

SYLLABUS

FOR

BACHELOR OF

BUSINESS ADMINISTRATION

(NORTH EASTERN HILL UNIVERSITY)

Structure of the Programme:

There will be a total of six semesters in the programme spread over three years. The course structure shall be as follows:

Honours: Eight papers (of 100 marks each)	800
English for Business Purpose (of 100 marks)	100
Environmental Studies (of 100 marks)	100
Other Compulsory Papers (of 100 marks each)	800
Total	1800

There shall be three specialization groups –Financial Management, Human Resources Management and Marketing Management comprising of three papers each. A student has to opt any one of the three specialization groups.

Following are the papers of the BBA course:

COMPULSORY PAPERS (10 PAPERS)	HONOURS PAPERS (8 PAPERS)
BBA C 101: ENGLISH FOR BUSINESS PURPOSE BBA C 102: QUANTITATIVE ANALYSIS BBA C 103: BUSINESS MANAGEMENT AND ORGANISATIONAL BEHAVIOUR BBA C 201: PRINCIPLES OF ECONOMICS BBA C 202: FINANCIAL ACCOUNTING BBA C 301: COST AND MANAGEMENT ACCOUNTING BBA C 302: PRODUCTION AND OPERATIONS MANAGEMENT BBA C 401: BUSINESS ENVIRONMENT BBA C 501: BUSINESS LAW COMMON PAPER: ENVIRONMENTAL STUDIES	BBA H 203: PRINCIPLES OF MARKETING BBA H 303: HUMAN RESOURCE MANAGEMENT BBA H 402: FINANCIAL MANAGEMENT BBA H 502: STRATEGIC MANAGEMENT BBA H 601: ENTREPRENEURSHIP AND PROJECT ANALYSIS SPECIALIZATION GROUPS 1. FINANCIAL MANAGEMENT GROUP BBA H 403 [FM]: RISK MANAGEMENT AND INSURANCE BBA H 503 [FM]: FINANCIAL SERVICES AND DERIVATIVES BBA H 602 [FM]: PROJECT PLANNING AND CONTROL 2. HUMAN RESOURCE MANAGEMENT GROUP BBA H 403 [HR]: HUMAN RESOURCE DEVELOPMENT BBA H 503 [HR]: COMPENSATION MANAGEMENT BBA H 602 [HR]: INDUSTRIAL RELATIONS AND LABOUR LAWS 3. MARKETING MANAGEMENT GROUP BBA H 403 [MM]: CONSUMER BEHAVIOUR AND MARKETING RESEARCH BBA H 503 [MM]: SALES AND ADVERTISING MANAGEMENT BBA H 602 [MM]: SERVICES MARKETING

The semester wise break-up of papers shall be as follows:

	Paper Code	Paper Name
SEMESTER I	BBA C 101	ENGLISH FOR BUSINESS PURPOSE
	BBA C 102	QUANTITATIVE ANALYSIS
	BBA C 103	BUSINESS MANAGEMENT AND ORGANISATIONAL BEHAVIOUR
SEMESTER II	BBA C 201	PRINCIPLES OF ECONOMICS
	BBA C 202	FINANCIAL ACCOUNTING
	BBA H 203	PRINCIPLES OF MARKETING
SEMESTER III	BBA C 301	COST AND MANAGEMENT ACCOUNTING
	BBA C 302	PRODUCTION AND OPERATIONS MANAGEMENT
	BBA H 303	HUMAN RESOURCE MANAGEMENT
SEMESTER IV	BBA C 401	BUSINESS ENVIRONMENT
	BBA H 402	FINANCIAL MANAGEMENT
	SPECIALIZATION PAPERS: (A student has to undergo any one from his/her opted specialization)	
	BBA H 403 [FM]	RISK MANAGEMENT AND INSURANCE
	BBA H 403 [HR]	HUMAN RESOURCE DEVELOPMENT
	BBA H 403 [MM]	CONSUMER BEHAVIOUR AND MARKETING RESEARCH
SEMESTER V	BBA C 501	BUSINESS LAW
	BBA H 502	STRATEGIC MANAGEMENT
	SPECIALIZATION PAPERS: (A student has to undergo any one from his/her opted specialization)	
	BBA H 503 [FM]	FINANCIAL SERVICES AND DERIVATIVES
	BBA H 503 [HR]	COMPENSATION MANAGEMENT
	BBA H 503 [MM]	SALES AND ADVERTISING MANAGEMENT
SEMESTER VI	BBA H 601	ENTREPRENEURSHIP AND PROJECT ANALYSIS
	COMMON PAPER	ENVIRONMENTAL STUDIES
	SPECIALIZATION PAPERS: (A student has to undergo any one from his/her opted specialization)	
	BBA H 602 [FM]	PROJECT PLANNING AND CONTROL
	BBA H 602 [HR]	INDUSTRIAL RELATIONS AND LABOUR LAWS
	BBA H 602 [MM]	SERVICES MARKETING

Course Features:

1. Each paper will consist of 5 units.
2. The marks in each paper will be divided between end semester examination and internal assessment in the ratio of 70:30, except paper "Entrepreneurship and Project Analysis" where 50 marks will be for end semester examination and 50 marks for project work.
3. The Internal Assessment will be based on the average of the best two of three tests (15 marks) and one assignment (15 marks).
4. The assignment for Internal Assessment will include minor projects, case studies, field visits, etc.
5. The semester examination shall be of 3 hours duration.
6. In addition to the conditionality for certification of completion of this UG course [as provided in the table below], the student is required to score at least 30% in the internal assessment and 30% in the end semester examination.

Conditionality for certification of completion of under graduate courses		
Course	Necessary conditions for successful completion of the course and certification	
Honours	• H.1 • H.2 • H.3	• The student passes in each and every compulsory paper. • The student passes in each and every elective paper. • The student secures an aggregate of at least 45% of marks in the Honours paper (opted by him/her) taken together (not necessarily in each of the Honours papers). Further, it is clarified that for a student to obtain Honours it is necessary to pass [i.e. obtain at least 30% marks] in each of the compulsory, elective as well as Honours papers, but it is not necessary to secure 45% marks in each Honours paper. This percentage [i.e. 45%] will be computed at the end-semester.
Simple Pass	• HP.1 • HP.2 • HP.3	• The student passes in each and every compulsory paper. • The student passes in each and every elective paper. • The student secures in aggregate not less than 33% but less than 45% of marks in the Honours papers [chosen by him/her] taken together [not necessarily in each of the Honours papers]. Further it is clarified that for a student to obtain simple pass, it is necessary to pass [i.e. obtain at least 30% marks] in each of the compulsory as well as Honours papers. However, the student must secure not less than 33% but less than 45% marks in the Honours papers all taken together. These percentages [i.e. 33% and 45%] will be computed at the end-semester.
Fail	• F.1 • F.2	A student shall be declared to have 'failed' if he/she: • Fails to secure at least 30% marks in any of the compulsory, electives [1 or 2] or Elective Honours, OR • Fails to secure 33% marks in aggregate

7. Each paper shall have a minimum of 70 contact hours spread over the semester.

BBA C 101 : ENGLISH FOR BUSINESS PURPOSE

Objectives : Literature of any nation and genre has always been considered to have a remarkable ability to transform and to refine human personality through the stories, thoughts, ideas and emotions that it embodies. The objectives of teaching this subject, therefore, are, firstly, to expose students to a selection of such works of art that will appeal to their heart as well as to their mind. The second objective is to equip students with strategies such as critical thinking, language and vocabulary learning skills, interpretative techniques and a range of communication skills that will serve them in good stead in the future, academically and professionally.

Unit I

Two short essays for analysis and appreciation. These essays should be taught with special emphasis on the teaching of certain styles of writing; formulation of arguments; presentation of thoughts, and techniques of persuasion.

1. ***The Instability of Human Glory***: Daniel Defoe
2. ***You and Your Atomic Bomb***: George Orwell

Unit II

Three short stories for linguistic and cultural study. These stories should be taught laying emphasis on teaching students how to learn new vocabulary, sentence structures, and narrative techniques; identify, interpret and understand cultural elements wherever they appear in the narrative.

1. ***Minds in Ferment***: Anton Chekhov
2. ***Engine Trouble***: R. K. Narayan
3. ***One Dollar's Worth***: O'Henry

Unit III

Three short poems to be taught laying emphasis on learning how to read a poem correctly aloud, use of words, how images are created, how words and phrases are coined or adapted to reflect concepts and ideas and how the poets reflect the existential angst of his age.

