

**RADHA GOVIND UNIVERSITY
RAMGARH, JHARKHAND**

DEPARTMENT OF MANAGEMENT



**CHOICE BASED CREDIT SYSTEM CURRICULUM
FOR
BACHELOR OF BUSINESS ADMINISTRATION
SUBJECT CODE - 20**

**FOR UNDERGRADUATE COURSE UNDER
RADHA GOVIND UNIVERSITY**

Implemented w.e.f.
Academic Session 2019-20 & onwards

RADHA GOVIND UNIVERSITY, RAMGARH, JHARKHAND
DEPARTMENT OF MANAGEMENT

Vision and Mission

Vision

To be one of the best departments of management studies, and to develop socially responsible leaders, managers, and entrepreneurs to ensure a better future with a commitment towards innovation and excellence.

Mission

- To prepare students with the fundamental management concepts and skills by adopting application based innovative pedagogy. Cultivating the principles of Social Responsibility, Ethics and Spiritual Values among budding managers
- To Evolve and establish an atmosphere of academic excellence, research, and innovation valuable to students, faculty, and external stakeholders.
- To promote self-employment through encouraging the students' entrepreneurial orientation.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO 1: To provide core business knowledge so that students are able to demonstrate their competency while working with industry and other organizations.

PEO2: To prepare students to exhibit critical thinking to manage diverse business challenges and opportunities.

PEO3: To instil in students analytical and reflective thinking to analyse business environment and take effective decisions.

PEO4: To prepare the students to enhance their oral and written communication skills

PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO1. Develop high quality educational environment in Management at undergraduate level

PSO2. Enable students to become competitive by providing innovative pedagogical techniques, applications of information technologies, group activities and presentations, class discussions and e-learning within the classroom.

PSO3. Prepare the students to have strong foundation in various domain of management, economics, entrepreneurship and skilling to do business

PSO4. Provide a solid foundation in management for the students to pursue professional careers and take up higher educational PG courses in management.

PROGRAMME OUTCOMES (POs)

PO1. Enhancing the horizon of knowledge so as to enable the learners to pursue academic or professional careers.

PO2. Developing problem analysis skills, knowledge and applying the same in real life situation.

PO3. Using knowledge and aptitude required in the course of study for solving Business problems.

PO4. Understanding the role and applicability of knowledge acquired in the context of society , environment and sustainable development sticking on the ethics and values.

PO5. Developing effective communication skills and ability to work in teams by strengthening group dynamics.

PO6. Fostering ability to engage in lifelong learning, demonstrating, empathetic social concern, contributing to the development of nation by making sure of awareness gained on various issues.

THE BROCHURE OF THE PROGRAMME OF STUDY IN MASTER OF BUSINESS ADMINISTRATION IS BROADLY DIVIDED INTO THREE PARTS-

- (A) General Information**
- (B) Scheme of Examination**
- (C) Course of Study**

(A) General Information

1. Introduction: -

The degree shall be titled as Bachelor of Business Administration (B.B.A) under the Faculty of Commerce and Management.

First year BBA (I) w.e.f 2025-2026

Second year BBA (II) w.e.f 2026-2027

Third year BBA (III) w.e.f 2027-2028

2. Eligibility: -

A candidate for being eligible for admission to the Degree course of Bachelor of Business Administration shall have passed 12th (H.S.C., 10+2) from any stream with marks.

3. Rules of A.T.K.T (Allowed To Keep Terms) and Standard of Passing: -

- A student shall be allowed to keep term for the second year, if he/she has a backlog of not more than four theory heads of total number of subjects of the First year examination which consist of First and Second semester.
- A student shall be allowed to keep term for the third year, if he/she has no backlog of First year and if he/she has a backlog of not more than four theory heads of total number of subjects of the second examination which consist of Third and Fourth semester.

Standard of passing- The program shall be a full time course and the duration of the program shall be of three years divided into six semesters. A candidate is required to obtain 40% marks in Internal assessment, Projects and Semester end RGU examination. There will be separate passing RGU examination.

4. Specialization subjects- The student has to select one specialization subject in the Third year (Semester V & VI) and student will study four papers. Specialisation electives- Marketing, Finance and Human Resource.

5. Medium of Instructions- Medium of instruction shall be in English only.

6. Teaching workload- As per prescribed guidelines under the commerce and management faculty.

7. University terms (Backlog)

- a) A student shall be allowed to keep term for the second year, if he/she has a backlog of not more than four theory heads of total number of subjects of the First year examination which consist of First & Second semester.
- b) A student shall be allowed to keep for the Third year, if he/she has no backlog of First year and if he/she has a backlog of not more than four theory heads of total number of subjects of the Second year examination which consist of Third and Forth Semester.

8. Restructuring of courses-

Equivalence and transitory provision. The university will conduct examination of old course for next three academic years from the date of implementation of new course. The candidate of old course will be given three chances to clear his subjects as per the old course and there after he will have to appear for the subjects under the new course as per the equivalence given to old course.

(B) Scheme of Examination

1. Internal assessment 2. Projects examination 3. University Examination (RGU) 70 marks

1. Instructions for teachers for internal evaluation for 30 marks. The purpose of internal evaluation is to assess the depth of knowledge, understanding and awareness. For this purpose, a teacher is expected to use different evaluation methods in order to have rational and objective assessment of the learners and available resources. The class work will carry 30 marks in each course. Internal evaluation includes continuous evaluation of a student by adopting variety of techniques such as assignments, presentations, internal examination, group discussions, projects, etc.

2. Project examination

For course on Project work (Semester V & VI), there will be written report of 100 marks at RGU level. Student shall complete a computer course relevant to specialization subject. The fees/ expenses towards computer course will be borne by the students. Appropriate allocation of project work (Exposure, Internship/ Hands on experience is essential) shall be arranged by the students under the guidance of the teacher and all the expenses will be borne by the students.

3. External examination- There will be written examination of 70 marks and 3 hrs. duration for every course at the end of each semester.

Setting of question papers

1. A candidate shall have to answer the questions in all the subjects in English only.
2. The question papers shall be framed so as to ensure that no part of the syllabus is left out of study by a candidate.
3. The question paper shall be balanced in respect of various topics outlined in the syllabus.

(C) Course of study

Scheme of credits- CC- Core Course, DSE- Discipline Specific elective, EC- Elective Course, CCT- Core Course Tutorials, AECC- Ability Enhancement Compulsory Courses, SEC- Skill Enhancement Courses.

S.N.	Subject Code	List Of Subjects	Marks	Credit Hours	Cumulative Credit Hours
1	BBA 101	General Principle of Management	100	3	3
2	BBA 102	Business Demography and Environmental Studies	100	3	6
3	BBA 103	Business Accounting	100	3	9
4	BBA 104	Business economics (micro)	100	3	12
5	BBA 105	Introduction to computer science	100	3	15
6	BBA 106	Business communication I	100	3	18
TOTAL CREDITS FOR BBA 1ST SEM					18
S.N.	Subject Code	List Of Subjects	Marks	Credit Hours	Cumulative Credit Hours
1	BBA 201	Organisational behavior	100	3	3
2	BBA 202	Principles of Marketing	100	3	6
3	BBA 203	Principles of Finance	100	3	9
4	BBA 204	Business Statistics	100	3	12
5	BBA 205	Production and Operation management	100	3	15
6	BBA 206	Business Communication- II	100	3	18
TOTAL CREDITS FOR BBA 2 nd SEM					18
S.N.	Subject Code	List Of Subjects	Marks	Credit Hours	Cumulative Credit Hours
1	BBA 301	Human Resource Management	100	3	3
2	BBA 302	Management Information System	100	3	6
3	BBA 303	Basics Of Cost Accounting	100	3	9
4	BBA 304	Business Economics (Macro)	100	3	12
5	BBA 305	Business Laws	100	3	15
6	BBA 306	Personality Development	100	3	18
TOTAL CREDITS FOR BBA 3rd SEM					18

S.N.	Subject Code	List Of Subjects	Marks	Credit Hours	Cumulative Credit Hours
1	BBA 401	Culture And Business Ethics	100	3	3
2	BBA 402	Industrial Relations And Labour Laws	100	3	6
3	BBA 403	Management Accounting	100	3	9
4	BBA 404	International Business	100	3	12
5	BBA 405	Stress Management	100	3	15
6	BBA 406	Business Exposure	100	3	18
TOTAL CREDITS FOR BBA 4 th SEM					18

S.N.	Subject Code	List Of Subjects	Marks	Credit Hours	Cumulative Credit Hours
1	BBA 501	Supply Chain Management	100	3	3
2	BBA 502	Entrepreneurship and small business	100	3	6
3	BBA 503	Business taxation	100	3	9
4	BBA 504	RESEARCH METHODOLOGY	100	3	12
Elective Courses (Select Any Two Elective Groups) Both Have Same Weightage					
Elective Group I:-Marketing Management					
3	BBA 505M	Consumer behaviour	100	3	15
4	BBA 506M	Advertising and Media management	100	3	18
Elective Group II:-Financial Management					
6	BBA 505F	ADVANCED FINANCIAL MANAGEMENT	100	3	15
7	BBA 506F	FINANCIAL MARKETS AND SERVICES	100	3	18

Elective Group III:-Human Resource Management					
9	BBA 505H	Employee Welfare and Social Security	100	3	15
10	BBA 506H	Strategic HRM	100	3	18
TOTAL CREDITS FOR BBA 5 th SEM				18	

S.N.	Subject Code	List Of Subjects	Marks	Credit Hours	Cumulative Credit Hours
1	BBA 601	Project Management	100	3	3
2	BBA 602	SALES AND EVENT MANAGEMENT	100	3	6
3	BBA 603	E COMMERCE AND DIGITAL MARKETING	100	3	9
4	BBA 604	PROJECT REPORT AND VIVA (VOCE)	100	3	12
Elective Courses (Select Any Two Elective Groups) Both Have Same Weightage					
Elective Group I:-Marketing Management					
3	BBA 605M	Brand Management	100	3	15
4	BBA 606M	Retail management	100	3	18
Elective Group II:-Financial Management					
6	BBA 605F	INTERNATIONAL FINANCE	100	3	15
7	BBA 606F	Stock and commodity markets	100	3	18

Elective Group III:-Human Resource Management						
9	BBA 605H	ORGANISATIONAL CHANGE & DEVELOPMENT	100	3	15	
10	BBA 606H	Compensation management	100	3	18	
TOTAL CREDITS FOR BBA 6 th SEM						18

Credit value and contact hour system

- For the maintenance of a standard teaching- learning system, credit value and contact hours shall be followed for assessment of the level of the learners.
- The minimum credit for BBA will be 140 credits.
- A contact hour (CH) is in correspondence to the credit value. For example, a theory paper having 3 credits have a minimum of 3 contact hours in a week. For practical classes and field works every two hours shall make one contact hour.
- One contact hour shall normally be of 60 minutes durations.
- Taking into consideration 15 working weeks in a semester, a paper having 4 credits shall have a total of $15*4 = 60$ CH.

FIRST YEAR

FIRST SEMESTER

101 General Principle of Management

UNIT 1 Introduction to Management: Definition, nature, Role of managers, Managerial skills and levels, Basic functions of management

UNIT 2 EVOLUTION OF MANAGEMENT THEORY

Scientific management F.W Taylor, Henry L Gantt, Frank and Lillian Gilbreth, Theory of Henry Fayol, Fayol's vs taylor's comparison, Behavioural model of management (Howthorne studies), Modern theories of management (System management school, Situational management school)

UNIT 3 Planning: Definition, nature, importance, types of planning (from Koontz-Weihrich), Steps in Planning (from Koontz-Weihrich), Planning premises

UNIT 4 Organizing: Concept, definition, Formal and informal organization, organizational structure (functional organization, product/ market organization and matrix structure), Span of management (concept and factors influencing the span of management), delegation of authority

UNIT 5 Staffing: Definition, Factors affecting staffing – the external and internal environment, identification of job requirement, job design, recruitment, selection (process and limitations of selection process)

UNIT 6 Leadership: Definition, leadership characteristics

UNIT 7 Directing: Meaning of motivation, primary motives, secondary motives, general motives

Unit 8 Controlling: Meaning, need of control, control process, Traditional control devices.

