

FACULTY OF MANAGEMENT STUDIES (FMS)

(An ISO 9001:2008 Certified)

SCHEME OF EXAMINATION

AND

COURSE OF STUDY

For

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

(Under Choice Based Credit System)

Session: 2015-18

(Semester: I - VI)



GURUKULA KANGRI VISHWAVIDYALAYA, HARIDWAR- 249404

"Deemed to be university u/s 3 of UGC Act 1956"

BBA Programme (148 Credits)

Under Choice Based Credit System

AE/CD/ DSE/ GE	Subject Code	Subject Title	Hours Per Week			Evaluation Scheme			Subject Total	
						Sessional		ESE		
			L	P	T	Credit	CT			TA
B.B.A. I Year										
Semester – I										
AE1	BBA–A101	Environmental Science	4	-	-	4	20	10	70	100
CD 1	BBA–C102	Fundamentals of Management and Organisational Behaviour	6	-	-	6	20	10	70	100
CD 2	BBA–C103	Statistics for Business Decisions	4	-	2	6	20	10	70	100
GE 1	BBA–G106	Any One from the List of Generic Elective /Interdisciplinary Courses	6	-	-	6	20	10	70	100
Total						22				400
Semester – II										
AE2	BBA-A201	Business Communication (Language : English / MIL)	4	-	-	4	20	10	70	100
CD 3	BBA-C202	Managerial Economics	6	-	-	6	20	10	70	100
CD 4	BBA-C203	Business Accounting	4	-	2	6	20	10	70	100
GE 2	BBA–G---	Any One from the List of Generic Elective /Interdisciplinary Courses	6	-	-	6	20	10	70	100
Total						22				400
B.B.A. II Year										

Semester – III										
CD 5	BBA – C301	Macro Economics	6	-	-	6	20	10	70	100
CD 6	BBA – C302	Principles of Marketing	6	-	-	6	20	10	70	100
CD 7	BBA – C303	Management Accounting	4	-	2	6	20	10	70	100
GE 3	BBA – G---	Any One from the List of Generic Elective /Interdisciplinary Courses	6	-	-	6	20	10	70	100
SEC 1	BBA – S---	Any ONE from list of SKILL ENHANCEMENT COURSE (SEC)	4	-	-	4	20	10	70	100
Total						28				500
Semester – IV										
CD 8	BBA – C401	Business Research	4	-	2	6	20	10	70	100
CD 9	BBA – C402	Human Resource Management	6	-	-	6	20	10	70	100
CD 10	BBA – C403	Financial Management	4	-	2	6	20	10	70	100
GE 4	BBA – G---	Any One from the List of Generic Elective /Interdisciplinary Courses	6	-	-	6	20	10	70	100
SEC 2	BBA – S---	Any ONE from the list of SKILL ENHANCEMENT COURSE (SEC)	4	-	-	4	20	10	70	100
DDS	BBA-S101	Bhartiya Gyan Parampara	(Passing this subject is compulsory)				Candidate will be awarded satisfactory grade in mark sheet for passing this subject else he/she shall be awarded unsatisfactory grade			
Total						28				500

B.B.A. III Year										
Semester – V										
CD 11	BBA – C501	Quantitative Techniques for Management	4		2	6	20	10	70	100
CD 12	BBA – C502	Legal Aspects of Business	6	-	-	6	20	10	70	100
DSE I/II/III/IV	BBA – E---	Elective – I	6	-	-	6	20	10	70	100
DSE I/II/III/IV	BBA – E---	Elective – II	6	-	-	6	20	10	70	100
Total						24				400
Semester – VI										
CD 13	BBA – C601	Business Policy & Strategy	6	-	-	6	20	10	70	100
CD 14	BBA – C602	Financial Institutions & Markets	4	-	2	6	20	10	70	100
DSE I/II/III/IV	BBA- E---	Elective – III	6	-	-	6	20	10	70	100
DSE I/II/III/IV	BBA- E---	Elective – IV	6	-	-	6	20	10	70	100
Total						24				400
TOTAL CREDITS						148	G TOTAL			2600

L = Lecture T = Tutorial P = Practical CT = Cumulative Test TA = Teacher Assessment ESE = End Semester Examination GE=Generic Elective AE = Ability Enhancement CD = Core Discipline DSE = Discipline Specific Elective

SKILL ENHANCEMENT COURSE (SEC)

BBA-S301/401 IT Tools for Business

BBA-S302/402 Personality Development & Communication Skills

BBA-S303/403 E Commerce

BBA-S304/404 Statistical Software package (s)

BBA-S305/405 Financial Software package (s)

BBA-S306/406 Summer Internship- A student will submit report of **Summer Internship of six to eight weeks which will be internally evaluated.**

Generic Elective / Interdisciplinary Course (GE/IC)

(Choose Any FOUR)

BBA-G101/201/301/401 Entrepreneurship Development

BBA-G102/202/302/402 Ethics & Corporate Social Responsibility

BBA-G103/203/303/403 Tax Planning

BBA-G104/204/304/404 Econometrics

BBA-G105/205/305/405 Production & Operations Management

BBA-G106/206/306/406 India's Diversity & Business

DISCIPLINE SPECIFIC ELECTIVE COURSE: A student can choose any FOUR papers from ONE group. The COURSE offers FOUR groups viz. Finance (DSE-I), Marketing (DSE-II), Human Resource (DSE-III) and Management of Global Business (DSE-IV).

S.NO.	Finance (DSE-I),	Marketing (DSE-II),	Human Resource (DSE-III)	Management of Global Business (DSE-IV).
1	BBA-E501/601 International Finance	BBA-E509/609 Consumer Behaviour	BBA-E517/617 HRD system and Strategies	BBA-E525/625 International Trade: Policy and Strategieis.
2	BBA-E502/602 Investment Banking and Financial Services	BBA-E510/610 Personal selling and Sales force Management	BBA-E518/618 Training and Development	BBA-E526/626 Global Business Environment
3	BBA-E503/603 Investment analysis and portfolio management	BBA-E511/611 Advertising and Brand Management	BBA-E519/619 Management of Industrial Relations	BBA-E527/627 Transnational and Cross Culture Management
4	BBA-E504/604 Project Appraisal	BBA-E512/612 Retail Management	BBA-E520/620 Performance and Compensation Management	BBA-E528/628 International Distribution and Supply Chain Management
5	BBA-E505/605 Business analysis and valuation,	BBA-E513/613 Distribution and Supply Chain management	BBA-E521/621 Counselling and Negotiation Skills for Managers	BBA-E529/629 International Accounting and Reporting System
6	BBA-E506/606 Financial Modelling and Derivatives	BBA-E514/614 Marketing of Services	BBA-E522/622 Cross Culture HRM	BBA-E530/630 Multinational Business Finance
7	BBA-E507/607 Strategic Corporate Finance	BBA-E515/615 International Marketing	BBA-E523/623 Talent and Knowledge Management	BBA-E531/631 International Joint Venture, Merger, Acquisition
8.	BBA-E508/608 Research Project	BBA-E516/616 Research Project	BBA-E524/624 Research Project	BBA-E532/632 Research Project

NOTE: Student can take any **Two** of the following groups/specialization each having two papers (in third year) with the conditions that a minimum of 10 students are in a group.

BBA I Year		BBA-A101		Semester-I	
		Environmental Science			
Total Hours	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
50	3 Hrs.	30	70	100	04

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

ENVIRONMENTAL SCIENCE

Course Objective: To acquaint the students with the fundamentals of Environmental Studies. The course will use and focus on Indian experiences, approaches and cases.

- Environmental studies: Concept, nature and scope; Ecosystem: Concept, structure and functions; Energy flow in ecosystem, food chain, food web, ecological pyramids; Introduction, types, characteristic features, structure, function and study of forest, grassland, desert and aquatic ecosystems; Need for public awareness; Major environmental issues: Global warming, ozone depletion and acid rain; Human rights; Value education
- Natural resources: Renewable and non-renewable resources; Natural resources and associated problems: a) Forest resources: Deforestation, case studies, mining, dams and their effects on forest and tribal people; b) Water resources: Use and over-utilization of water, dams- benefits and problems; c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies; d) Food resources: Effect of modern agriculture, fertilizer-pesticide problems, case studies; e) Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, case studies; f) Land resources: Soil erosion and desertification; Role of an individual in conservation of natural resources.
- Environmental pollution: Definition, causes, effects and control measures of: Air pollution, Water pollution, Soil pollution, Noise pollution, Nuclear hazards; Pollution case studies; Solid waste management; Role of an individual in prevention of pollution; Disaster management: floods, earthquakes and landslides; Salient features of following acts: Environment protection act, Air (prevention and control of pollution) act, Water (prevention and control of pollution) act, Wildlife (protection) act, Forest (conservation) act.
- Biodiversity: Definition, types and values; Bio-geographical classification of India; India as a mega diversity nation; Hotspots of biodiversity and threats to biodiversity; Endangered and endemic species of India; Common plants and birds of India; Conservation of biodiversity: *In-situ* and *Ex-situ* conservation approaches; Sustainable development; Rain water harvesting; Resettlement and rehabilitation of people; Environmental ethics: Issues and possible solutions; Wasteland reclamation; Environment and human health; HIV/AIDS; Role of information technology in environment and human health. Human population growth: Impacts on environment, human health and welfare. Environmental movements: Chipko, silent valley, Bishnois of Rajasthan. Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.