1. ***I wandered Lonely as a Cloud***: Wordsworth
2. ***Spring***: Gerard Manley Hopkins
3. ***Fear No More***: W. Shakespeare

Unit IV

Grammar: The following grammar points are to be taught focusing only on those areas which have been known to create confusion in usage in everyday speech as well as in academic writing and presentations. Since the scope of study at this level does not allow for in depth examinations of the mechanics of the English Language, the aim of teaching the following should be to help equip students with strategies and skills in using them correctly. Use of real life word usages and sentence structures is encouraged. It should also be kept in mind that students (of BBA) will consider appearing in various entrance exams where English also figures, the need to teach this section well cannot be stressed enough.

- ✓ Tenses: emphasis on how not to mix tenses in academic writing
- ✓ Parts of Speech: emphasis on often confused parts of speech
- ✓ Subject-Verb agreement: emphasis on possible confusion in forming sentence structures
- ✓ Correction of errors in sentences
- ✓ Confusing Word Pairs

Unit V

This unit focuses on the mechanics of Communication and the various skills that are required to communicate well in any given situation. With increasing emphasis on Soft Skills (Personality Development and Communication Skills) this unit becomes vital to the training and equipping of the students with the required skill sets in this area.

Process of communication, fundamentals of oral communication, barriers and gateways to communication, report writing, standard business letter format and cover letter for job application.

(Public speaking, e-correspondence, listening skills, resume development, non-verbal communication, interviews, group discussion, negotiation and conflict handling)**. ** Questions for the semester examination may not be set from these topics of Unit V, but these topics may be used for internal assessment.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	15
II	2	1	15
III	2	1	15
IV	2	1	10
V	2	1	15

BBA C 102 : QUANTITATIVE ANALYSIS

Objective: The objective of this paper is to show how simple statistical methods can be applied to business situations so as to assist the manager in assessing the significance of the data available from external and internal sources and to develop in the students an ability to use mathematical and statistical methods to solve managerial problems. No theoretical study of either Statistics or Mathematics is intended.

Unit I:

- Nature and scope of statistics – uses of statistics to business and industrial activities. Statistical Data – primary and secondary data. Different methods of sampling, viz. random, stratified and purposive (applications are not to be included). Graphical representation of data – bar charts, pie diagram, line graphs. Tabulation of data – frequency distribution table. Graphical representation of frequency distribution – the histogram, frequency polygon. Cumulative frequency distribution and the Ogive. Measures of Central Tendency – mean, median, mode and their applications in business.
- Dispersion – purpose of measuring dispersion, measures of dispersion – range, quartile deviation, mean deviation, standard deviation, coefficient of variation, uses of dispersion.

Unit II:

- Correlation – Scatter Diagram, Types of Correlation, Karl Pearson's coefficient of correlation.
- Regression – Linear regression, Regression equation, Regression co-efficient
- Index Numbers – meaning and uses of index numbers in business. (The different types of index numbers and their methods of construction are not to be included)
- Time Series – Definition of a time series, the four components of a time series, estimation of the trend by the method of moving averages (estimation of seasonal variation and other components are not to be included)

Unit III:

- Set theory; Permutations and Combinations.
- Probability – Classical Definition of Probability, Theorem of Total Probability, Addition Theorem of Probability, Multiplication Theorem of Probability, Conditional Probability, Independent Events.

Unit IV:

- Matrices and determinants: Definition and Notation, (Row, column, square, null, unit matrices), Addition of matrices, Multiplication of matrices, (Upper Triangular, Lower Triangular, Diagonal and Scalar matrices), Transpose of a matrix, Symmetric and Skew symmetric matrices, Determinant of a square matrix, Solution of a system of non-homogeneous linear equations by Cramer's Rule, Adjoint of a square matrix, Invertible matrices, Existence of the inverse of a square matrix, singular and non-singular matrices, inverse of non-singular matrices, Use of the inverse of a matrix to find the solution of a system of linear equations.

Unit V:

- Idea of functions and their limits, Fundamental limit theorems, the derivative of a function, Fundamental Theorems on differentiation (sum rule, product rule, quotient rule), Derivative of a function of a function; Logarithmic differentiation; Differentiation of parametric functions and implicit functions (Trigonometrical functions are excluded); Second order differentiation; Extreme values of a function; Simple applications of these concepts to problems in maxima and minima relating to finding minimum cost, maximum profit, etc.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. SC Gupta & VK Kapoor, *Fundamentals of Mathematical Statistics* (S. Chand & Sons, New Delhi)
2. SC Gupta & VK Kapoor, *Fundamentals of Applied Statistics* (S Chand & Sons, New Delhi)
3. Padmalochan Hazarika, *Business Mathematics* (S Chand & Company Ltd, New Delhi)
4. Zamooruddin, Khanna, Dhambri, *Business Mathematics* (Vikas Publishing House, New Delhi)
5. Srivastava P, Shenoy R, Sharma K, *Quantitative Technique* (Wiley Eastern Ltd, New Delhi)
6. Mehta BC and Madnani GMK, *Mathematics for Economists* (S Chand and Sons, New Delhi)

BBA C 103 : BUSINESS MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Objective: This course will provide a broad overview of Management and Organizational behavior (OB). The goals of this paper are threefold: to understand the various content areas (e.g., managerial functions, Individual behaviour like attitudes, personality, leadership, Group and team dynamics) in the OB field, to advance oral competencies through professional presentations and intra-class discussion/debate, and to strengthen written competencies by offering feedback and revision opportunities on written assignments (e.g., 7-page paper). While understanding OB content is important for a class of this nature, the improvement of oral and written competencies can be employed in a variety of arenas. Time management represents a secondary objective.

Case method is to be introduced. However, detailed techniques or their applications are not to be emphasized.

Unit I:

Introduction: The nature of management, Approaches to management, Levels of Management and its functions

Planning: Meaning and Nature of Planning, Types of Plans, steps in planning, Management By Objectives (MBO), The process of MBO, strengths and weaknesses of MBO; Decision making, The Nature and Pervasiveness of Managerial Decision Making, The importance and limitations of rational decision making, types of Decisions.

Organizing: Formal and informal organizations, span of management, factors determining an effective span, Basic types of Departmentation, Matrix organization, Strategic Business Units, Line and Staff concepts, Delegation of Authority and Decentralization

Unit II:

Staffing: Meaning and Nature of Staffing, Recruitment, Selection, Training,

Controlling: The basic control process, control as a feedback system, real-time information and control, feed-forward control, management across cultures.

Unit III:

The individual: Foundations of individual behaviour; perception; values, attitudes and job satisfaction; personality; learning, shaping behaviour, motivation theories – Maslow's theory, Herzberg, McGregor, contemporary theories – McClelland theory, ERG, Cognitive Evaluation theory, Equity theory of motivation.

Unit IV:

Group Dynamics and Teams: Groups at work: Understanding group dynamics, types of groups, stages in group development, group properties – roles, size, cohesiveness, norms, status; group decision making – strengths and weaknesses, techniques, groupthink, groupshift; characteristics of effective teams.

Unit V:

Leadership: Theories - trait, behavioural, contingency, charismatic, transactional vs. transformational; Trust in Leadership, Emotional Intelligence and Leadership Effectiveness.

Power and politics: Contrasting leadership and power; power in groups; power tactics; politics-power in action.

Conflict and negotiation : Definition of conflict; the conflict process; conflict in intergroup relations; creating functional conflicts; bargaining strategies; role of personality traits on negotiation; third party negotiations; intergroup relations and factors affecting intergroup relations.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. James A F Stoner, R Edward Freeman & Daniel R Gilbert, *Management*, Prentice Hall India
2. Stephen P Robbins , *Organizational Behaviour*, Prentice Hall India

Other references:

1. Harold Koontz & Heinz Weihrich, *Essentials of Management*, Tata-McGraw Hill
2. Luthans Fred, *Organisational Behaviour*, McGraw Hill international, 10th edition or later
3. Stephen P. Robbins and Mary Coulter, *Management*, Prentice Hall India
4. Nelson Debra L, Campbell James, Khandelwal Preetam, ORGB, Cengage Learning, 2011
5. Laurie J. Mullins, *Management and Organisational Behaviour*, Pearson Education

BBA C 201 : PRINCIPLES OF ECONOMICS

Objective: The objectives of this paper is to introduce the student to the principles of economics which will aid them in the decision making process at the organizational level.

