

B.B.A



DR. B. R. AMBEDKAR UNIVERSITY OF SOCIAL SCIENCES

Curriculum

BBA (Full Time) 3 Yrs. Program

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DEPARTMENT OF MANAGEMENT

Bachelor of Business administration (BBA)

COURSE STRUCTURE

Marks & Credit wise distribution

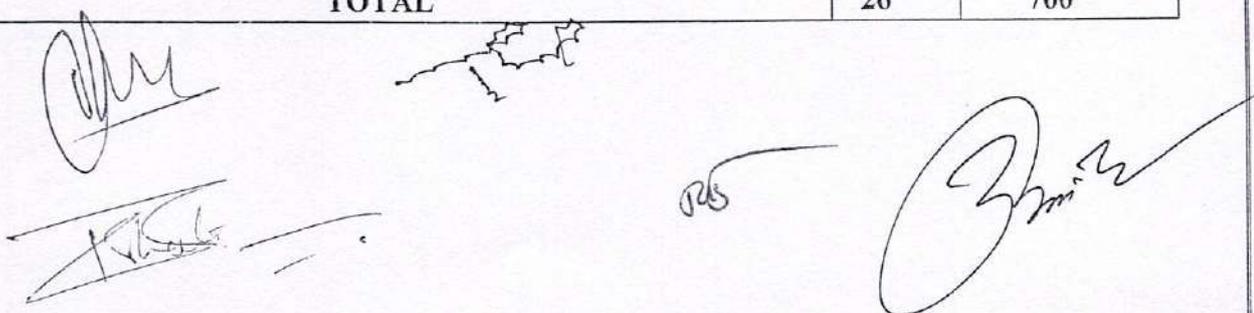
First Year

FIRST SEMESTER

PAPER CODE	TITLE OF THE PAPER	CREDIT	MARKS (100)	
			Internal – 40	External - 60
BBA 101	Managerial Skill	4		100
BBA 102	Fundamentals of Management	4		100
BBA 103	Economics I	4		100
BBA 104	Basic Accounting	4		100
BBA 105	Information Technology	4		100
BBA 106	Hindi	4		100
BBA 107	Ambedkar Thought & Philosophy and Indian Constitution	2		100
TOTAL		26		700

SECOND SEMESTER

PAPER CODE	TITLE OF THE PAPER	CREDIT	MARKS (100)	
			Internal – 40	External - 60
BBA 201	Business Communication	4		100
BBA 202	Human Resource Management	4		100
BBA 203	Economics II	4		100
BBA 204	Financial Management	4		100
BBA 205	English	4		100
BBA 206	Management Information System	4		100
BBA 207	Indian Constitution	2		100
TOTAL		26		700



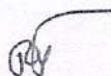
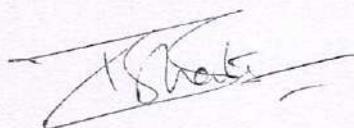
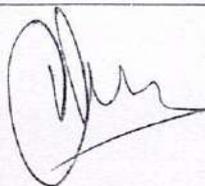
Second Year

THIRD SEMESTER

PAPER CODE	TITLE OF THE PAPER	CREDIT	MARKS (100)
			Internal – 40 External - 60
BBA 301	Marketing Management	4	100
BBA 302	Organizational Behavior	4	100
BBA 303	Business Environment	4	100
BBA 304	Business costing	4	100
BBA 305	Operations Management	4	100
BBA 306	Business statistics	4	100
BBA 307	Gender Studies	2	100
TOTAL		26	700

FOURTH SEMESTER

PAPER CODE	TITLE OF THE PAPER	CREDIT	MARKS (100)
			Internal – 40 External - 60
BBA 401	Entrepreneurship	4	100
BBA 402	Supply chain management	4	100
BBA 403	International business	4	100
BBA 404	Indian legal system for business	4	100
BBA 405	Management accounting	4	100
BBA 406	Operations Research	4	100
BBA 407	Field work and Project	2	100
TOTAL		26	700



Third Year

FIFTH SEMESTER

PAPER CODE	TITLE OF THE PAPER	CREDIT	MARKS
			(100) Internal - 40 External - 60
COMMON PAPER			
BBA 501	Customer Relationship Management	4	100
BBA 502	Research Methodology	4	100
BBA 503	Indian Financial Systems	4	100
BBA 504	Project Management	4	100
SPECIALIZATION PAPERS (FROM ANY TWO SPECIALIZATION)			
BBA 505M/ BBA 505F/ BBA 505H	SPECIALIZATION PAPER - 1	4	100
BBA 506M/ BBA 506F/ BBA 506H	SPECIALIZATION PAPER - 2	4	100
BBA 507	PROJECT WORK	2	100
TOTAL		24	600

Optional (Choose any one Specialization)

1. Marketing:

BBA - 505M Sales and Distribution Management
BBA - 506M Advertising and Brand Management

2. Finance

BBA - 505F Banking and Insurance
BBA - 506F Working Capital Management

3. HR

BBA - 505H Human Resource Development
BBA - 506H Industrial Relations

SIXTH SEMESTER

PAPER CODE	TITLE OF THE PAPER	CREDIT	MARKS
			(100) Internal – 40 External - 60
COMMON PAPER			
BBA 601	Total Quality Management	4	100
BBA 602	Retail Management	4	100
BBA 603	Strategic Management	4	
BBA 604	Indian Ethos in Management	4	
SPECIALIZATION PAPERS (FROM ANY TWO SPECIALIZATION)			
BBA 605M/ BBA 605F/ BBA 605H	SPECIALIZATION PAPER - 1	4	100
BBA 606M/ BBA 606F/ BBA 606H	SPECIALIZATION PAPER - 2	4	100
BBA 607	PROJECT AND COMPREHENSIVE VIVA	2	100
TOTAL		30	600

Optional (Choose any one Specialization)

1. Marketing:

BB 605M Marketing of Services

BB 606M Consumer Behaviour

2. Finance

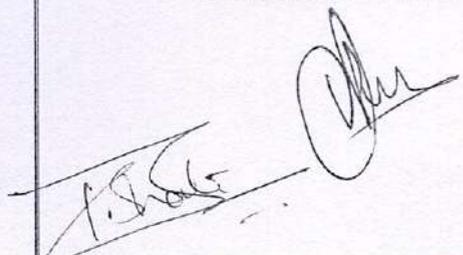
BB 605F Merchant Banking and Financial Services

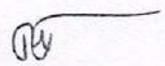
BB 606F International Finance

3. HR

BB 605H Performance Management

BB 606H Leadership Skill and Change Management








DR. B. R. AMBEDKAR UNIVERSITY OF SOCIAL SCIENCES

FIRST SEMESTER

PAPER CODE	TITLE OF THE PAPER
BBA 101	Managerial Skill
BBA 102	Fundamentals of Management
BBA 103	Economics I
BBA 104	Basic Accounting
BBA 105	Information Technology
BBA 106	Hindi
BBA 107	Ambedkar Thought & Philosophy and Indian Constitution

Title of Paper & Code: Managerial Skills (BBA 101)

Content

Unit I: Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self awareness on the issues of emotional intelligence, self learning styles, values, attitude towards change, learning of skills and applications of skills.

Unit II: Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.

Unit III: Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.

Unit IV: Team building: Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application.

Unit V: Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.

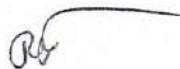
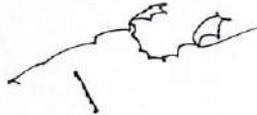
Unit VI: Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing.

Text Books:

1. V.S.P.Rao **Managerial Skills** Excel Books, 2010, New Delhi
2. David A Whetten, Cameron **Developing Management skills**, PHI 2008
3. Ramnik Kapoor **Managerial Skills** PathMakers ,Banglore
4. Kevin Gallagher, **Skills development for Business and Management Students**, Oxford, 2010
5. Monipally, Mutthukutty **Business Communication Strategies** Tata McGraw Hill. 1e

Reference Books:

1. Krishnamohan & Meera Banerjee, 1998. **Developing Communication Skills**, New Delhi: McMillan India Ltd.
2. Ragendra Pal & Korlahali J.S. 1996. **Essentials of Business Communication**, New Delhi: 1996: Sultan Chand & Sons.



Title of Paper & Code: Fundamentals of Management (BBA 102)

Content

Unit I: Management concepts & Evolution: Definition - nature - scope and functions of management. Importance of management, role of manager, management and administration, functional areas of management, POSDCORB-Evolution of management thought - Relevance of management to modern industry, Govt., University, hospital & other institutions.

