symmetric and asymmetric encryption. Digital envelope**.** Management Information System (MIS), Decision Support System (DSS), Knowledge Management System (KMS) - and their implementation at managerial levels

Reference Books

1. Yadav, D.S.: Fundamentals of Information Technology. New age International Publisher, New Delhi
2. Goel, R. &Kakkar, D.N.: Computer Applications in Management. New Age Publisher, New Delhi
3. Saxena. S & Chopra, P.: Computer Applications in Management. Vikas Publishing Hose Pvt. Ltd. New Delhi
4. Lucey, T: Management Information System. BPB Publication, New Delhi, 1997
5. Obrien, James A.: Management Information System. Tata McGraw Hill Publication, New Delhi
6. Fundamental of Computers, Prentice Hall India

SEMESTER-IV
Paper Title: Elective I
Paper Code : BBA-404 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

SEMESTER-IV
Paper Title: Elective II
Paper Code : BBA-405 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

SEMESTER – V
Paper Title: Cost and Management Accounting
Paper Code: BBA-501 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Explain the basic concept of financial accounting, cost accounting and management accounting.
CO2	Prepare a cash flow and fund flow statement of a firm.
CO3	Define cost and its different classes and analyse cost-volume profitability.
CO4	Describe the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Management Accounting, Objective, Nature, Scope Significance and Functions of Management Accounting, Role of Management Accountant, Relationship between Financial Accounting and Management Accounting. Financial Statement Analysis-(Simple problems on financial statement analysis).

Unit 2: (19 Hrs., L-12; T-7)

Meaning ,Concept uses and significance of cash flow statement comparisons between cash flow and fund flow statement, preparation of cash flow statement as per AS, Fund Flow Statement: Meaning concept ,Uses and Significance of FFS procedure for preparing FFS, Schedule of changes in working capital ,Statement of sources and application of Fund. Ratio Analysis: Meaning, Importance utility of Ratios Classification of Ratios Calculation and Interpretation of Ratios (Simple problems).

Unit-3: (19 Hrs., L-12; T-7)

Meaning of Cost, Costing and Cost Accounting-Difference between cost accounting and financial accounting as well as Management Accounting, Classification of Cost- Fixed cost-variable costs-incremental cost-Differential cost- Opportunity cost- Cost-volume-Profit analysis-Decision involving alternative choice-Make or Buy Decision.

Unit-4: (19 Hrs., L-12; T-7)

Budgeting and Budgetary Control: Budgeting as a tool, Uses and organization of the Budgeting, Limiting Budget factors, The Budgeting Process, Step in budget Preparation, Types of Budgets. Weighted and Simple Method. Methods of Costing: Different methods of costing, needs and importance of the method, Job Costing, Process Costing Standard Costing and Activity Based Costing.

Reference Books

1. S.N.Maheshwari: *Principle of Management Accounting*, sultan Chand &Sons New Delhi
2. Gupta&Sharma:-*Management Accounting*, Kalyani Publication,New Delhi
3. M.Y.Khan & Jain *Management Accounting*,Tata Mc Graw Hill Publications P.KJain New Delhi
4. Tulsian *Practical costing* –Vikash publishing House Pvt Ltd. New Delhi
5. Jain,Narang, Agarwal ,*Principle and practice of costing Accountancy* ,Kalyani publishers

SEMESTER-V

Paper Title: Organisation Behaviour and Cross Culture Management

Paper Code: BBA-502 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit : 5 **Internal Assessment: 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Describe the key concepts of organizational behaviour and the relationship among moral, motivation and productivity.
CO2	Explain group and team dynamics leading to organizational effectiveness.
CO3	Evaluate the various leadership styles and change management strategies used in organizations.
CO4	Develop a skill in leading multi-cultural organization and make strategic decisions based on the cultural differences, in terms of beliefs, values and norms.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Organisational Behaviour- Definition - features - process - models - of organizational behavior Employee morale. Meaning and definition of morale - morale - motivation and productivity. Factors affecting morale - Causes of low morale - factors improving morale n- uses of attitude scale and opinion survey - Conflicts - managerial conflicts.

Unit 2: (19 Hrs., L-12; T-7)

Group decision making and development- Decision making - meaning - nature - types - steps - styles - advantages and disadvantages - techniques- influence process in groups. Five stages of group development. Group chosiesiveness and dynamics Meaning - factors influencing - consequences of group cohesiveness. Definition - types of groups -theories of group formation - problems of informal group – problems and its types, group norms - role conflicts.