Unit I: INTRODUCTION AND BASIC CONCEPTS:

Important economic terms and concepts – goods, utility, value, price, wealth, equilibrium, income. Firm and industry, fundamental problems of an economy – what to produce, how to produce, for whom to produce.

Definition, nature and scope of managerial economics, significance of managerial economics for managers, future challenges for managers in the new economic setup.

Alternative objectives of business firms, Importance of Profit making objective

Unit II: DEMAND AND SUPPLY ANALYSIS

Demand concept, demand schedules and demand curves

Price elasticity, concept and measurement of price elasticity. Income elasticity and cross elasticity -meaning only

Consumer equilibrium under Indifference Curve Analysis and Revealed Preference Theory

Demand forecasting – meaning, need, prerequisites of a good forecast, types of demand forecasting, techniques of demand forecasting – consumer survey method and trend projection

Supply concept, supply schedules and supply curves

Unit III: PRODUCTION, COST & REVENUE ANALYSIS

Production function – short run production function – Law of variable proportion, long run production function – Law of Returns to Scale: brief concepts only

Basic Cost concepts, short run and long run cost concepts, reasons for U-shaped short run and long run average cost curves, relationship between Average Cost and Marginal Cost curve

Revenue concepts, relationship between Average Revenue and Marginal Revenue under perfect and imperfect competition.

Unit IV: PRODUCT PRICING

Firm equilibrium, general conditions for a firm's equilibrium

Price and output fixation in the short run and long run under perfect competition

Price and output determination under monopoly

Price and output determination under monopolistic competition for individual firm and group of firms

Oligopoly – interdependence of firms, indeterminateness of the demand curve, collusive oligopoly – cartels and price leadership: brief concepts only

Unit V: FACTOR PRICING

Distinction between personal distribution and functional distribution, distinction between micro and macro view of distribution, Marginal Productivity theory of distribution

Meaning of rent, distinction between contractual and economic rent, distinction between differential rent and scarcity rent [theories of rent are excluded]

Distinction between gross interest and net interest, liquidity preference theory of interest

Wages, distinction between money wage and real wage, wage determination in imperfect competition

Profit – distinction between gross profit and net profit, risk and uncertainty bearing theory of profit

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Managerial Economics, D N Dwivedi, Vikas Publishing, New Delhi, latest edition
2. Managerial Economics, Paul Keat & Philip Young, Pearson, 2008 or later edition
3. Managerial Economics, Y Maheshwari, Prentice Hall India, latest edition
4. Business Economics, Chopra, P.N., Kalyani Publishers, latest edition
5. Business Economics, Adhikary, M., Excel Books, latest edition

BBA C 202 : FINANCIAL ACCOUNTING

Objective: The subject is intended as an introduction to accounting principles and procedures. It does not require a fully detailed treatment such as would be given in an accounting course. This paper is meant to enable the student to use and interpret all forms of accounts with knowledge of principles underlying the compilation of accounting statements and reports.

Unit I:

Accounting concepts and conventions (GAAP), double entry system of accounting, journal, ledger – posting, balancing, concept of Trial Balance. . Cash Book - nature and types - single column, double column and triple column cash book.

Preparation of Bank Reconciliation Statement.

Unit II:

Accounting for depreciation – numerical problems on straight line and diminishing balance method, Reserves and Provisions (theoretical concepts only). Capital and revenue expenditure.

Preparation of Trading Account, Profit and Loss account and Balance Sheet of sole proprietorship concerns with adjustments.

Unit III:

Company accounts : accounting for shares - issue, forfeiture and re-issue.

Accounts of non-trading concerns – Preparation of Income and Expenditure account (from Receipts and Payment account) and Balance Sheet.

Unit IV:

Analysis and interpretation of financial statements - meaning, objectives, tools - comparative financial statements, common measurement statements, trends percentage analysis and ratio analysis. Concepts of different items appearing in the company final accounts. Numerical problems only from ratio analysis and restricted to gross profit ratio, net profit ratio, operating ratio, stock turnover ratio, current ratio, quick ratio, proprietary ratio, return on capital employed and return on equity capital.

Unit V:

Financial statement analysis:

- Funds flow Analysis (preparation of statement of changes in working capital and fund flow statement)
- Cash flow Analysis (preparation of cash flow statement)

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Jain S. P. and Narang K.L., Advanced Accountancy, Kalyani Publishers, Ludhiana

Other references:

1. Dr. Jawahar Lal, Accounting for Management, Himalaya Publishing House, 2002
2. Hanif and Mukherjee, Corporate Accounting, Tata McGraw Hill, New Delhi, 2006
3. Shukla & Grewal , Advanced Accounts,(S Chand , New Delhi)

4. Juneja, Mohan C, Chawla RC and Saxena KK, Double Entry Book Keeping, Kalyani Publishers, Calcutta.
5. Narayanswamy R, Financial Accounting : A Managerial perspective, Prentice Hall of India, New Delhi, 2005

BBA H 203 : PRINCIPLES OF MARKETING

Objective: To introduce students to the concepts and principles of marketing and its applications.

Unit I:

Introduction of Marketing: definition & functions of marketing:

Core concepts of marketing:- Need, want, desire, benefits, demand, value, exchange; Goods- services continuum, product, market; customer satisfaction, customer delight; Approaches to marketing:- production-product-selling-marketing-societal-relationship; concept of marketing myopia; selling vs. marketing; Holistic marketing orientation & customer value.

Consumer Behaviour:- concept, characteristics of consumer and organizational markets, 5 step Buyers decision process. Marketing Environment:- Analyzing needs and trends Macro Environment- political, economic, socio-cultural and technical environment- PEST analysis, concept of market potential & market share.

Market segmentation:- definition, needs & benefits, bases for segmentation for consumer goods, industrial goods & services, effective segmentation criteria; definition of Target Marketing, evaluating market segments, target market strategies- undifferentiated, differentiated, and concentrated.

Unit II:

Product : classification of products, product-mix decision, product line, product life cycle & marketing strategies at different levels of PLC, New product development process, Strategies used in branding, significance of packaging as a marketing tool, labeling.

Unit III:

Price:- pricing objectives, price determination, factors influencing pricing policy, general pricing methods, price adaptation strategies.

Unit IV:

Channels of distribution:- definition, functions, channel design decision, channel management decision, types of marketing channels (HMS, VMS and MMS), channel conflicts – types, causes and management of channel conflicts

Elements of the Promotion-mix, communication process, integrated marketing communication, steps in developing effective communication, sales promotion campaign

Unit V:

Preparation of a marketing plan, Porter's 5 forces model, competitive strategies for market leaders, challengers, followers and market nichers.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. Philip, Kotler and Keller Kevin Lane, "Marketing management" PHI, New Delhi.
2. Sarangi S.K. Marketing Management, Asian Books Pvt Ltd, New Delhi.

Other Readings:

1. Michael.J.Etzel, Bruce.J.Walker and W.J.Stanton, "Marketing" McGraw Hill, New York.
2. E.Jerome McCarthy,& William D. Perreault, "Basic Marketing" Richard D.Irwin.
3. Charles W. Lamb, Joseph F.Hair & Carl McDaniel, "Principles of Marketing" South Western Publishing, Ohio.
4. Pride, William M & D.C.Farrel, "Marketing" , Houghton-Mifflin, Boston.
5. Majaro Simon," The Essence Of Marketing", PHI, New Delhi.
6. William G. Zikmund & Michael D'Amico, "Marketing; Craeting and Keeping "Customers in an E- Commerce World" , Thomson Learning.
7. T.N.Chabra, and S.K.Grover, " Marketing management" Dhanpat Rai & Company.

BBA C 301 : COST AND MANAGEMENT ACCOUNTING

Objective: This paper helps expose the students to the basic concepts and tools used in cost accounting.

Unit I: Basic Cost Concepts:

Cost concepts and classification, objectives of Cost Accounting, Cost Accounting versus Management Accounting, Cost Accounting versus Financial Accounting, Preparation of Cost Sheet.

Unit II: Elements of Cost:

Techniques of material control – level setting (re-order level, minimum level, maximum level, danger level, and average stock level), economic order quantity, ABC analysis; Methods of valuing material issues.