Unit II: Planning : Meaning, features, nature and importance of planning. Procedure, types of planning, Techniques.Elements of planning, principles of planning, planning and control, types of plans.Objectives, MBO.

Unit III: Organizing: Nature - purpose - organizational structure - Theories of organization - span of control - Line & staff functions. Authority & Responsibility - centralization and decentralization - delegation of authority.

Unit IV: Staffing: Staffing nature and purpose, selection, PA and Career planning

Unit V: Directing: Nature of directing - leadership qualities - styles - motivation - morale and discipline.

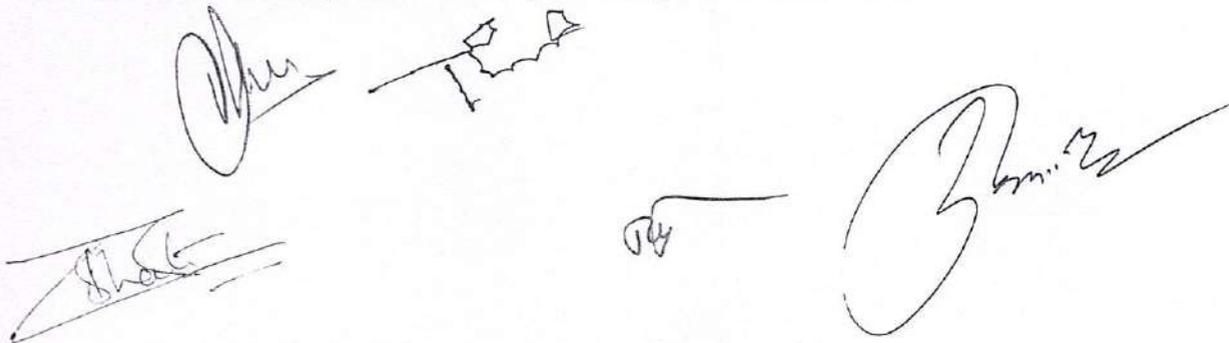
Unit VI: Controlling: The objectives and process of control - Role of information in control- Performance standard – Measurement of performance, remedial act – Integrated control system in an organization. Control techniques.

Text Books

1. Koontz, Weihrich Essentials for Management :An International Perspective TMH8e
2. V S P Rao & Hari Krishna Management text and cases Excel Books, New Delhi
3. Kreitner, Management Theory and Applications, Cengage Learning,India, 2009
4. Robbins, Management, 9th edition Pearson Education, 2008,

Suggested Readings

1. Parag Diwan Management principles and practice, Excel Books, New Delhi
2. Anil Bhat & Arya Kumar Principles Processes and Practices 1 st E 2008 Oxford
3. Satyaraju&Parthsarthy,Management Text and Cases, PHI Learning, 2009
4. KanishkaBedi, Management and Entrepreneurship, 1st Edition 2009 Oxford.

The bottom of the page features several handwritten signatures and initials. On the left, there is a signature that appears to be 'Shakti' written in a stylized, bold font. To its right, there are some initials that look like 'R.K.' or 'R.A.'. Further right, there is a signature that starts with a large 'B' and ends with 'Bhat'. On the far right, there is another signature that starts with a large 'B' and ends with 'Bhat'. There are also some smaller, less distinct marks and lines scattered around these signatures.

Title of Paper & Code: Economics-1 ((BBA 103)

Content

Unit I: Introduction to Economics: Definition, Nature and Scope of Economics. Micro and Macro Economics, Role of Economics in Decision Making.

Unit II: Demand Analysis and Supply Analysis: Meaning of Demand, Types of Demand, Law of demand, Determinants of Demand, Demand Function, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply.

Unit III: Production Analysis: Production function, Types of Production Function, Law of Returns, Law of variable proportions, Law of Increasing Returns, Law of Constant Returns, Law of Diminishing returns, Returns to scale.

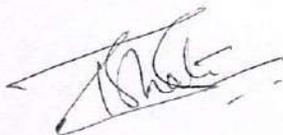
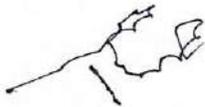
Unit IV: Cost and Revenue Analysis: Cost concepts, Elements of Cost, Relationship between Production and Cost, Average and Marginal cost curves, Relationship between average and marginal cost, Concept of revenue, Revenue Curve, Relationship between average and marginal revenue,

Unit V: Market Structures: Meaning of Market, Classification of markets, Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, and Duopoly Market.

Unit VI: International Trade :Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection,

Text Books

1. Samuelson & W.D. Nordhaus –Economics 18 eTataMacGraw Hill
2. D.N.Dwivedi, Managerial Economics, Vikas Publications, New Delhi –
3. S K Agarwala Microeconomics - Excel Books
4. Atmanand Managerial Economics Excel Books, New Delhi
5. Henderson Microeconomic Theory: A Mathematical Approach, 3eTata Mac Graw Hill.



Title of Paper & Code: Information Technology (BBA 105)

Content

Unit 1 : Introduction to Computer Hardware: Input / Output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Generation of Computer (Phases of development of computers). Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. HTML:-Basics of HTML Tags

Unit 2 : Operating Systems DOS: External and Internal Commands and Features. WINDOWS 7: Basic Operations, utilities and features.

Unit 3 : UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am I, banner, date, kill, etc.).

Unit 4 : MS Word 2007: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros. MS Access 2007: Database creation, screen/form design, report generation using wizard

Unit 5 : MS Excel 2007: Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel's chart features, working with graphics, using worksheet as databases, automating "what-if" projects. MS PowerPoint 2007: Power Point basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point

Unit 6 : Information Technology: Introduction to IT and its development, Impact and Future of IT in Business Organization, Overview of the following: 4 GL, Image processing, Virtual Reality, Video Conferencing, Decision Support System, Expert System, Artificial Intelligence, and Information Super Highways.

Unit 7 : TALLY: Basic functions & Overview

Text Readings

1. Balagurusamy Fundamentals of Computer 1e, TataMacGrawHill.
2. Deepak Bharihoke Fundamentals of Information Technology Excel books.
3. Manish Mahajan IT Infrastructure & Management Acme learning.
4. Rashi Agarwal Computer Organisation and Design, Acme learning.

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Title of Paper & Code: Hindi (BBA 106)

हिन्दी भाषा का परिचय

मानक हिन्दी भाषा

लक्षण प्रकार उदाहरण

मानक हिन्दी भाषा

शैलिया

अशुद्धि उनका संशोधन

1. अभिप्राय

2. विभाजन

3. उच्चारण

1. उच्चारणगत

2. वर्तनीगत

3. शब्द एवं शब्दार्थगत

4. व्याकरणगत

5. अन्य

हिन्दी शब्द भंडार

1. परिचय

2. वर्गीकरण

शब्दों की रचना

रचना

पारिभाषिक शब्द

हिन्दी वाक्य रचना

1. वाक्यों के प्रकार

2. वाक्य विन्यास

3. अशुद्धियाँ

1. विराम चिन्ह

2. वाक्य

3. पदक्रम

पत्र लेखन

1. परिचय

2. वर्गीकरण

3. कार्यालयीन पत्र और आलेख

4. परिपत्र, आदेश, अधिसूचना ज्ञापन अनुस्मारक पृष्ठांकन

5. प्रतिवेदन

1. सार लेखन

2. पल्लवन

भारतीय संस्कृति

1. भारत देश और उसके निवासी

2. समाज की संरचना

भारतीय संस्कृति

1. सामाजिक गतिशीलता

2. धर्म एवं दर्शन

भारतीय संस्कृति का विश्व पर प्रभाव

मध्य प्रदेश का सांस्कृतिक वैभव

1. प्राचीन

2. कलाएँ

3. धरोहर

4. तीर्थ

पाठ्यपुस्तक : 01. भारतीय के अमर स्वर - म.प्र. हिन्दी ग्रन्थ अकादमी भोपाल 02. आधुनिक हिन्दी और व्याकरण - डॉ. वासुदेव वृन्दान प्रसाद 03. हिन्दी शब्द कोश

Title of Paper & Code: Ambedkar Thought and Philosophy (BBA 107)

Content

Social- Origin, development and genesis and development of Castes in India. Untouchables and Untouchability, gradations of Society, Social Harmony, annihilation of caste .

Political - States and minorities, Constitution formation, Partition, Reorganization of States, Democracy, Political economy.

Economic - Administration and finance, Budget, Currencies, Production, Agriculture, Surplus, Saving, Industrialization.

Educational - Learning open to all, Education for Dalits, Adviasis, Women, New Education policy, Theories of Education, Ambedkarian Model of Education.