TEXTBOOKS:

1. Koontz, H. and Weihrich, H, Essentials of Management (Tata Mc Graw Hill: New Delhi) 2. Bose, D. Chandra, Principles of Management and Administration (Prentice Hall India: New Delhi) 3. Stoner, Freeman and Gilbert, Management (Prentice Hall of India: New Delhi)

REFERENCE BOOKS:

Luthans, F. Organisation Behaviour (McGraw Hill: New Delhi)

102 Business Demography and Environmental Studies

UNIT 1 Meaning and definition of demography, need for demographic studies in India

UNIT 2 Distribution of population and population growth, Physical factors and cultural factors affecting the distribution of population, Density of population, over, optimum and under populated regions, meaning and definition of population growth, methods of calculating population growth, measures of fertility and mortality and factors affecting of fertility and mortality

UNIT 3 Population as resource literacy, sex ratio, age and sex pyramid, occupational composition, classification of population as urban and rural, below poverty population, working population, dependent population.

UNIT 4 Urbanisation- meaning of urbanization, urbanization as behavioural, structural, demographic, concepts of urbanization, problems of urbanization

UNIT 5 Environment- meaning and definition of environment, types of environment, physical and cultural components of environment resources, need of environmental studies for business management, environment factors affecting business, physical factors i.e., topography, climate, minerals, water resources, cultural factors, infrastructure, technology tradition, political set up, social set up, educational set up.

UNIT 6 Environment issues related to business issues Global warming and Kyoto Protocol, Oil crisis and its impact on business problems related to water resources, Industries and pollution- Air, water, noise

103 Business Accounting

UNIT 1 Accounting- Basics of accounting, accounting mechanics (Double entry system, classification, golden rules, concepts and conventions, Indian accounting standards)

UNIT 2 Journal ledger and trial balance: Journal: Meaning & advantages, ledger meaning, posting and balancing, trial balance objectives, defects, locating errors and preparation of TIB, Subdivision of journal – day book and bill book

UNIT 3 Final accounts: Trading account, Profit and loss account, adjustments, forms of balance sheet, assets and their classification, liabilities and their classification, uses and limitations

UNIT 4 Capital and revenue Expenditure and receipts- Rules for determining capital expenditure and revenue expenditure, deferred revenue expenditure, capital and revenue receipts, Capital and revenue Profit and loss

UNIT 5 Accounting for non profit organization: Accounting procedures, receipts and payment accounts, distinction between receipts and payment accounts, Income and expenditure accounts problems

UNIT 6 Depreciation: Meaning, determinant factors, methods (straight line and diminishing balance)

UNIT7 Bills of exchange: Parties to a bill of exchange, types, promissory notes, distinction between promissory notes and bill of exchange, dishonor of bills

UNIT 8 Bank Reconciliation Statement

TEXTBOOKS:

1. Anthony, R.N. Management Accounting Principles (AITBS: New Delhi)
2. Hanif and Mukherjee, Modern Accountancy (Tata McGraw Hill: New Delhi)

REFERENCE BOOK:

Sahaf, M.A Management Accounting (Vikas: New Delhi)

104 Business economics (micro)

UNIT 1 Nature and scope of managerial economics: meaning and characteristics, scope of micro and macro economics, purpose of managerial economics in business decision making.

UNIT 2 Demand: law of demand, demand curve, movement vs shifts of demand curve, determinants of the demand, elasticity of demand (types- price, income and cross elasticity, measurement of elasticity of demand) theory of consumer behavior: Cardinal utility theory (assumptions, law of diminishing marginal utility, law of equimarginal utility, consumer's equilibrium, derivation of demand curve), ordinal utility theory (assumptions, meaning and properties of indifference curve, marginal rate of substitution, consumer's equilibrium, income consumption curve, price consumption curve, income & substitution effects of normal goods under Hicksian approach, derivation of demand curve)

UNIT 3 Demand forecasting: Purpose, techniques (survey method, statistical method, trend fitting, econometric regression method)

UNIT 4 Theory of production-Production function (meaning), law of diminishing returns, three stages of production in short run, Producer's equilibrium in long run, law of returns to scale

UNIT 5 Theory of cost- types, short run cost curves, long run average cost curves, economies and diseconomies of scale.

UNIT 6 Market structure: Perfect competition (features of pure and perfect competition, determination of price, short and long run equilibrium of firm, shut down point and its significance), Monopoly (feature, causes, short run equilibrium of a firm, concepts & conditions of price discrimination, third party price discrimination), Monopolistic competition (features, short and long run equilibrium of a firm)

TEXTBOOKS:

1. Dwivedi, D.N, Managerial economics (Vikas Publishing House: New Delhi) 2. Varshney & Maheshwari, Managerial economics (Sultan Chand & Sons: New Delhi) 3. Dholakia & Oza, Microeconomics for management students (Oxford university press: New Delhi) 4. Managerial economics- Udipto Roy (Asian Book: Kolkata)

REFERENCES BOOKS:

Samuelson N., Economics (Tata McGraw Hill: New Delhi)

105 Introduction to computer science

UNIT 1 Introduction to computers: Introduction, characteristics of computers, evolution of computers, generation of computers, classification of computers, The computer system, Applications of computers

UNIT 2 Number systems and logic gates: Introduction, number systems, conversion between number bases, arithmetic system, signed and unsigned numbers, concept of overflow, binary coding, logic gates, Boolean Algebra, combination of logic gates

UNIT 3 Computer Architecture: Introduction, Central processing unit (CPU) memory, communication between various units of a computer system, the instruction format, Instruction set, Processor speed, Multiprocessor systems

UNIT 4 Primary memory and secondary storage: Introduction, memory hierarchy, random access memory (RAM), Types of RAM, Read only memory (ROM), Types of ROM, Introduction and classification of secondary storage devices, Magnetic tape, magnetic disk, Optical disk, Magneto optical disk

UNIT 5 Input and output devices: Introduction, keyboard, pointing devices, speech recognition, digital camera, scanners, optical scanners, classification of output, hard copy output devices, printers, Plotters, Computer output microfilm (COM), Soft copy output devices, monitors, audio output, Projectors, terminals

UNIT 6 Computer program and languages: Introduction, developing a program, Algorithm, Flowchart, Pseudo code (P-code). Evolution of programming languages, Classification of programming languages, generation of programming languages, features of a good programming language, selection of a good programming language

UNIT 7 Computer software: Introduction, software: Definition, relation between Software and hardware, Software categories, system software, Application software, Software terminology

UNIT 8 Operating system: Introduction, Operating system, evolution of operating system, types of operating system, functions of operating systems, Modern operating systems.

UNIT 9 Data communication and computer network: Introduction, Data communication, Transmission media, multiplexing, Switching, Computer network, Network topologies, Communication protocols, Network devices.

UNIT 10 Internet basics: Introduction, Evolution of Internet, Basic internet terms, Getting connected to internet, Internet applications, Electronic mail: An introduction, How Email works, Searching the web (search engines), Language of internet, Internet and viruses

TEXTBOOKS: Introduction to computer science, ITL Education solution limited, R&D Wing, PEARSON Education

REFERENCE BOOK: Rajaraman V.- Fundamentals of computers, Prentice Hall of India Pvt Ltd., New Delhi

106 Business communication I

UNIT 1 Introduction to communication: meaning and definition, process, functions, objectives, importance, essentials of good communication, communication barriers, overcoming communication barriers

UNIT 2 Types of communication: Written, oral, Face to face, Silence, merits and limitations of each type

UNIT 3 Oral communication: Meaning, nature and scope, Principles of effective oral communication, techniques of effective speech, Media of oral communication (Face to face conversation, teleconferences, Press Conference, Demonstration, Radio recording, Dictaphone, Meetings, Rumor, Demonstration and Dramatization, Public address system, Grapevine, Group discussion, Oral report, Closed circuit TV), The art of listening, Principles of good listening

UNIT 4 Application of communication skills: Group decision making, Conflict and negotiations, Presentation and Interviews, Speeches, Customer care / Customer relations, Public relations (Concept, Principles, Do's and Don't etc. to be studied for each type)

UNIT 5 Topics prescribed for workshop/ lab- Group discussion, Mock Interview, Interview, Public speech

REFERENCE BOOK:

- 1) Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
- 2) Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
- 3) Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
- 4) Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- 5) Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi.
- 6) Communicate to Win - Richard Denny - Kogan Page India Private Limited, New Delhi.

SECOND SEMESTER

201 Organisational behavior

UNIT 1 Introduction: Meaning and importance of the study of OB

UNIT 2 Behaviour and its causation: Introduction to personality, perception, learning and attitude

UNIT 3 Motivation: Importance of psychological process of motivation, salient motivation tools, Need theories/ Content theories (Maslow Hierarchy of needs, Aldefer's ERG Theory Process theories (Herzberg's two factor theory and Vroom Expectancy theory)

UNIT 4 Leadership and group dynamics: Historical important (Ohio State and Michigan leadership theories), Traditional theories (Trait theory and Contingency theory) Modern theories (Charismatic Theories), Formal and informal groups, role concept

UNIT 5 Improving Interpersonal Effectiveness: Interpersonal communication, Introduction to TA

UNIT 6 Conflict management and team building: Sources of conflict, types of conflict, Negotiation (process and issues)

UNIT 7 Concepts of organizational culture: Definition, Organizational culture

UNIT 8 Organizational development: Concept of OD, Phases of OD and OD Interventions, Limitations OD Interventions

UNIT 9 Concept of Morale and Job satisfaction

TEXTBOOKS:

1. Pareek U. Understanding organizational behaviour (Oxford University press: New Delhi) 2. Robbins S.P. & Sanghi Organisational behaviour (Prentice Hall India: New Delhi)

REFERENCE BOOKS:

1. Luthans F. Organisational behaviour (McGraw Hill: New Delhi) 2. Newstrom, J.W and Davis, K. Organisational behaviour: Human behaviour at work (Tata McGraw Hill: New Delhi)

202 Principles of Marketing

UNIT 1 Introduction Marketing, Definition, concepts, significance & functions of marketing, Approaches to the study of marketing, relevance of marketing in a developing economy, Role & functions of marketing manager

UNIT 2 Types of marketing: Tele marketing, E-marketing service marketing, rural marketing- features & importance suggestion for improvement of rural marketing, marketing planning and strategies

UNIT 3 Marketing mix meaning- Scope, utility- product mix, product concept and Product life cycle, Product simplifications, Decertification elements price mix, factors, methods, importance

UNIT 4 Types of channels: Factors influencing channels, elements of promotion mix, Sales promotion system, recent trends in promotion sale, Advertising- role of advertising, Advertising media

UNIT 5 Market segmentation: Meaning, definition, Different ways to segmentation, Essentials of effective market segmentation, distinction between differential marketing & concentrated marketing

UNIT 6 Marketing information system and marketing research- Concept & components of a marketing information system, Marketing research, meaning and scope, marketing research procedure, types and techniques of marketing research, management use of marketing research

REFERENCE BOOKS:

1. Marketing management by Philip Kotlers
2. Marketing management Cravens by Hills- Woodruff
3. Marketing- A managerial introduction by Gandhi
4. Marketing Information system by Davis- Olsan
5. Consumer behaviour by Schiffman- Kanuk
6. Principles and practice of marketing by John Frain

203 Principles of Finance

UNIT 1 Introduction- Finance, definition, nature and function of finance function. Financial management-meaning and scope and objectives, Organizational framework of financial management, relationship of finance department with other department, Role of finance, Role of finance manager

UNIT 2 Financial planning meaning, concept, objectives, types, steps, significance, basic considerations, limitations

UNIT 3 Capital structure meaning, criteria for determining capital structure, Factors influencing capital structure

UNIT 4 Capitalization- meaning, narrower and broader interpretation, Over capitalization, meaning, causes, consequences, remedies, Under capitalization- meaning, causes, consequences, remedies

UNIT 5 External sources of finance, Shares- meaning, types, advantages and limitations. Debentures-meaning, types, advantages and limitations, Public deposits- meaning, types, advantages and limitations. Borrowing from banks, types of loans, advantages and limitations.