Accounting for labour –Methods of remuneration, Labour turnover (cost, causes, effects, methods)

Accounting for overheads –classification, allocation, apportionment and absorption of overhead (with numerical problems)

Unit III: Methods of costing:

Unit costing, Job costing, Contract costing, Process costing, Activity based costing

Unit IV: Cost Analysis for Managerial Decision:

Marginal costing – concept of marginal costing, difference of marginal costing and absorption costing, application of marginal costing, CVP and break even analysis, break even chart, profit chart, break-even point, margin of safety, key factor, angle of incidence.

Types of choice decisions – make or buy, accept or reject, product mix, shut down or continue, repair or replace.

Unit V: Cost Analysis for Control

Standard Costing and variance analysis – material variance, labour variance

Budget and Budgetary control – meaning and types (theoretical concepts), numerical problems on cash budget and flexible budget.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended books:

1. S.P.Jain and K.L.Narang, Cost Accounting – principles and practice, Kalyani Publishers, New Delhi
2. Sharma and Gupta, Management Accounting, Kalyani Publishers, New Delhi, 2005
3. Lal Jawahar, Managerial Accounting, Tata McGraw Hill, New Delhi, 2006
4. Lal Jawahar, Cost Accounting, 3rd ed.Tata McGraw Hill, New Delhi
5. Saxena and Vashist, Advanced Cost and Management Accounting, S Chand and Sons, New Delhi, 2004
6. Horngreen C T, Introduction to Management Accounting, Prentice Hall of India, New Delhi, 2005
7. Atkinson and Kaplan, Advanced Management Accounting, Prentice Hall of India, New Delhi, 2005

BBA C 302: PRODUCTION AND OPERATIONS MANAGEMENT

Objective:

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in the business as a result of their inability to compete on the basis of product design, cost or quality. Therefore, high performance in Production and operations, i.e., in product design, manufacturing, engineering and distribution, is essential in order to compete and survive in the long run. This paper considers the operations from a managerial perspective.

It is vital for business students to have a basic understanding of how the operations department functions and the interface between the operations department and the other departments of a business. In addition, many of the tools and techniques used to manage a business' operation are also applicable for use in the management of the day-to-day operations of any department. For these very reasons this paper has been designed to achieve the following objectives:

- a) To acquaint students with Production and operations terminology and concepts.
- b) To teach students how to analyze and understand situations from an operations perspective.
- c) To familiarize students with different tools and techniques available to managers for directing the day-to-day operations of a business firm.
- d) To assist students in understanding how the different functional areas interact and how that interaction ultimately affects the performance of the business.

Unit I:

Production and Operations function and its relations to other management functions of an organization. Types of Production system: Flow shop, Job shop, Batch manufacturing, the project.

Plant Layout: Basic principles, Classification of Layouts, Merits and Demerits

Location of Facility: Concepts and Factors influencing Location decision.

Purchasing Management: Aspects of purchasing management; Functions; Objectives; Value Analysis and Engineering (Steps); Development of Vendors

Unit II:

Inventory Management: Functions of inventory; Relevant costs; Costs trade-off; Economic order Quantity (EOQ); Inventory model with purchase discounts; Q system; P system.

Materials Requirement Planning (MRP): MRP concepts; MRP calculations

Selective management Control: ABC and VED classification of materials

Spare Parts Management: Characteristics of spares; classification of spares Codification, basis for codification, characteristics of a good coding system, standardization and its advantages.

Unit III:

Production planning and control: Types of decisions- Strategic, tactical and Operational.

Aggregate planning: Nature; Strategies; Assembly Line Balancing

Scheduling: Flow Shop and Job Shop Scheduling; Shop loading methods; Johnson's rule, Extension of Johnson's rule to 3 machines with n number of jobs, Priority dispatching rules, Line of Balance (LOB); Application areas of LOB, Steps of LOB.

Unit IV:

Supply Chain Management: Introduction, Principles of Supply Chain Management.

Logistics Management: Major Job decisions, Transportation Problem; Vogel's Approximation method, North West Corner rule

Linear Programming (LP): Formulation of an LP problem; Solution to an LP problem using graphical method (with 2 decision variables subject to 2 constraints)

Unit V:

Quality Management: What is Quality? Classification of Quality Control methods- Control charts and Acceptance Sampling (*Basic Concepts*); New Quality concepts- Total Quality Management (TQM), Scope of TQM, Benefits of TQM; Six Sigma- Salient features and Benefits of Six Sigma, Kaizen, Quality circles,

Just-In-Time (JIT) manufacturing: Introduction, Overview of JIT, basic principles, Kanban Production information system.

Work study: Method Study, Ergonomics; Time study, Work sampling

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Book/s recommended:

1. S N Chary, Production and Operations Management, Tata McGraw Hill

Other references:

1. R. Panneerselvam, Production and Operations Management, Prentice-Hall India
2. Everette E Adam, Jr. & Ronald J Ebert, Production and Operations Management, Prentice-Hall India
3. Elwood S Buffa, Modern Production/Operations Management, Wiley Eastern Limited

4. Elwood Buffs, Production Management
5. Franklin G Moore, Manufacturing Management, Richard Irwin
6. Lundy, Effective Industrial Management, Eurasia
7. Goel, Production Management
8. Gopala Krishna, Integrated Materials Management, Tata McGraw Hill
9. Ammer, Materials Management, Taraporevala

BBA H 303 : HUMAN RESOURCE MANAGEMENT

Objective: To provide a general understanding to the nature, concepts, principles and practices in human resource management.

Unit I:

HRM: Definition, Need and Importance, Functions and Objectives, Development and Evolution of HRM concept, Functions of HR manager, HRM Vs HRD, HR plans, policies and procedures.

Unit II:

Manpower planning, Manager Inventory Chart

Job analysis, job description & job specification: Definition, methods and components.

Recruitment- concept and sources,

Selection- Selection process, Types of interview, Types of tests (Intelligence, aptitude, Personality and interests; Biases and errors), Induction and Placement.

Unit III:

Training and Development: Concept and Importance of Training; Types of Training; Methods of Training;

Design of Training Programme; Evaluation of Training Effectiveness; Executive

Development – Process and Techniques; Career Planning and Development; Job rotation, job enlargement, job enrichment, Transfers and Promotion.

Unit IV:

Performance appraisal:- Objectives, Performance appraisal system: Process, Methods and their merits and demerits, Rating Errors.

Job evaluation (concepts), Wage and salary administration: Principles and Objectives; Factors influencing wages and salary administration, Methods of wage payments and incentive plans (theory), monetary and non-monetary incentives and fringe benefits.

Unit V:

HRM Issues and challenges: Retrenchment and retirement, Ethics and workplace diversity, Mergers and acquisition, downsizing and rightsizing, Outsourcing, Layoff; employee health & safety, employee welfare,

grievance handling and redressal, employee empowerment; human resource audit; total quality management; HR Information systems, expanding to global markets; Growing relevance of HR in the age of globalization.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. P. Subba Rao, Essential s of Human Resource Management and Industrial Relations, Himalaya Publishing House.
2. Durai, Praveen, (2010), Human Resource Management, Pearson Education.
3. Aswathappa K, Human Resource Management, Tata McGraw Hill Publishing.
4. Mamoria & Gankar, A Textbook of Human Resource Management, Himalaya Publisher.
5. Pattanayak, Human Resource Management, PHI, 2007.
6. Flipppo, Edwin B, Personnel Management, McGraw Hill, Tokyo, 1989.
7. Dessler, Gary, Human Resource Management, PHI, 2006.
8. Mathis & Jackson, Human Resource Management, Cengage Learning, 2007
9. Snell & Bohlander, Human Resource Management, Cengage Learning, 2007
10. Flipppo, Edwin B, Personnel Management, McGraw Hill, Tokyo, 1989
11. MendenHall, Oddou & Stahl (editors) Reading and cases in International Human Resource Management Routledge. 2007.
12. Venkataratnam, Personnel management & Human resource, Tata McGraw Hill, 2004
13. Kandula, Human Resource Management, PHI, New Delhi, 2005.
14. Monappa, Arun, Managing Human Resource, Macmillan, India,1989.

BBA C 401 : BUSINESS ENVIRONMENT

Objective: To familiarize students with the Business environment and the organisation and functioning of various banks and non-bank institutions in the money and capital markets of India.