Readings:

1. Gupta, D.N. (1997). *Environmental Accounting*. New Delhi: Wheeler Publishing.
2. Madan, Sangeeta and Pankaj (2009). *Global encyclopaedia of Environmental science technology and management*. Delhi: Global Vision Publishing House.
3. Harley, Nick (1997). *Environmental Economics*. Delhi: MacMillan India Ltd.
4. Kolstad, Charles, D. (2000). *Environmental Economic*. USA: Oxford University Press.
5. Mohanty, M. (1996.). *Environment & Pollution Law*. New Delhi: S.K. Universal Law Publishing.
6. Pandey, G.N. (1997). *Environmental Management*. New Delhi: Vikas Publishing House.
7. Uberoi N.K. (2000). *Environmental Management*. New Delhi: Excel Books.
8. Kormondy E. J. (2012). *Concepts of ecology*. New Delhi: Printice Hall of India Pvt. Ltd.
9. Cunningham, W. P. and Cunningham, M. A. (2010). *Principles of environmental science: Inquiry and applications*. New Delhi: Tata McGraw-Hill Publishing Company Limited.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-C102		Semester-I	
		Fundamentals of Management and Organizational Behaviour			
Total Hours	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

FUNDAMENTALS OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

Course contents:

- Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.
- Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.
- Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence
- Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

Readings:

1. Hersey, P.H., Blanchard, K.H., & Johnson, D.E. (2012). *Management of Organizational Behaviour*. New Delhi: Prentice Hall.
2. Koontz, H. & Wehrich, H. (1995). *Management*. New York: McGraw Hill.
3. Luthans, F. (2006). *Organizational Behaviour*. New Delhi: McGraw-Hill.
4. Rao, M.G. & Rao, V.S.P. (1999). *Organization Design, Change & Development*. New Delhi: Discovery Publishing House.
5. Robbins, S.P. (1996). *Organizational Behaviour*; 7th ed. New Delhi: Prentice Hall of India.
6. Robbins, S.P. (2010). *Organizational Behaviour*; 11th ed. New York : Prentice Hall..
7. Reddy, G.S. & Aswathappa, K. (2012). *Organizational Behaviour*. New Delhi: Himalaya Publishing House.
8. Singh, D. (2000). *Emotional Intelligence at Work*. Delhi: Sage Publications.
9. Staw, B.M. (1995). *Psychological Dimensions of Organizational Behaviour*. Englowed Cliffs, New Jersey: Prentice Hall Inc.
10. Stoner J. (1996.). *Management*. New Delhi: Prentice Hall of India.
11. Tripathi, P.C.& Reddy, P.N.(2012). *Principles of Management*. New Delhi:TMH.
12. Sherlekar. S.A (1997) *Management*, Mumbai: Himalaya Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-C103		Semester-I	
		Statistics for Business Decisions			
Total Hours	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

STATISTICS FOR BUSINESS DECISIONS

Objective: To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course Contents:

- Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.
- Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.
- Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.
- Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.

Readings:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Cochran, J.J., Fry, M.J., & Ohlmann, J.W., (2013). Quantitative Methods for Business. Cengage Learning, New Delhi.
2. Beri, G.C. (2005). Business Statistics. Tata McGraw Hill, New Delhi.
3. Brandimarte, P., (2012). Quantitative Methods: An Introduction for Business Management. John Wiley & Sons, USA.
4. Curwin, J., & Slater, R., (2008). Quantitative Methods for Business Decisions. Thomson Learning, London.
5. Dewhurst, F. (2006). Quantitative Methods for Business and Management. McGraw Hill, New Delhi.
6. Curwin, J., & Slater, R., (2004). Quantitative Methods: A Short Course. Thomson Learning, London.
7. Keller, G. (2009) Introduction to Statistics. Cengage Learning, New Delhi.
8. Levine, D.M, Kribbeil, T. C, Berenson, M and Vishawanath, P.K. (2011). Basic Statistics: A First Course. Pearson Education. New Delhi.
9. Levin R.I. and Rubin, D.S. (2011). Statistics for Management; 8th ed. Pearson Education. New Delhi.
10. Levine, Stephan, Krebbiel and Borenjon, (2007). Statistics for Managers using Microsoft Excel. PHI, New Delhi.
11. Levin, R.I., & Rubin, D.S., (2009). Statistics for Management. Pearson Education Inc, New Delhi.
12. Sharma, J.K. (2007). Business Statistics. Pearson Education. New Delhi.
13. Sharma, J.K., (2009). Quantitative Techniques for Managerial Decisions. Macmillan Publishers India Ltd, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-G106/206/306/406		Semester-I	
		India's Diversity and Business			
Total Hours	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

INDIA'S DIVERSITY AND BUSINESS

Objective: The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

- Recognizing, Accommodating and valuing diversity• Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources;• Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements• Social diversity in India: Peopling , demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions
- People, Livelihood and Occupational Diversity• Traditional livelihoods and their nature - agriculture, crafts, industry and services; • Region, occupation and employment
- Linkages between Diversity and India's Socio-economic challenges• Regional variations in terms of geographic and socio-economic factors- trends and emerging options; • Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;
- Diversity and Business, Indian Consumers and marketing; Rural and Urban context, Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

Readings:

1. Bhatt, B. L. (1980). India and Indian Regions: A Critical Overview in David E. Sopher, *An Exploration of India- Geographical Perspectives on Society and Culture for Socio cultural regions*. (pp 35-61). Cornell.
2. Bill A. (1992). *Seven sacred rivers*. Penguin Books.
3. Bose, N.K. (1969). Unity in Indian Diversity. In Desai, A.R. (2009). *Rural Sociology in India*. (pp 134-136). Popular Prakashan. (Original work published 1969).
4. Chakravarti, A.K. (2004). Regional Preferences for Food: Some Aspects of Food Habit Patterns. In *India in Grover N and KN Singh* (eds) 2004. Cultural Geography: Form and Process (pp 355-375). Delhi: Concept Publishers.
5. Martín-Alcazar, F., Romero-Fernández, P. M. & Sánchez Gardey, G. (2012). *Transforming Human Resource Management Systems to Cope with Diversity* (pp 511-531). Journal of Business Ethics.
6. Gadgil & Guha (1995). *Ecology and Equity: The use and abuse of nature in contemporary India*. Penguin.
7. Majid Hussain (2014) *Geography of India*, Tata Mc Graw Hill: New Delhi
8. Rao C.N.S. (2012) *Sociology*, S.Chand: New Delhi

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-S101		Semester-I	
		धर्म, दर्शन एवं संस्कृति(D.D.S.)			
Total Hours	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
30	3 Hrs.	30	70	100	00

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

धर्म, दर्शन एवं संस्कृति(D.D.S.)

Objective: The objective of the paper is to understand the bases of India's धर्म, दर्शन एवं संस्कृति.

(धर्म)

1. धर्म की अवधारणा
2. वैदिक, जैन, बौद्ध, इस्लाम तथा इसाई- इन मतों का विशेष परिचय

(दर्शन)

1. भारतीय दर्शनों का सामान्य परिचय
2. योग की परिभाषा तथा अष्टांगयोग

(संस्कृति)

1. भारतीय संस्कृति (वर्णाश्रम-व्यवस्था एवं षोडश संस्कार)
2. महर्षि दयानन्द की दृष्टि में शिक्षा का महत्त्व

(आर्यसमाज)

1. आर्य समाज के प्रमुख सिद्धान्त (त्रैतवाद, पंचमहायज्ञ, पुनर्जन्म, कर्मफल-सिद्धान्त)
2. भारतीय पुनर्जागरण एवं स्वतन्त्रता आन्दोलन में आर्यसमाज का योगदान

(वैदिक साहित्य)

1. गुरुकुल शिक्षा पद्धति एवं आर्य समाज के नियम
2. वैदिक साहित्य का संक्षिप्त परिचय (संहिता, ब्राह्मण, आरण्यक, उपनिषद्)

Text Books/References

सन्दर्भग्रन्थ-

- धर्मशास्त्र का इतिहास- प्रो. पी.वी. काणे
- संस्कृति के चार अध्याय - रामधारी सिंह दिनकर
- भारतीय पुनर्जागरण के पुरोधा - महर्षि दयानन्द सरस्वती, -डा. भवानीलाल भारतीय
- वैदिक साहित्य एवं संस्कृति - डा. कपिलदेव द्विवेदी
- वैदिक संस्कृति, प्रो. जयदेव वेदालंकार
- विश्व-संस्कृति की खोज(तृतीय भाग- धर्मखण्ड) - प्रो. जयदेव वेदालंकार

सहायक ग्रन्थ-

1. धर्म, दर्शन एवं संस्कृति- एक समालोचनात्मक अध्ययन- वेदवाचस्पति प्रो. सत्यदेव निगमालंकार चतुर्वेदी, श्रद्धानन्द वैदिक शोध संस्थान, गु.कां.वि.वि. हरिद्वार
2. सत्यार्थ प्रकाश- स्वामी दयानन्द सरस्वती

3. वैदिक संस्कृति का स्वरूप- प्रो. रामविचार
4. भारतीय पुनर्जागरण के पुरोधे – महर्षि दयानन्द सरस्वती

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-E201		Semester-II	
		Business Communication(Language : English / MIL)			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
50	3 Hrs.	30	70	100	04

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

BUSINESS COMMUNICATION

Objective: The importance of communication especially in business and management is well known. This is an introductory course covering these issues.(Practical exercises, games, etc. should be an integral part of this Course to improve the communication skills of the students).

- Basic forms of Communication, Communication models and processes, Audience analysis, Development of positive personal attitudes – SWOT analysis, Whole communication.
- Principles of Effective Communication, formal and Informal Communication, Grapevine, Miscommunication (Barriers), Group Discussions, Seminars, Effective listening.
- Writing Skills –Business letter format, Request and Reply letters; Good news and Bad news letters; Persuasive letters, Office memorandum, Business report preparation.
- Oral Presentation – Principles of Oral presentation, factors affecting presentation, Sales presentation, speeches to motivate, Effective presentation skills, Interviewing Skills – appearing in interviews, Conducting Interviews, Writing resume and letter of application.