UNIT 6 Internal sources of finance, Reserve and surplus, Bonus shares, Retained earnings, dividend policy, role of depreciation, importance, advantages and limitations of these sources

BOOKS RECOMMENDED:

1. P.V Kulkarni- Financial management- Himalaya Publishing House,Mumbai
2. S.C Kucchal- Corporation Finance- Chaitanya Publishing house, Allahabad
3. I.M Pandey- Financial Management- Vikas Publishing House
4. R.M Shrivastava- Pragati Prakashan, Meerut
5. M.Y Khan and P.K Jain- Financial Management- McGraw Hill Publishing Co. ltd., New Delhi
6. Prasanna Chandra- Financial Management- McGraw Hill Publishing Co. ltd., New Delhi

204 Business Statistics

UNIT I Population and Sample: Definition of Statistics, Scope of Statistics in Economics, Management Sciences and Industry, Concept of population and sample with illustration, Methods of Sampling – SRSWR, SRSWOR, Stratified, Systematic. (Description of sampling procedures only), Data Condensation, Graphical Methods: Raw data, Attributes and variables, classification, frequency distribution cumulative frequency distributions, Graphs – Histogram, Frequency polygon, Diagrams, Multiple bar, Pie Subdivided bar

UNIT II Measures of Central Tendency: Criteria for good measures of central tendency, Arithmetic mean, Median, Mode, Mode for grouped and ungrouped data combined mean

UNIT III Measures of Dispersion: Concept of dispersion, Absolute and relative measure of dispersion, Range, Variance, Standard deviation, Coefficient of variation, Quartile Deviation, Coefficient of Quartile deviation

UNIT IV Correlation and Regression (for ungrouped data): Concept of correlation, positive & negative correlation, Karl Pearson's Coefficient of correlation, Meaning of regression, Two regression equations, Regression coefficients and properties

UNIT V Linear Programming problem (LPP): Meaning of LPP, Formulation of LPP, Solution by graphical methods, Problems relating to two variables only

UNIT VI Transportation problem (T.P.): Statement and meaning of T.P. methods of finding initial basic feasible solution by North West corner Rule, Least Cost method, Simple numerical problems

RECOMMENDED BOOKS:

1. S.C Gupta- Fundamentals of Statistics- Sultan chand & Sons, Delhi
2. D.N Elhance- Fundamentals of Statistics- Kitab Mahal, Allahabad
3. M. Satyanarayana, Lalitha Raman- Management operations research
4. V.K Kapoor- Operations research techniques for management- Sultan chand & Sons, Delhi

205 Production and Operation management

UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT: Introduction - Meaning & Definition of Production, Introduction - Meaning & Definition of operation, Production & Operation Management -Introduction - Meaning & Definition, Classification, Objectives & Scope of Production & Operation Management, Automation: Introduction – Meaning and Definition, Need & Types of Automation, Advantages and Disadvantages of Automation

UNIT II PLANT LOCATION AND LAYOUT: Introduction – Meaning & Definition, Factors affecting location, theory and practices, cost factor in location, Plant layout principles, Space requirement , Different types of facilities, Organization of physical facilities – building, sanitation, lighting, air conditioning and safety

UNIT III MATERIALS MANAGEMENT: Introduction – Meaning & Definition, Purchasing, Selection of Suppliers, Inventory Management, Material Handling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification, Inventory Control, Techniques of Inventory Control

UNIT IV PRODUCTION PLANNING AND QUALITY CONTROL: Objectives and Concepts, capacity planning, corresponding production planning, controlling, scheduling routing, Quality Control, Statistical Quality Control, Quality Management, Control charts and operating characteristic curves, acceptance sampling procedures, Quality Circle, Meaning of ISO, TQM, Productivity, factors influencing productivity, Concept of Standard Time, Method study, Time and Motion Study, Charts and Diagrams, Work Measurements

UNIT V MAINTENANCE AND WASTE MANAGEMENT: Introduction – Meaning, Objectives, Types of maintenance, Break down, Spares planning and control, Preventive routine, Relative advantages, Maintenance scheduling, Equipment reliability and modern scientific maintenance methods, Waste Management, Scrap, Surplus Disposal, Salvage, Recovery.

SKILL DEVELOPMENT

- Visit any industry and list out the stages of PPC with as many details as possible.
- List out the functions of materials management in an organization
- Describe the functions of Quality Circles in an industry
- Draw a ISO specification chart
- Visit a company and list out environmental issues
- Visit a company and draw a chart on Plan layout

BOOKS AND REFERENCES

1. Ashwathappa. K & Sridhar Bhatt: Production & Operations Management, HPH
2. Gondhalekar & Salunkhe: Productivity techniques, HPH
3. SN Chary, Production & Operations Management, McGraw Hill
4. U. Kachru, Production & Operations management, Excel books
5. Alan Muhlemann, John Oaclk and Keith Lockyn, Production and Operations management, HPH

206 Business Communication- II

UNIT I Writing Business Letter: Importance of Business Letters, Difference between Personal and Business Letters, Structure and Format of Business Letters, Types of Business Letters, How to write business letter, Writing E-mail, Principles of E-mail, E-mail Etiquette, Overcoming Problems in E-mail Communication, How to write E-mail

UNIT II Writing Memos, Circulars and Notices: What is a Memo?, Principles of précis writing, Approaches to memo writing, Format of a Memo, Circulars, Circulars- Guidelines for writing a circular, Format of a circular, Notices- Purpose, Format, Important points to remember while writing a notice

UNIT III Report Writing: Features of Writing a Good Report, Purpose of Report Writing; Difference between Business Report and Engineering Report, Steps in Report Writing; Structure of Report, Types of Reports and Different Formats

UNIT IV Meetings: Importance of Business Meetings; Different Types of Business Meetings, Conducting Meetings; Common Mistakes Made at Meetings, Overcoming mistakes in meeting

UNIT V Employment Communication – Resume: Contents of Good Resume, Different Types of Resumes, Reason for a Cover Letter to Apply for a Job-Format of Cover Letter, Different Types of Cover Letters, Resume Writing

REFERENCE BOOKS

1. Bovee, Courtland, John Thill & MukeshChaturvedi. Business Communication Today: Dorling kindersley, Delhi
2. Kaul, Asha: Business Communication: Prentice-Hall of India, Delhi
3. Monippally, Matthukutty M. Business Communication Strategies. Tata McGrawHill Publishing Company Ltd., New Delhi
4. Come Back: A story of bankruptcy and survival by SuhasMantri,
5. Empire of things by Frank Trent Mann

SECOND YEAR**THIRD SEMESTER****301 Human Resource Management**

UNIT I –Human Resource Management- Meaning Concept & Definition, Nature and Scope of HRM, Concept of Personal Management, Personnel Management Verses HRM, Importance of HRM, Scope of HRM, Functions of HRM, Classification of HRM Functions, Objective and process of HRM, HRM Model, Environmental Influences on HRM

UNIT II Job Description, Importance, Job Evaluation, Job Specification, Job Specification Vs. Job Description, Basis for HRP, Meaning and Objectives of HRP , Benefits of HRP, Factors affecting HRP, Process of HRP, Problems of HRP

UNIT III Recruitment-Meaning and Features, Objective Of Recruitment, Recruitment policy, Centralized /decentralized recruitment, Sources of Recruitment, Factors affecting Recruitment, Recruitment Process, Recruitment Vs Selection, Selection-Meaning , Selection Process, Placement –Meaning ,Benefits & Process, Induction-Meaning, Objectives, Advantages, Rightsizing

UNIT IV Training & Development- Concept, Training & Development – Purpose – Need, Training & Development –Importance ,Benefits, Training & Development -Techniques (on the job & off the job), Types of Training, Evaluation of Training, Management Development Program- Meaning , Management Development Program- Characteristics & Objectives, Nature, Need& Importance , Procedure / steps Management Development Program, Job Enlargement, Job Enrichment –Importance — Evaluation , Benefits —Job Evaluation – Meaning – Purpose – Techniques

UNIT V - Performance Appraisal – Meaning & Definition, Performance Appraisal – Objective & Use/purpose, Performance Appraisal process, Essentials of a Good Appraisal System, Performance Appraisal – Techniques, Performance Appraisal – Benefits, Career Planning – Meaning ,Concept & Need , Career Planning – Process, Succession Planning, Career Development – Steps, Career Development Actions – Advantages

TEXT BOOKS

1. Aswathappa K-Human Resource Management, Tata McGraw Hill, New Delhi, 2016
2. Chandra Mohan A-Human Resource Management, APH Publishing Corporation, 2016

REFERENCE BOOKS

1. ArunMonappa-Managing Human Resources, MacMillan India Ltd., 2016
2. Rao, V. S. P.-Human Resource Management, Pearson, New Delhi, 2016
3. Mamoria, C.B.-Human Resource Management, Himalaya Publication House, New Delhi, 2016
4. Cascio, W. F.-Managing Human Resources, Tata McGraw Hill, New Delhi, 2016.

302 Management Information System

UNIT I Definition of MIS, Effects of using Computers for MIS, Pre-Requisites of an effective MIS, Information and the levels of Management, Characteristics of MIS , functions of MIS, Phases of Decision Making, Systems Concept, System Environment, Types of Systems, Subsystems- Information, characteristics of Information, Categories of Information System, ESS, DSS, MIS, TPS, Systems from a functional perspective

UNIT II Information Technology, Computer Hardware, Computer Software, System Software, Application Software, Computer Networking, Topology of Computer Network

UNIT III Database Management Systems, Definition, File processing Systems and Database Systems, Advantages of DBMS, Components of DBMS, Types of Databases, Limitations of DBMS

UNIT IV System Analysis and Design, System Analysis and Design-Various steps in System Analysis and Design, Approaches to System Development, The role of a System Analyst, ERP, SCM, CRM, Artificial Intelligence, Components of Artificial Intelligence, Security and Ethical Challenges

UNIT V Application of SPSS in MIS Introduction to SPSS, Creating Questionnaire using Google Form, Creating Questionnaire using Google Form- practical, Exporting Data from Excel to SPSS, Concepts of Variables, Entering Variables and Data in SPSS, Determining Normality Conditions, Frequencies, Descriptive Statistics, Chi-square.

TEXT BOOKS

1. Management Information System By Dr. S.P.Rajagopalan, Margham Publications, Second Edition 2005 Reprint 2016
2. Management Information System By Jame Ob Brien , Tata McGrawhill Publication
3. SPSS for Windows, Darren George, Paul Mallery, Person, Eleventh Edison, Copy right 2016

REFERENCE BOOKS

1. Management Information System By Dr.S.Sadagopan , PHI Publications, Second Edition Copyright @2016
2. Management Information System By Kenneth Laudon, and Jane Laudon , PHI Publication

303 Basics Of Cost Accounting

UNIT I Nature and Scope of Cost Accounting: Concept & Meaning, Nature and Scope, Objectives, Advantages and Limitations, Financial Vs. Cost Accounting, Costing System, Types of Costing and Cost Classification, Cost Sheet and Tenders, Cost Unit, Cost Centre and Profit Centre

UNIT II Methods of pricing of Material Issues, Methods of pricing of Material Issues- Stores ledger, First in First out (FIFO), Last in First out (LIFO), Material Control, Levels of Stock, EOQ, Perpetual Inventory System, ABC analysis, VED Analysis.