Unit I

Meaning and significance of business environment, components of business environment – external, internal, micro, macro, social, economic, legal, demographic and political(emphasis on economic environment)

Sectoral review: Retail, Tourism & Hospitality

Importance of Five year plans, merits and limitations, achievements of the 11th plan, objectives and targets of the 12th Five year plan.

Unit II:

Review of industrial policy developments and pattern of industrial growth since 1991; industrial licensing policy;
Public sector reforms; privatization and liberalization trends; North East Industrial Policy, growth and problems of SMEs; industrial sickness– causes and remedies.

Unit III:

Foreign Trade and economic growth, composition and direction of India's foreign trade
Current EXIM policy, Balance of Payment, the objectives and role of WTO, WORLD BANK, IMF, ADB in global trade.

Unit IV:

Overview of Indian Financial System- Structure and characteristics of Indian Financial System
Reserve Bank Of India – functions and roles of RBI, monetary policy of RBI, techniques of monetary control – bank rate, cash reserve ratio, statutory liquidity ratio, open market operations.
Securities and Exchange Board of India: Organisation, Functions and objectives.
Commercial banks: functions, roles and structure of commercial banks in India
Cooperative banks – features, type ,structure and growth of cooperative banks.
Development banks – role of IDBI, UTI, EXIM bank of India, NABARD.

Unit V:

Money Market : Instruments of money market – call money market in India, commercial bills market(bill of exchange, trade bills, commercial bills, bill rediscounting), treasury bills market (features, types, limitations), commercial paper markets, certificate of Deposit market(features, certificate of Deposit in India)
Basic structure and a brief knowledge on the Institutions of money market including mutual funds
Capital Market: structure, Instruments of capital market- equity/ordinary shares, preference shares, debentures or bonds.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Ashwathapa, K, Essentials of Business Environment, Himalaya Publishing House, 2005
2. Shaikh Saleem, , Business Environment, Pearson Education, Latest edition
3. Cherunilam, Francis, International Economics, Tata McGraw Hill, 5th edition or later.

BBA H 402: FINANCIAL MANAGEMENT

Objective:

The courses focus attention on formulating financial decisions in business enterprises with the object of developing in the student a skill for carrying out the functions of planning, raising, investing and controlling financial resources.

Learning Methodologies and Approaches Used

This course will use the following:

1. Lecture –Lectures and discussions will be used to introduce new topics.
2. Case Analysis – This will be an important method as many of the objectives of this course focus on understanding relationships between various factors (i.e. firm value and risk). The case methods provide a means by which these relationships can be understood within the context of actual business and economic conditions. Also, the instructor will be able to gauge the ability of the students to articulate their understanding of these relationships and to predict how these relationships will change in the future.

Unit I:

Nature and scope of Financial Management, Profit vs Wealth Maximization, Functions of Financial Management

Time Value of money: Future value of a single cash flow, future value of an annuity, present value of a single cash flow, present value of an annuity. Numerical problems

Risk and return concepts, risk in a portfolio context, relationship between risk and return, portfolio theory, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit II:

Capital Budgeting : Process, basic principles(costs and benefits); appraisal criteria,- payback period, average rate of return, net present value, benefit-cost ratio, internal rate of return including the modified method, Conflicts in ranking as per discounted cash flow criteria and their resolution. Capital budgeting under capital rationing and other constraints.

Risk analysis of capital investments - measures of risk. mathematical analysis - uncorrelated, perfectly correlated and moderately correlated cash flows; sensitivity analysis.

Unit III:

Cost of capital : basic concepts, rationale and assumptions; cost of debt capital, cost of preference capital, cost of equity capital, cost of external equity and retained earnings, determination of proportions; Weighted Average Cost of Capital (WACC) and Weighted Marginal cost of capital (WMCC) .

Unit IV:

Leverage: Concepts of Operating and Financial Leverage.

Capital Structure: Theory of capital structure - assumption and definitions, net income approach, net operating income approach, traditional approach, M&M approach, taxation and capital structure.

Factors influencing capital structure, EBIT - EPS analysis

Dividend policy: Traditional position, Walter Model, Gordon Model, Dividend policy, forms of dividend and stability in dividends.

Unit V:

Working Capital Management: Characteristics of current assets, factors influencing working capital requirements, operating cycle analysis and numerical problems on net working capital requirement and operating cycle.

Cash Management: cash budgeting, reports for control, monitoring collections and disbursements- Numerical problems in Lock Box system and Concentration Banking, investment avenues for surplus cash in the short term. Cash management models – Baumol model and Miller and Orr.
Receivables Management - Credit policy variables, credit evaluation, credit granting decision, control of receivables.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

At least 70 percent of the total marks will comprise of questions that are problem-based.

Book/s recommended:

1. Prasanna Chandra, *Financial Management - Theory and Practice*, Tata McGraw Hill, New Delhi.

Other references :

1. IM Pandey, *Financial Management*, Vikas Publishing House Pvt Ltd
2. James Van-Horne., *Financial Management and Policy*, Prentice-Hall India
3. SC Kuchhal, *Financial Management*
4. Gorstenberg CW, *Financial Organization and Management*
5. Guthmann, *Analysis of Financial Management*
6. Cohen and Robbins, *Financial Manager.*
7. SN Maheswari, *Management Accounting and Financial Control*
8. Sarkar, *Management Accounting*
9. Manmohan and SN Goyal, *Management Accounting*
10. Brealey and Myers, *Principles of Corporate Finance*, McGraw Hill.

BBA H 403 [FM] : RISK MANAGEMENT AND INSURANCE

Objective: The objective of the course is to acquaint the students with the various kinds of risks faced by individuals and business enterprises and to understand the role of insurance in managing those risks.

Unit I:

Meaning of risk and Types of risks faced by individuals and business

Pure risk and its features

Understanding the cost of risk- Components of cost of risk and cost tradeoffs

The need for a risk management

A brief exposure to Risk management process and Risk Management methods

Unit II:

Risk identification: Business risk exposure and individual risk exposure

Basic concepts of probability and other statistical measures useful in risk management- Standard Deviation, Variance, Skewness, Correlations and Value at Risk (VaR)

Evaluating the frequency and severity of Losses

Unit III:

Risk Reduction through Pooling Independent Losses
Pooling arrangements with correlated Losses
Insurer as Managers of Risk Pooling arrangements
Factors affecting demand for insurance by individuals and business
Role of insurance companies in diversifying the risks

Unit IV:

Insurable risk and its characteristics
Insurability of Risk- factors affecting insurability
Types of Insurance and their utilities
Insurance and Reinsurance Business in India

Unit V:

Types of insurance products and their features
Pricing of Insurance Products- determinants of fair premium
Settlement- Procedures
Claim management and administration

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. Harrington and Niehaus: Risk management and insurance, TMG, New Delhi, 2004
2. Trieschamann, Gustavson and Hoyt: Risk Management and Insurance, Thompson Learning, 2000
3. Kotreshwar: Risk management-Insurance and derivatives, Himalaya Publishing House, 2005

BBA H 403 [HR] : HUMAN RESOURCE DEVELOPMENT

Objectives: This paper is aimed at familiarizing students with the need of HRD in the changing pattern of organizational requirements of human talent and understanding the linkage of HRD practice in planned change and development of organizations.

Unit I:

Introduction – Concept of HRD, Scope of HRD, Need for HRD and Objectives of HRD; Human Resource Utilization (HRU); Human Resource Development Culture and Climate – HRD practices in Indian Industries.

Unit II:

HRD Department – Attributes and Functions of an HRD Manager, Human Resource Development framework – Processes, Techniques, Outcomes and their alignment with corporate planning; Strategic linkages with organizational mission and vision.

Unit III:

Training and Development Vs Learning and Development - Concepts, Identification of training needs, Types of Training, Preparing training calendar, Organizing and implementing training programmes, Training and Development programmes for various categories of employees, Setting up of a Training Department, Evaluation of effectiveness of training.

Unit IV:

Training and Development Methods: Lecture, Incident, Role play Structured and Unstructured discussion, In-basket exercise, Simulation, Vestibule training, Management games, Case study, Team Development, Transactional Analysis and Sensitivity training.