Unit 3: (19 Hrs., L-12; T-7)

Organizational change and development- Meaning - forces of change - types of change - managing planned change. Human reaction to change causes of resistance to change. Individual, group and organizational over coming resistance to change. Meaning - types - techniques - evaluation and condition for success of organizational development, Leadership, Leadership style, theory of leadership

Unit 4: (19 Hrs., L-12; T-7)

Basic concepts, conceptual frameworks, and some broader contexts of cross cultural communication. Cultural Variables, Dimensions of Culture. Hofstede`s Hermes Study, Cross Cultural Communication and Negotiation; Develop an understanding of barriers to effective cross cultural communication. Cross Cultural Differences and Managerial Implications.

Reference Books:-

1. Organizational behavior-Korman Abraham K - Prentice Hall
2. Management of Business Organisation –Hersy, Paul and Blanchand- K.H. Prentice hall
3. Organisation Behaviour – Fred Luthans – Tata McGraw Hill
4. Organisation Behaviour-Stephen, P. Robbin –Prentice Hall
5. Understanding Organisation Behaviour – Uday Pareek – Oxford
6. Reynolds, S. and Valentine, D. *Guide to Cross Cultural Communication*. New Delhi, Pearson Orentice Hall, 2011.
7. Madhavan, Sh. *Cross Cultural Management: Concepts and Cases* New Delhi, Oxford University Press 2011.
8. Ramakrishnan, K. Managerial Leadership in Multicultural Organisations, New Delhi, PHI Learning, 2013
9. Vance, Charles M and Paik, Y Managing a Global Workforce, New Delhi, PHI Learning, 2013
10. Mead, R. International Management : Cross Cultural Dimensions. Blackwell, Camb., Mass., 1994.

SEMESTER-V

Paper Title: International Business and E-Commerce

Paper Code : BBA-503 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Understand the nature of global business environment and entry strategies for global market.
CO2	Conceptualize the ideas of regional economic groupings in the world for better knowledge of world trade.
CO3	Recognize the concepts of India's Foreign Trade policy.
CO4	Apply the fundamental concepts of business and consumer oriented e-commerce for continuous improvement of a business firm.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

World Market Environment: Economic Environment; Political Environment; Social and Cultural Environment, Nature of International Marketing; Strategy Alternatives for Global Market Entry and Expansion.

Unit 2: (19 Hrs., L-12; T-7)

Forces of Globalization: Regional Economic Groupings; WTO; Foreign Investment, India's Import and Export Policy; Preliminary Knowledge about exporting

Unit 3: (19 Hrs., L-12; T-7)

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C

Unit 4: (19 Hrs., L-12; T-7)

Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services.

Reference Books:

1. Rathor B.S, *Export Marketing*
2. Keegan, Warren J, *Multinational Marketing Management*
3. Porter, Michael E, *The Competitive Advantage of Nations,* New York, The Free Press, 1990
4. Ohmae, Kenichi, *Triad Power,* New York, The Free Press, 1985
5. R.L. Varshney & Bhattacharya – International Marketing Management – Sultan Chand & Sons

SEMESTER-V
Paper Title: Elective III
Paper Code : BBA-504 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

SEMESTER-V
Paper Title: Elective IV
Paper Code : BBA-505 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

SEMESTER – VI
Paper Title: Business Policy and Strategic Management
Paper Code: BBA-601 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Understand the various concepts of strategic management.
CO2	Practice the implication of various strategic management practices in the business.
CO3	Develop various strategies with respect to existing competitive business environments.
CO4	Acknowledge the various interpersonal relationships from strategic management perspective.
CO5	Implement various strategies in the business to achieve the business objectives.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Concept, nature, scope and characteristics of strategic management, setting up and balancing the objectives, mission, vision, goals. strategic analysis of functional areas production, marketing, human resources, finance, analyzing corporate capabilities - SWOT.

Unit 2: (19 Hrs., L-12; T-7)
Process of strategic planning, formulation of strategy, project life cycle. portfolio analysis : BCG matrix, G.E matrix, directional policy matrix. strategic management - strategic decision making - business level sub strategies.

Unit-3: (19 Hrs., L-12; T-7)
Generic strategic alternatives: horizontal, vertical diversification, active and passive alternatives. External growth strategy - merger acquisition - amalgamation - joint venture - organizational structure and corporate development - line and staff functions - evaluation of organization structure - management of change.