UNIT III Accounting for labour, Control procedures, Labour Turnover, Idle time, piece Rates, Incentives and Remuneration, Time Rate, Piece Rate, Taylor's differential piece rate, Premium Bonus System, Halsey and, Rowan's Plans

UNIT IV Overheads Classification of Overhead Costs, Departmentalization of Overheads, Allocation Absorption and Appointment of Overhead Costs, Primary and Secondary Distribution of Overheads

UNITV Cost ascertainment, Process costing excluding inters process, Profits and operating costing

TEXT BOOKS

1. T.S. Reddy & Hari Prasad Reddy – Cost Accounting – Margham Publications, Chennai
2. A.Murthy and S. Gurusamy, Cost Accounting 2nd Edition, Vijay Nicole Imprints Private Ltd., Chennai.
3. A.Murthy and S. Gurusamy, Cost Accounting, Tata McGraw-Hill Publishing Company Ltd. New Delhi.
4. Tulsian P.C. – Cost Accounting – Tata McGraw Hills.

REFERENCE BOOKS

1. S.P.Jain and Narang – Cost Accounting – Kalyani Publishers, New Delhi
2. S.N.Maheswari – Principles of Cost Accounting – Sultan Chand & sons, New Delhi
3. A.Murthy and S. Gurusamy, Essentials of Cost Accounting, Vijay Nicole Imprints Private Ltd., Chennai.
4. S.P.Iyangar – Cost Accounting – Sultan Chand & Sons, New Delhi.

304 Business Economics (Macro)

UNIT I INTRODUCTION: Definition and Nature of Macroeconomics, Scope, Importance, Limitations,

UNIT II NATIONAL INCOME ACCOUNTING: National Income Aggregates , (GDP, GNP etc. at market price and factor cost), Approaches to measuring national income, Nominal and real measures of national income

UNIT III THEORY OF INCOME AND EMPLOYMENT: Say's Law of Markets, Consumption Function , Saving Function, Investment Function, Aggregate Expenditure Function. , Keynes' Theory of Income and Employment, Concept of underemployment equilibrium

UNIT IV BUSINESS CYCLE-Concept, Nature and characteristics of Business Cycle, Phases of Business Cycle, INFLATION- Meaning ,Concept, Types, Causes and control, DEFLATION-Concept

UNIT V MACRO ECONOMIC POLICIES: Creation of Credit, Monetary Policy, Fiscal Policy, Supply side Economics – An introduction

RECOMMENDED BOOKS:

- 1) Ackley G. – Macro Economics: Theory and Policy, Macmillan Publishing Company, New York.
- 2) Ahuja H.L. – Macro Economics: Theory and Policy, S. Chand & Co. Ltd. New Delhi.2006
- 3) Gupta S.B. – Monetary Economics, S. Chand & Co. Ltd. New Delhi.2002
- 4) Shapiro E. – Macro Economic Analysis, Galgotia Publications, New Delhi. 1996 5th Ed.
- 5) Jhingan M. L. – Macro Economic Theory: Vrinda Publications, New Delhi. 2006
- 6) William Branson – Macro Economics: Theory and Policy.1988 2nd Edn.
- 7) J. Harvey and H. Johnson – Introduction to Macro Economics
- 8) D. N. Dwivedi – Macro Economics – Tata McGraw Hill, New Delhi-2006

305 Business Laws

UNIT 1 Introduction and Meaning, Law of contract, Elements of contract, Offer and Acceptance, Capacity of parties, Consideration, Free consent, Legality of object, Discharge of contract, Quasi contract, Special contracts, indemnity and guarantee, Bailment & Pledge

UNIT II Sale of Goods Act, Transfer of Property Act

UNIT III Companies Act- Definition, function, memorandum of association, articles of association, prospectus, share capital, debentures, winding up.

UNIT IV The Laws of trade marks, copyright, Patents, Designs, Trade related Intellectual Property Rights, Trips, FEMA, Consumer Protection Act, Negotiable Instrument Act.

UNIT V Cyber laws, Changes made in Indian Penal Code, Indian Evidence Act, bankers book Evidence act, Reserve Bank of India –Information Technology Agreement ITA, Competition act

TEXT BOOKS

1. Sreenivasan MR – Business Law-Margham Publication-2016
2. Kapoor ND - Business Law

REFERENCE BOOKS

1. Kapoor ND - Elements of Mercantile Law
2. Saravanavel P. Alarm, S.B. Business Law
3. Gulson SS and Kapoor GK – Handbook of Business Law

306 Personality Development

UNIT I Introduction: A Brief Introduction to Personality and self-concept, Meaning and Definition of Personality, Factors affecting Personality Development, Element of Personality, Determinants of Personality, Biological, Home Environment and Parents, School Environment and Teachers, Peer Group, Sibling Relationships and Mass Media, Cultural Factors, Spiritual Factors, Public Relations

UNIT II Meaning and Definition: Personality Traits, Developing Positive Personality Traits, Attitude: Factors that determine Attitude, Benefits of Positive Attitude and Consequences of negative attitude, steps to build positive attitude, Personality habits: Meaning and concept of habits, Developing effective Habits, Behavior and Character, Being Proactive/Creative and Innovative Beginning with the end in mind putting first things first with determination, Discipline, clarity and concentration., Thinking Big and Winning Through, Action, Active, Facing Challenges, striving for success, Apologizing, Appreciating Aiming high, Enthusiasm, Team building, setting goals, zeal and passion building

UNIT III Pillars of personality development: A Brief Introduction, Introspection: Meaning and importance, Views about Introspection, Self-Introspection Skills, Self-Assessment-Meaning, importance, Types and self-assessment for students, Self-Appraisal: Meaning, importance, Tips for self-appraisal, Self-Development: Meaning, Process of self-development, Self-Development Techniques, Use of self-development, Individual Development Plan, Self-Introduction: Meaning, tips for effective self-introduction, Self-Acceptance, Awareness, Self-Knowledge, belief, confidence, criticism and self-examination, Defining Success: Real or Imaginative obstacles to success,, factors and qualities that make person successful, Concept of Failure: Reasons for failure. , Personal SWOT analysis, STAR analysis.

Unit IV Self Esteem: Self Concept: Meaning, definition and development, self-esteem: concept, significance of Self-esteem, types (positive, negative), characteristics of people of high and low Self-esteem, steps for enhancing positive Self-esteem, Sigmund Freud ID, EGO and SUPER EGO Concepts, Ego Management, What ego mismanagement can do? Managing Egoistic insults

Unit V Personality Formation Structure: Mind mapping. Competency mapping. , Developing interpersonal and group skills, Building positive relationships. Strategies of gaining power and influence., Enhancing personality through effective communication. Intentional Communication, Intentional Listening, Effective Speech: Writing and delivering and successful negotiation, Understanding body language, projecting positive body language, Manners and etiquettes, Proper dressing for varied occasions

FORTH SEMESTER

401 Culture And Business Ethics

UNIT I Introduction to HVE- A Brief Introduction, Explanation and Definition, Conceptual Framework in Understanding the Complementarity between Values and Skills, what is there in HVE for us,

UNIT II Values vs. Skills, Universal vs. Local, Durable vs. Changing, Roles of Feeling, Reasoning and Willing for Constructive Appreciation of Values and Skills, Doubt Clearing class

UNIT III Ethics: The Different Theoretical Perspectives

UNIT IV Deeper Insights into Ethics, Voluntary Unethicality vs. Induced Unethicality and their Consequences

UNIT V Human Values Explored Further, Secular and Sacred, Duties and Rights, Freedom and Discipline, Affluence and Poverty, The Psychology of Competition

UNIT VI Codes of Ethics, Codes of Ethics Medicine, Codes of Ethics Journalism, Codes of Ethics Engineering, Codes of Ethics Politics, Codes of Ethics Government Service, Codes of Ethics Accounting, Codes of Ethics Indian Army, Judiciary and Athletic Coaching, UNIT VII Codes of Conduct: A Brief Introduction, Tata, Aditya Birla Group, Reliance Industries Limited, Infosys Technologies

UNIT VII Code of conduct: Aditya Birla Group, Reliance Industries Limited and Infosys Technologies.

TEXT BOOK:

1. Chakraborty S.K. and Chakraborty D. Human Values and Ethics; Towards Holistic Excellence (ICFAI: Hyderabad)

2. Sekhar, RC, Ethical Choice (Response: New Delhi)

REFERENCE BOOK:

1. Modh, S., Business Ethics

Understanding body language, projecting positive body language. Manners and etiquettes. Proper dressing for varied occasions.

Recommended Books:

1. Seven Habits Of Highly Effective People – Stephen Covey
2. You Can Win – Shiv Khera
3. Three Basic Managerial Skills For All – Hall Of India Pvt Ltd New Delhi
4. Hurlock Elizabeth B Personality Development Tata McGraw Hill New Delhi
5. Understanding Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)
6. Personality Development and Career management: By R.M.Onkar (S Chand Publications)
7. Social Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)
8. McGrath Eh Basics Management Skills For All Printish Hall Of India Pvt Ltd New Delhi
9. Wehtlel David A and Kin S Kemerron – Developing Managerial Skills – Pearson Education New Delhi.
10. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli – Sultan Chand & Sons, New Delhi.
11. Business Communication (Principles, Methods and Techniques) Nirmal Singh -Deep & Deep Publications Pvt. Ltd., New Delhi
12. Effective Business Communication – H.Murphy.

402 Industrial Relations And Labour Laws

Industrial Relations And Labour Laws- A Brief Introduction, Industrial Relations Concepts, Importance, Industrial Relations problems in the Public Sector, Trade Unions Act 1926 -A Brief Introduction, Registration & Objectives, Function & Benefits, Amendment of trade unions act 1926, Growth of Trade Unions, Codes of conduct

UNIT II - Industrial Conflicts Disputes, Impact – Causes, Industrial Conflicts Disputes, Strikes , Types of Strikes, Prevention of Strike, Concept of Industrial Peace, Government-Machinery, Conciliation, Arbitration, Adjudication

UNIT III - Labour Welfare Concept– Objectives , Concept of labour Welfare- Scope, Need, Statutory Welfare Measures, Statutory Welfare Measures Provided in India, Voluntary Welfare Measures, Labour – Welfare Funds, Education and Training Schemes

UNIT IV - Industrial Safety Causes of Accidents-Accidents in Industry, Causes, Prevention, Methods, Statutory Safety Provisions, Industrial Health and Hygiene, Statutory Industrial Health and Hygiene Provision, Importance ,Problems, Occupational hazards and diseases Psychological problems Counseling of Employee

UNIT V - Welfare of Special Categories of Labour –A brief introduction Child Labour, Statutory Provisions.., Female Labour, Statutory Provisions.., Contract Labour, Statutory Provisions.., Construction Labour, Statutory Provisions.., Agricultural Labour, Statutory Provisions.., Differently abled Labour, Statutory Provisions.., BPO & KPO Labour, Social Assistance, Social Security,Social Security – Implications

TEXT BOOKS

1. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016
2. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2016

REFERENCEBOOKS

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., NewDelhi,
2. C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books,
3. Srivastava, Industrial Relations and Labour laws,
4. P.R.N Sinha, InduBala Sinha, Seema PriyadarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson.