Unit V:

HRD audit – Concept, Planning, and audit elements,
Case studies of selected Indian companies.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Nadler, Leonard, Corporate Human Resource Development
2. P. N. Singh, Training and Development, Sri Ram Centre Publication
3. T. V. Rao and D. F. Perira, Recent Experiences in HRD, Prentice Hall Publication, Oxford Press, 1986
4. Monappa, Managing Human Resources, Macmillan India, New Delhi 2000.
5. T. V. Rao, HRD Missionary, Prentice Hall Publication, Oxford Press
6. T. V. Rao, HRD Audit, Sage Publication, 1991
7. T. V. Rao, Readings in Human Resource Development, Oxford and IBH Publications, 1991.
8. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House
9. Udai Parekh and T. V. Rao, Designing and Management Human Resource Systems, Prentice Hall Publication, Oxford Press.

BBA H 403 [MM] : CONSUMER BEHAVIOUR & MARKETING RESEARCH

Objective: To provide the students with a general understanding of consumer behaviour, its diversity and the role of marketing research assisting management decisions.

Unit I:

Consumer Behaviour:- Definition and scope of consumer behaviour, relationship between consumer behaviour and Segmentation Targeting and Positioning; concept of customer value, consumer research, customer satisfaction, customer retention.

Unit II:

Influences on the Consumer: Consumer needs, motives- positive and negative motivation-rational versus emotional motives. Consumer relevant reference groups-opinion leaders-family decision making and consumption related roles- relationship between consumer behaviour and family life cycle and social class - influence of culture on consumer behaviour-cross cultural context.

Diffusion of innovations: the diffusion process-the adoption process-consumer innovativeness and personality traits.

Unit III:

Consumer buying decision Process: High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase Processes, Consumption and evaluation, Brand loyalty and Repeat Purchase Behaviour.

Unit IV:

Marketing Research – definition and scope of marketing research, marketing research process, defining the marketing research problem

Research design – definition, classification – exploratory, descriptive, causal.

Secondary Data: Advantages and disadvantages of secondary data; Primary Data - questionnaire design process.

Scaling techniques - paired- comparison scale, summated ratings scale, semantic differential.

Sampling Designs: Basic terms in sampling, advantages and limitations of sampling, the sampling process, types of sample designs (simple random, systematic sampling, stratified random, multi-stage sampling, multi-phase sampling, quota sampling).

Unit V:

Data Processing: editing, coding, tabulation.

Basic measures of central tendency and dispersion – mean, median, mode, range, variance, covariance, standard deviation

General procedure for hypotheses testing, Chi-Square, correlation, rank correlation, regression analysis (linear relation between two variables) and basic idea about multiple linear regression; non-linear regression, discriminant analysis, cluster analysis. Multidimensional scaling - attribute and non-attribute based, Conjoint analysis.

Analysis of variance – one way ANOVA

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. Leon Schiffman & L.L.Kanuk, Consumer Behaviour, PHI
2. David L.Loudon & Albert J Della bitta, Consumer Behaviour, 4/e, TMH, New Delhi.
3. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
4. Bennet & Kassarijon, Consumer Behaviour, PHI
5. Blackwell & Miniard. Consumer Behaviour. Cengage Learning 2007.
6. Kumar: Conceptual Issues in Consumer Behaviour : The Indian Context, Pearson Education, New Delhi/ 2003
7. Nair, Suja. R. Consumer Behaviour; Text and cases, Himalaya Publishing house, Mumbai.
8. Wilkey, William L. Consumer Behaviour, John Wiley & sons, New York 1996.
9. Customer Behaviour- A Managerial Perspective- Sheth, Mittal- Thomson.
10. Malhotra K Naresh, marketing research: An applied orientation, 4th edition or later, Pearson Education, 2004
11. Beri G C, Marketing research, 3rd edition, Tata McGraw Hill, 2007
12. Rubin S Ronald, Luck David J, Marketing research, 7th edition or later, Prentice Hall of India, New Delhi.

BBA C 501 : BUSINESS LAW

Objective: To familiarize the student with Business Laws and its interpretation.

Unit 1:

Introduction

Meaning and Scope of business law – Sources of Indian business law.

Indian Contract Act of 1872

Definition – types of contract – essentials – offer, acceptance, consideration capacity of parties – free consent (meaning only) – legality of object and consideration – various modes of discharge of a contract – remedies for breach of contract.

Unit 2:

Intellectual Property Legislations

Meaning and scope of intellectual properties – Patent Act of 1970 and amendments as per WTO agreements: Background – objects – definition – inventions – patentee – true and first inventor – copyright – trademark – geographical indicators - procedure for grant of process and product patents, WTO rules as to patents (in brief), rights to patentee – infringement – remedies.

Unit 3:

The Environment Protection Act of 1986

Back ground – definition of 1) Environment 2) Environmental pollutant 3) Environment pollution 4) Hazardous substances, and 5) Occupier –Power of central Government in relation to protection of environment and prevention of environment pollution.

Foreign Exchange Management Act 1999

Objectives, Scope and salient features – offences under the act.

Unit 4:

Consumer Protection Act. [COPRA] 1986

Back ground – definitions of 1) Consumer 2) Consumer Dispute 3) Complaint 4) Deficiency 5) Service – Consumer Protection Council –consumer redressal agencies – District Forum, State Commission and National Commission.

Unit 5:

The Companies Act 1956:

Introduction to the definition of company - the salient features, the significance of memorandum, articles, prospectus and company meetings . Brief Introduction to role played by Directors, Auditors and Company Secretary

Competition Law 2003:

Meaning and scope, salient features, offences and penalties under the Act.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

BOOKS FOR REFERENCE:

1. Sulphey and Basheer, Laws for Business, PHI Learning Private Ltd., New Delhi
2. Tulsian - Business Law, Tata McGraw Hill, New Delhi.

BBA H 502 : STRATEGIC MANAGEMENT

Objective: To introduce students to the applications of Strategic Management which will enable them to develop appropriate Strategies for Small and Medium Business Enterprises.

Unit I:

Meaning and nature of strategic management, characteristics of strategic management, the strategic management process, Strategic Management – its importance and its role in changing business environment, Organizational goal and strategy, relationship between a business model and Strategy, Key terms in Strategic Management – Core competence, Competitive Advantage, Vision and Mission Statements, Policies, Internal Strengths & Weaknesses, External Opportunities & Threats, Strategic Planning.

Unit II:

Analysis of Strengths, Weaknesses, Opportunities and Threats;
Social, Cultural, Demographic, Political, Economic and Legal environment analysis;
Porter's five force model, Value Chain Analysis, GE nine-cell planning grid and BCG matrix.

Unit III:

Competitive Nature of Strategy, generic competitive strategies, business and corporate level strategy, Merger and Acquisition [basic understanding], joint ventures [basic understanding], Diversification and Differentiation; outsourcing.

Unit IV:

Corporate Governance and Strategic Framework, Organizational Structure and Strategy, Organizational culture and Strategy, Strategic leadership and style, ethics and social responsibility.

Unit V: Case Studies:

Cases on the recent trends in the strategy formulation and implementation.

Strategies of:

- major FMCG corporations like ITC, Hindustan Unilever and P&G,
- major software companies like Infosys, Wipro and TCS
- major financial service providers like ICICI and SBI.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

- Fred David, 2007, Strategic Management, PHI, New Delhi.
- Thompson, Strickland, Gamble & Jain. 2006, Crafting & Executing Strategy, Tata McGraw Hill, New Delhi
- Hitt, Hoskinson, Ireland, 2007, Management of Strategy – Concepts and Cases, Cengage, New Delhi.
- Wheelen & David Hunger: 2005, Strategic Management & Business Policy, PHI, New Delhi,
- Gupta, Golakota & Srinivasan, 2006, Business Policy and strategic management, PHI, New Delhi.
- Ghemawat, Pankaj, 2000, Strategy & the business landscape, Pearson, New Delhi.
- Ansoff, H. Igor, 1990, Implanting Strategic Management, Prentice Hall, New Jersey.
- Porter, Michael E, 1990, Competitive Advantage of Nations The Free Press,

BBA H 503 (FM): FINANCIAL SERVICES AND DERIVATIVES

Objectives: To introduce the principles of financial services prevailing in the Indian markets and to expose the learners to contemporary ideas and concepts related to financial derivatives.

Unit I:

Financial Services: Meaning, types and their importance.