Unit-4: (19 Hrs., L-12; T-7)
Implementation of strategy: strategy implementation, leadership, Resources allocation and organizational climate - planning and control of implementation.

Reference Books

1. David, Strategic Management, Prentice Hall of India
2. Kazmi, A - Strategic Management - McGraw-Hill Publications.
3. William Gluck, Strategic Management and Business Policy, McGraw Hill
4. S.C. Bhattacharya - Strategic Management Concepts & Cases - S.Chand

SEMESTER-VI

Paper Title: Management Information System

Paper Code : BBA-602 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment: 20**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Understand basics of management information system.
CO2	Develop a concept of business and information system as a system.
CO3	Realize a macro-level perspective of information technology and its potential.
CO4	Create sustainable competitive advantage in respective industries through proper application of management information system.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Definition of Management Information System- Its Elements, Objectives, Structure; Making MIS Efficient and Effective, Limitation of MIS

Unit 2: (19 Hrs., L-12; T-7)

System Concepts; System Concepts in Business; Information system as a system.

Unit 3: (19 Hrs., L-12; T-7)

Information System Planning Strategies and method Business System Planning (BSP), Critical Success Factors (CSF) Ends/ Means (E/M) Analysis. Definition of Information System: Management levels as a Framework for Information systems.

Unit 4: (19 Hrs., L-12; T-7)

System Development Life Cycle; Problem Definition, Feasibility study, system analysis.

Reference Books:

1. Information system for modern management-Mardick&Ross-Prentice Hall
2. Principles of Management-Scot, George M –McGraw Hill
3. Management information System-Kanter-Prentice Hall of India
4. Management information System-Chacko GK-Newwork,- Petrocele
5. Management Information System – Effey Oz – Thomson Course Technology

SEMESTER-VI

Paper Title: Project Presentation and Viva Voce **Maximum Marks : 100**
Paper Code: BBA-603 **Credit: 5**

Course Outcomes (CO)/Learning Outcomes:

On successful completion of this course, the learner will be able to

CO1	Have a fair knowledge, skills and capabilities to analyse/understand a firm in terms of different functional areas of management of an organisation or the whole organisation.
CO2	Gain the art of effective communication which is the key to success of each and every career oriented course.

MODALITIES:

Each student is required to undertake a short project relating to the issue concerning trade, commerce, industry, corporate governance and corporate affairs as the case may be. The topic of the project shall be allotted by the designated teacher (Project Guide) under whose guidance the project shall be undertaken during the fifth semester so that the students get enough time during fifth and sixth semester to complete the project. The project report shall be evaluated by the internal expert appointed by the Head of the Department/Director of the Institute by arranging a seminar presentation prior to final assessment by the University.

Further, each student will be required to present a seminar, on the project assigned to him/her by a teacher in- charge of seminar in sixth semester in terms of the requirement of Paper No 603 mentioned above, lasting approximately for one hour as 5 minutes for opening by Chairperson, 30 minutes for presentation of seminar 20 minutes for discussions (questions put up by students and staff) and 5 minute for summing up of proceeding by the chairperson. The marks shall be awarded on predetermined criteria.

SEMESTER-VI

Paper Title: Elective V
Paper Code: BBA-604 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

SEMESTER-VI

Paper Title: Elective VI
Paper Code : BBA-605 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

GROUP (A) -MARKETING
Paper Title: Sales and Distribution Management
Paper Code: M1 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Conceptualize a basic knowledge about sales and distribution processes of an organization.
CO2	Manage sales force in terms of recruitment, selection, training, motivation, compensation and control professionally.
CO3	Understand the concepts, approaches and the practical aspects of the key variables in logistics and supply chain management.
CO4	Emphasize on assimilating the learning through application of the theoretical inputs on real life cases and situations

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Introduction: Nature and scope of sales management, personal selling objectives, Theories of personal selling, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership.

Unit 2: (19 Hrs., L-12; T-7)
Sales Force Management: Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the salesforce.

Unit-3: (19 Hrs., L-12; T-7)
Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management,

Unit-4: (19 Hrs., L-12; T-7)
Market logistics and supply chain management: Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in international markets.