References:

1. Bezborah P., Mahanta K., *Business Communication*. Kalyani Publishers, New Delhi.
2. Kaul A, *Business Communication*. PHI, New Delhi.
3. Pal R & Korlahalli J.S, *Essentials of Business Communication*. S.Chand & Sons, New Delhi.
4. Baugh, Frrayer & Thomas, *How to write first class Business Correspondence*.MacGraw Hills, New Delhi.
5. Borg J. , *Body Language (7 easy lessons to master the silent language)*.Pearson Education,New Delhi.
6. Chaturvedi, P D & Chaturvedi, M. , *Business Communication (Concepts, Cases and Applications)*, Pearson Education, New Delhi.
7. Hudson, R.H., *Business Communication*;5th Edition. Jaico Publishing House, Mumbai.
8. Kitty Locker & Kaczmarek, *Business Communication, Building Critical Skills*.McGraw.Hill, New Delhi.
9. Krishna Mohan & Meera Banerji, *Developing Communication Skills*. Macmillan India Ltd, New Delhi.
10. Kushal Jin, *Business Communication(B.Com. I)* VK Global Publications Pvt. Ltd., New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-C202		Semester-II	
		Managerial Economics			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

MANAGERIAL ECONOMICS

Objective: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

- Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behaviour : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and Giffen goods), revealed preference theory.
- Producer and optimal production choice: optimizing behaviour in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behaviour in long run (isoquants, ISO cost line, optimal combination of resources).Costs and scale: traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.
- Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, comparison with perfect competition, price discrimination; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium) ; oligopoly
- Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

References:

1. Gupta, G.S.(2001). *Managerial Economics*. New Delhi: Tata McGraw Hill Education
2. Keat, P., & Young, P.K.(2008). *Managerial Economics*. New Delhi: Prentice Hall.
3. Koutosyannis (1979). *Modern Micro Economics*. Chennai:Palgrave Macmillan.
4. Lipsey and Chrystal (2008). *Economics. (11th ed.)* .). UK: Oxford University Press.
5. McGuigan, J.R., & Moyer, R.C. (2007). *Managerial Economics;Application, Strategies, and Tactics*. USA : South.Western College Publication.USA.
6. Pindyck, Rubinfeld & Mehta. (2009). *Micro Economics. (7th ed.)* .). New Delhi: Pearson education.
7. Salvatore, D.(2009). *Principles of Microeconomics (5th ed.)*. UK: Oxford University Press.
8. Singh, S.P. (2004).*Managerial Economics*. New Delhi: AITBS..
9. Webster, T.J. (2003). *Managerial Economics: Theory & Practice*. London: Academic Press.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I Year		BBA-C203		Semester-II	
		Business Accounting			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

203. BUSINESS ACCOUNTING

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

- To familiarize students with the mechanics of Business Accounting; Concepts, Importance and Scope. Recording of Financial Transactions/- Journal, ledger, and subsidiary books. Preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.
- Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation –Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.
- Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).
- Analysing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis -Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

References:

1. Ghosh, T. P. (2004). *Financial Accounting for Managers*. New Delhi: Taxman Allied services pvt ltd.
2. Horngren, C. T., Sundem, G. L., Elliott, J. A., & Philbrick, D. (2013). *Introduction to Financial accounting*. New Delhi: Pearson Higher Ed.
3. Maheshwari, S. N., & Maheshwari, S. K. (2003). *An Introduction to Accountancy*. New Delhi: Vikas Publishing House PVT Limited.
4. Monga, J. R., Girish, A., & Ashok, S. (1994). *Financial Accounting*. Noida: Mayur Paperbacks.
5. Narayanaswamy, R. (2014). *Financial Accounting: A Managerial Perspective*. New Delhi: PHI Learning Pvt. Ltd

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA-C301		Semester-II	
		Macro Economics			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

MACROECONOMICS

Objective: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

- Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, effect of fiscal and monetary policy.
- Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action;
- Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, Phillips curve (short run and long run)
- Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate).

References:

1. Blanchard,O.(2009). *Macroeconomics* (5th Ed). New Delhi: Pearson education.
2. Dornbusch., & Fischer.(2010). *Macroeconomics* (9th Ed.). New Delhi:Tata McGraw Hill.
3. Froyen, R.P. (2011). *Macroeconomics-theories and policies* (8th Ed.). New Delhi:Pearson education.
4. Mankiw,N.G.(2010). *Macroeconomics* (7th Ed.). New York: Worth Publishers.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA-C302		Semester-III	
		Principles of Marketing			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

PRINCIPLES OF MARKETING

Objective: This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases
Course Content:

- Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix.
- Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;
- Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).
- Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

References:

1. Kotler, P. & Keller, K.L. (2015). *Marketing Management (15th Global Edition)*. New Delhi: PHI.
2. Kotler, Philip & Armstrong, G. (2009). *Principles of Marketing*. New Delhi: PHI.
3. Neelamegham, S. (2000). *Indian Cases in Marketing*. New Delhi: Vikas Publishing House.
4. Palmer. (2015). *Introduction to Marketing*. London: Oxford University Press.
5. Paliwoda, S. & Andrews, T. (2012). *Marketing Management in Asia*. UK: Routledge.
6. Singh, V.K. & Sharma, N. (2015). *Mini Cases & Case lets for Would Be Managers*. Germany: Lambert Academic Publishing.
7. Winer, R. & Dhar, R. (2013). *Marketing Management*. New Delhi: Pearson.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

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BBA II Year		BBA-C303		Semester-III	
		MANAGEMENT ACCOUNTING			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

MANAGEMENT ACCOUNTING

Objective: To acquaint students with role of Management Accounting in planning, control and decision-making. Course Content

- Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Centre. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption
- Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.
- Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centres, Divisional performance – Financial measures, Transfer pricing.
- Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, labour, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

References:

1. Bhattacharyya, D. (2010). Management Accounting. New Delhi: Pearson education.
2. Kumar, G.A. (2010). Management Accounting. New Delhi: Pearson Publication.
3. Kuppapally, J. J. (2008). Accounting for Managers. New Delhi: Prentice Hall of India.
4. Khan, Jain (2006). Managerial Accounting. New Delhi: Tata McGraw- Hills Education.
5. Lucey Terence (2003). Management Accounting's: Cengage Learning EMEA.
6. Mathur, S.B. (2010). Management Accounting. New Delhi: Tata McGraw Hills.
7. Pandey, I.M. (2006). Management Accounting. New Delhi: Vikas Publishing House.
8. Schatzberg, J. (2010). Introduction to Management Accounting. New Delhi: Pearson Publication.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA- C401		Semester-IV	
		Business Research			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

BUSINESS RESEARCH

Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

- Definition, Importance, Nature, Objectives, Scope and Limitations of Research, Role of Research in Decision Making, Applications of Research, The Research Process- Steps in the Research Process; the research proposal; Problem Formulation; Management problem Vs Research Problem.
- Research Design: Exploratory, Descriptive, and 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)
- 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, and Interval & Ratio. Scaling techniques- paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.
- Sampling: Sampling techniques, Data Preparation: Editing, Coding, Classification, and Tabulation of Data, Introduction to theoretical concept of Univariate and Bivariate Data Analysis.

References:

1. Aaker, K., & Day .(2012). *Marketing Research*. Wiley, New Delhi.
2. Churchill (2009). *Marketing Research Methodological Foundations*. Cengage Learning, India.
3. Cooper & Schindler.(2007). *Business Research Methods*. McGraw-Hill Education, New Delhi.
4. David, J. L., Ronald, S., Rubin.(1994). *Marketing Research*. PHI Learning Pvt. Ltd, New Delhi.
5. Donald R.C. & Pamela, Schindler(2010). *Business Research Methods*. McGraw Hill, New Delhi.
6. Malhotra, N. (2010). *Marketing Research*. Pearson education, New Delhi.
7. Zikmund, Babin& Carr. (2006). *Business Research Methods*. South-Western.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA- C402		Semester-IV	
		Human Resource Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

HUMAN RESOURCE MANAGEMENT

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases Course Contents

- Human Resource Management: Concept, Functions, roles, skills & competencies, HRD definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations
- Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.
- Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages. Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.
- Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline, concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

References:

1. Ashwathappa, K. (2011). Human Resource Management: Text & Cases. New Delhi:Tata McGraw Hill.
2. Armstrong, M. (2008). Strategic Human Resource Management: A Guide to Action. London: Kogan Page Ltd, London.
3. Banfield, P., & Kay, R. (2012). Introduction to Human Resource Management.NY: Oxford University Press.
4. Bhardwaj, R.(2012). Human Resource Management. New Delhi:D.P.S, Publishing House.
5. Flippo, Edwin B. (1984). *Personnel Management*. New Delhi:Tata McGraw Hill.
6. Martin, J. (2009). Human Resource Management. California:Sage Publication.
7. Mathis, L. R., & Jackson, H.J. (2011). *Human Resource Management: Essential Perspective*. USA:South.Western Cengage Learning.
8. Price, A. (2011). Human Resource Management. USA:South Western Cengage Learning.
9. Patnayak & Biswajeet. (2014). *Human Resources Management*. New Delhi: Prentice Hall of India.
10. Subha Roa, P.(2011). *International Human Resources Management*. New Delhi: Himalaya Publication House
11. Subha Roa, P.(2011). *Human Resources Management*. New Delhi: Himalaya Publication House
12. Sheikh, A.M.(2007). *Human Resource Development & Management*. New Delhi:S. Chand.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA- C403		Semester-IV	
		Financial Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

FINANCIAL MANAGEMENT

Objective: To acquaint students with the techniques of financial management and their applications for business decision making. Course Contents:

- Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.
- Capital Budgeting- Meaning and significance of Capital Budgeting. Evaluation Techniques. Cost of capital, cost of different sources of capital. Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.
- Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.
- Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

References:

1. Brigham E.F. & Ehrhardt C.M. (2008). *Financial Management*. USA: Cengage Learning, Mason USA.
2. Chandra P. (1997). *Financial Management*. New Delhi: Tata McGraw Hill, New Delhi.
3. Chandra P. (1997). *Fundamentals of Financial Management*. New Delhi: Tata McGraw Hill.
4. Horne V. & James C. (1997). *Financial Management and Policy*. New Delhi: Prentice Hall Inc.
5. Khan, J. (2012). *Basic Financial Management*. New Delhi: Tata McGraw Hill.
6. Madura J. (2011). *International Financial Management*. USA: Cengage Learning.
7. Pandey I. M. (2004). *Financial Management*. New Delhi: Vikas Publishing House (P) Ltd.
8. Richard A B. (1996). *Principles of Corporate Finance*. New Delhi: Tata McGraw Hill.
9. Tyagi, C.L. and Tyagi, M. (2003). *Financial and Management Accounting*. New Delhi: Atlantic Publication.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA- C501		Semester-V	
		Quantitative Techniques For Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

- Linear Programming: Formulation of L.P. Problems, Graphical Solutions; solution of simple LP problems using Simplex Methods. Theoretical introduction to Integer programming, Zero-one programming, Goal Programming.
- Elementary Transportation: Basic terms, Applications of transportation problems in management, Formulation of Transport Problem, Solution by N.W. Corner Rule.
- Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), Introduction and brief theoretical discussion on PERT.
- Theoretical discussion on Decision Theory, Markov Chains: Predicting Future Market Shares, Equilibrium Conditions.
- Theoretical discussion on Game Theory, Introduction to Simulation: Monte Carlo Simulation

References:

1. Barry, Render, Ralph, M. & Michael, E., Hanna (2011). *Quantitative Analysis*. New Delhi: PHI.
2. Budnik, Frank, S., Dennis, Mcleavey & Richard, Mojena (2003). *Principles of Operations Research*. New Delhi: All India Traveller Booksheller.
3. Gupta, R. K. (2010). *Operation Research*. India, Meerut: Krishna Prakash Media.
4. Gupta, P. K., Mohan, M., Swarup, K. (2001). *Operations Research*. New Delhi: Sultan Chand.
5. Sharma, J. K. (2009). *Operations Research. Theories and Applications*. New Delhi: Macmillian India Ltd.
6. Sharma, S. D. (2007). *Operation Research*. India, Meerut: Kedarnath & Co.
7. Taha, H. A. (2008). *Operation Research. An Introduction*. NY: Mc.Millan.
8. Vohra, N. D. (2000). *Quantitative Management*. New Delhi: Tata McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA- C502		Semester-V	
		Legal Aspects Of Business			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

LEGAL ASPECTS OF BUSINESS

Objective: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

- The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.
- Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.
- The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability
- Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

References:

1. Aggarwal, R. (2002). *Mercantile & Commercial Law*. New Delhi: Taxmann.
2. Kapoor, G. (2000). *Business Law*, New Delhi: New Age International Pvt Ltd Publishers.
3. Kucchal, M.C. (2009). *Business Law/Mercantile Law*. New Delhi: Vikas Publishing.House (P) Ltd.
4. Kucchal, M.C. & Kucchal, V.(2009). *Business Legislation for Management*. New Delhi: Vikas Publishing House (P) Ltd.
5. Kapoor, G. K. & Dhamija, S.(2013). *Company Law and Practice-A comprehensive text book on Companies Act 2013*, NewDelhi:Taxmann.
6. Singh, A. (2001). *Principle of Mercantile Law*. India:Eastern Book Company.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA- C601		Semester-VI	
		Business Policy And Strategy			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

BUSINESS POLICY AND STRATEGY

Objective: To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

- Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement- Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.
- Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.
- Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.
- Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

References:

1. Arthur A., Thompson Jr. & Strickland, A.J.(2000) .*Crafting and executing strategy*. New Delhi:Tata McGraw Hill.
2. Arthur A., Thompson Jr. and Strickland, A.J. (2003).*Strategic Management –Conceptsand Cases*. New Delhi: McGraw-Hill.
3. Johnson, G. & Scholes, K. (2008). *Exploring corporate strategies*. New Delhi.PHI.
4. Jauch, L.R.&Glueck, W.(2006). *Business Policy and StrategicManagement*. New Delhi: McGraw Hill.
5. Kachru, U. (2006). *Strategic Management*. New Delhi: Excel books.
6. Pearce, J.A. & Robinson, R.B. (2005).*Strategic Management formulation implementation and control*. New Delhi: Tata McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA- C602		Semester-VI	
		Financial Institutions And Markets			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

FINANCIAL INSTITUTIONS AND MARKETS

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

- Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs
- Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.
- Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instrument traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE.
- Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

References:

1. Anthony, S.& Cornett, M.M. (2007). *Financial Markets and Institutions* (3rd ed.).New Delhi: Tata McGraw Hill.
2. Goel, S. (2012). *Financial services*. New Delhi: PHI.
3. Gurusamy, S. (2010). *Financial Services*. New Delhi: TMH.
4. Khan, M Y. (2010). *Financial Services* (5th ed.). New Delhi: McGraw Hill Higher Education.
5. Shahani, R.(2011). *Financial Markets in India: A Research Initiative*. New Delhi: Anamica Publications.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

DISCIPLINE SPECIFIC ELECTIVE COURSE
DSE - I (Finance)

BBA III Year		BBA-E501/601		Semester-V/VI	
		International Finance			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - I (Finance) 1- INTERNATIONAL FINANCE

Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

- Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.
- Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand- Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models
- Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Inter- Company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and foreign bonds.
- International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post- expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

References:

1. Apte, P.G. *International Finance*. (2011). New Delhi: TataMcgraw Hill.
2. Levi, Maurice D.(2010) *International Finance: The Markets and Financial Management of Multinational Business*.New Delhi: Mcgraw Hill.
3. Shapiro, A. C. (2012).*Multinational Financial Management*. New Delhi: Wiley India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E502/602		Semester-V/VI	
		Investment Banking And Financial Services			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - I (Finance) 2- INVESTMENT BANKING AND FINANCIAL SERVICES

Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

- Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue
- Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters
- Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfeiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.
- Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non- traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non-mortgage assets, Securitization in India.

References:

1. Ennew.C., Watkins, T. & Wright, M.(1995).*Marketing of Financial Services*. Heinemann Professional.
2. Khan, M.Y. (2011).*Financial Services*. New Delh:Tata McGraw Hill.
3. Machiraju, H.R.(2010). *Indian Financial System*.New Delhi: Vikas Publishing House.
4. Sriram, K. (1992).*Hand Book of Leasing, Hire Purchase & Factoring*. Hyderabad: ICFAI.
5. Verma, J.C. (1996).*A Manual of Merchant Banking*.New Delhi:Bharath Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E503/603		Semester-V/VI	
		Investment Analysis And Portfolio Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - I (Finance) 3- INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

- Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.
- Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow Theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, and consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, three forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis)
- Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, and consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, three forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis)
- Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

References:

1. Fischer, D.E. & Jordan, R.J. (1995). *Security Analysis & Portfolio Management*. New Delhi: Pearson Education.
2. Reilly, Frank K. & Brown, Keith C. (2009). *Investment Analysis and Portfolio Management*. India: Cenage India Pvt. Ltd.
3. Sharpe, W.F., Alexander, G.J. & Bailey, J.(1993). *Fundamentals of Investments*. New Delhi: Prentice Hall of India.
4. Singh, R. (2009). *Security Analysis & Portfolio Management*. India: Excel Books.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

		Project Appraisal And Analysis			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - I (Finance) 4- PROJECT APPRAISAL AND ANALYSIS

Objective: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

- Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship – concept, Theory and perspective.
- Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, forecasting techniques Technical appraisal of a project, Business and Technology Acquisition and management of technology.
- Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans
- Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

References:

1. Machiraju. H.R.(2001)..*Introduction to Project Finance*.New Delhi:Vikas Publishing House.
2. Chandra P. (2000). *Project Preparation Appraisal Budgeting and Implementation*. New Delhi:TMH.
3. Beenet, P. L.& Kathryn.(1995). *Project management.for 21st century*. New Delhi:Pearson education.
4. David, I. Cleland. (1999). *Project management*. USA: McGraw Hill International Edition,.
5. Dennis lock .(2001). *The essentials of project management*.USA: Grower.
6. Gray,C., & Larson,E .(2010).*Project Management*.New Delhi: Tata McGraw Hill.
7. Gopalakrishnan,P.(1993). *Project management*. . New Delhi:McMillian.
8. Harry,N. (1987).*Project Management*.New Delhi:Pearson Publication.
9. Prasanna, C. (2008).*Project Management*.New Delhi:Tata McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

		Business Analysis And Valuation			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - I (Finance) 5- BUSINESS ANALYSIS AND VALUATION

Objective: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

- Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.
- Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model
- Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates- cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life
- Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options

References:

1. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.)*. India:Wiley.
2. Chandra, P. (2011). *Corporate Valuation and Value Creation, (1st ed)*. New Delhi: TMH
3. Foster, G.(1986). *Financial Statement Analysis*.New Delhi: Pearson Education.
4. Weston, Chung & Hoag, (2006). *Mergers, Restructuring and Corporate Control*. New Delhi:Prentice Hall of India

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E506/606		Semester-V/VI	
		Financial Modelling And Derivatives			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - I (Finance) - 6 FINANCIAL MODELLING AND DERIVATIVES

Objective: To equip students with principles and techniques of Financial modelling along with various Financial Derivatives including Greeks & Exotic Options.

- Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, and Likelihood Function of Returns and Empirical Properties of
- Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.
- Financial Derivatives: Introduction, various underlying and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.
- Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

References:

1. Franke, J., Wolfgang H. & Christian, H. (2000). *Introduction to Statistics of Financial Markets. Germany: Springer.*
2. Hull, John, C. (2009). *Options, Futures and Other Derivatives (7th Ed.)*. New Delhi: Pearson Education.
3. Tsay, Ruey S. (2005). *Analysis of Financial Time Series (2nd Ed.)*. India: John Wiley.
4. Madhumathi, R. & Ranganatham, M. (2012). *Derivatives and risk management (1st Ed.)*. New Delhi: Pearson education.
5. Redhead, K. (1996). *Financial Derivatives- An introduction to futures, forwards, options, swaps*. New Delhi: Prentice Hall of India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

		Strategic Corporate Finance			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - I (Finance) - 7 STRATEGIC CORPORATE FINANCE

Objective: The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

- Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.
- Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor- initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy. Real options: Financial and real options compared, various types of real options, Decision tree analysis, application of Real options, Drawbacks of Real options
- Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non- core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.
- Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

References:

1. Damodaran A.(2002). *Corporate finance theory and practice*. John Wiley& sons.
2. Chandra, P. (1997). *Financial Management*. New Delhi: Tata McGraw Hill.
3. Chandra, P. (1997). *Fundamentals of Financial Management*. New Delhi: Tata McGraw Hill.
4. James, C., Home V. & Wachowicz, J. M. (1997). *Fundamentals of Financial Management*. New Delhi: Prentice Hall of India.
5. Kishore R.M. (2002). *Financial Management*. New Delhi: Taxmann Allied Services Pvt. Ltd.
6. Khan, M.Y & Jain, P K. (1992). *Financial Management*. New Delhi: Tata McGraw Hill.
7. Ross, S. A., Westerfield, R. & Jordon, B. D.(2008). *Fundamentals of Corporate Finance*. New Delhi: Tata McGraw Hill.
8. Ross S.A., Westerfield R. W. (2001). *Corporate Finance*. New Delhi: Tata McGraw Hill.
9. Rustogi R.P. (2002). *Financial Management*. New Delhi: Galgotia Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

DSE II (Marketing)

BBA III Year		BBA-E509/609		Semester-V/VI	
		Consumer Behaviour			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - II (Marketing) - 1 CONSUMER BEHAVIOUR

- Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.
- Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality-Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory
- Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.
- Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post purchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

NOTE: Cases & application to marketing will be taught with respect to each topic.

References:

1. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (1995). *Consumer Behaviour*. USA: Cengage Learning.
3. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). *Consumer Behaviour – Building Marketing Strategy*. New Delhi: Tata McGraw Hill.
3. Kotler, P. & Keller, K. L. (2010). *Marketing Management* (Global Ed.). New York: Pearson.
4. Schiffman, L.G. & Kanuk, L.L. (2003). *Consumer Behaviour*. New Delhi: Prentice Hall Publication.
5. Solomon, M.R. (2005). *Consumer Behaviour – Buying, Having, and Being*. New Delhi: Pearson Prentice Hall.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E510/610		Semester-V/VI	
		Personal Selling & Sales Force Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - II (Marketing) - 2 PERSONAL SELLING & SALES FORCE MANAGEMENT

Objectives: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

- Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.
- Theories of Selling: AIDAS, Right Set of circumstances, buying formula theory.
- The Selling Process: Pre approach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration –planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closings sale – trial close, closing techniques, Post sales follow up.
- Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories

References:

1. Allard. (1991). *How to improve your Sales Performance*. New Delhi: UPSPD.
2. Allen, P. (1998). *Sales & Sales Management*. London: MacDonald & Evans Ltd.
3. Charles, F.(2000). *Selling*. New Delhi: AITBS.
4. Cundiff&Govani. (2011). *Sales Management. Decisions, Strategies & Cases*. New Delhi: PHI.
5. Ramachandran. (2010). *Field Sales Management*, New Delhi: Allied Publications.
6. Thomas R. W.(1997). *Sales Management*, New York: Holt Rinehart & Winston.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E511/611		Semester-V/VI	
		Advertising And Brand Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - II (Marketing) - 3 ADVERTISING AND BRAND MANAGEMENT

Objectives: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

- Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy
- How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies; Associating feelings with a brand; Developing brand personality; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement
- Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge, Brand Identity
- Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios
- Corporate Branding and Tools for Building Brand Equity, Leveraging Brand Equity, Measurement of Brand Equity.

References:

1. Aaker, D. (2000). *Brand Leadership*. London: The free press.
2. Banerjee, S. (1998). *Advertising as a Career*. New Delhi: Response publishers.
3. Batra, A. (2011). *Advertising Management*. New Delhi: Prentice Hall of India.
4. Cowley, D. (1999). *Understanding Brands*. New Orleans: Kogan Page Ltd.
5. Eod & Newman. (1996). *Advertising Management*. Bombay: Taxporawala.
6. Frybuyger & Rotzoll. (1996). *Advertising Theory & Practice*. Illinois: Free Press.
7. Kampferer, J.N. (2000). *Strategic Brand Management*. London: Kapferer Free Press.
8. Ogilvy, D. (1985). *Ogilvy on advertising*. London: Pan Books Ltd.
9. S.A. Chunawala and K.C. Sethia. (2000). *Advertising Theory & Practices*. New Delhi: HPH.
10. Sengupta, S. (1990). *Brand Positioning: Strategies for Competitive advantages*. New Delhi: TMH.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E512/612		Semester-V/VI	
		Retail Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - II (Marketing) - 4 RETAIL MANAGEMENT

Objectives: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

- Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry
- Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non-traditional selling.
- Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.
- Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing
- Retail Merchandising: Buying function, Mark-ups & Markdown in merchandise management, shrinkage in Retail merchandise management
- Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.
- Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

References:

1. Berman & Evarv. *Retail Management*. New Delhi: Perntice Hall.
2. Bajaj, T. & Srivastava. *Retail Management*. New Delhi: Oxford University Publications.
3. Cullen & Newman. *Retailing – Environment & Operations*. New Delhi: Cengage Learning.
4. Singh, H. (2004). *Retail Management*. Meerut: S. Chand Publication.
5. Vedamani, G.G. *Retail Management: Functional principles & practices*. New Delhi: Jaico Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E513/613		Semester-V/VI	
		Distribution And Supply Chain Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - II (Marketing) - 5 DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Objectives: This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

- The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.
- Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.
- Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, achieving strategic fit.
- Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.
- Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

References:

1. Ayers, J. B. (2006). *Handbook of supply chain management* (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). *Business logistics/ supply chain management* (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). *Supply chain management: Strategy, planning and operation* (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). *The management of business logistics* (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). *Global Operations Management and Logistics: Text and Cases*. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). *Supply chain management*. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). *Purchasing and supply chain management* (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). *Logistics and supply chain management: cases and concepts*. New Delhi: Macmillan.
9. Shah, J. (2009). *Supply Chain Management: Text and Cases*. New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). *Designing and managing the supply chain* (3rd ed.). New Delhi: Tata McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E514/614		Semester-V/VI	
		Marketing Of Services			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - II (Marketing) - 6 MARKETING OF SERVICES

Objectives: The course is designed to equip students with the knowledge of marketing of all types of services.

- The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges
- Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.
- Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.
- Relationship Marketing and Customer Loyalty, Issues in CRM, Concept of Loyalty, creating customer loyalty
- Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

References:

1. Fisk, R. P., Grove, S. J., & John, J. (2008). *Interactive Services Marketing*. New York: Houghton Mifflin.
2. Glynn, W. J., & Barnes, J. G. (2006). *Understanding Services Management - Integrating Marketing, Organizational Behaviour, Operations and Human Resources Management*. Prentice Hall.
3. Gronroos, C. (2007). *Service Management and Marketing - A customer relationship management approach*. New York: John Wiley.
4. Hoffman, K. D., & John, E. G. B. (2006). *Marketing of services: Concepts strategies and cases*. Thomson-South Western.
5. Shanker, R. (2002). *Services Marketing: The Indian perspective*. New Delhi: Excel Books.
6. Peelen, Ed., Beltman, Rob, (2013). *Customer Relationship Management*. London: Pearson Education.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E515/615		Semester-V/VI	
		International Marketing			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - II (Marketing) - 7 INTERNATIONAL MARKETING

- Framework of international marketing .Intra firm& environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.
- Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licencing regulations & Procedures.
- International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing- International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad overview, merchandising, Trade fairs/exhibition
- Institutional infrastructure for export in India, Export Assistance.
- Introduction to Export documentation and procedures, framework, pre shipment & post shipment documents, Role of ITPO in export promotion, quality control & pre shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

References:

1. Cateora, P. & Graham.(2001). *International Marketing*. Kolkata: McGraw Hill.
2. Keegan, W.J. (2000).*Multinational Marketing Management*. New Delhi: Prentice Hall.
3. Muhlbacke, H. (2006).*International Marketing-A Global Perspective*. USA: Cengage Learning
4. Terpestra, V. & Saratnag, R.(2000). *International Marketing*. Mumbai: Naper Publishing Group.
5. Varshney & Bhattacharya.(2005). *International Marketing Management*.Meerut: Sultan Chand & Sons.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

DSE-III (HUMAN RESOURCE)

BBA III Year		BBA-E517/617		Semester-V/VI	
		Systems And Strategies			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE-III (HUMAN RESOURCE)-1 HRD: SYSTEMS AND STRATEGIES

Objective: The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

- Human Resource Development (HRD): Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD: Training, Education and Development; Roles and competencies of HRD professionals.
- HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.
- HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.
- HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.
- Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

References:

1. Haldar, U. K. (2009). *Human resource development*. India: Oxford University Press.
2. Kapur, S. *Human resource Development and Training in Practice*. London: Beacon Books.
3. Lynton, R. P. & Pareek, U. (1990). *Training for Development*. Ghaziabad: Vistaar publication.
4. Mankin, D. (2011). *Human resource development*. India: Oxford University Press.
5. Nadler, L. *Corporate human Resource Development*. New York: Van Nostrand Reinhold.
6. Rao, T.V. and Udai, P. (1997). *Designing and Managing Human Resource Systems*. New Delhi: Oxford and IBH Publication Ltd.
7. Rao, T.V. (2002). *Reading in human Resource Development*. New Delhi: Oxford IBH Publication Ltd.
8. Rao, T.V. (1999). *Human Resource Development*. Mumbai: Sage publication.
9. Rao, T.V. (2003). *Future of HRD*. Macmillan Publishers India.
10. Viramani B.R. and Pramila, S. *Evaluating Management Training and Development*. Kolkata: Vision Books.
11. Werner J. M. & DeSimone, R.L. (2011). *Human resource development*. California: South Western Press.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E518/618		Semester-V/VI	
		Training And Management Development			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - III (Human Resource) -2 TRAINING AND MANAGEMENT DEVELOPMENT

Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

- Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training
- Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.
- 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, and sensitivity training, e-training.
- Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.
- 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 Peace-making Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant – Client Relationships, System Ramifications, Power, Politics and OD

References:

1. Bhatia S.K. (2004). *Training & Development*. Ludhiana: Deep & Deep Publishers.
2. Blanchard P.N. & Thacker J.(2009).*Effective Training, Systems, Strategies and Practices*. New Delhi: Pearson.
3. French, W., Bell, C. & Vohra ,V. (2006).*Organisation Development, Behavioral ScienceInterventions for Organisation Improvement*. New Delhi: Prentice Hall.
4. Pareek ,U. (2000).*Training Instruments for HRD and OD*. New Delhi: TMH.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E519/619		Semester-V/VI	
		Management Of Industrial Relations			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - III (Human Resource) - 3 MANAGEMENT OF INDUSTRIAL RELATIONS

Objective: To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

- Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.
- Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles
- Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.
- Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.
- The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures ,employment of women and young persons ,leave with wages and weekly holidays
- The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees' Pension Scheme and Employees State

References:

1. Chhabra, T.N.(2007).*Industrial Relations and Labour Laws*. Delhi: Dhanpat Rai Publishing House.
2. Ravindranath, E.I. (2013). *Industrial Relations in India*. McGraw Hill Education (India) Pvt. Ltd. New Delhi.
3. Srivastava, S.C. (2007). *Industrial Relations and Labour Laws*. New Delhi: Vikas Publishing House.
4. Sinha P.R.N., Sinha B.I. & Shekhar S.P.(2009).*Industrial Relation Trade Union and Labour Legislation*. New Delhi: Dorling Kindersley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E520/620		Semester-V/VI	
		Performance And Compensation Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - III (Human Resource) - 4 PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

- 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
- 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.
- 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, broad banding, and competency based pay.
- Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.
- 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, Special compensation situations: International compensation-managing variations. Expatriate Pay.

Readings:

1. Aguinis, H. (2009). *Performance Management*. New Delhi: Prentice Hill.
2. Armstrong, M. (2015). *Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. USA: Kogan page
3. Armstrong, M. & Baron, A. (202). *Performance management and development*. New Delhi: Jaico Publishing House .
4. Armstrong, M. (2014). *Performance management: Key strategies and practical guidelines*. London: KoganPage.
5. Bagchi, S. N. *Performance management*. India: CengageLearning.
6. Bhattacharyya, D.K. (2011). *Performance management systems and strategies*. New Delhi: Pearson Education.
7. Chhabra, T.N. & Rastogi, S. (2001). *Compensation management*. Delhi: Sun India Publications.
8. Dessler, G. (2010). *Human Resource Management*. New Delhi: Prentice Hall.
9. Henderson, R. (1997) . *Compensation management in a knowledge based world*. California: Prentice Hall.
10. Milkovich & Newman. (1998). *Compensation*. London: McGraw Hill.
11. Robert B. (2003). *Performance management*. India: McGraw-Hill Education India.
12. T.J. Bergman. (2000). *Compensation Decision Making*. Harcourt: Fort Worth, TX.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E521/621		Semester-V/VI	
		Counselling And Negotiation Skills For Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - III (Human Resource)-5 COUNSELLING AND NEGOTIATION SKILLS FOR MANAGEMENT

Objective: The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

- Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.
- Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.
- Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks
- Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion

Readings:

1. Carroll, M. (1996). *Workplace counseling*. London: Sage Publication.
2. Kolb, D., & Williams, J. (2001). *The Shadow Negotiation*. UK: Simon & Schuster.
3. Korobkin, R. (2014). *Negotiation theory and strategy*. New York: Aspen Publisher.
4. Kottler, J., & Shepard, D. (2010). *Introduction to counselling: voices from the field*. USA: Cengage Learning.
5. Lewicki, R. (2005). *Essentials of negotiation*. Alexandria V. A.: Society of HRM.
6. Moursund, J. & Kenny M.C. (2002). *The Process of counselling and therapy*. New Jersey: Prentice Hall.
7. Patterson, L. E., & Welfel, E. R. (2005). *The counselling process: A multitheoretical integrative approach*, New York: Brooks Cole.
8. Singh, K. (207). *Counselling Skills for Managers*. India: PHI.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E522/622		Semester-V/VI	
		Cross Cultural Human Resource Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - III (Human Resource) -6 CROSS CULTURAL HUMAN RESOURCE MANAGEMENT

Objective: - To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues .The course aims to understand HRM concerns in the cross cultural scenario.

- Introduction to concepts of culture and nationality, Impact of culture on international business environment , Hofstede's approach ,advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.
- Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building
- Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy
- Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective
- International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

References:

1. Brouaeyns M.J & Price R. (2008). *Understanding cross cultural management*.New Delhi: Prentice Hall.
2. Bhattacharya, M.S. &Sengupta,N.(2007). *International Human Resource Management*. New Delhi: Excel Books.
3. Dowling, P.J & Engle Sr., A.D. (2013). *International HRM*, London: Thomson Learning.
4. Thomas, D.C.(2014).*Cross cultural Management essential concepts*, New Delhi: Sage Publication.
5. Rosemary,L. & Ben, L.(2000) *Human resource management in International Context*. New Delhi: Jaico publication house.
6. Schuler.R.S, Briscoe.D.R and Claus.(2009). *International Human Resource Management*. New York: Routledge.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E523/623		Semester-V/VI	
		Talent And Knowledge Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - III (Human Resource) -7 TALENT AND KNOWLEDGE MANAGEMENT

Objective: To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

- Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.
- Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage
- Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.
- Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.
- Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance scorecard, Gap analysis.

References:

1. Awad. E.M & Ghaziri.H.M. (2004). *Knowledge management*. UK: Pearson education International.
2. Barnes, S. (2002). *Knowledge management system theory and practice*. USA: Thomson learning.
3. Cappelli, P.(2008). *Talent on Demand –Managing Talent in an age of uncertainty*. London: Harvard Business Press.
4. Donald, H. (2013). *Knowledge management in organizations*. India: Oxford University press.
5. Lance, A. B. & Dorothy, B.(2010). *Talent management handbook*. NewYork: McGraw Hill.
6. Raman, T..(2012).*Knowledge management –a resource book*. New Delhi: Excel books.
7. Warier, S.(2003). *Knowledge management*. Delhi: Vikas publishing house.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

DSE - IV Management of Global Business

BBA III Year		BBA-E525/625		Semester-V/VI	
		International Trade: Policies And Strategies			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - IV Global – I INTERNATIONAL TRADE: POLICIES AND STRATEGIES

Objective: The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

- Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt
- The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.
- India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones
- Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of South East Asian Nations).

References:

1. Connor, David E. O' (2006). *Encyclopedia of the Global Economy: A guide for students and researchers*, New Delhi: Academic Foundation
2. Krugman, Obstfeld & Melitz. (2008). *International Economics*, (8th ed.). USA: Pearson Education
3. Tendulkar & Srinivasan (2003). *Reintegrating India with the World Economy*. USA: IIE.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E526/626		Semester-V/VI	
		Global Business Environment			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - IV Global – II GLOBAL BUSINESS ENVIRONMENT

Objective: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy

- Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India
- Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications
- Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development
- Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, And Policy. Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

References:

1. Alworth, & Julian, S. (1988). *The Finance, Investment & Taxation Decisions of Multinationals*. London: Basil & Blackwell.
2. Bhalla, V.K. (1990). *World Economy in 90's: A Portfolio Approach*. New Delhi: Anmol Publications.
3. Daniel, J.D. & Radebanh. (2001). *International Business*. NY, USA: A. Wesley.
4. Eiteman, D.K., & Stonchill, A.I. (1992). *Multinational Business Finance*. NY, USA: A. Wesley/
5. Jalan, B. (2004). *The Indian Economy; Problems and Prospects*. Gurgaon: Penguin.
6. Kreinin, Mordechel, E.H. (1979). *International Economics*. USA: Brace.
7. Puri, V.K. (2000). *Indian Economy*. New Delhi: Himalya Publishing House.
8. Rugman, A.M. (1979). *International Diversification & the Multinational*. Toronto: Lexington Books.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E527/627		Semester-V/VI	
		Transnational And Cross Cultural Marketing			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - IV Global – III TRANSNATIONAL AND CROSS CULTURAL MARKETING

Objective: The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing. The methods of price decisions in international markets shall also be taught.