Merchant Banking: Origin, scope and development of merchant banking in India

Mutual funds and Asset Management Companies (AMCs): concept, origin and growth of mutual funds, constitution & management of MFs – Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. State of mutual funds in India. Mutual funds and SEBI

Unit II:

Credit rating - the concept and objective of credit rating, various credit rating agencies in India, factors affecting credit rating & procedural aspects.

Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Unit III:

Mergers and Acquisitions: Kinds of Takeover, Motives for M&A: Strategic, Financial and Organizational, Motives for Cross Border M&A, Categories of M&A: Horizontal, Vertical and Conglomerate, Steps in Merger Transactions, Methods of payment in Merger transactions. Hostile Takeovers, Defensive Measure in Hostile Takeover Bids: Defensive and Active, SEBI regulations as to Takeovers

Unit IV:

Leasing: concept and development of leasing, business difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Basic problems in Leasing and hire purchase.

Factoring: development of factoring, types & importance, procedural aspects in factoring, financial aspects

Unit V:

Financial Derivatives: Concept and Characteristics of Derivatives

Forward and Futures Contract: Types. Forward contract vs. Future Contracts, Mechanism in Futures Contracts: Buyer's Payoff and Seller's payoff.

Options: Concept and Features, Differences between Options and futures, Call and Put Options, Valuation of Call and Put from Both Holder's and Writer's point of view on and before the expiration date, Numerical problems.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended Books:

1. M. Y. Khan, Financial Services, Tata McGraw Hill
2. V. K. Bhalla, Investment Management: Security Analysis and Portfolio Management, Sultan Chand & Sons
3. Kumar, Financial Derivatives, Prentice-Hall India
4. Tripathy, Financial Services, Prentice-Hall India
5. Gomez, Financial Markets, Institutions and Financial Services, Prentice-Hall India
6. Hull, Options, Futures and Other derivatives, Prentice-Hall India

7. E. Gordon & K. Natarajan, Financial Markets & Services, Himalaya Publishing House
8. Lalit K. Bansal, Merchant Banking and Financial services, Unistar Books Pvt. Ltd
9. Sischer & Jordan, Security Analysis and Portfolio Management, Prentice-Hall India

BBA H 503 [HR] : COMPENSATION MANAGEMENT

Objective: This paper is aimed at familiarizing students with the basic issues involved in the compensation and to understand the critical role it plays in accelerating economic growth of employees and ensuring competitive performance for an organisation.

Unit I:

Employee compensation – Its significance to management, employee, consumer and society. Wage concepts – wage, salary, minimum wage, need based minimum wage, national minimum wage, fair wage, living wage, guaranteed minimum wage, fall back wage, money and real wage

Unit II:

Compensation determination methods – principles and policies, determinants and methods – job evaluation – wage differentials; occupational, regional and inter and intra-industry differentials – compensation components; basic pay, dearness pay, dearness allowance, house rent allowance, other allowance

Unit III:

Incentives- wage and non-wage incentives – types of bonus – production bonus, efficiency bonus, profit sharing bonus; fringe benefits- scope and extent, economic aspect of fringe benefits, statutory and non-statutory fringe benefits in India.

Unit IV:

Compensation problems and practices in India : elements and evaluation of wage policy in India – Wage Boards and Pay Commissions – role of HR department in wage and salary administration – performance appraisal and its linkage with compensation management.

Unit V:

Legal framework of compensation management; wage deduction, methods of wage payment, time and piece rate incremental time scales as per Payment of Wages Act 1926; legality of wage payment under Minimum Wages Act 1948; calculation of bonus under the Payment of Bonus Act, 1965.

Instruction to Paper Setter

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Richard I Henderson, Compensation management in a knowledge based world, Prentice Hall of India
2. Sarma A M, Understanding wage system, Himalaya publication house, 1997

BBA H 503 [MM] : SALES AND ADVERTISING MANAGEMENT

Objective: To familiarize the students with the basic concepts, tools and techniques of advertising and sales.

Unit I:

Advertising communication model, meaning, nature, roles and functions of advertising, evolution of advertising and history of Indian advertising, types of advertising, advertising response hierarchy models

Ethical issues in advertising, social responsibility and self-regulation, the psychology of advertising (message reception)

Advertising agencies – types, structure and functions, criterion for evaluating advertising agencies

Unit II:

Types of advertising appeals, execution styles, copy writing principles, types of headlines, usage of illustrations, types of layouts in print media.

Creative advertising – facets of creative strategy, planning and managing creative strategy

Advertising strategies at different stages of the product life cycle, developing the advertising campaign, advertising budgets

Unit III:

Effective advertising media types – print and out-of-home, broadcast, interactive and alternative media – advantages and limitations of each, Media planning and buying

Evaluation of effectiveness of campaign and IMC evaluation, copy testing.

Unit IV:

Organizing the sales department, recruitment and selection of sales personnel, training and motivation of sales force, sales quota and sales territories, routing and scheduling

Compensation plans for sales force, sales forecasting methods

Unit V:

Managing expense of sales personnel; field sales reports – purpose and types;

Prospecting, pre approach, negotiation and concession analysis, personal selling skills (presentation and demonstration, handling objections, closing a sale, follow up)

Measures of sales force performance – quantitative and qualitative; sales audit, sales analysis, marketing cost analysis

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Recommended books:

1. Chunawalla S A, Sethia K C, Foundations of advertising : theory and practice, 5th edition, Himalaya publishing house, Bombay, 2006
2. Batra, Myers and Aaker, Advertising management, 5th edition, Prentice Hall of India, New Delhi, 2003
3. Stanton William J, Spiro Rosanne, Management of sales force, 10th edition, Irwin McGraw Hill, 1999
4. Buskirk Richard H, D Buskirk Bruce, Selling: Principles and Practices, 14th edition, McGraw Hill, 2002
5. Eugene M Johnson, David L Kurtz, Bernhard E Schening, Sales management: Concepts, practices and cases, 2nd edition, McGraw Hill, 2000
6. Jethwaney J, Jain S; Advertising Management, Oxford University Press, 2006
7. Sharma S, Singh R, Advertising Planning and implementation, Prentice Hall of India, 2006

8. Wells W, Moriarty S, Burnett J, Advertising principles and Practices, 7th ed, 2007
9. Jobber D, Lancaster G, Selling and sales management, 6th ed, Pearson education, 2004
10. Still R R, Cundiff E D, Govoni N A P, Sales Management, 5th ed, Prentice Hall of India, 2004

BBA H 601 : ENTREPRENEURSHIP AND PROJECT ANALYSIS

Objective: This paper aims to promote the chances of entrepreneurial success and to develop an understanding of the roles of the entrepreneur with an ability to recognize the qualities required to these roles. It will also help students understand the concepts and process of entrepreneurship and industrial growth.

Unit I:

Entrepreneurship: Definition, entrepreneurship and enterprise, importance and relevance of entrepreneurship, entrepreneurship development programmes – evolution and challenges, characteristics of a successful entrepreneur, entrepreneurial process, social responsibilities of an entrepreneur, women entrepreneurs – roles and challenges, Invention and Innovation.

Unit II:

Small scale industries/ tiny industries/ ancillary industries/ cottage industries:- definition, meaning, product range, capital investment, ownership patterns.

Importance and role played by SSI in the development of the Indian economy. – Meaning and definition of sick industry- causes of industrial sickness, preventive and remedial measures for small industrial sickness.

Small scale industrial policy 1991, Industrial policy for north east.

Unit III:

Creativity and the business idea: sources of new ideas, methods of generating new ideas, creative problem solving, product planning and development process - industrial estates-role and types –.

Unit IV:

Starting a small enterprise: - Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies.

Steps involved in starting a business venture- location, clearances and permits required, formalities, licensing and registration procedures, legal issues.

Unit V:

Preparing the Business Plan(BP):- Business Plan-importance, format. Financial aspects of the BP, marketing aspects of BP, technical aspects of BP, social aspects of BP.

Note:- In this paper, each student will have to submit a **Project Report** on a relevant problem/topic to be assigned by the Department running the programme in the college/institution under the supervision of a core faculty member of the department. The report should have a minimum of 50 pages. Preferred format for the report will be – A4 paper size, margins of 1” on all sides, single side printing, font size 12, double space. The

report will have a weightage of **50 marks** which will include 30 marks for the report and 20 marks for the seminar/viva. The evaluation of the project report will be done by a panel of internal examiners to be appointed by the college/institution.