403 Management Accounting

UNIT I-Management Accounting – An Brief introduction, Meaning, definition, Objectives of management accounting, Advantages and limitations of management accounting, Differences between Cost accounting and Management accounting

UNITII Analysis and Interpretation of financial statements, Nature, objectives, Essentials and tools, Methods – Comparative Statements, Common Size statement and Trend analysis

UNITIII Ratio Analysis- meaning, Uses and limitations of ratios, Types of ratios, liquidity ratios, Calculation and interpretation of liquidity ratios, Profitability ratios, Calculation and interpretation of profitability ratios, activity ratio, Calculation and interpretation of turnover ratios, Solvency ratios, Calculation and interpretation of solvency ratios

UNIT IV Fund flow analysis, Concept of Fund- sources and use of funds, Funds Flow Statement, Construction of fund flow statement, Cash flow analysis, Utility of cash flow statement, construction of cash flow statement

UNIT V Budgetary Control - meaning, objectives, advantages and limitations of budgetary control, Types of budgets- purchase budget, materials budget, flexible budget and cash budget, CVP analysis, Uses and limitations of marginal costing , Assumptions of BE chart, simple problems relating to decision making based marginal costing

TEXT BOOKS

1. T. S. Reddy and Hari Prasad Reddy-Management Accounting, Margham Publication.
2. S.N Maheswari, Management Accounting - Sultan Chand & Sons, New Delhi2014

REFERENCE BOOKS

1. Saxena and Vashist Essentials of Cost Accounting IPCC Text Sultan Chand & Sons -2016
2. Jhamb, Fundamentals of Management Accounting – Ane Books India - New Delhi.
3. Horngren Sunderu Stratton, Introduction to Management Accounting - Pearson Education.

404 International Business

UNIT I Introduction to International Business: Meaning and definition of International business, Theories Of International Trade, Economic Theories, Forms of International business, Nature of International business.

UNIT II: MODES OF ENTRY INTO INTERNATIONAL BUSINESS -Mode Of Entry — Exporting (Direct And Indirect), Licensing — Franchising, Contract Manufacturing, Turn Key Projects, Foreign Direct Investment, Mergers, Acquisitions And Joint Ventures, Comparison Of Different Modes Of Entry.

UNIT III: GLOBALIZATION- Meaning – Features, Stages, Advantages And Disadvantages, Methods And Essential Conditions For Globalization, Merits And Demerits Of Globalization In India, Introduction To Political, Economic, Social Cultural, Technological Environment Of International Business, GATT And WTO, OECD Guidelines For Multinational Enterprises, MNC's and International Business: Definitions, Distinction between Indian Companies – MNC – Global Companies and TNC, Organizational Transformations, Merits and Demerits of MNC"s in India

UNIT IV: INTERNATIONAL MARKETING INTELLIGENCE: Information required, Source of Information, International Marketing Information System and Marketing Research.

UNIT V: EXIM TRADE: Export Trade, Procedure, Steps & Documentation, Direction of India's Trade, Export Financing, Documents related to Export Trade, Export Marketing, Import Trade, Procedure, Steps, Documentations and Problems, EXIM Policy, Balance of Payment, Disequilibrium and Measures for

Rectification, Institutions connected with EXIM Trade.

SKILL DEVELOPMENT

- List any three MNC's operating in India along with their products or services offered.
- Prepare a chart showing currencies of different countries
- Tabulate the foreign exchange rate or at least 2 countries for 1 month
- Collect and Paste any 2 documents used in Import and Export trade.

BOOKS FOR REFERENCE

1. Dr. Aswathappa International Business, Tata McGraw Hill.
2. P. SubbaRao – International Business – HPH
3. Shyam Shukla; International Business, Excel Books.
4. Francis Cherunilam; International Business, Prentice Hall of India
5. MahuaDutta, International Business, I.K. Intl
6. J. Maskeri- International Business
7. Rosy Joshi; International Business, Kalyani Publishers.
8. Venkataramana. K, International Business, SHBP.
9. Subhasre S – International Business, HPH.

405 Stress Management

UNIT I –Understanding Stress, Signs and symptoms of stress, Causes of stress Risk factors for stress, Symptoms of Stress, Causes of workplace stress, Do's and don'ts" of relaxation, Individual Stress – Reducing Stress – Burnout

UNIT II - Common Stress Factors Time & Career Plateauing Time Management-A Brief Introduction, Different Uses of the Time management, Techniques for setting priorities, Importance of planning the day, Time management schedule, Developing concentration, Organizing the Work Area, Prioritization, Beginning at the start, Sensible delegation, Techniques for conquering procrastination, Taking the right breaks- Learning to say 'No'.

UNIT III - Crisis Management Implications, People issues – Environmental issues, Psychological fall outs – Learning to keep calm – Preventing interruptions, Controlling crisis – Importance of good communication, Taking advantage of crisis – Pushing new ideas – Empowerment

UNIT IV - Work Place Humour developing a sense of Humour, Learning to laugh, Group cohesion, Role of group cohesion and team spirit, Using humour at work – Reducing conflicts with humour.

UNIT V - Self Development Improving Personality, Leading with Integrity , Enhancing Creativity, effective Decision-Making, Sensible Communication – The Listening Game – Managing Self, Meditation for peace, Yoga for Life.

TEXT BOOK:

1. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2016

REFERENCE BOOKS:

1. Cooper, Managing Stress, Sage, 2016
2. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2016
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2016
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2016
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2016

406 Field visit

OBJECTIVES:

1. To develop the understanding of the student with a realistic and practical perception of the industry its layout, procedures, processes, organization structure.
2. The objective of the Industrial Visit is to help students gain firsthand information regarding the functioning of the Industry which presents the students with opportunities to plan, organize and engage in active learning experiences both inside and outside the classroom.
3. Preparing students for the visit: The preparation should be such so as to guide students towards recognizing the important elements in an industrial visit and provide support materials necessary to increase the effectiveness of this experience.

1. Draw up a questionnaire so that a student may ask during the actual visit:

Questionnaire for the process:

- Devising the questionnaire:
- Class brainstorming •Dividing the class into groups
- Assign a section of the process to each group
 - Each group draws up a set of questions •Compile final questionnaire
- Issue final questionnaire

Content of the questionnaire:

- Considerations of the location of the industry
- Explore the processes running in organization
- Investigate policies and Procedures
- Explore the compliance of policies and Procedures
- Analyze the economics of the process
- Investigate the health and safety considerations
- Investigate the skills and expertise of the workforce
- Investigate the career opportunities
- Investigate the environmental considerations
- Examine the quality control in the process

2. Assign roles to particular students

3. Appropriate clothing for the day

The Outcome of the visit should enable the students to:

- Understand the industry process

- Experience actual chemistry and human interactions at the industry
- Become aware of the roles of different people the organization
- Become aware of career opportunities
- Recognize the need for health and safety in the workplace
- Focus students on specific aspects of their studies

Ancillary investigations by students

- Health and safety aspects
- Environmental aspects
- Waste management aspects
- Career identification and planning

Post-visit activities by students

- Write a full report on visit
- Prepare presentations on ancillary investigations
- Thanks to the company in writing

Report by students

- Aims and objectives
- Report on the industrial process
- Conclusion and recommendations

Evaluation by the teacher

- What have the students got out of the visit?
- Deficiencies of the visit.
- How could the visit be improved in next time?

Each student shall visit four industries.

THIRD YEAR**FIFTH SEMESTER****501 Supply Chain Management**

Unit I SCM – Definition , SCM- objectives, Evolution –SCM, SCM- need, Issues involved in developing SCM, Framework SCM, Types SCM, SCM activities, constituents, Organisation,

Unit II Supply chain Integration-introduction, Stages - internal integration, Barriers to internal integration, Achieving Excellence in SCM Dimensions of Supply Chain Excellence, Forces influencing SCE Emotions, , Physical and Financial Supply Chains, Check list for Excellence

Unit III Purchasing and Supply Management-Introduction, purchasing importance, purchasing Objectives, purchasing process, purchasing & other functions, Purchasing, integrated logistics interfaces, Types of purchases, Purchasing partnerships, Materials sourcing, Just-in-time purchasing

Unit IV Outsourcing in SCM-Meaning ,need, outsourcing risks, outsourcing process, outsourcing in SCM

New opportunities in SCM outsourcing, Myths of SCM outsourcing

Unit V Performance Measurement in SCM-Meaning- Advantages of performance measures, The benefits of performance measurement, Measuring SCM, Supplier performance measurement, Parameters choosing suppliers.

REFERENCE BOOKS:

- 1.David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Ltd., Joe B. Hanna New Delhi.
- 2.Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill PublishingCo. Ltd, New Delhi.
- 3.Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd.,New Delhi.
- 4.Donald Waters : Logistics. Palgrave Macmillan, New York.
5. Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai.
- 6.Sarika Kulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi.

502 Entrepreneurship and small business

Unit 1-Introduction to entrepreneurship, Who are entrepreneurs, What are the qualities of entrepreneurs, Entrepreneurship theories, Problem faced by the entrepreneurs, Entrepreneur traits and competencies

Unit 2- Entrepreneur environment, Entrepreneur process, Types of entrepreneurs, Characteristics of entrepreneurs, Motivating factors for why people choose entrepreneurship, Introduction to small scale industry in India, How small scale industry in India works, Steps for setting up the small scale industry, Steps for setting up the small scale industries, Institutional support to SSI, Small scale industry board, khadi and village industry Commission, small industry development Organization., National productivity council, entrepreneurship development institute of India, Contribution to small scale industry to Indian economy.

Unit 3- Business idea, Generation of business ideas, sources of business ideas, Dos and don'ts of a business idea, Features of a good business ideas, Introduction to projects, How does a project work or exist, Characteristics of a project, Objectives of a project, Classification of a project, What do you mean by appraisal, How to get appraisal, What are the things that are needed to get appraisal.

Unit 4- Sources of finance in entrepreneurship, Own funds, institutional finance introduction, Institutional finance like banks and other financial institutions, Introduction to venture capital, How venture capital works, What are the types of venture capitals, Introduction to lease financing

Unit 5- Role of technology supporting entrepreneurship, Introduction to patents trademarks copyrights

Unit 6- Problems of small businesses, Reasons and remedies for sickness of small scale in India

Unit 7- Various institutional support for small businesses in India, Support in the area of technology, Support in the area of finance, infrastructure, Support in the area of marketing entrepreneurship development

Text Books:

1. Desai, V., Dynamics of Entrepreneurial Development and Management
2. Batra-Dangwal, Entrepreneurship and Small Scale Industries

503 Business taxation

Unit 1

Taxes- meaning, types, history, principles of taxation, canons of taxation, features, difference between direct and indirect tax, basic concepts, definitions, asseses, Assessment year, Previous year

Unit 2

Residential status, Agriculture income, heads of income, income from salaries

Unit 3

Income from house property, Income from business or Profession (Simple problem), Income tax returns filing, forms, Indirect taxes, custom duty, types of custom duty, valuation of goods, clearance of goods, warehousing provisions, duty drawback provisions

Unit4- central excise duty- concept and definitions, basic of levy, types of excise duty, classification and valuation of goods, clearance of goods, procedure for assessment and payment of excise duty, The central sales Tax Act 1956, Inter-state sales, intra state sales and sales in the course of import and export duty, VAT

Unit5- Assessment procedure, income tax authorities, Penalties, Assessment of fringe benefit tax, Introduction to GST, Classification of GST

TEXT BOOKS 1. Business Taxation by T.S.Reddy and Dr.Y.Hari Prasad Reddy, Margham Publication, Chennai, 2017 2. DinkarPagare, Income Tax Law and Practice, Sultan Chand & Sons, New Delhi, 2017 3. Gaur V.P & Narang K.L, Income Tax Law and Practice, Kalyani Publishers, New Delhi, 2017.

REFERENCE BOOK

1. Dr.Vinod K Singhania, Monica Singhania, Students Guide to Income Tax, Tax man Publications Pvt Ltd., New Delhi.

504 RESEARCH METHODOLOGY (TOOLS AND ANALYSIS)

Unit 1

Meaning, Scope and significance, types of research, research process, characteristics of good research, scientific method, problems in research, identifying research problem, Objectivity of research

Unit 2- Hypothesis- Meaning, sources, types, case study, features of good design measurement, meaning, need and errors in measurement, tests of sound measurement, techniques of measurement, scaling techniques- meaning, types of scales, scale construction techniques- Sampling design- meaning, concepts, steps in sampling, criteria for good sample design, types of sample design, probability and non-probability sample.