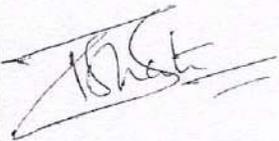
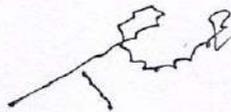
Religious - Buddhism and other religions, why Dr. Ambedkar embraced Buddhism, National Symbols, Indian culture, Revival movement.

Representation-Ambedkar's thoughts on representation of weaker sections, OBCs, Tribes, Minorities, Ruling class and Minorities, Safeguards for minorities and Dalits, Constitutional democracy, Social and economic democracy.

Struggles - Social struggle, Upliftment of downtrodden, Temple entry, Public tanks rights on public roads, Schools, Entertainment places, Sports, Employment, and Struggle for such rights.

Social Change - Agents of Social change, Political Machinery, Mass Movements, Literacy and Press, Media, Intellectual Class, Bureaucracy, Educationalists.

Philosophy - Buddhist Philosophy and its Revival, Schools of Buddhist Philosophy, Renaissance of Buddhism, Mass Buddhism under Dr. Ambedkar.





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SECOND SEMESTER

PAPER CODE	TITLE OF THE PAPER
BBA 201	Business Communication
BBA 202	Human Resource Management
BBA 203	Economics II
BBA 204	Financial Management
BBA 205	English
BBA 206	Management Information System
BBA 207	Indian Constitution

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Title of Paper & Code: Business Communication (BBA 201)

Content

UNIT I: Communication-Defining communication, Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance Feedback,

UNIT II: Channels of communication, Types of communication, Dimensions of communication, Barriers to communication Verbal, Non-Verbal, Formal, Informal communication.

UNIT III: Fundamental of Business writing, Format of Business, Types of Business letter, Inquiry letter, complaint letter, Persuasive letter, Proposal, Report Writing.

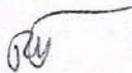
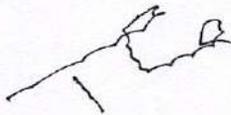
UNIT IV: Employment Messages Writing Resume, Application letter, writing the opening paragraph, Writing the closing paragraph, summarizing

UNIT V: Spoken skills Conducting Presentation, Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary.

UNIT VI: Barriers to Effective Communication and ways to overcome them, Listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills.

Text Books

1. M.K. Sehgal, **Managerial communication**, Excel Books, 2010
2. Rohini Aggarwal, **Business Communication**, Organisation Management, Taxmann, 2010
3. P.D. Chaturvedi, **Business Communication Concepts Cases & Applications**, 1e, Pearson Education
4. Abha Sharma, **Remedial English**, Acme Learning.
5. Shalini Sharma, **Concepts of professional Communication**, Acme Learning
6. Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India.



Title of Paper & Code: Human Resource Management (BBA 202)

Content

Unit I : Introduction: Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager – Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.

Unit II : Procurement and Development Functions: Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization,

Unit III: Training & development. Types and method, job change – career planning, promotion, demotion, transfer, separations.

Unit IV : Compensation Function: Job evaluation – Merit rating – Methods of wage, payment, incentive compensation – Types, advantages, perquisites. Wage system in India – Minimum wage, fair wage, living wage

Unit V : Maintenance and Integration Functions: Administration of welfare, amenities & fringe benefits, safety & accident prevention work, environment fatigue safety, accident prevention. Employee grievances and their redressal, suggestion schemes, administration of discipline.

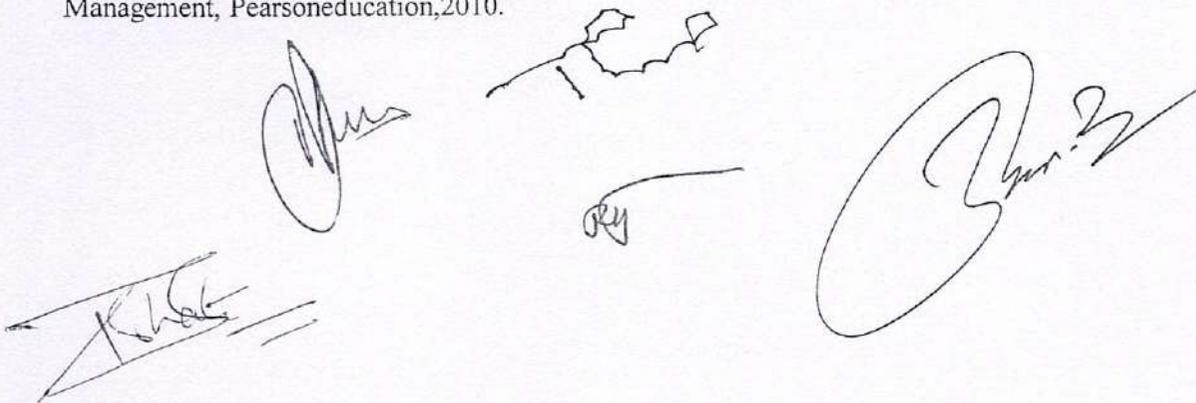
Unit VI : Audit and Control Function: Performance appraisal – purpose, factors, methods 360 degree feed back uses and application, human resource accounting.

Text Books

1. Ashwathappa, K **Human Resource Management**, 6e Tata McGraw Hill
2. P L Rao **Comprehensive Human Resource Management** Excel Books
3. Rajkumar **Human Resource Management Strategic Analysis and Cases**, I.K International Publishers, Delhi
4. Saiyadain Mirza, **Human Resources Management**, 4e, Tata McGraw Hill
5. Monir H. Tayeb, **International Human Resource Management**, Oxford,
6. Subba Rao, **Essential of HRM and Industrial Relation**, 2008, Himalaya Pub. House.

Suggested Readings:

1. P.Jyothi & D.N.Venkatesh, **Human Resources Management**, Oxford, 2010
2. Durai, **Human Resources Management**, Pearson education, 2010.

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Title of Paper & Code: Economics II (BBA 203)

Content

Unit 1: National Income: Meaning, Definition and importance of Macro Economics – National Income: Meaning, Definitions: National Income, GNP & NNP, GDP & NDP, Personal Income (PI), Disposable Income (Di), Per Capita Income (PCI), Real National Income (RNI)

Unit 2: Theories of Employment: Classical theory of employment – Say's law of markers – Keynesian theory of employment – Consumption function – APC, MPC, factors influencing consumption function – Investment function – MEC and Rate and Rate of Interest

Unit 3: Money And Theories of Money: Meaning, functions and classification of Money– Gresham's law – R.B.I. Classification of Money – M1, M2, M3, M4 Theories of Money – Fisher's quantity theory of Money, Cambridge approach (Marshall, Pigou, Robertson and Keynes).

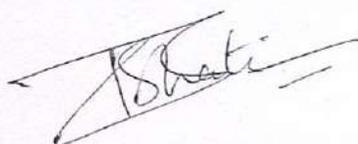
Unit 4: Trade Cycle and Inflation: Trade cycles – Meaning and definition – Phases of a trade cycle – Inflation – Definition – Types of Inflation – Causes and effects of inflation – Measures to control inflation.

Unit 5: Banking, Stock Market and Insurance: Functions of Commercial banks – The process of credit creation – Concept of Non Banking Finance Companies (NBFCs)

Unit 6: Concept of SEBI Stock Market – Meaning, functions and importance of Stock Market – Primary and Secondary Markets, Concepts of (a) Shares (b) Debentures, Insurance – Types of Insurance – Life Insurance and General Insurance – Functions of the Reserve bank of India – Methods of credit control – Quantitative and Qualitative Methods.

Text Books

1. Dr. Abha Mittal MacroEconomics, Taxmann's
2. Dwivedi, DN Macroeconomics : Theory & Policy, 3e Tata McGraw Hill
3. Gupta, G Macroeconomics: Theory and Applications, 3e Tata McGraw Hill
4. E. Shapiro ,Macro Economic Analysis Galgotia Publications.



Title of Paper & Code: Financial Management (BBA 204)

Content

Unit 1: Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management. Basic Financial Decisions: Investment, Financing and Dividend Decisions.

Unit 2: Analysis and Interpretation of Corporate Final Accounts: Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency through learning computation, analysis and interpretation of various tools of financial analysis Preparation of Cash Flow Statement as per Accounting Standard and its Analysis

Unit 3: Leverage Analysis: Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage.

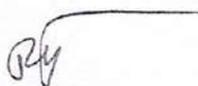
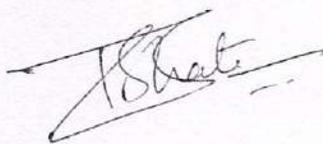
Unit 4: Investment Decisions: Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing.

Unit 5: Management of Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

Unit 6: Practices and Forms of Dividend in a Company. Theories of Dividend, Relevance and irrelevance model of dividend.