Instruction to Paper Setter

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	10
II	2	1	10
III	2	1	10
IV	2	1	10
V	2	1	10

Recommended Books:

1. Robert. D. Hisrich, Micheal Peters, Entrepreneurship, Tata McGraw-Hill Edition
2. Neeta Baporika, Entrepreneurship and small industry, Himalaya Publishing House, Mumbai.
3. Vasanth Desai, Management of small scale industry, Himalaya Publishing House, Mumbai.
4. Vasanth Desai, Problems and Prospects of small scale industry, Himalaya Publishing House, Mumbai.
5. S.S. Khanka, Entrepreneurial Development in North East India, S.Chand & Co, New Delhi.
6. Bharusali, Entrepreneurial Development in Manufacturing Industries. Himalaya Publishing House, Mumbai
7. Webber, Max, Protestant ethics and spirit of capitalism

BBA H 602 (FM): PROJECT PLANNING AND CONTROL

Objectives: This paper is aimed at providing the student with skills necessary to create, plan and control a new enterprise.

Unit I:

- Concept of Projects- Definitions and Classifications; Project Management life cycles
- Project Risks
- Sensing and understanding the environment for business opportunities
- Idea generation and screening of project ideas
- Stages in venture appraisal

Unit II:

- Market and Demand Analysis; Market Survey – design, data sources and methodology; Demand forecasting; Marketing plan
- Technical Analysis- Manufacturing process and Technology, Inputs- Materials, Machinery and equipment, Product Mix, Plant Capacity, Location and site, Environmental Aspects, Work Schedule

Unit III:

- Financial Appraisal- Cost-Benefit analysis; Estimation of financial requirement; means of finance; Estimates of Sales and Production, Cost of Production, Estimation of Working Capital Requirement and Profitability projections, Preparation and analysis of financial statement- Cash flow and Balance sheet
- Social Cost-Benefit analysis (SCBA) - Concept, Rationale for SCBA, Objectives, Benefits.

Unit IV:

- Implementation and Monitoring of projects- pre-requisites for successful project implementation; project Control; schedule control, cost control, overall progress control, Progress measurement and follow-up,, Project Review/Auditing

Unit V:

- Project management tools – PERT & CPM networking techniques, crashing concept, resource levelling, Project management performance – performance indicators.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Prasanna Chandra, Project preparation, appraisal and implementation, Tata McGraw Hill, New Delhi, 1998
2. Vasant Desai, Project Management, Himalaya publications, New Delhi
3. Vasant Desai, Entrepreneurial development – Vol II : Project formulation, appraisal and financing for small industry, Himalaya publications, New Delhi, 2000
4. Pitala, Project appraisal techniques, Oxford and IBH publications, 1992
5. Yound Trevour L, Planning and implementing project, Sterling publishing Ltd. 1998
6. Krishnan, Gopal P, Moorthy, Ram V E, Textbook of Project Management, Macmillan India Ltd., 1998
7. Narendra Singh, Project management and control, Himalaya publishing, N Delhi, 2000

BBA H 602 [HR] : INDUSTRIAL RELATIONS AND LABOUR LAWS

Objective: To develop an understanding of the interaction pattern among labour, management and the State and to build awareness of certain important and critical issues in Industrial Relations besides understanding legislations pertaining to industrial workers.

Unit I:

Industrial Relations: Concepts and Approaches, Bipartite and Tripartite bodies; Functions of IR Manager; Contemporary Issues in Industrial relations, Industrial Relations in the emerging scenario

Unit II:

Industrial Dispute: Types and Causes, Strikes and Lockouts, Prevention and Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.

Unit III:

Trade Union: concept and functions of Trade Unions; Trade Unionism in India: Emergence, History and Growth; Trade Union as an Organization: Future Trends in IR Role and Future of Trade Unions

Unit IV:

Discipline and Grievance Management; Negotiation and Collective Bargaining, Participative Management; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality management; Industrial Relations and Technological Change, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

Unit V:

Social Security Laws – Workmen’s Compensation Act, 1923; Payment of Gratuity Act, 1972; Employee’s State Insurance Act, 1948; Employee’s Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Wages Act, 1936; Minimum Wages Act, 1948 and Payment of Bonus Act, 1965.

Instructions to paper setter:

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Suggested Readings:

1. Awasthapa, K Human resources management and industrial relations, Himalaya Publishing House.
2. P. R. N. Sinha, Indu Bala Sinha, Seema P. Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.
3. Mamoria, Mamoria and Gankar, Dynamics of Industrial Relations, Himalaya Publishing House.
4. Dessler, Garry Human resource management, Prentice Hall.
5. Venkataratnam, Personnel management and human resources. Tata Mc Graw Hill.
6. Mamkootam, K . Trade Unionism. Myth and Reality, New Delhi, Oxford University Press 1982.
7. Niland J R, etc. The Future of Industrial Relations, New Delhi 1994.

BBA H 602 [MM] : SERVICES MARKETING

Objective: To familiarize the students with the concepts of Services Marketing, by revisiting the fundamental principles and application of Marketing, from a Services perspective

Unit I:

Introduction to Services Marketing – Services in the modern Economy; Marketing Challenges posed by Services; Important differences among Services; Interplay of other functions with Services Marketing
Creating the Service Product – Planning and creating Services; Identifying and Classifying supplementary Services; Planning and Branding Service Products; New Service Development
Pricing Management – Objectives and foundations for setting prices; cost-based pricing; value-based pricing; competition-based pricing
Distribution of Services – Options for Service Delivery; Decisions about place and time; Role of Intermediaries
Communications Mix – Challenges and opportunities; clear objectives for Marketing Communication; the Marketing Communications Mix; Branding and communications

Unit II:

Designing and Managing Service Processes – Blueprinting Services to create valued experiences and productive operations; Service Process Redesign; the Customer as Co- producer; The problem of Customer Behaviour. Planning the Service Environment – The purpose of Service Environments; Consumer Responses to Service Environments; Dimensions of the Service Environment.

Managing people for Service Advantage – Importance and role of Service Staff; Human Resource Management; Service Leadership and Culture

Unit III:

Consumer Behaviour in Service Encounters – Interaction of Customers with Service Operations; the Purchase Process for Services; Needs and expectations; Evaluation of Services.

Positioning Services in Competitive Markets – Competitive Advantage; Market Segmentation and Focus; Positioning a Service Firm; Analytical techniques and strategy for Positioning.

Balancing Demand and Capacity – Demand and Service Productivity; Capacity Constraints on Service Organizations; Patterns and determinants of Demand; Managing Demand levels and Inventorying Demand;

Unit IV:

Managing Relationships and Building Loyalty – Customer Loyalty; Understanding the Customer/Firm Relationship; Targeting the right Customers; analyzing and managing the customer base; building customer loyalty; Customer Relationship Management Systems.

Customer Feedback and Service Recovery – Customer Complaining Behaviour; Effective Service Recovery Systems; Customer responses to effective Service Recovery; Service Guarantees; Learning from Customer Feedback.

Improving Service Quality and Productivity – What is Service Quality?; Integrating Service Quality and Productivity strategies; The Gap Model; Measuring and improving Service Quality; Defining and measuring Productivity; Improving Service Productivity.

Unit V:

Tourism – concept and nature of tourism, behavioral profile of users of tourism services, market segmentation for tourism, marketing mix for tourism

Hotel – concept and typology, market segmentation for hotels, behavioural profiles of users, marketing mix for hotels

Transport – concept, behavioural profile of users, marketing segmentation of transport, formulating marketing mix for road, rail and civil aviation

Instructions to the Paper Setter

Unit No.	Question		Marks allocated
	To be set	To be answered	
I	2	1	14
II	2	1	14
III	2	1	14
IV	2	1	14
V	2	1	14

Books recommended:

1. Christopher H.Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
2. Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne Gremler (2006), Services Marketing: Integrating Customer Focus Across the Firm, Fourth Edition, New York, NY: McGraw-Hill
3. Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2002.
4. Jha, S M, Services Marketing, Himalaya Publishing House, 2002
5. Kurtz, David L., and Clow, Kenneth E. Services Marketing, latest edition (Atomic Dog Publishing)
6. Shahjahan S, Service marketing : concepts, practice and cases, Himalaya publishing, 2001
7. Haksever, render, Russel and Murdick, Service management and operations, Pearson education, New Delhi, 2005