Unit 3- Data collection, types of data, sources, tools for data collection, methods of data collection, constructing questionnaire, pilot study, case study, data processing coding, editing and tabulation of data, data analysis.

Unit4 - Test of significance, assumptions about parametric and non-parametric tests, Parametric tests- chi-square, T-test, F test and z test, Introduction to ANOVA.

Unit5 – Interpretation- meaning, techniques of interpretation, Report writing- significance and steps, layout of report, types of report, oral presentation, executive summary, mechanics of writing research report, Precautions for writing report, norms for using tables, charts and diagrams, Appendix, norms for using index and bibliography

BBAF-505 ADVANCED FINANCIAL MANAGEMENT

UNIT 1- INVESTMENT DECISIONS AND RISK ANALYSIS- Risk analysis, Types of risks, risks and uncertainty, techniques of measuring risks, Risk adjusted discount rate Approach, Certainty Equivalent Approach, Sensitivity analysis, Probability Approach, Standard deviation and co-efficient of variation, decision tree analysis, problems.

Unit2 – COST OF CAPITAL AND CAPITAL STRUCTURE- Part 1: Cost of capital: Meaning and significance of cost of capital, types of cost of capital, computation of cost of capital, specific cost, cost of debt, cost of preference share capital, cost of equity share capital, weighted average cost of capital, problems.

Part 2: Capital structure: Introduction to capital structure, capital structure theories, Net Income approach, Net operating income approach, traditional approach, MM Approach, Problems.

Unit 3

DIVIDEND THEORIES- introduction, Irrelevance Theory, MM Model, Relevance Theories, Walter model, Gorden model, Problems on dividend theories.

unit 4- PLANNING AND FORECASTING OF WORKING CAPITAL- concept of working capital, determinants of working capital, estimation of working capital needs, operating cycle, Cash management, motives of hedging cash, cash management techniques, preparation of cash budget, Receivable management, preparation of ageing schedule and debtors Turnover Ratio, Inventory management techniques, Problems of EOQ.

unit 5- CORPORATE VALUATION- DCF method, relative valuation method, net asset method, value based management (Only concepts)

SKILL DEVELOPMENT

- Preparation of a small project report of a small business concern covering all components- (Finance, Human Resources and Marketing) (Any one component can be selected as a title of the report)
- Designing a capital structure for a Trading concern
- Preparing a blue print on working capital of a small concern.
- Prepare a chart on Modes of cash budget.
- List out different modes of Dividend Policy.
- List out the Companies, which have declared dividends recently along with the rate of dividend.

BOOKS FOR REFERENCE 1. S N Maheshwari, Financial Management Principles and Practice, Sultan Chand and sons 2. Sudarshan Reddy: Advance Financial Management, HPH. 3. Narendra Singh : Advanced Financial Management, HPH. 4. Khan and Jain, Financial Management, Tata McGraw Hill 5. Ghousia Khatoon, Mahanada B. C. Advanced Financial Management VBH 6. P.K. Sinha; Financial Management, Excel Books. 7. Sharma and Sashi Gupta, Financial Management, Kalyani Publishers. 8. I M Pandey, Financial Management, Vikas Publishing house 9. Prasanna Chandra, Financial Management, Tata McGraw Hill. 10. Dr. K. Venkataramappa, SHB Publications

506 (F) FINANCIAL MARKETS AND SERVICES

Unit 1- FINANCIAL MARKETS: Primary market- meaning, features, Players of primary market, Instruments in primary market (Names), Procedure for issuing equity shares and debentures, SEBI guidelines towards the issue of equity shares and debentures, merits and demerits of primary markets, Secondary market- meaning, structure function, trading, and Settlement System of Stock exchange transactions, Players in the stock market, Merits and demerits of stock markets, Reforms in stock market, OTCEI and NSE, Origin, Function, Merits, demerits.

unit 2- NON BANKING FINANCIAL INTERMEDIARIES- Investment and financial companies, Merchant banks, Hire purchase finance, Lease finance, Housing finance, venture capital funds and factoring.

unit 3- SEBI- Objective OF SEBI , Organisation, Functions and functioning of SEBI, Powers of SEBI, Role of SEBI in marketing of securities and protection of investor interest.

Unit 4- MUTUAL FUNDS- Concept of mutual funds, growth of mutual funds in India, Mutual fund schemes, money market mutual funds, Private sector mutual funds, Evaluation of the performance of mutual funds, Functioning of mutual funds in India.

unit 5- RECENT TRENDS IN FINANCIAL SERVICES- Personalised banking, ATM, Tele-banking & E-banking- Credit & Debit card, Customization of investment portfolio, Financial advisors.

SKILL DEVELOPMENT

- Collection of Share certificate / debenture certificate.
- Chart showing modus operandi of leasing – hire purchase procedures.
- Collect any specimen of new Financial Instruments and record the same.
- Select any Mutual Fund and examine the various closed and open-ended schemes offered.
- Visit any Housing Finance Companies and analyze the features of various financing schemes offered.

BOOKS FOR REFERENCE 1. E Gardon& K Natarajan: Financial Markets & Services, HPH. 2. Vasant Desai : Financial Markets & Financial Services , Himalaya Publishing House. 3. K.Nanje Gowda, Financial Markets & Financial Services , VBH. 4. V.A. Avadhani : Financial Services in India, HPH. 5. Meir Kohn: Financial Institutions and Markets, Tata Mc Graw Hill 6. R.M Srivastava / D. Nigam; Dynamics of Financial Markets & Institutions in India, Excel Books. 7. L M Bhole: Financial Institutions and Markets, Tata Mc Graw Hill 8. Dr. K. Venkataramanappa, SHB Publications

BBAH-505 Employee Welfare and Social Security

unit 1- Introduction to labour welfare, Concept and meaning of labour welfare, Definition related to labour welfare, Evolution of labour welfare, Scope of labour welfare, Objectives and features of labour welfare, Philosophy and principles related to labour welfare, qualification and function of labour welfare, theories related to labour welfare, welfare policy and 5 year plan, Historical development of labour welfare

unit 2- Introduction to ILO, Meaning and concept of ILO, Definition related to Indian labour organization, Rules of labour welfare, Agencies of labour welfare, Different aspects of labour welfare, introduction to intra mural activities, various amenities that is provided under intramural activities, extra mural activities, facilities that is provided in extra mural activities, educational facilities, housing facilities, social insurance scheme, Provident fund benefits, sickness and maternity benefits, Welfare officer, role of welfare officer, functions of welfare officer

unit3- Social security meaning and definition, Social Security concept defined by National Commission on labour , Characteristics of Social Security programme, Social Security importance for the employees as well as the society, Social Security measures, social assistance measures, Social Security measure for industrial employees, Workmen's compensation act 1923, Employees state Insurance Act 1948, health insurance and medical benefits, disability benefits, maternity benefits, Gratuity

Unit4 - What is labour administration, evolution of labour administration, labour administration in indian context, Labour administration in Indian context, labour policy, central labour administrative machinery in India, Autonomous organization, Why labour administration is important in indian industries

unit 5- Role of director general of employment and training, role of director general of employment and training, director general of factory advice services, Objective of director general factory act advice services, Provident fund organization, ESI scheme, Why ESI is important , Where is ESI applicable, wage limit, Related important terms in context of ESI

SKILL DEVELOPMENT:

- Preparation of a list of statutory welfare measures by visiting industry
- Preparation of a list of voluntary welfare measures by visiting industry
- Preparation of list of social security measures by visiting industry

BOOKS FOR REFERENCE

1. Moorthy, M.V. *Principles of Labour Welfare*, Oxford & IBH Publishing Co., New Delhi.
2. Vaid, K.N. *Labour Welfare in India*, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.
3. K. Venkataramana, *Employee Welfare & Social Security*, SHBP.
4. Sharma, A.M. *Aspects of Labour Welfare and Social Security*, Himalaya Publishing House, Mumbai.
5. Ram Chandra P. Singh, *Labour Welfare Administration in India*, Deep & Deep Pub., New Delhi.
6. Punekar, S.D. Deodhar S.B., Sankaran, Saraswathi, *Labour Welfare, Trade Unionism and Industrial Relations*, Himalaya Publishing House, Mumbai.
7. Pant, S.C., *Indian Labour Problems*, Chaitanya Publishing House, Allahabad.
8. Saxena, R.C., *Labour Problems and Social Welfare*, K. Nath & Co., Meerut.
9. Bhogiliwala, T.N. *Economics of Labour & Industrial Relations*, Sahitya Bhawan Publishing Agra.
10. Memoria, C.B. *Dynamics of Industrial Relations in India*, Himalaya Publishing House, Mumbai.

BBAH-506 Strategic HRM

Unit1 -Introduction to strategic HRM, Approaches of strategic human resource management, Universalistic, contingency, configurational, difference between HRM and SH RM, Benefits of implementing SHRM, Steps to a successful HR management strategy, Steps to a successful HR management strategy, Scope of SHRM, Objectives related to SHRM, Importance of strategic human resource management, function of strategic human resource management, Function of strategic human resource management, Strategic human resource management for competitive advantage , the VRIO framework, applying the resource based view of SHRM, Limitations of the resource based view, HR strategy and HR planning, HR planning steps, HR strategies to increase firm performance

Unit2- Recruitment and retention, role of recruiters in hiring, recruiting qualified applicants, retaining talented employees, tapping in house talent, training and development introductory class, What is training in brief what is development explained, difference between training and development, need for training, types of training, steps in identifying training needs, job secure workforce, Non traditional investment approaches

unit 3- HR role in organizational change, strategic change, Cultural change, structural change, Leading change lewins process , steps and processes of leading organisational Change, what is quality, Total quality management programmes, creating team based organization, the high performance organization, BPR Business process reengineering, HR role in reengineering process, flexible work arrangements, Instituting flexible work arrangement, 3 day and 4 day weekends, other flexible work arrangements

unit 4- Establishing Strategic plans in HRM, Establishing pay plans, Determining periods, Establishing periods, Pricing managerial, professional jobs, Compensation trends, how employees are compensated, what are the methods related to compensation, International compensation, Approaches to international compensation, Issue related to double taxation, case study related to compensation, case study 2

Unit 5- Introduction to global HRM, why global HRM is important, Impact of global HRM, Selection of international employee, training and maintaining international employee, Developing international staff and multinational teams, Multinational, global, and transnational strategies, Strategic alliances, sustainable global competitive Advantage, Globally competent managers, Location of production facilities

SKILL DEVELOPMENT:

- Prepare a statement showing man power requirements in an imaginary situation.
- Specimen of a payroll with imaginary roles.
- Preparation of job card with imaginary facts.
- Preparation of questionnaire on performance appraisal

BOOKS FOR REFERENCES

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003. 2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003. 3. Mahananda B. C. Strategic Human Resource Management, VBH. 4. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 5. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

BBAM-505 CONSUMER BEHAVIOUR

UNIT 1

Introduction to consumer, consumer behavior, Consumer Behavior, Types of consumer, Factors that affect consumer behavior, Sources of collecting information in order to understand consumer behavior, Primary sources, secondary sources, Why it is needed to study consumer Behavior, Limitations in the study of consumer behavior, Steps involved in the consumer decision making process, Managerial and consumer perspective of consumer behavior, Current trends in consumer behavior, Consumer Research introduction, Consumer research importance, Consumer research process(steps), Segmentation in consumer behavior introduction, Purpose of Segmentation, Types of Segmentation, Why segmentation required, Process of segmentation, Advantages and Disadvantages of segmentation