Text Books:

1. Dr.R.P. Rustagi Fundamentals of Financial Management, Taxmann's
2. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed.,
3. SudhindraBhat , Financial Management Excel Book
4. ShurtiNaagar Fundamental of Financial Management Parshva Publishers
5. Brigham, Fundamentals of Financial Management, 10th, Cengage Learning
6. Chandra Bose Fundamentals of Financial Management, PHI, 2009.



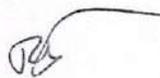
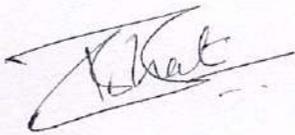
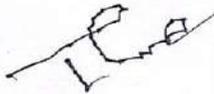
Title of Paper & Code: English (BBA 205)

Content

- (A) Prose (A.G. Gardiner) 1. On Saying 'Please' 2. On Habits 3. On Courage 4. On Fear 5. On Keyhole Morals.
- (B) Poetry 1. On His Blindness – John Milton 2. It is not Growing Like a Tree – Ben Jonson
3. Elegy Written in a Country Churchyard – Thomas Gray
- (C) English Grammar & Usages
- (D) Concord; Agreement of the verb with its subject, structure of sentence, Element of a series, Active & Passive Voice, Reported Speech
- (E) Paragraph Writing (F) Precise-Writing
- (G) Letter & Application – Writing
- (H) Essay Writing

Text Books:

1. Kumkum Bhardwaj, Professional Communication, I.K. International Publication, New Delhi
2. Solomon Ambuchelvan, What is what of English, Acme Learning
3. Deepshikha Jain, Communicative English Parshva Publishers
4. Rajshri Dewan, English and Business communication Acme learning



Title of Paper & Code: Management Information System (BBA 206)

Content

Unit 1: The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.

Unit 2: Planning, Implementation and Controlling of Management Information System.

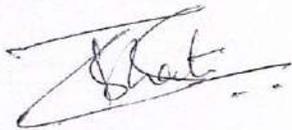
Unit 3: Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.

Unit 4: Managerial Decision Making, characteristics and components of Decision Support System.

Unit 5: System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

Text Reading

1. Sushila Madan, Management Information System, 2010, Taxmann's
2. Goyal, Management Information System 3/e, 2010 Macmillan Publishers
3. Arora & Bhatia Management Information Systems, 2010, Excel Books
4. Kumar & Gupta Management Information Systems 2010, Excel Books

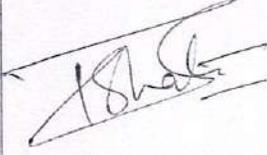
Title of Paper & Code: Indian Constitution (BBA 207)

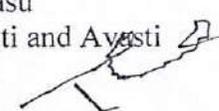
Indian Constitution

Title	Details of Topic
Introduction	Constitution' meaning of the term,, Indian Constitution: Sources and constitutional history, Features: Citizenship, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy
Union Government and its Administration	Structure of the Indian Union: Federalism, Centre- State relationship, President: Role, power and position, PM and Council of ministers, Cabinet and Central Secretariat, Lok Sabha, Rajya Sabha
State Government and its Administration	Governor: Role and Position, CM and Council of ministers, State Secretariat: Organisation, Structure and Functions
Local Administration	District's Administration head: Role and Importance, Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation, Pachayati raj: Introduction, PRI: Zila Pachayat, Elected officials and their roles, CEO Zila Pachayat: Position and role, Block level: Organizational Hierarchy (Different departments), Village level: Role of Elected and Appointed officials, Importance of grass root democracy
Election Commission	Election Commission: Role and Functioning, Chief Election Commissioner and Election Commissioners, State Election Commission: Role and Functioning, Institute and Bodies for the welfare of SC/ST/OBC and women

Books Recommended:

1. 'Indian Polity' by Laxmikanth
2. 'Indian Administration' by Subhash Kashyap
3. 'Indian Constitution' by D.D. Basu
4. 'Indian Administration' by Avasti and Avasti









DR. B. R. AMBEDKAR UNIVERSITY OF SOCIAL SCIENCES

**SECOND YEAR
THIRD SEMESTER**

PAPER CODE	TITLE OF THE PAPER
BBA 301	Marketing Management
BBA 302	Organizational Behavior
BBA 303	Business Environment
BBA 304	Business costing
BBA 305	Operations Management
BBA 306	Business statistics
BBA 307	Gender Studies

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Title of Paper & Code: Marketing Management (BBA 301)

Content

Unit : I

Marketing:- Meaning - concept - functions - marketing Planning implementation marketing Programmes - Marketing environment – Micro and Macro.

Unit II:

Market Segmentation and consumer behavior – Influencing factors, Decision process - Marketing Research - Marketing information system

Unit : III

Product:- Meaning - Product planning - policies - positioning - New product

Unit : IV

Pricing:- Pricing objectives – Setting and modifying the price – Initiating price changes and responding to price changes.

Unit : V:

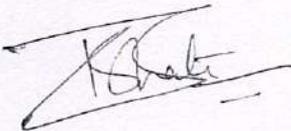
Promotion: Promotion Mix - Advertisement - Message - copy writing - Media strategy - sales promotion - Personal selling and publicity.

Unit : VI:

Physical Distribution and Strategies:- Distribution Mix - Managing channel - intermediaries - transport and warehousing -

Text Books

1. Debraj Dutta Mahua Dutta, **Marketing Management**,2010,Vrinda Publication
2. P.K.Chopra , **Marketing Management** ,2010,Dreamtech Press,New Delhi
3. V.S.Ramasamy & Namakumari.S, **Marketing Management**, 2010, Macmillan,
4. Saxena, **Marketing Management**, 2010,Tata Mcgraw Hill
5. Chandra Bose,Modern **Marketing Principle and Practices**,2010,PHI Learning



Title of Paper & Code: Organization Behavior (BBA 302)

Content

Unit: I

OB History and Development; Importance of OB to the field of management. Basic behavioral Process: Cognitive functions - intelligence, Creativity, Problem solving, Learning and its process - implications,

Unit: II:

Attitudes and Values, Personality - Concepts, theories, estimation and applications; Perception - implications, counseling - importance and relevance.

Unit: III:

Motivation - Theories and applications to management,

Unit: IV:

Leadership - Role and functions of a leader, Leadership theories and styles, implications for management, Alternatives to leadership;

Unit: V:

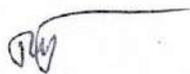
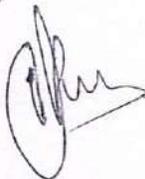
Organizational Development - approaches, intervention strategies, implementation; Organizational culture - relevance of culture in the changing scenario, Organizational Politics, impression management and defensive behavior

Unit VI:

Organizational change : Approaches and resistance to change, Manager as a change agent; Conflict management, nature, sources. Current applications and future trends in OB.

Text Books

1. Kamran Sultan **Organizational behavior** , 2011,Dreamtech Press
2. Karampal **Business Management & Organisational Behaviour**, 2011, IK International Publication
3. Agrawal P.K,**Management Process & Organisational Behaviour**,2011,Vrinda Pub
4. R. S. Dwivedi, "**Human Relations and Organizational Behavior: A Global Perspective**", Macmillan



Title of Paper & Code: Business Environment (BBA 303)

Content

Unit I :Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment.

Unit II :Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions.

Unit III :Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India.

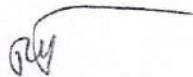
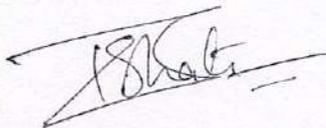
Unit IV :Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration.

Unit V :Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business.

Unit VI :The contribution of Public sector enterprises in India, Privatization and disinvestment in India, Foreign Direct Investment in India, its impact on Indian economy.

Text Books

1. Neelmegham, **Business environment**,2011,Vrinda Publication
2. Aswathappa k, **Essentials of Business environment**, Himalaya Publishing house.
3. Paul, Justin, **Business Environment**, Tata McGraw Hill
4. Palwar, **Economic Environment of Business**, PHI, New Delhi,2009



Title of Paper & Code: Business Costing (BBA 304)

Content

Unit I : Basics of Costing: Meaning and definition of Cost Accounting, Concepts of Cost ,Cost Object, Cost Center and Profit Center, Cost Control and Cost Reduction Classification of Costs, Overview of Cost Accounting Standards.

Unit II : Cost Elements: Material Cost- purchase procedure, store keeping and stock control, pricing issue of material and accounting thereof, perpetual inventory and physical stock taking, identification of slow, non- moving and fast moving items, ABC analysis, JIT system, level of inventories and economic order quantity, analysis, investigation and corrective steps for treatment of stock discrepancies – control through other means.