Reference books

1. Tanner, J; Honeycutt ED; Erffmeyer Robert C.; **Sales management**: Pearson Education, 2009
2. Krishna K. Havaldar,Vasant M. Cavale Sales & Distribution Management Tata McGraw-Hill
3. Anderson, R. **Professional Sales Management**. Englewood Cliff, New Jersey, Prentice Hall Inc., 1992.
4. Anderson, R. **Professional Personal Selling**. Englewood Cliff, New Jersey, Prentice Hall Inc., 1991.
5. Buskirk, R H and Stanton, W J. **Management of Sales Force**. Homewood Illonois, Richard D Irwin, 1983.
6. Dalrymple, D J. **Sales Management: Concepts and cases**. New York, John Wiley, 1989.
7. Johnson, E M etc. **Sales Management: Concepts Practices and cases**. New York, McGraw Hill, 1986.
8. Stanton, William J etc. **Management of Sales Force**. Chicago, Irwin,1988.
9. Still, R R. & Cundiff; **Sales Management**, Englewood Cliff, New Jersey, Printice Hall Inc.,

GROUP (A) –MARKETING
Paper Title: Marketing Communication and Advertising. (Specialization Paper)
Paper Code : M2 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Familiarize with the concept and application of communication process in marketing.
CO2	Realize the different elements of promotional mix for corporate image building.
CO3	Design effective advertisement in context of promoting products and services of a firm.
CO4	Understand the advertising process, advertising elements, media planning and budgeting for effective promotion of goods and services.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Communication process- Nature of Communication process and its Different elements, Obstacles in Communication Process, Role of Communication Process, Role of Communication Process in perception, Learning in and Attitude change , Communication Process in marketing –importance and Applications of Communication Process in Marketing , Different Elements of Promotional mix and communication process Relevant to them, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

Unit 2: (19 Hrs., L-12; T-7)
Advertising- Definition, Objectives, Functions, Classifications of Advertising, Advertising as a tool of Communication, Social and Economic aspects of Advertising, Advertising Department and agencies.

Unit 3: (19 Hrs., L-12; T-7)
Setting advertising objectives , DAGMAR Approach, Continuous Advertising Planning programe, Message and Copy, Message Strategy and Message Design, Elements of Advertisement, Copy Developing Effective Advertising, Copy Creativity and Visualization in Advertising.

Unit 4: (19 Hrs., L-12; T-7)
Media Planning: Role of Media in Advertising, Comparative study of Different Advertising Media, Media choice, Allocation of Budget for Advertising, Approaches and Procedure for determining the size of the Budget. Social and Economic Aspect of advertising Productivity of Advertising, Its contribution to Economic Development and standard of Living , Ethics and advertising.

Reference books
1. Marketing Salesmanship and Advertising-M.S. Ramaswamy-Sterling Publisher Pvt. Ltd
2. Advertising sale and Promotion Management -S.A. Chunawalla- Himalaya Publising House
3. Advertising Management –Aaker & Mayer - Prentice Hall of India
4. Text book of salesmanship-Russel, Beach and Buskirk-Tata Mcgraw Hill
5. Advertising & Promotion – George E. Belch & Michael E Belch – Tata McGraw Hill

GROUP (A) –MARKETING
Paper Title: Retail Management (Specialization Paper)
Paper Code : M3 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Explain evolution, importance and scope of retail business.
CO2	Perform overall strategic planning of retail business.
CO3	Select the most strategic location of a retail store through trading area analysis process and solve many human resource issues of the organisation.
CO4	Manage merchandise and retail store successfully.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Introduction to retailing, the changing retailing environment, economic significance of retailing, opportunity in retailing, retailing characteristics, types of retailing ,theories of retailing Evolution.

Unit 2: (19 Hrs., L-12; T-7)
Marketing and Finance: Customer buying behavior, buying process, segmenting , retailing strategy, Competitive Advantages, Strategic retail planning process, Implementation CRM in Retail, Measures of financial performance, performance and productivity Measures.

Unit 3: (19 Hrs., L-12; T-7)
HR and Organization: Types of location. Site selection, treading areas, Choosing retail location, Estimating demand, HR Challenges in retailing, employee management. Organizational design of a small retail.

Unit 4: (19 Hrs., L-12; T-7)
Merchandise management: Merchandise planning, merchandise planning, merchandise decisions, Forecasting-merchandise types, retail inventory method, branding strategy .Ethical and legal issues in purchasing merchandise Store Management: pricing strategies, Price adjustment, Retail Promotion Mix Objective, Responsibilities of store Managers, store layout and design, presentation.