- Global Marketing, the scope and challenge of international marketing, the global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. Impact of social and cultural environment on marketing industrial and consumer products.
- Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.
- Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labelling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing
- Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions – international advertising – sales promotion in international markets –international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Readings

1. Cateora, P., R., & Graham, J. L.(2003). *International Marketing*. New Delhi: Tata McGraw Hill.
2. Cherunillam, F. (2010).*International Marketing*, New Delhi: Himalaya Publishing House
- 3.Keega, J. W. *Global Marketing Management*. (1995).New Delhi: Prentice Hall India.
4. Shaw,J.J.(1997).*International Marketing- Analysis and Strategies*. New Delhi: Prentice Hall India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E528/628		Semester-V/VI	
		International Supply Chain Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - IV- Global - 4 INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Objective: To familiarize the students with the essential elements of the Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.

- Introduction to Supply Chain Management - Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management
- Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL (Fourth Party Logistics), Reverse Logistics.
- Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.
- Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labour costs, resources, regulation, etc.), and national economies, Design of Supply Chains.

References:

1. Ballou, R. H. (1992). *Business Logistic Management*. New Delhi: Prentice Hall.
2. Bowersox, D. J., David, J. & Cooper. (1992). *Supply Chain Logistics Management*. London: McGrawHill
3. Christopher, M. (2005). *Logistics and Supply Chain Management, Creating Value-adding Networks*. New York: Pearson Education
4. Chopra, S. & Peter M. (2007). *Supply Chain Management*. New Delhi: Pearson Education.
5. Harrison, A., & Remko, V.H. (2005). *Logistics Management and Strategy-Competing Through the Supply Chain*. New York: Pearson Education.
6. Rushton, A., Croucher, P. & Baker, P. (2014). *Handbook of Logistics and Distribution Management*. New York: Kogan Page Pub.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E529/629		Semester-V/VI	
		International Accounting And Reporting System			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE-IV-Global-5 INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

Objective: To develop skill and competencies of various practices in the International Accounting and Reporting Systems. A comparative perspective of the accounting standards and practices across the different countries is the focus of the study.

- Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.
- International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards. International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.
- International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.
- A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.

References:

1. Frederick, D.S. Choi., & G. Mueller.(1992). *International Accounting*. New Delhi: Prentice Hall
2. Radebaugh, Lee H., Gray, Sidney J., & Black, Ervin L. (2006).*International Accounting and Multinational Enterprises*, Wiley Publications
3. Rathore.&Shirin.(2008).*International Accounting*. New Delhi: Prentice Hall of India
4. Miller Paul, B.W., &Bahnsen, Paul R.(2005). *Quality Financial Reporting*. New Delhi: Tata McGraw-Hill.
5. Evans, T.G., Taylor, M.E., &Holzman O.(1985). *International Accounting and Reporting*.NY: Macmillan Publishing Company.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E530\630		Semester-V/VI	
		Multinational Business Finance			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - IV GLOBAL – 6 MULTINATIONAL BUSINESS FINANCE

Objective: The course has been designed to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

- Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).
- The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory –forecasting of foreign exchange rates.
- Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting– Problems and issues in foreign investment analysis.
- Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs(Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numerical), pooling, leading and lagging as international payment settlement.

References:

1. Shapiro, A.C. (1995). *Multinational Financial Management*. Delhi: Prentice Hall India.
2. Eiteman, D.K. Stonehill, A. I., & Moffett, M. H. (2001). *Multinational Business Finance* (9th ed.). NY: Addison Wesley.
3. Buckley, A. (2004). *Multinational Finance* (5th ed.). New Delhi: Pearson Education.
4. Vij, M. (2010). *International Financial Management* (3rd ed.). New Delhi: Excel Books.
5. Levi, M. (1996), *International Finance*. New York: McGraw Hill Inc.
6. Madura, J. (2009). *International Financial Management* (10thed.). New Delhi, Cengage Learning.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA III Year		BBA-E531/631		Semester-V/VI	
		International Joint Ventures, Mergers And acquisitions			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

DSE - IV GLOBAL - 7 INTERNATIONAL JOINT VENTURES, MERGERS AND ACQUISITIONS

Objective: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

- Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joint ventures.
- Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal frame work for mergers and acquisitions, leverages and buyouts.
- Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination
- Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

References:

1. Weston, F., Chung, K.S., & Siu, J.A. (1998). *Takeovers, Restructuring and Corporate Governance*, (2nd ed.). New Delhi: Pearson Education
2. Gupta, M. (2010). *Contemporary Issues in Mergers and Acquisitions*. New Delhi: Himalaya Publishing.
3. Sundarsanam. (2006). *Creating Value from Mergers and Acquisitions* (1st ed.). New Delhi: Pearson Education.
4. Ramanujan, S. (1999). *Mergers: The New Dimensions for Corporate Restructuring*. New Delhi: McGraw Hill.
5. Narayankar, Ravi. (2013). *Merger and Acquisitions Corporate Restructuring, Strategy and Practices*. Gurgaon: International Book House Pvt. Ltd.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

SKILL ENHANCEMENT COURSE (SEC)

BBA II Year		BBA-S101/201/301/401		Semester-III/IV	
		IT TOOLS IN BUSINESS			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
50	3 Hrs.	30	70	100	04

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

(SEC) 1: IT TOOLS IN BUSINESS

Spreadsheets

Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulas and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, Setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating spark line graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.

Word processing

Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellchecker your document using inbuilt and custom dictionaries, checking grammar and style, using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography. Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

PowerPoint presentation

Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content placeholders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons. Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

Databases

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships and Integrity Rules, Join Properties, Record manipulation, Sorting and Filtering. Select data with queries: Creating Query by design and by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating and working with table joins. Using operators and expressions: Creating simple and advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header and Footer, Placing Controls on reports, sorting and grouping, Creating Sub reports.

References:

1. Gillenson, M.R. (2011). *Fundamentals of DataBase Management Systems*. USA: Wiley. Goel, A. (2010). *Computer Fundamentals*. New Delhi: Pearson Education.
2. Madan, S. (2011). *Student's Guide to IT*. New Delhi: Taxmann Allied Services Pvt. Ltd.
3. Madan, S.(2006). *Introduction to Essential Tools*. New Delhi: Mayur Paperbacks.
4. Murthy, C.S.V. (2001). *Management Information Systems – Text & Applications*. New Delhi: Himalaya Publishing House.
5. Sinha, P. K., & Sinha, U.(2008). *Computer Fundamentals*. New Delhi: BPB Pulications.
6. Ramkrishnan, R.& Gehrke, J.(2002). *DataBase Management Systems*. New Delhi: McGraw- Hills.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA-S102/202/302/402		Semester-III/IV	
		Personality Development & Communication Skills			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
50	3 Hrs.	30	70	100	04

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

SEC 2- PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS

Objective: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

- Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning
- Written communication,: Grammar usage and style in professional writing, Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.
- Oral communication: principles of successful oral communication, necessary guidelines, barriers. Important aspects of oral communication, oral communication and electronic media.
- Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building e) public speaking f) Negotiation skills g) Business etiquettes.

References:

1. Baugh, Frayer & Thomas (1995). *How to write first class Business Correspondence*. New Delhi: MacGraw Hills.
2. Borg J, (2008). *Body Language (7 easy lessons to master the silent language)*. New Delhi: Pearson Education.
3. Chaturvedi, P D & Chaturvedi, M (2004). *Business Communication (Concepts, Cases and Applications)*. New Delhi: Pearson Education.
4. Hudson, R.H., (2006). *Business Communication; 5th Edition*. Mumbai: Jaico Publishing House.
5. Kitty, L. & Kaczmarek (2010). *Business Communication, Building Critical Skills*. New Delhi: McGraw. Hill.
6. Krishna Mohan & Meera Banerji (2000) . *Developing Communication Skills*. New Delhi: Macmillan India Ltd.
7. Lesikar, R.V., Flatley, M.E., Rentz, K. and Pande, N. (2008). *Business Communication: Making Connections in a Digital World; 11th Edition*. New Delhi: Tata McGraw. Hill.
8. Murphy Herta A & Peck (1997). *Effective Business Communications*. New Delhi: Tata McGraw. Hill.
9. Chopra, R. K. & Chopra, A. (2009). *Office Management*. New Delhi: Himalaya Publishing House.
10. Ober, S. (2007). *Contemporary Business Communication*. New Delhi: PHI.
11. Treece, Malra, (1994) . *Successful Business Communication*. Boston: Allyn and Bacon.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA-S103/203/303/403		Semester-III/IV	
E-COMMERCE					
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
50	3 Hrs.	30	70	100	04

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

SEC 2- E-COMMERCE

- Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs. business, advantages and disadvantages of e-commerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C
- Technology in e-commerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets ,The making of world wide web, web system architecture, ISP,URL's and HTTP, cookies.
- Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value Web page design is using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.
- Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams.
- Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL.
- Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smartcard, EFT and ACH
- Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2Bbuilding 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.
- E-core values: ethical issues, legal issues, taxation issues and international issues. **(60 Hours)**

References:

1. Bansal S.K.(2004).E-Commerce :Fundamental. New Delhi: APA Publications.
2. Bajaj, K.K. and Nag, D.(2005).E-Commerce the cutting edge of Business. New Delhi: TMH
3. Kalakota, R. & Winston, A. (1996). Frontiers of Electronic Commerce. UK: Addison Wesley.
4. Loshin,P.& Vacca. J.(2004). Electronic commerce. New Delhi:Firewall media.
5. Saxena M.R.(2009).E-Commerce :Fundamental and Applications. India:Mangal Deep

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA-S104/204/304/404		Semester-III/IV	
		STATISTICAL SOFTWARE			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
50	3 Hrs.	30	70	100	04

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

SEC 4- STATISTICAL SOFTWARE

Objective: Familiarise students with a statistical package for data analysis related to the Statistics and Market Research papers and which will also help in the Research Project. Any user friendly statistical package depending on resources available at each institution can be used. For example SPSS, PSPP (open source)/ or any other equivalent. Some of the statistical analysis functions are also available in add in tools in Excel.