Unit III : Labour Costs – remuneration methods, monetary and non-monetary incentive schemes, payroll procedures, labour analysis and idle time, measurement of labour efficiency and productivity, analysis of non productive time and its cost, labour turnover and remedial measures, treatment of idle time and overtime.

Unit IV : Direct Expenses – nature, collection, classification and treatment. Overheads – nature, collection, classification, apportionment, allocation and absorption.

Unit V : Costing Methods: Unit Costing, Job Costing, Batch Costing, Process Costing, Contract Costing, Activity Based Costing, Target Costing, Costing for Services Sector.

Unit VI : Cost Accounting Systems: Accounting entries for an integrated and not integrated accounting system, Reconciliation between cost and financial profit and loss account, interlocking accounting.

Text Books:

1. Jawahar Lal : **Cost Accounting**; TataMcGraw- Hill Education (India) Ltd.
2. Arif Pasha Mohd. **Cost Accounting**, 2010, Vrinda Publication
3. Jelsy Joseph Kupappally Accounting for Managers, PHI Learning
4. S.N. Maheshwari Cost & management Accounting; Sultan Chand & Sons,

Title of Paper & Code: Operations Management (BBA-305)

Content

Unit I : Introduction to productions and operations management: Nature of production, productions and system, production as an organizational function, decision making in production, production management and operations management, Characteristics of modern production and operation management, organization of production function, recent trends in production/operations management.

Unit II :Production process, manufacturing and service operations: production process, manufacturing operation, service operations, selection of process non manufacturing or service operations, difference between manufacturing and service operations, classification of manufacturing process, manufacturing operations as conversion process, characteristics of modern manufacturing process,

Unit III :Design of production system: Product, process and production design, factors influencing product design, approaches for product design, process planning and process design, process selection, process management, major process decisions,

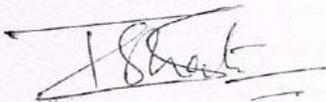
Unit IV :Plant location & Plant layout – Location theories, freedom of locations, errors in selection, steps in location selection, relative importance of location factors, location models, Meaning, definition scope and of facility layout, factors influencing layout, types of layout, importance of layout, layout planning, layout tools and techniques, analysis if layout with computers, criteria for selection and design of layout, layout design procedure.

Unit V :Materials Management – functions, meaning and operations, – overview of materials planning & material requirement planning, over view of Store management – objectives & functions.

Unit VI :Quality control – Purpose of inspection and quality control – control charts and acceptance sampling by variable and attributes, Sample plan OC curve, AQL, AOQL, LTPD.

Text Books

- a. S.N Chary, **Theory & Problems in Production and Operations Management**, TMH
- b. R.V.Badi N.V.Badi **Production & Operations Management**, Vrinda Publication
- c. B. Mahadevan; **Operation Management; Theory and Practice** Pearson Education,
- d. Ashwathappa, **Production and Operation Management**, Himalaya Publishing .



Title of Paper & Code: Business and Statistics (BBA 306)

Content

Unit I : Introduction to statistics – purpose of statistics – kinds of numbers, measurements, variables, attributes, UNITS, discrete and continuous data. Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses.

Unit II : Measures of central tendency – Mean, Median, Mode merits and demerits – Measure of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit III : Concept of probability – Law of Addition – Law of Multiplication and conditional probabilities – Random variables – Its expectation and variances – Applications in Management. Probability distributions:- Binomial distribution, Poisson distribution and normal distribution.

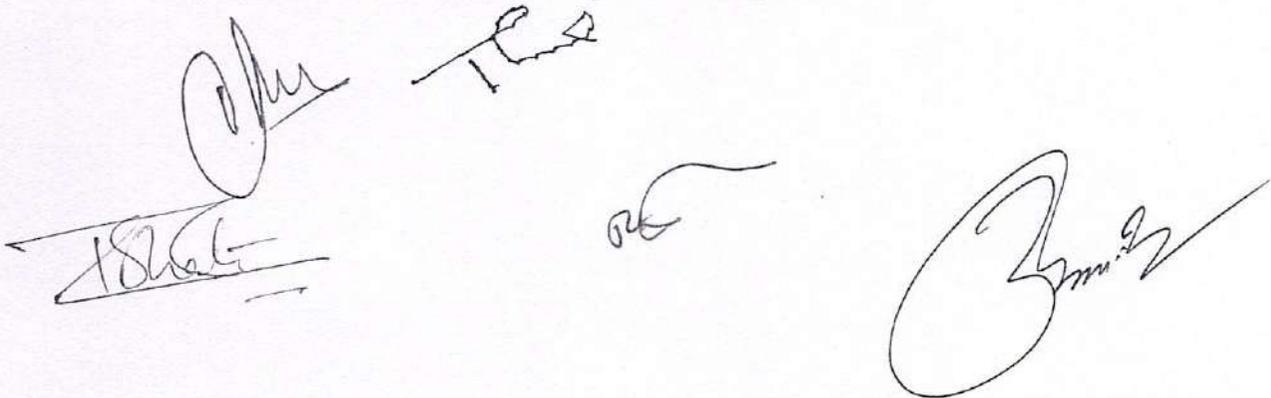
Unit IV : Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions –

Unit V : Correlation and regression – Scatter Diagram – Coefficient of correlation – Rank Correlation – Regression – Lines of Regression index nos. Simple, weighted – consumer price index – wholesale price index.

Unit VI : Time Series: Components – Trends – Seasonal – cyclical – irregular variables – Measurement of trend – Method of semi averages and method of moving averages principle of least squares – Measurement of seasonal fluctuations – simple averages – Ratio to trend method – Ratio to moving average method – simple problems.

Text Books

1. T.N.Srivastava, **Statistics for Management**, TMH, 2008
2. Agrawal D.R, **Business Statistics**, 2010, Vrinda Publication
3. S.P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons, 2007
4. S.C. Gupta, **Business Statistics**, Himalaya Pub House, 2008

The bottom section of the page contains several handwritten signatures and initials. On the left, there is a large, stylized signature that appears to be 'S.P. Gupta'. To its right, there are smaller initials, possibly 'T.N.' and 'D.R.'. Further right, there is another signature that looks like 'S.C. Gupta'. On the far right, there is a large, circular signature that is difficult to decipher but appears to be a name.

Title of Paper & Code: Gender studies (BBA 307)

- उद्देश्य—** 1. परिवार एवम् समाज का जेण्डर संवदेनशील बनाने की आवश्यकता हतु।
2. विश्वविद्यालयों एवम् महाविद्यालयों के वातावरण को जेण्डर संवदेनशील बनाने हतु।
3. जेण्डर संवदेनशीलता से महिला सशक्तीकरण के प्रयासों की आरे बढने हतु।
4. महिला सशक्तीकरण हेतु राज्य सरकारों द्वारा संचालित योजनाएँ की जानकारी पद्रत्त करने हतु।
5. जेण्डर न्याय से संबंधित अभिकरणों की भूमिका समझाने हतु।
6. जेण्डर न्याय संबधी सभी कानूनो के बारे में जानकारी पद्रत्त करने हतु।
7. संकेतकों के माध्यम से महिलाओं के स्वास्थ्य एव पोषण की जानकारी प्रदत्त करने हतु।

इकाई-1

जेण्डर की सामाजिक निर्मिति—

- अ. पितृसत्ता : जेडर एवम् सेक्स
ब. वर्णसत्ता-धर्मसत्ता और जेण्डर
जेण्डर संवदेनशीलता

आओ करके देखें (पुस्तकालय, कक्षा कार्य एव द्वैतीयक स्रोतो पर आधारित)

समूह चर्चा-परिवारों में सन्तानों (पुत्र-पुत्री) के मध्य समरूप भाव-व्यवहार रखने के उपाय।

इकाई-2

महिला सशक्तीकरण

- अ. महिला सशक्तीकरण : अर्थ एवम् अवधारणा
ब. महिला सशक्तीकरण : विविध आयाम
स. तकदीर है इनकी मटुठी में : महिला सशक्तीकरण की दिशा में राष्ट्रीय सफल कथाएँ

आओ करके देखें (पुस्तकालय, कक्षा कार्य एव द्वैतीयक स्रोतो पर आधारित)

समूह चर्चा- परिवार में दादी-नानी के सुशासन के किस्से एवम् प्रभाव।

इकाई-3

महिला स्वास्थ्य—

- परिचयात्मक अवधारणा, क्षेत्र एव विस्तार
अ. प्रजनन स्वास्थ्य
ब. मानसिक स्वास्थ्य
स. दिव्यांग महिलाओं का स्वास्थ्य
द. पोषण
ध. स्वास्थ्य सेवाएं
न. स्वच्छता एव पर्यावरण
प. स्वास्थ्य संकेतांक