Reference books

1. Retailing Management –levy & Weitz- Tata McGraw hill
2. Retailing Management –Swapna Pradan- Tata Mcgraw Hill
3. Raitailinl Management –Gibson G Vedamani- Jaico books
4. Retail marketing management.-David Gilbert-Pearson Education
5. Retailing Environment & Operations – Andrew J. Newman & Peter Cullen – Thomson Learner

GROUP (B) –HUMAN RESOURCE MANAGEMENT
Paper Title: Industrial Relation. (Specialization Paper)
Paper Code: H1 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Give insight into the IR scenario in India
CO2	Make understand important laws governing IR
CO3	Create understanding about role of Govt., society and trade union in IR
CO4	Understand importance of workers participation in management, prevention and settlement of industrial disputes.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Meaning , Scope and Importance of Industrial relations: Major participants in Industrial Relations: Role of State ; Characteristics of Industrial Relation System in India.

Unit 2: (19 Hrs., L-12; T-7)
Trade Union movement in India- Growth, problems, recent trends and future of Trade Union in India.

Unit 3: (19 Hrs., L-12; T-7)
Trade Union in India-concept, objective, structure and functions. Trade Unions Act,1926, Major Problem and Issues, Employers Organizations in India.

Unit 4: (19 Hrs., L-12; T-7)
Workers Participation in Management- Meaning and Objectives of WPM and Factors influencing WPM.WPM in India an Overview. Industrial Disputes- Nature and Causes, Machinery Provided for Investigation, Prevention and settlement of Industrial Disputes. Industrial Disputes Act, 1947 Review and Appraisal.

Reference books

1. Aspects and legal frame work of Industrial Relation-Sharma AM-Himalaya Publisher
2. Dynamics of Industrial Relation –Memoria and Memoria and Gankar-Himalaya Publisher
3. Industrial Relation –Monappa Arun- Tata Mcgraw Hill
4. Personnel Management and Industrial Relation-PC Tripathi-Sultan Chand and Sons
5. Industrial Relation in India – Ratana Sen – Mc Millan

GROUP (B) –HUMAN RESOURCE MANAGEMENT
Paper Title: Training and Development. (Specialization Paper)
Paper Code: H2 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes:
On successful completion of this course, the learner will be able to

CO1	Describe the importance of training and education which will lead to development of the employees as well as organisation.
CO2	Understand different training methods for effective improvement of human resources.
CO3	Apply different training method suitable to various target groups and evaluate the different training methods applied
CO4	Explain the need of organisational development and different forms of OD intervention practicing in firms.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Importance of training, Education, Training- Employment-Development Cycle, System approach to Training. Psychology of learning and learned motivation, assessment of training needs, Setting training objectives

Unit 2: (19 Hrs., L-12; T-7)
Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.

Unit 3: (19 Hrs., L-12; T-7)
Training for special groups, executives development programmes, career planning. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit 4: (19 Hrs., L-12; T-7)
Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Reference books

1. Training for Development – Rolf P Lynton- Sages Publication
2. Studying your work force- Applied research Method and Tools for Training and Development practitioners – Allan Caudy – Sages Publication
3. The Future of Employment Relation -P. B. Beaumont- Sages Publication
4. Management Training in Organisation – Dayal- Prentice Hall of India
5. Human Resource Management – Bishwajit Panayak – Prentice Hall of India
6. Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
7. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.

GROUP (B) –HUMAN RESOURCE MANAGEMENT

Paper Title: Performance & Compensation Management **(Specialization Paper)**

Paper Code : H3 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Learn the techniques of performance development of employees of an organisation.
CO2	Apply the concept of performance management system and motivating the excel performers and developing the other employees who are lagging behind.
CO3	Demonstrate competencies in job evaluation and wage compensation for better performance of the organisation.
CO4	Conceptualize the incentive plans and practices in Indian Industries.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

Unit 2: (19 Hrs., L-12; T-7)

Performance management and reward systems. Performance Coaching ,Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

.

Unit 3: (19 Hrs., L-12; T-7)

Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

Unit 4: (19 Hrs., L-12; T-7)

Incentives plans and practices in Indian industry. Developing effective incentive plans, pay for performance, Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity.

Reference books

1. Milkovich & Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong

GROUP (C) –FINANCIAL MANAGEMENT
Paper Title: Banking and insurance (Specialization Paper)
Paper Code : F1 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes
On successful completion of this course, the learner will be able to

CO1	Describe about history and evolution of banking system.
CO2	Understand different financial institutions and financial instruments.
CO3	Describe the Indian banking system.
CO4	Explain about nature, importance and types of insurance.