UNIT2

Concept of Motivation, Nature and importance of motivation, Maslow's need hierarchy theory with diagram, Herzberg Motivation model, Comparison of Herzberg and Maslow model, Concept of personality, Nature of personality, Determinants of individual personality, Meaning of Perception, Factors influencing perception, Perceptual process, Perceptual mechanism, Concept of learning, Steps in learning process, Concept of consumer attitude, Features of attitudes, Components of attitude, Model of defining attitudes, Theories of attitude formation change, Theories of attitude formation change

UNIT3

Family , types of families, Family influences in context of Consumer Behavior, Society and its types, Influence of culture, Influence of sub culture, Meaning and definition of groups , Types of groups, Reasons for formation of group

UNIT4

Meaning of decision making, Decision making process with diagram, Various types of Business purchase decision, Diffusion of innovations, Models of Consumer behavior, Concept of Consumer Research, Steps involved in consumer research process, Data collection methods of Consumer research

UNIT 5

Concept of satisfaction, Consumer satisfaction, Working towards enhancing consumer behavior, Consumer dissatisfaction, Sources of consumer dissatisfaction, Consumer complaint, Dealing with consumer complaints, Consumer rights and duties, Concept of consumerism, Consumer protection act 1986, Rights enjoyed by consumers, Structure of consumer protection act

SKILL DEVELOPMENT:

- Conduct an informal interview of a local retail store owner and determine what demographic and socio economic segments the store appears to satisfy. How did the owner select this segment or segments?
- Conduct formal interview to the managers of three retail-clothing stores. Determine the degree to which they believe consumer's personality and self-image are important to the marketing activities of the stores.
- Visit three local restaurants and assess how each attracts clientele in different stages of the family life cycle.
- You are the owner of two furniture stores, one catering to upper-middle class consumers and the other to lower-middle class consumers. How do social class differences influence each store's o Product lines & styles
 - ✓ Advertising media selection
 - ✓ The copy & communication styles used in the advertisements
 - ✓ Payment policies
- For each of the following Products & services, indicate who you would go to for information and advice;
 - ✓ The latest fashion in clothes
 - ✓ Banking
 - ✓ Air travel
 - ✓ Vacation destinations

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- For each situation; indicate the person's relationship to you and your reasons for selecting him/her as the source of information and advice.

BOOKS FOR REFERENCE: 1. Leon. G. Schiffman & Leslie Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000. 2. Suja.R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2003. 3. Batra/Kazmi; Consumer Behaviour. 4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, McGraw Hill, Inc; New Delhi, 1993. 5. K. Venkatramana, Consumer Behaviour, SHBP. 6. Assael Henry; Consumer behaviour and marketing action; Asian Books(P) Ltd, Thomson learning, 6th Edition; 2001. 7. Jay D. Lindquist & M. Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, 2003. 8. Blackwell; Consumer Behaviour, 2nd Edition. 9. S.A.Chunawalla : Commentary on Consumer Behaviour, HPH. 10. Sontakki; Consumer Behaviour, HPH. 11. Schiffman; Consumer Behaviour, Pearson Education.

BBAM-506 Advertising and Media management

UNIT1

What is advertising introduction, Definitions of advertising, Characteristics and elements of advertising, Origin of advertising, Objectives of advertising , Nature and scope of advertising, Advertising in India, Functions of advertising Primary functions, secondary functions, Functions of advertising Commercial functions economic functions Psychological function, Ethical and social aspect of Advertising, Difference between Advertising and sales promotion , Role of Advertising in modern economic world, Utility of advertising in the business field, Ethics in advertising, Different types and kinds of advertisement, Components of marketing mix product, price, place promotion, Major institutions of advertising Management, Examples related to institutional advertising, Advantages of institutional advertising, Disadvantages of institutional advertising

UNIT2

Marketing strategies in advertising, How marketing strategies work in real marketing world, Situational Analysis, Advertising objectives , Advertising objectives continued, DAGMAR approach concept, Defining objectives in the DAGMAR approach, The objective of advertising in DAGMAR, Advertising strategy introduction, Why advertising strategy important, Marketing strategies vs marketing plan, Adaptation marketing strategies, Go to marketing strategies, Penetration strategies, Building marketing strategy, Examples of successful marketing strategy

UNIT 3

Copy write introduction , Copy write in advertising, What are the benefits of copywriting, What exactly copywriter do, Types of copywriting, Copy testing in advertising, Why copy testing is important, Creativity in communication, Motivational approaches and appeals, Examples related to Motivational approaches and appeal, Advertising campaign introduction , Why advertising campaign is important, Advertising campaign planning process

UNIT4

Advertising media introduction, Role of media in Advertising, Factors to be considered while selecting a media , Types of media, Advantages and disadvantages of media, Media research, Why media research is important, Steps involved in Media research, Media planning and selection, Scheduling strategies

UNIT 5

Measuring advertising effectiveness, Methods of Measuring advertising effectiveness, Advertising research, Structure of advertising agency, Functions of advertising agency, Selection of advertising agency, Co-ordination of advertising agency, Advertising regulations , Internet advertising, Advantages of internet advertising

SKILL DEVELOPMENT:

- Sketch the competitive position for the development of an advertising plan for Sahara Airlines & Tata Telephones.
- Define the advertising objectives on DAGMAR Approach for any product of your choice.
- By selecting an appropriate theme & appeal, create & enact an advertisement for a range of any established products. For this purpose, the class should be divided into groups and formal presentations have to be evaluated.
- Select two print & electronic media for the purpose of understanding the functions of advertising media. Comparative analysis of the same should be done & short reports must be prepared.
- Get into the exciting world of internet / Net advertising and identify the message content of 10 products / Services of your choice.

BOOKS FOR REFERENCE:

1. Rajeev Batra, John. G.Myers. T. David.A. Aaker; Advertising Management; 5th Edition, PHI Edition, New Delhi, 1998.
2. Kazmi/Batra; Advertising & Sales promotion 3rd Edition
3. Ghouse Basha, Advertising and Media Management, VBH
4. Jefkins&Yadin; Advertising, 4th Edition; Pearson Education, New Delhi, 2000.
5. Manendra Mohan; Advertising Management - Concepts & Cases; Tata McGraw Hill Publishing company Ltd, New Delhi 2001.
6. S.A.Chunawalia & K.c.Sethia Foundations of Advertising - Theory & Practice, Himalaya

SIXTH SEMESTER**601 Project Management**

UNIT 1 Introduction to project reports- meaning, nature and significance- Understanding project management- project management lifecycle- project development cycle

UNIT 2 project appraisal, Design and planning project appraisal, financial appraisal, technical appraisal, economical appraisal, environmental appraisal, risk analysis in project appraisal, project design, project planning, project formulation

UNIT 3 Budgetary control, project cost management and selection budgetary control, project cost management- project finance, Assistance from Indian and International Financial institutions, ECB- Cost Benefit Analysis (CBA) – Social cost benefit analysis (SCBA) –project selection

UNIT 4 Project scheduling and evaluation Project scheduling – network analysis – project management structure- HR areas in project management (Leadership, teams, motivation, conflicts, communication, coordination, direction) – project contracts, organizing system and procedures – project execution or implementation- project monitoring and evaluation

UNIT V Project audit, closure and modern concepts, Project audit – project termination or project close out, computers in project management, modern concepts in project management- project report (detailed project report –DPR)

TEXT BOOK

1. Dr. C.D. Balaji, Project Management, Margham Publications, Chennai, 2016

REFERENCE BOOK

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2016

BBA-602 SALES AND EVENT MANAGEMENT

UNIT 1 Sales management – objectives, market potential, analyzing market potential, sales potential, market indexes, personal selling process, sales forecast, sales forecasting methods, understanding online tools used along with traditional methods, nature sales management positions, functions of the sales executive

UNIT 2 Sales organization Purpose – setting up a sales organization- basic types of sales organizational structures, organization of sales department, scheme for dividing line authority in the sales organization

UNIT 3 Sales force management Job analysis Job description organization for recruitment and selection, sources of sales force recruits, the recruitment effort, selecting sales personnel, training, motivation, compensation of sales force and performance evaluation, building sales training programs, selecting training methods, organization for sales training, evaluating sales training programs

UNIT 4 The sales budget- purpose of the sales budget, form and content, budgetary procedure, quotas, objectives in using quotas, types of quotas and quota setting procedures, sales territories, sales territory concept, reasons for establishing sales territories, procedure for setting up sales territories, routing and scheduling sales personnel

UNIT 5 Planning corporate event- fundamental of corporate hospitality, managing customer expectation, types of corporate events, corporate event packages, team building, types of team

TEXT BOOK

1. Richard R. Still, Edward W.Cundiff& Norman A.P.Govoni; "Sales Management" Prentice – Hall of India , 5thEdition.

REFERENCE BOOKS

1. Ramneek Kapoor , Fundamentals of Sales Management , Macmillan 2. Ingram ,LaForge, Avila,SchepkerJr.,Williams , Sales Management , Thomson

BBA-603 E COMMERCE AND DIGITAL MARKETING

UNIT 1 Fundamental of E commerce, E commerce and E business, Features of E commerce's- customer service and service quality, B2B, B2C, C2C, P2P, E commerce models, E Governance

UNIT 2 Digital signature- digital certificate, concept of encryption and cryptography, public and secret key encryption, IT act to legalize, E commerce, consumer protection in cyberspace

UNIT 3 Principles of digital marketing, comparison of traditional and digital marketing, statistics of digital marketing, benefits of digital marketing, latest digital marketing trends, digital marketing platforms, digital marketing strategy for websites

UNIT4 Search Engine Marketing (SEM): Introduction to paid marketing, Google Ad works, account and billing settings, types of campaigns, PPC Campaign setup, Shopping campaign, dynamic search campaigns, display ad campaigns, Remarketing campaigns, Mobile apps marketing, Video marketing

UNIT 5 Social media marketing Introduction to Social media marketing, Facebook marketing, facebook advertising, Youtube marketing, Twitter marketing, Google + marketing, LinkedIn Marketing, Pinterest marketing, Stumble upon document sharing site

TEXT BOOK 1. E-Commerce: An Indian perspective, S.J.Joseph, P.T., PHI

REFERENCE BOOK 1. Social media Marketing- all-in-one for dummies, Jan Zimmerman, Deborah Ng.

BBA-604 PROJECT REPORT AND VIVA (VOCE)

INTERNSHIP AND PROJECT WORK Each candidate has to undergo internship for not less than 30 days in any industry during the 4th Semester holidays and has to submit the report for the same in the 6th Semester.

GUIDELINES FOR PROJECT WORK

1. Candidate should submit the internship certificate to the supervisor.
2. Project can be in any field of specialization (HR, Finance and Marketing based topics)
3. The project report should be neatly presented in not less than 60 pages.
4. Paper size should be A4
5. 1.5 spacing should be used for typing the general text. The text should be 'justified' and typed in the font style (Font: Times New Roman, Font Size: 12 pt. for text, 14pt for sub-headings)
6. The candidate should submit the periodical report of the project to the supervisor.
7. TWO reviews would be conducted before the viva-voce.
8. Each candidate should submit 2 hard copies and one soft copy in CD to the Department. After the evaluation of the project report one hard copy would be returned to the candidate.

NOTE: If a candidate fails to submit the Project report or fails to appear for the viva-voce examination then it will be considered as 'Arrear' Paper.

BBAF-605 INTERNATIONAL FINANCE

UNIT 1 Introduction to International finance- Issues involved in International business and finance, methods of payment, international monetary system, fundamental terms and concepts, home currency, foreign currency, direct quote, indirect quote, bid and ask, spot and forward rate, appreciation and depreciation, cross currency rates.