Course contents:

1. Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables
2. Running Statistical Procedures – Data entry and interpretation of the output Descriptive Statistics
T-tests,
Chi Square test,
One way ANOVA,
Correlation,
Linear regression including multiple regressions,
Cluster analysis,
Discriminant Analysis,
Factor analysis/Principal Components Analysis

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA II Year		BBA-S105/205/305/405		Semester-III/IV	
		FINANCIAL SOFTWARE			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
50	3 Hrs.	30	70	100	04

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

(SEC) - 5 FINANCIAL SOFTWARE

Objective: Computer Lab classes shall be allotted to learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, especially the Research Project.

Financial Accounting Software Package

For students' learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version), GNUCASH (open source) or any other equivalent. A student is expected to learn the following by using any reputed Accounting Software Package.

Understanding the facilities provided by the Accounting Software Package.

Understanding user interface. Customizing software features to suit the users' requirements.

Creating a new company for the purpose of starting computerized accounting. Modifying an existing company. Creating the required accounts and linking them to appropriate class, viz., Assets, Liabilities, Revenues, Gains, Expenses, and Losses. Passing accounting entries for different types of business transactions. Correcting incorrect accounting entries. Generating and understanding various reports, viz., Cash Book, Ledger Accounts, Trial Balance, Profit & Loss Account, and Balance Sheet.

Extraction of Data and Analysis

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent

A student is expected to be able to extract the following types of data for an index, an industry and company data

Selection of company/s, period to be studied

Creation of a peer group

Use of filters for data query

Data extraction from balance sheet, profit & loss statement and cash flow statements

Stock market data- price and volume, BSE/NSE, adjusted prices

Saving and exporting data to a spreadsheet for further analysis

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

GENERIC ELECTIVE / INTERDISCIPLINARY COURSE (CHOOSE ANY FOUR) (GE)

BBA I/II Year		BBA-G101/201/301/401		Semester-I/II/III/IV	
		Entrepreneurship Development			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

GE - 1 ENTREPRENEURSHIP DEVELOPMENT

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team /Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship **(12 Hours)**

ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity. **(12 Hours)**

SOCIAL ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up. **(12 Hours)**

FAMILY BUSINESS AND ENTREPRENEURSHIP

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership, succession and continuity ; women's issues in the family business; Encouraging change in the family business system. **(12 Hours)**

FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital. **(12 Hours)**

References:

- Burns, P. (2001). *Entrepreneurship and small business*, New Jersey: Palgrave.
- Drucker, P. F. (2006). *Innovation and entrepreneurship: Practice and principles*, USA: Elsevier.
- Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to generation: Life cycles of the family business*, Boston: Harvard Business School Press.
- Hisrich, R., & Peters, M. (2002). *Entrepreneurship*, New Delhi: Tata McGraw Hill.
- Holt, D. H. (2004). *Entrepreneurship new venture creation*, New Delhi: Prentice Hall of India.
- Kaplan, J. (2004). *Patterns of entrepreneurship*, Wiley.
- Khandwalla, P. (2003). *Corporate creativity*, New Delhi: Tata Mc. Graw Hill.
- Mullins, J. (2004). *New business road test*, New Delhi: Prentice Hall.
- Nicholls, A. (Ed.). (2006). *Social entrepreneurship new models of sustainable social change*, Oxford University Press.

10. Prahalad, C. K. (2006). *Fortune at the bottom of the pyramid ,eradicating poverty through profits*, Wharton school Publishing.
11. Scarborough ., & Zimmerer, *Effective Small Business Management*.
12. Stevenson, H. (Ed.). (2007). *Perspective on entrepreneurship*, Boston: Harvard Business Press.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I/II Year		BBA-G102/202/302/402		Semester-I/II/III/IV	
		Ethics And Corporate Social Responsibility			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

GE- 2 ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course contents:

- Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.
- Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading. The Board –Quality, Composition and role of Board, Outside Directors on the board(independent, nominee), Executive and Non-Executive directors, SEBI clause 49,directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.
- Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring and Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Readings:

1. Bhanumurthy, K. V. (2007).*Ethics and Social Responsibility of Business*. India: Pearson Education.
2. Davies, A. (1999).*Strategic approach to corporate governance*, Gower Pub Co.
3. Fernando, A.C. (2012).*Business Ethics and Corporate Governance*.. New Delhi: Pearson Education.
4. Fernando, A.C.(2011). *Corporate Governance*. New Delhi: Pearson Education.
5. Gopalswamy, N. (1998). *Corporate governance a new paradigm*. New Delhi: Wheeler Publishing Co Ltd
- Gibson, K.(2012).*Ethics and Business- An Introduction Cambridge Applied Ethics*. UK: Cambridge University Press.
6. Jennings, M.M. (2014).*Cases in Business Ethics Indian*. South-Western College Publishing.
7. Luthans ,Hodgetts , & Thompson. (1987).*Social issues in business*.USA: Macmillan
8. Manuel, G. V .(2011).*Business ethics- concepts and cases*. New Delhi: Pearson.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I/II Year		BBA-G103/203/303/403		Semester-I/II/III/IV	
		Tax Planning			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

GE- 3 TAX PLANNING

Objective: The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

- Income tax concepts: Previous Year, Assessment Year, Person, Assesse, Income(including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.
- Computation of Income under the head Salary.
- Computation of Income under the Head: House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.
- Clubbing of Income, Set-off and carry-forward of losses , Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).
- Meaning of Tax Planning and Management; Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory).

References:

1. Ahuja, G. & Gupta, R. (2015). *Simplified Approach to Corporate Tax*. Flair Publications Pvt. Ltd.
2. Ahuja, G. & Gupta, R.(2015). *Simplified Approach to Income Tax Flair*, Publications Pvt. Ltd.
3. Chandra,M. & Shukla, D.C.(2015). *Income Tax Law & Practice*. Meerut: Pragati Publications.
4. Goyal, S.P. (2015). *Tax Planning and Management*. Sahitya Bhawan Publications.
5. Singhanian, V.K.(2015). *Student Guide to Income Tax*. New Delhi: Taxmann Publications Pvt. Ltd.

Online Readings/Supporting Material:

1. Finance Act for the relevant assessment year.
2. CBDT Circulations.
3. Latest Court Judgements for the relevant Assessment year.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

BBA I/II Year		BBA-G104/204/304/404		Semester-I/II/III/IV	
		Econometrics			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

GE-4 ECONOMETRICS

Objective: This course will enable the students to analyse quantitatively the economic information for its real life application.

- Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data: Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R-squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.
- Multiple Regression Model: The three variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.
- Other Functional Forms: Regressions in deviation form and through the origin. The log-log, log-lin, lin-log, reciprocal, log-reciprocal models with application. Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.
- Relaxing the Assumptions of the Classical Linear Model: Multi-collinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

Readings

1. Christopher, D. (2007). *Introductory Econometrics* (3rd Ed.). Oxford University Press.
2. Gujarati, D. & Sangeetha (1995). *Basic Econometrics* (4th Ed.). McGraw Hill.
3. Johnston, J. & DiNardo, J. *Econometric Methods*.
4. Pindyck, R.S. & Daniel L. R. (1997). *Econometric Models and Economic Forecasts*. (3rd Ed.). Singapore: McGraw Hill.
5. Ramanathan, R. (2002). *Introductory Econometrics with Applications* (5th Ed.). Thomson South Western.

Note: The use of Eviews (software) is encouraged for the making projects based upon sections from this paper.

BBA I/II Year		BBA-G105/205/305/405		Semester-I/II/III/IV	
		Production And Operations Management			
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits
60	3 Hrs.	30	70	100	06

NOTE: The question paper shall consist of three sections (Sec.-A, Sec.-B and Sec.-C). Sec.-A shall contain 10 objective type questions of one mark each and student shall be required to attempt all questions. Sec.-B shall contain 10 short answer type questions of four marks each and student shall be required to attempt any five questions. Sec.-C shall contain 8 descriptive type questions of ten marks each and student shall be required to attempt any four questions. Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the following syllabus should be strictly followed while setting the question paper.

GE- 5 PRODUCTIONS AND OPERATIONS MANAGEMENT

Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

- Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card KANBAN Production Control system.
- Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, and CR) & Johnson's rule on two machines, Gantt charts
- Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), and computer integrated manufacturing (CIM).Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions and Models: Facility Location –Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis
- Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean, range, and standard deviation chart), Attribute measures (proportion of defectives, no. of defectives and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.

References:

1. Adam Jr, E. E. Ronald J. Ebert (1994). *Production & Operations Management, 5th Edition*. New Delhi: Prentice Hall of India Private Ltd.
2. Buffa, E. S., & Sarin, R. K. (1987). *Modern Production: Operations Management*. Wiley India.
3. Chary, S. N. (1995). *Theory and Problems in Production and Operations Management*. New Delhi: Tata McGraw-Hill Education.
4. Gaither, N., & Frazier, G. (1999). *Production and operations management*. Thomson South-Western.
5. Heizer, J., & Render, B. (2011). *Operations Management Flexible Version with Lecture Guide & Activities Manual Package*. New Delhi: Pearson Higher Ed.

6. Kapoor, V. K.(2001). *Operations Research (Technique For Management)*. India, Meerut: Sultan Chand & Sons–New Delhi.
7. Mahadevan, B. (2010). *Operations management: Theory and practice*. New Delhi: Pearson Education India.
8. Swarup, K., Gupta, P. K. & Singh, M.(2008).*Operations Research*. New Delhi: Sultan Chand and Sons.
9. Wilson, J. M. (2003). *An historical perspective on operations management*. *Operations management: critical perspectives on business and management*, 37.

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