Course Contents
Unit 1: (19 Hrs., L-12; T-7)
Banks and banking system, evolution of banking system, definition of banking, types of banks, Reserve Bank Of India, introduction to Indian Financial and an over view of Indian banking System.

Unit 2: (19 Hrs., L-12; T-7)
Financial institutions and Financial Instruments; Equity Market, Financial services, depository Institutions. non-depository institutions, money market instruments, international financial instruments.

Unit 3: (19 Hrs., L-12; T-7)
Corporate banking, retail banking, investment banking, venture capital.

Unit 4: (19 Hrs., L-12; T-7)
Insurance: Definition, nature, evolution, role and importance of insurance, insurance contract , life insurance contract, annuities, selection of risk, calculation of premium. Reserve investments of funds surrender value progress of life insurance.

Reference books
1. Banking Policy in India – D.N. Ghosh – (Allied Publishers)
2. Money, banking, Trade and Finance – Sundharam K.P.M.- Sultan Chand and Sons
3. Insurance and Risk management –Dr. P. Gupta-Himalaya Publication
4. Insurance Principles and Practice- T.T. Sethi-S. Chand and Co.
5. Banking Theory & Practice – Shekhar - Vikash Publication

GROUP (C) –FINANCIAL MANAGEMENT
Paper Title: Risk and Insurance Management, (Specialization Paper)
Paper Code : F2 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Understand the basic concept of risk, its classification, identification, evaluation and management.
CO2	Explain the different techniques of risk evaluation, control etc.
CO3	Describe the various forms of insurance, procedure for raising claim and claim settlement.
CO4	Identify various proposal and policy forms used in general Insurance and its scope.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)
Basic concept of risk, classification of risks, and process of risk management. Identification and evaluation of risk – risk analysis. Risk control – loss prevention and its importance. Risk financing and transfer of risks, Risk retention and its importance/basis of reinsurance Meaning, Scope & Objective of Risk Management, Personal risk management, Corporate risk management, Risk Management Process, The Administration of Risk Management Process- influencing factors, constrains, monitoring & review

Unit 2: (19 Hrs., L-12; T-7)
Risk Identification- Perception of risk, Operative cause/perils, Safety Audit. Risk Evaluation - Presentation of Data, Probability Concepts, Risk and Law of large number. Risk Control- Risk avoidance, Risk reduction- Classifications, Evaluation of risk reduction measures. Risk Financing- Retention—Determination of retention levels, Captive Insurer, Self Insurance, Risk retention group. Transfer—Non-insurance transfer, Insurance.

Unit 3: (19 Hrs., L-12; T-7)
Introduction: History of insurance in general and in India in particular. Basic nature of insurance. Definition of insurance. Comparison of Life Insurance with other forms of insurance. Principles of contract and its applicability to the valid insurance contract. Principles of Life insurance and its impact on insurability. Morality tables and its kind. Basic elements in computation of premium. Peculiarities of life insurance product and the classification Nature of group insurance and types of group Insurance covers Policy claims and its procedures for settlement of various type of claims. Policy document and its various components including conditions and privileges under the policy.

Unit 4: (19 Hrs., L-12; T-7)
Study of various proposal and policy forms used in general Insurance Scope of coverage of fire insurance and Marine insurance, Motor insurance Various kinds of miscellaneous insurances Describe classes of insurances requiring specialized knowledge i.e industrial all risk insurance, aviation insurance, oil and gas insurance Regulatory provisions under Insurance Act 1938, and IRDA Act 1999. Underwriting practice and procedures, types and classification of hazards.

Reference books

1. Books published by Insurance Institute of India.
2. *"Life Insurance*", - By Kenneth Black (Jr.) and Harold Skipper (Jr.),
3. *"Fundamentals of Risk and Insurance*", by Emmett J. Vaughan, Therase Vaughan
4. "Principles of Risk management and Insurance", by George E. Rejda

GROUP (C) –FINANCIAL MANAGEMENT

Paper Title: Indian Financial Systems and Microfinance Institutions. (Specialization Paper)

Paper Code: F3 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Gain the knowledge of Indian Financial System and Financial Markets.
CO2	Develop a concept of major financial institutions, Investment bankers and non-banking financial institutions.
CO3	Understand microfinance markets.
CO4	Assess different institutions offering microfinance services and describe the roles of various the bodies governing these institutions.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Financial system – Introduction, components, structure, features of Indian Financial system, deficiencies and recent development, Financial Markets- Concepts, nature, features, functions, structure types, role of financial markets in Economics development

Unit 2: (19 Hrs., L-12; T-7)

Major Indian Financial Institution – IDBI, IFCI, ICICI, IRCI, SG's- management working operations and performance and recent development, Investment bankers – UTI, LIC, GIC and Mutual funds and their role, investment policy performance and recent development. Non- banking financial institution – objectives, functioning, regulation and recent Development.