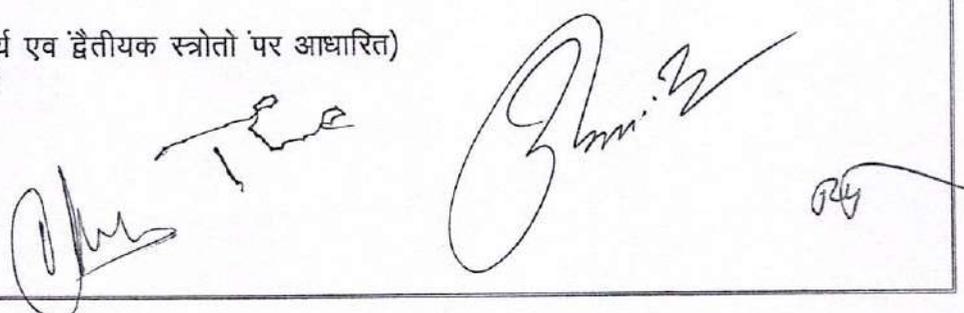
आओ करके देखें (पुस्तकालय, कक्षा कार्य एव द्वैतीयक स्रोतो पर आधारित)

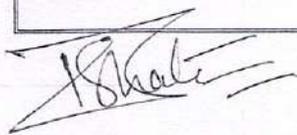
समूह चर्चा-मासिक धर्म से जुड़ी भ्रातियाँ

इकाई-4

जेण्डर न्याय और संबंधित अभिकरण

- अ. परिवार एवं समाज





- ब. महिला थाना, महिला पुलिस एवं परिवार परामर्श केन्द्र
 स. वन स्टॉफ सेन्टर-सखी
 द. किशारे न्याय बोर्ड, बाल कल्याण समिति
 ध. आयागे-राज्य महिला आयागे, मानवाधिकार आयागे, बाल आयागे
 न. गैर सरकारी संस्थाएँ
 प. मीडिया
 फ. न्यायपालिका
 भ. जेण्डर न्याय हेतु, अभिकरणों की संयुक्त भूमिका

आओ करके देखें

(पुस्तकालय, कक्षा कार्य एवं द्वैतीयक स्रोतों पर आधारित)

समूह चर्चा-निर्भया केस (2012) में लैंगिक न्याय हेतु अभिकरणों की भूमिका।

इकाई-5

महिला उत्पीड़न एवं हिंसा

- अ. हिंसा की संरचना व महिला अधीनता
 ब. हिंसा : अर्थ, परिभाषा व अवधारणा
 स. महिलाओं के विरुद्ध हिंसा के विविध रूप
 द. मानव दुर्व्यापार
 ध. कुप्रथाएँ एवं महिला हिंसा
 न. महिला कानून की विसंगतियाँ

आओ करके देखें

(पुस्तकालय, कक्षा कार्य एवं द्वैतीयक स्रोतों पर आधारित)

समूह चर्चा-देश की महिला विरोधी कुप्रथाओं को दूर करने के उपाय।

इकाई-6

कार्यस्थल पर यौन उत्पीड़न -

- अ. ऐतिहासिक परिदृश्य : विशाखा दिशा-निर्देश
 ब. महिला हिंसा एवम् महिला उत्पीड़न विधयेक 2013
 स. महिला हिंसा एवम् महिला उत्पीड़न यू.जी.सी. दिशानिर्देश 2016
 द. आन्तरिक शिकायत समिति-गठन, सुनवाई एवम् दायित्व
 प. स्थानीय परिवाद समिति-कर्त्तव्य एवं दायित्व

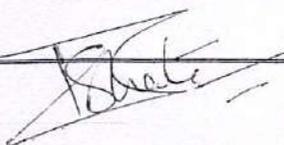
आओ करके देखें

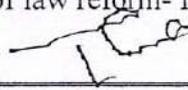
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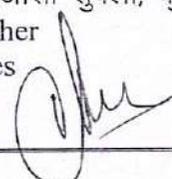
समूह चर्चा-जेण्डर न्याय में आन्तरिक शिकायत समिति की भूमिका एवं दायित्व

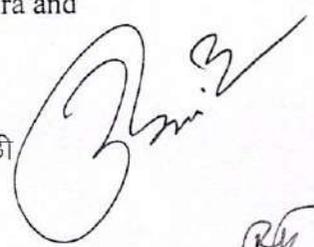
संदर्भ ग्रन्थ-

- 1- Crime Against Women- Edited by Prof.Asha Shukla, Dr.Jaya Phookan
- 2- Human Trafficking in India- Edited by Prof.Asha Shukla, Dr. Veerendra Mishra and Dr.Jaya Phookan
3. पितृसत्ता क्या है- कमला भसीन,
4. स्त्री अध्ययन : आधारभूत मुद्दे- प्रो.आशा शुक्ला, कुसुम त्रिपाठी
5. स्त्री संघर्ष के मुद्दे : (भारतीय एवं पाश्चात्य संदर्भ में) - प्रो.आशा शुक्ला, कुसुम त्रिपाठी
- 6- Women and family law reform in India- Archana Prasher
- 7- State, Gender and Rhetoric of law reform- Flavia Agnes













DR. B. R. AMBEDKAR UNIVERSITY OF SOCIAL SCIENCES

FOURTH SEMESTER

PAPER CODE	TITLE OF THE PAPER
BBA 401	Entrepreneurship
BBA 402	Supply chain management
BBA 403	International business
BBA 404	Indian legal system for business
BBA 405	Management accounting
BBA 406	Operations Research
BBA 407	Field work and Project

Title of Paper & Code: Entrepreneurship (BBA-401)

Content

Unit I :Introduction to Entrepreneurship : Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.

Unit II :Creating and Starting the Venture

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Unit III : The Business Plan

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

Unit IV :Financing and Managing the new venture

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

Unit V: New venture Expansion Strategies and Issues

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Unit VI :Institutional support to Entrepreneurship

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Text Readings:

1. Alpana Trehan, **Entrepreneurship**,2011,Dreamtech Press New Delhi
2. Naidu &Krishnarao,**Management and Entrepreneurship**,IK International Publication
3. Charanthimath, **Entrepreneurship development small business enterprises**, Pearson education, 2008
4. Vasant Desai: **Small scale Industries and Entrepreneurship**, Himalaya Publishing House, 2009.



Title of Paper & Code: International business (BBA-403)

Content

Unit I : An Overview of International Business: Framework of International Business, Types of International Business, International Business Approaches, Global Marketing Theory of Competitive Advantages, Neo- Classical, Modern Approach to International Business, Problems of Trade and Aid to Developing Countries.

Unit II :International Business Decision : Mode of Entry, Marketing Mix , Factors Affecting decision For International Business,

Unit III :Role Of International Institutions: GATT, WTO, ECM, IMF, IBRD, IDA, IFC, UNCTAD, In International Business. Recent Trends in World trade, Multi National Corporations and the Trade.

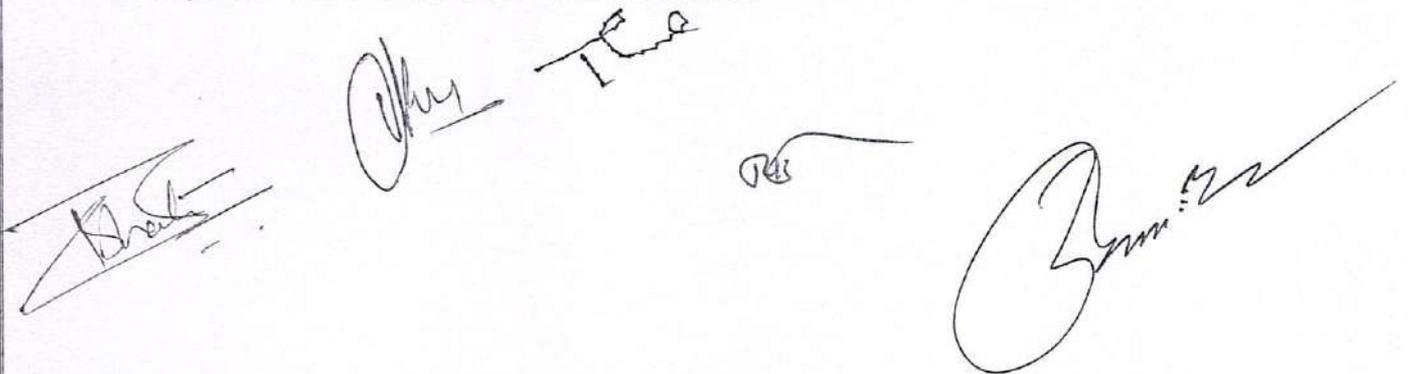
Unit IV :Recent Trends in India's Foreign Trade: Export and Import Policy, Trade Policy, Balance of Payment, Custom and Tariff Rationalization. Identifying Foreign Markets and Overseas markets, International Marketing Mix, Product Development, Transfer Logistics and Distribution Channels, Role of Documentation in International Trade, Export Pricing, Methods of International Payments.