UNIT 2 Foreign exchange and balance of payment- Forex market and its intermediaries, ADR, Foreign exchange rate, Theories of foreign exchange rate determination, components of balance of payments, Disequilibrium in the balance of payments, methods of correction of disequilibrium

UNIT 3 Instruments in International finance markets – meaning, definition- International finance markets, Globalization of capital markets, Innovation in foreign securities and International Portfolio management

UNIT 4 Foreign exchange risk- Exchange risks- Hedging, Forward, Future, Swaps, options, valuation of future and swaps, valuation of options and efficiency of the exchange market

UNIT 5 International financial institutions and liquidity- The IMF, International liquidity and SDR's (Special drawing rights), International bank for reconstruction and development (World bank), International development association, International investment guarantee agency

SKILL DEVELOPMENT:

- Visit any authorized dealers' establishments and understand their activities.
- Analyze the trend of FDI into India in the last five years.

BOOKS FOR REFERENCE: 1. Avadhani B.K, International Finance Theory and Practice, HPH 2. Aswathanarayana T & K. Rajeswari – International Finance – VBH 3. K. Venkataramana, International Finance, SHBP. 4. Harris Manville, International Finance. 5. Madhu Vij, International Finance, Excel Books 6. Keith Pibean, International Finance, McMillan 7. Timothy Carl Kesta, Case and Problems in International Finance. 8. R.M Srivastava , Multinational Financial Management, Pragathi Publications 9. P.A. Apte, International Financial Management, TMH 10. Somanath : International Financial Management I.K. Intl 11. Levi, International Marketing Management. 12. Bandar D.C, International Finance. 13. Murthy E.N, International Finance & Risk Management. 14. M.L. Verma, Foreign Trade & Management in India. 15. Rao and Chary, International Finance.

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BBAF-606 Stock and commodity markets

UNIT 1 An overview of commodity and capital markets: Primary market, secondary market (Stock market), Depositories, Private placement of shares / buyback of shares, Issue mechanism, meaning of commodity and commodity markets, difference between stock market and commodity market

UNIT 2 Stock market- History, membership, organization, governing body, functions of stock exchange, Online trading, role of SEBI, Recognised stock exchanges in India (NSE, BSE, NIFTY), Derivatives on stocks, meaning, types

UNIT 3 trading in stock market- Patterns of trading and settlement, speculations, types of speculations, activities of brokers, broker charges, settlement procedure, National securities and depository Ltd (NSDL), Central securities depository Ltd (CSDL)

UNIT 4 Commodity market- Evolution, Commodity derivatives, Commodity exchanges, regional, national and International, functions, role, objectives and types- Types of transactions in commodity market, Spot, future, forward option markets

UNIT 5 Trading in commodity markets- patterns of trading and settlement, price discover, efficiency of commodity markets, size of commodity markets in India, benefits of commodity markets

SKILL DEVELOPMENT

- Prepare the list of recognized stock exchanges in India
- Prepare the process chart of online trading of share and debentures.
- Prepare the chart showing Governing Body of the Commodities Market.
- Prepare the list of commodities traded on commodity market.
- Enlist the role of NSDL and CSDL.

BOOKS FOR REFERENCE: 1. Gurusamy, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill. 2. Srivastava RM : Management of Financial Institutions, HPH 3. Saunders, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill. 4. Bharat Kulkarni; Commodity Markets and Derivatives, Excel Books. 5. Khan, Indian Financial Systems, 6th edition, Tata McGraw Hill 6. Bhole, L.M. (2000), Indian Financial Institutions, Markets and Management, McGraw Hill, New York 7. PallaviModi: Equity – The Next Investment destination, HPH. 8. Avadhani (2010) Financial Markets and Services, Himalaya Publishers. 9. K. Venkataramappa, SHB Publications

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BBAH-605 ORGANISATIONAL CHANGE & DEVELOPMENT

UNIT 1 Change management- The importance and nature of change, change and human response, Introducing change effectively, Basic steps, factors influencing change, resistance to change, overcoming resistance to change

UNIT 2 organisational effectiveness- concept, problems in measurement of effectiveness, System level criteria of judging effectiveness

UNIT 3 Organisational development- The nature of Organisational development (OD), Assumptions and values, relevant system concepts, action research, OD Interventions, Team Interventions, Inter-group interventions, personal, interpersonal and group processes interventions , A descriptive of OD Interventions

UNIT 4 OD Interventions: Comprehensive interventions, structural interventions, job enrichment and MBO, Conditions for optimal success of OD

UNIT 5 Creativity and Innovation: meaning, need, components of Creativity and Innovation, organizational constraints, organizational environment for Creativity and Innovation

SKILL DEVELOPMENT

- List out the recent OD interventions in Organizations.
- Discuss case studies on Impact of change on Organizational effectiveness.

BOOKS FOR REFERENCE

1. Dunnette, M.D. (Ed.) (1976). *Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally.
2. French, W.L.; & Bell, C.H. Jr. (1980). *Organizational Development*. London, Prentice Hall.
3. Herbert, T.T. (1981). *Dimensions of Organizational Behavior*. London: MacMillan.
4. Khandwalla, P.N. (1988). *Organizational effectiveness*. In J. Pandey (Ed.) *Psychology in India: The State-of-the Art* (Vol.3, pp. 97-215). New Delhi: Sage.
5. Luthans, F. (1989). *Organizational Behaviour*. London: McGraw Hill.
6. Margulies, N.; & Raia, A.P. (1975). *Organizational Development: Values, process and technology*. New Delhi: Tata McGraw Hill.
7. McGill, M.E. (1977). *Organizational Development for Operating Managers*. AMACO (a division of American Management Association).
8. Pareek, U. & Rao, T.V. (1986). *Designing and Managing Human Resources Systems*. New Delhi: Oxford.
9. Rudrabasavaraj, M.N. (1977). *Executive Development in India*. New Delhi: Himalaya Publishing House.
10. Sharma, R.A. (1982). *Organizational Theory and Behaviour*. New Delhi: Tata McGraw Hill.

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BBAH-606 COMPENSATION MANAGEMENT

UNIT 1- Job evaluation and performance appraisal: Job evaluation- definition, traditional and new techniques, performance appraisal- basic concepts, performance standard, appraisal methods

UNIT 2 Compensation management- Compensation- definition, classification, types, Incentives, Fringe benefits

UNIT 3 Wage and Salary administration- Theories of wages, wage structure, wage fixation, wage payment, salary administration, difference between salary and wages, basis for compensation fixation, Components of wages, basic wages, overtime wages, dearness allowance, basis of calculation, time rate wages and efficiency based wages, Incentive schemes, Individual bonus schemes, Group bonus schemes, effect of various labour laws on wages, preparation of pay roll

UNIT 4 REWARD AND INCENTIVES-Rewards for sales personnel, pay, commission, performance based pay system, incentives, executives compensation plan and packages

UNIT 5 Regulatory bodies for compensation management: Wage boards, Pay commissions, compensation management in multi national organizations

SKILL DEVELOPMENT

- List out the fringe benefits offered to employees of any two companies
- Discuss the role of regulatory bodies in compensation management
- List out various Incentive Schemes of wage payments

BOOKS FOR REFERENCE

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH
3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
4. Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
5. Compensation Management, Er Soni Shyam Singh, Excel Books.
6. Richard Thrope & Gill Homen : Strategic Reward Systems - Prentice-Hall.
7. Thomas. P. Plannery, David. A. Hofrichter & Paul. E. Platten: People, Performance & Pay – Free Press.
8. Michael Armstrong & Helen Murlis: Hand Book of Reward Management – Crust Publishing House.
9. Joseph. J. Martocchio: Strategic Compensation – A Human Resource Management Approach - Prentice-Hall.
10. Edward E. Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey -Bass.

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BBAAM 605 Brand Management

Objectives- The objective is to enable the students to acquire skills in product and brand management

Unit 1 Product management- meaning of product, product personality, types of products, product line, product mix

Unit 2 Product development- Factors influencing design of the product, changes affecting product management, developing product strategy, setting objectives and alternatives, product strategy over the lifecycle, new product development, product differentiation and positioning strategies, failure of new product.

Unit 3 Market potential and sales forecasting- Forecasting target market potential and sales, methods of estimating market and sales potential, sales forecasting, planning for involvement in international market.

Unit 4 Brand management Meaning of brand, brand development, extension, rejuvenation, re launch, product vs brand, goods and services, retailer and distributors, people and organization, brand challenges and opportunities, the brand equity concept, identity and image

Unit 5 Brand leveraging and brand performance

Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co branding, celebrity endorsement, brand positioning & brand building, brand knowledge, brand portfolios and market segmentation, steps of brand building, identifying and establishing brand positioning, defining and establishing brand values

Unit 6 Designing and sustaining branding strategies brand hierarchy, branding strategy, brand extension and brand transfer, managing brand over time.

SKILL DEVELOPMENT:

- List out a few celebrity brand endorsements and the appropriateness of using them.
- Draw a chart showing the brand environment
- List out a few recent news and trends about brands
- List out some of the methods of brand valuation
- List out a few brands and the adjectives attached to their ads.

BOOKS FOR REFERENCE

1. Gupta SL: Brand Management, HPH.
2. Branding Concepts- Pati, Debasish, Macmillan India
3. Brand Building : M.Bhattacharjee, HPH.
4. Harsh V. Verma; Brand Management, Excel Books.
5. Subrato Sengupta, Brand Positioning Strategies for Competitive Advantage, McGraw Hill.
6. The New Strategic Brand Management- Kapferer, Jean-Noel, Kogan page 5th edition
7. Das & Naveen, Brand Management Perspectives and Practices, ICFAI University Press.
- 8.

BBAM-606 Retail management

UNIT 1 Introduction to retailing- definition, functions of retailing, types of retailing, forms of retailing based on ownership, Retail theories- Wheel of retailing, Retail life cycle, retailing in India, Influencing factors, present Indian retail scenario, Retailing from International perspective

UNIT 2 Retail consumer behavior- Buying decision process and its implications to retailing, influence of group and individual factors, Customer shopping behavior, customer service satisfaction, retail planning process, factors to consider, preparing a complete business plan, implementation, risk analysis

UNIT 3 Retail operations- Choice of store location, influencing factors, market area analysis, trade area analysis, rating plan method, site evaluation, retail operations, store layout and visual merchandising, store designing, space planning, retail operations, inventory management, merchandise management, category management

UNIT 4 Retail marketing mix- Introduction, Product decisions related to selection of goods (merchandise management revised), decision related to delivery of service, Pricing – influencing factors, approaches to pricing, price sensitivity, value pricing, markdown pricing, place supply channel, SCM principles, retail logistics, computerized replenishment system, corporate replenishment policies, Promotion- Setting objectives, communication effects, promotional mix, human resource management in retailing, manpower planning, recruitment and training, compensation, performance appraisal

UNIT 5 Impact of IT on retailing- Non store retailing (E tailing), the impact of Information technology in retailing, Integrated systems and networking, EDI, Bar coding, Electronic article surveillance, electronic shelf labels, customer data base management, legal aspects in retailing, social issues in retailing, ethical issues in retailing

SKILL DEVELOPMENT:

- Draw a retail life cycle chart and list the stages
- Draw a chart showing a store operations
- List out the major functions of a store manager diagrammatically
- List out the current trends in e-retailing

BOOKS FOR REFERENCE

1. Barry Bermans and Joel Evans, "Retail Management – A Strategic Approach", 8th edition, PHI Private Limited, New Delhi, 2002.
2. Suja Nair: Retail Management, HPH.
3. A.J. Lamba, "The Art of Retailing", 1st edition, Tata Mc GrawHill, New Delhi, 2003.
4. SwapnaPradhan,

Retailing Management, 2/e, 2007 & 2008, TMH 5. A. Siva Kumar; Retail Marketing, Excel Books. 6. James R. Ogden & Denise T. Ogden, Integrated Retail Management 2007, Biztantra Cengage Learning 7. R.S. Tiwari : Retail Management , HPH 8. Chetan Bajaj, Retail Management, Oxford Publication. 9. Uniyal & Sinha, Retail Management,, Oxford Publications.