Unit 3: (19 Hrs., L-12; T-7)

Understanding Microfinance Markets:

Introduction and Overview: Supply and Demand for Financial Services at the "Bottom of the Economic Pyramid" Definition of Microfinance, Characteristics of microfinance clients, Understanding the demand for financial services at the BOP, Evolution of the Supply of financial services at the BOP, Microfinance as a Development Strategy; Microfinance as an Industry.

Unit 4: (19 Hrs., L-12; T-7)

Assessing Microfinance Service Providers: Institutions (MFIs), Institutional Factors: Governance, Ownership and Legal Form of MFIs, The Importance of Institutions, Types of financial institutions offering microfinance services, Role of Government in Microfinance, RBI Guidelines and Directives on MFIs in India.

Reference books

1 A Manual of Merchant Banking –JC Verma-Bharat Publishers
2 Indian Financial System-MY Khan-Tata McGraw Hill
3 Financial Institutions Market and management –Edminister RO-Tata McGraw Hill
4 Financial Institution and Markets – L.M. Bhole – Tata McGraw Hill
5 Introduction and Overview: An Inquiry into the Mismatch in Microfinance-The Handbook of Microfinance, Beatriz Armendáriz and Marc Labie,Singapore: World Scientific.
6 Microfinance Trade Offs: Regulation, Competition and Financing- Cull, Robert, and Asli Demirgüç-Kunt. 2011
7 The Microfinance Revolution. Sustainable Finance for the Poor. Volume 1. - Robinson, Marguerite S. 2001, Washington, D.C. and New York: The World Bank and Open Society Institute,

GROUP (D) –TOURISM MANAGEMENT

Paper Title: Tourism Principles and Practices **(Specialization Paper)**

Paper Code: T1 **Maximum Marks : 100**

Contact Hours: Minimum 75 **End Semester Exam. : 80**

Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Understand the tourism phenomenon, characteristic and the history of tourism industry.
CO2	Explain the different forms and types of tourism along with certain future trends and tourism statistics.
CO3	Describe the different motivating factors, demand and tourism organizational structure.
CO4	Develop the skills of various service practices in tourism.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Concept of Tourism: Definitions, characteristic, origin and development. Tourist: Meaning & definitions, Types - traveller, visitor, excursionist, tourists, Components of Tourism- attractions, accommodation, accessibility and amenities. Interdisciplinary approaches to tourism, tourism recreation and leisure inter-relationship.

Unit 2: (19 Hrs., L-12; T-7)

Forms of Tourism and its demand: Inter-regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, Medical Tourism, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure tourism. Introduction to tourism demand- Determinants of tourism demands; Tourism Statistics (National and International) and Tourism industry and structure.

Unit-3: (19 Hrs., L-12; T-7)

Travel Motivations: Travel Motivations & travel deterrents, Definition, concept and type of motivations. Mackintosh's Classification: physical motivators, rest and relaxation motivators, health motivators, ethnic and family motivators, professional and business motivators. Pull and push forces in tourism- Sun lust and Wanderlust tourists. Tourism organisations -WTO, WTTC, PATA, ITDC and IATA etc.

Unit-4: (19 Hrs., L-12; T-7)

Basics of Tourism Practices: Prepare for providing meet and greet service, Meet and Greet customers, arrange for guest transfer, Handle gust queries and complaints, communicate with customer and colleagues, maintain customer centric service orientation, maintain standard of etiquette and hospitable conduct, Follow gender and age sensitive service practices, maintain health and hygiene, maintain safety at workplace. International travel requirements: Passport, Visa, Health Certificate Insurance etc.