Unit V :International Capital Movement: Risk in International Operations, International Investment, Financing of Foreign trade, Factor Mobility and Direct Foreign Investment. Export Finance, Pre and post Shipment credit, Introduction to FEMA, Insurance. Role of ECGC and export Promotion Councils, Eurocurrency Market.

Unit VI :Regional Economic Groupings: Major Trading Blocks, Globalization with Social responsibility, Introduction to International Monetary and Financial System.

Text Readings:

1. K.Ashwathapa ,**International Business Environment**,2011Tata Mcgraw Hill
2. Mahua Dutta, **International Business**, 2011,IK International Publication
3. Hamilton **The International Business Environment** Oxford Press
4. Shajahan **International Business** Indian Macmillan Publishers

The bottom of the page features several handwritten signatures and initials in black ink. From left to right, there is a signature that appears to be 'D. S.', followed by a signature that looks like 'D. S.', then the initials 'T. S.', a small signature 'D. S.', and finally a large, stylized signature that appears to be 'D. S.'.

Title of Paper & Code: Supply Chain Management (BBA 402)

Content

Unit I :Development of SCM concepts and Definitions – key decision areas – strategic Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.

Unit II :Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.

Unit III :Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging.

Unit IV :Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.

Unit V:Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management.

Unit VI :IT integrated focus, E Commerce and Supply Chain Management. Organizational Issues and Supply Chain. ERP and Supply Chain Management.

Text Readings:

1. Mohanty & Deshmukh, **Supply Chain Management**, 2011, Biztantra
2. Upendra Kachru **Exploring the Supply Chain**, 2010, Excel Books,
3. Janat Shah **Supply Chain Management**, 2010, Pearson Education,
4. Badi N.V. **Supply Chain Management**. 2010, Vrinda Publications



Title of Paper & Code: Indian legal system for Business (BBA-404)

Content

Unit I : The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts. Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.

Unit II : The Sale of Goods Act. 1930: Formation of a Sales Contract.

Unit III : Negotiable Instrument Act, 1881: Definition and Essential Features of Negotiable Instruments, Types of Instruments and Endorsement, Parties to Negotiable Instrument.

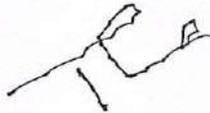
Unit IV : Consumer Protection Act- Provisions related to consumer protection and Redressal of consumer Grievances.

Unit V : Evolution of Indian Companies Act, 1956, The Companies Act, 1956: Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.

Unit VI : Law of Partnership: Definition and Nature of Partnership, Formation of Partnership, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm.

Text Readings

1. P.K.Goel, **Business Laws for Managers**, 2010, Biztantra
2. Avtar Singh, **Mercantile Law**, Eastern Book Company
3. Chandra Bose, **Business Laws**, PHI, 2008
4. Bulchandani, **Business Law for Management**, 2009, Himalaya Publishing House.



Title of Paper & Code: Management Accounting (BBA-405)

Content

Unit I : Basics of Management Accounting: Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

Unit II : Budgetary Control: Meaning of Budget, Budgetary Control and its use as a management tool, Functions of Budgets, Difference between Budgets and Forecasts, Planning Process and Budgetary Process, Stages in Budget Process, Various Types of Budgets, Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets, Behavioral Aspects in Budgeting

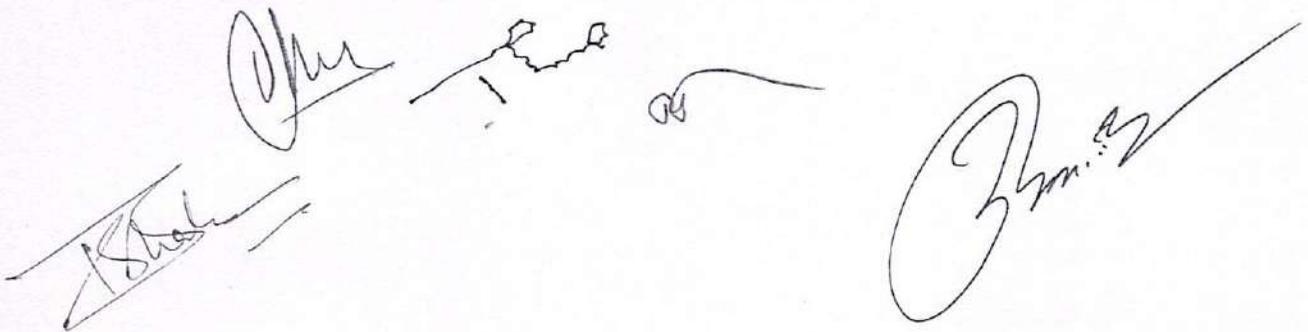
Unit III : Standard Costing; Introduction to Standard Costing, Cost Standards and their types, Standard Costing and Budgetary Control, Operation of Standard Costing System, Establishing Standard Costs, Analysis, Interpretation, Presentation and Disposal of variances

Unit IV : Marginal Costing as a Tool for Decision Making; Make or Buy Decision, Change in product Mix, Pricing Decisions, Exploring a New Market, Shut-down Decisions

Unit V : Fundflow - Meaning and definition of fundflow and cashflow, Difference between Fundflow and Cashflow, operations of Fundflow and Cashflow.

Text Books:

1. S.P.Jain & K.I. Narang Cost and Management Accounting; Mayur Paperbacks, A-95, Sector 5,
2. M.N. Arora Cost and Management Accounting(Theory and Problems); Himalaya
3. Publishing House,
4. R.S.N Piallai Bhagvathi Management Accounting; S. Chand & Co. Ltd.
5. V.k. Saxena & C.D. Vashist Cost and Management Accounting Sultan Chand & Sons,
6. M/N. Arora : A Text Book of Cost and Management Accounting Vikas Publishing House.

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Title of Paper & Code: Operations Research BBA -406

Content

Unit I: Definition of operations research, models of operations research, scientific methodology of operations research, scope of operations research, importance of operations research in decision making, role of operations management, limitations of OR.

Unit II: Linear Programming: Introduction – Mathematical formulation of a problem – Graphical solutions, standard forms the simplex method for maximization and minimization problems. Method application to management decisions.

Unit III: Transportation problem – Introduction – Initial basic feasible solution - NWC method – Least cost method – Vogel's method – MODI – moving towards optimality – solution procedure without degeneracy.

UNIT IV: Assignment problem – Algorithm – Hungarian method – simple problems.

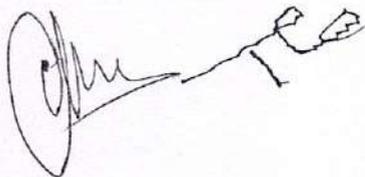
Unit : V: Sequencing and replacement model: Sequencing problem – processing through 2 machines, 3 machine – s jobs and k machines and traveling salesman problem.

Unit VI: Replacement of items that deteriorate gradually – with time, without time, that fails completely – individual replacement – group replacement.

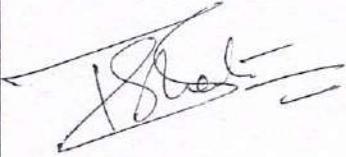
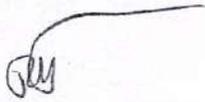
Unit V: Network models and simulation. Network models for project analysis CPM; Network construction and time analysis; cost time trade off, PERT – problems.

Text books

- 1.R.Veerachamy, **Operation Research**,2010,IK International Publication
- 2.Chawla, **Operation Research**, Kalyani Publication Ludhiyana,2009
- 3.Sharma Anand, **Operation Research**, 2008, Himalaya Publishing House
- 4.Kalawati, **Operations Research**, Vikas Publication Pvt.ltd.2008



Title of Paper & Code: Field work and Project (BBA -407)

A handwritten signature in cursive script, possibly reading 'Mun'.A handwritten signature in cursive script, possibly reading 'Tee'.A handwritten signature in cursive script, possibly reading 'Shah'.A handwritten signature in cursive script, possibly reading 'Suj'.A large handwritten signature in cursive script, possibly reading 'Jm. W'.