Reference Books

1. *Travel industry*: Chunky Gee et-al
2. *Tourism Systems*- Mill and Morisson
3. *Successful Tourism Management* – Pran Nath Seth
4. *Tourism management Vol.-4*-P. C. Sinha
5. *Tourism Development* – R. Gartner
6. *Tourism Planning and Development*-J.K.Sharma
7. *Studies in Tourism* – Sagar Singh
8. *Tourism Principles, Philosophy, Practices*, John Wiley, New York, 2006

Paper Title: Travel Agency and Tour Operations
Paper Code: T2 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment: 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Understand the emergence of tour and travel business.
CO2	Explore the various functions of tour operator and travel agencies.
CO3	Enable to develop and design various tour packages.
CO4	Describe various regulatory and requirements of travel and tourism industry.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

History and growth of Travel Agency Business, emergence of Thomas Cook and American Express, types of travel agency and tour operation, distinction between wholesale and retail travel agency, integration and linkages, setting up a travel agency, sources of income. major railways and cruise system in the world: India Railways-facilities and amenities for passengers, surface transport system, car rental companies, inter-state bus network.

Unit 2: (19 Hrs., L-12; T-7)

Function of a travel agency and tour operator. Itinerary planning for domestic and international. Tips and steps for itinerary planning, Do's and Do not's of itinerary preparation, limitation and constraints of itinerary planning.

Unit-3: (19 Hrs., L-12; T-7)

Types of tour, tour formulation and designing process, group tour planning and component, Meaning of tour package, types and forms of tour package, costing of tour package, confidential tariffs, merits and demerits of package tour.

Unit-4: (19 Hrs., L-12; T-7)

Passport & VISA- Meaning, Types, Procedures requirements for outbound tour, liasioning and selling package tours, commission, mark up, services charges, getting approval from Govt., accreditation of IATA Entrepreneurial skill for travel, tourism and hospitality, problems of entrepreneurship in travel trade, Case study of some travel agencies.

Reference Books

1. J.M.S. Negi, *"Travel Agency Operation, Concepts and Principles"* Kanishka, New Delhi, 2005
2. Victor T.C. *"Marketing and Selling of Airline Products"*,England, 2004
3. Holloway, J.C., *'The Business of tourism'*,PH, London,2002
4. Chand M., *'Management of Travel Agency and Tour Operation'*,Anmol, New Delhi

GROUP (D) –TOURISM MANAGEMENT
Paper Title: Tourism Products of India
Paper Code: T3 **Maximum Marks : 100**
Contact Hours: Minimum 75 **End Semester Exam. : 80**
Credit: 5 **Internal Assessment : 20**

Course Outcomes (CO)/Learning Outcomes

On successful completion of this course, the learner will be able to

CO1	Describe unique features of tourism products in India.
CO2	Demonstrate various components of cultural tourism.
CO3	Conceptualize various Archaeological sites of India.
CO4	Summarize various other tourist destinations like wildlife sanctuaries and other emerging tourism destinations of India.

Course Contents

Unit 1: (19 Hrs., L-12; T-7)

Unique features of tourism product in India- Historical perspective – Ancient, Medieval and Modern – geography of India – Physical and Political features – Astrology, Ayurveda, Yoga and Meditation – Language and Literature – Major Religions of India.

Unit 2: (19 Hrs., L-12; T-7)

Cultural Tourism – problems and prospects – Fairs and Festivals-Dance Festivals – Performing arts – Dance and Music forms-Music Festivals – Fruits & Flowers Shows – food Festivals – Myths and Legends – Cuisines and specialty dishes – Artifacts and Handicrafts Architecture – Paintings and Sculpture

Unit-3: (19 Hrs., L-12; T-7)

Archaeological sites – Monuments – Ancients Temples of India – Forts – Palaces and Museums – Buddhist heritage sites of India, Islamic Art and Architecture, Hill stations, Pilgrimage centers, Beach Resorts of India, facilities and amenities.

Unit-4: (19 Hrs., L-12; T-7)

Wildlife sanctuaries – National parks – Botanical gardens and Zoological Parks Biosphere reserve, facilities and amenities. Major tourism circuits of India – Emerging Tourism Destination of India – Pilgrimage tourism, ecotourism, Rural tourism, Golf tourism, wine tourism, camping tourism, adventure tourism; potential & issues,

Reference Books

1. A.L. Basham, *'The Wonder that was India',* Balaji,2003
2. A.L. Basham, *'A Cultural History of India',* Lonely Planet Publication
3. Dixit,M and Charu, Sh. (2006) Tourism Products of India, Lucknow, New Royal Publishers
4. S.Jaganathan, *'India Plan your own holiday'*
5. Piercy Brown*, 'Indian Architecture'*
6. *Facets of India*, Spectrum Series
7. Shalin Singh*, 'Cultural Heritage of India'*
8. Incredibleindia.org.in