DR. B. R. AMBEDKAR UNIVERSITY OF SOCIAL SCIENCES

**THIRD YEAR
FIFTH SEMESTER**

PAPER CODE	TITLE OF THE PAPER
BBA 501	Customer Relationship Management
BBA 502	Research Methodology
BBA 503	Indian Financial Systems
BBA 504	Project Management
BBA 505M/ BBA 505F/ BBA 505H	SPECIALIZATION PAPER - 1
BBA 506M/ BBA 506F/ BBA 506H	SPECIALIZATION PAPER - 2
BBA 507	PROJECT WORK

Optional (Choose any one Specialization)

1. Marketing:

- BBA - 505M Sales and Distribution Management
- BBA - 506M Advertising and Brand Management

2. Finance

- BBA - 505F Banking and Insurance
- BBA - 506F Working Capital Management

3. HR

- BBA - 505H Human Resource Development
- BBA - 506H Industrial Relations

Title of Paper & Code: Customer Relationship Management (BBA 501)

Content

Unit : I

Introduction to CRM: Definition and Concepts of CRM , Components of CRM , Understanding the goal of CRM and Customer Touch Points.

Unit: II

CRM Process: Introduction and Objectives of a CRM Process ; an Insight into CRM and E-CRTA /online CRM , The CRM cycle i.e. Assessment Phase ; Planning Phase ; The Executive Phase ; Modules in CRM , 4C's (Elements) of CRM Process , CRM Process for Marketing Organisation , CRM Affiliation in Retailing Sector.

Unit : III

Developing CRM Strategy; Role of CRM in Business Strategy , Understanding service Quality; Technical, Functional and Dimensions of Service Quality , Managing Customer Communications.

Unit : IV

CRM Implementation: Choosing the right CRM Solution ; Framework for Implementing CRM: a Step-by- step Process; Five Phases of CRM Projects: Development Customizations; Beta Test and Data Import ; Train and Retain; Roll out and System Hand-off ; Support.

Unit : V

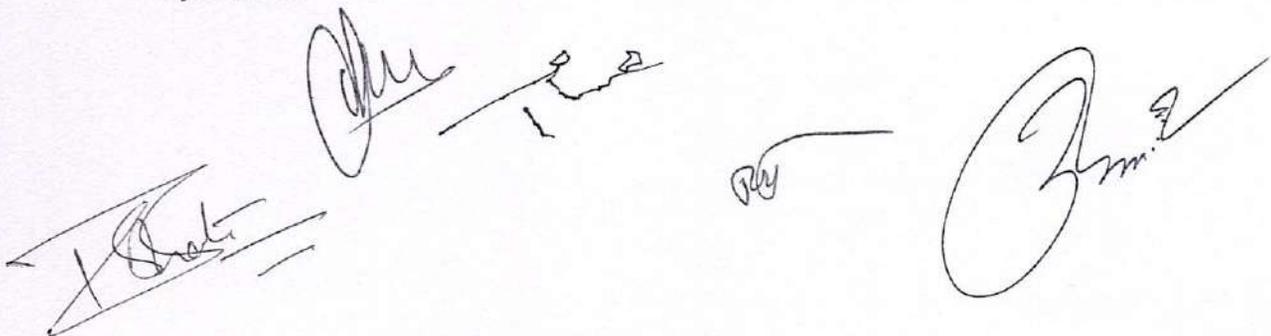
Sales Force Automation: Sales process, Activity , Contact, Lead and knowledge Management, Field Force Automation.

Unit : VI

CRM Links in E-Business: e-Commerce and Customer Relationships on the Internet , Supplier.

Text Books

1. Mohammed H Peeru and Sagadeven, **Customer Relationship Management**, 2010, Vikas Publishing House , Delhi.
2. Paul Greenberge, **CRM-Essential Customer Strategies for the 21st Century**, Tata McGraw Hill. Judith W.Kincaid , **Customer Relationship Management: Getting it Right** , New Jersey: Prentice Hall, New Delhi.
3. Jon Anton, **Customer Relationship Management** , Prentice Hill of India, New Delhi.
4. Madhvi Garikaparthi, **CRM – The New Face of Marketing** , ICFAIPress , Hyderabad.



Title of Paper & Code: Research Methodology (BBA 502)

Content

Unit: I

Business Research: Meaning and Methods of Research, Research Process, Identification and Formulation of Research Problem, sources of Data, Primary Data and Secondary Data.

Unit: II

Research Design: Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of Research Design, Need for Research Design, Features of a good Research Design and Different Research Design- Exploratory, Descriptive, Experimental and Diagnostic and Survey Research.

Unit: III

Measurement Methods: Interviews and Surveys, Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

Unit: IV

Data Analysis: Data Analysis using Statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Relationships, Statistical inferences for one or two samples,

Unit: V Chi-square test, analysis of variance(ANOVA) and use of multivariate analysis in business research

Unit VI

Sharing the Results: Reporting Research, Types of Reports and Characteristics of a Research Report.

Text Books

- William G.Zikmund, **Business Research Methods**, Cengage Learning, India.
- K.N.Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, **Management Research Methodology**.
- **Integration of Principles Methods and Techniques**, Pearson Education.
- J.K Sachdeva, **Business Research Methodology**, Himalaya Pub. House.
- Paul.E Green, Donald Stull, **Research for Making Decisions**, PHI.
- Ranjeet Kumar, **Research Methods**, Pearson Education.

Title of Paper & Code: Indian Financial System (BBA 503)

Content

Unit I:

Concept of Financial System: Formal and Informal Financial Systems, Functions of Financial Systems, Nature and Role of Financial Institutions and Financial Markets, Financial System and the economy.

Unit II:

Money Market : Emerging Structure of Indian Money Market, Instruments of Money Market, Money Mutual Funds- An Overview and RBI's Regulatory Guidelines; Commercial.

Banks- Role in Industrial Finance and Working Capital Finance.

Unit III:

Capital Market : Concept, Structure and Functions of Capital Market, Primary Market- Instruments of Issues and Methods of Flotation, Secondary Market - Concept, Market Players, Trading system and settlement.

Unit IV:

Institutional Structure – Indian Financial Institutions: Development Banks- FCI, ICICI, SFC's and IDBI; Investment Institutions – UTI and other Mutual Funds; Insurance Organisation- Life Insurance Corporation of India, SEBI: Scope and Functions, Objectives of SEBI.

Unit V:

Financial Products: Leasing , Hire Purchase , Factoring and Forfeiting.

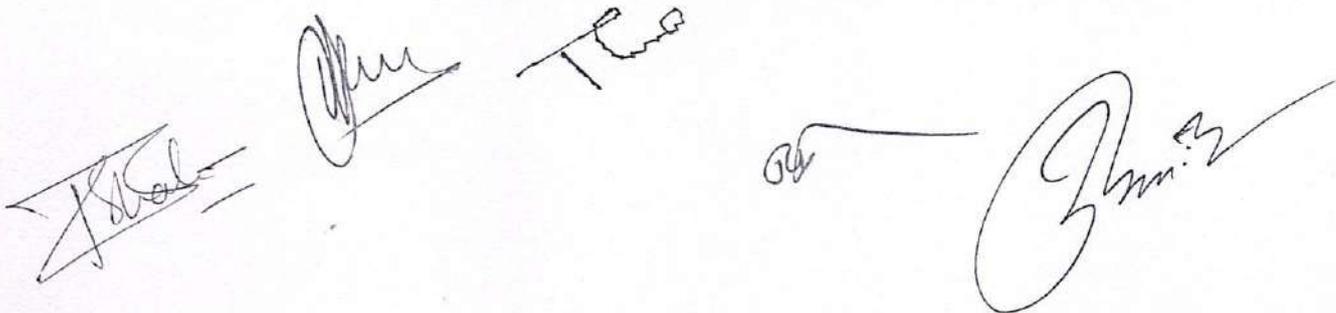
Unit VI:

Credit Rating: Meaning, Functions, Importance

Derivatives: Basic Introduction.

Text Books

- Bhole,L.M, Indian Financial System, Chug Publication, Allahabad.
- Johnson, H.J, Financial Institutions and Markets, McGraw Hill, NewYork.
- Machiraju, M.R, Indian Financial Systems , Vikas Publishing House, New Delhi.
- Ohlson, J.A, The Theory of Financial Markets and Institutions, North Holland.
- Prasad, K.N, Development of India's Financial System, Sarup & Sons, New Delhi.

The bottom of the page features several handwritten signatures and initials. From left to right, there is a signature that appears to be 'J. S. Bhole', followed by a circular signature, a set of initials 'T.K.', and a large, stylized signature that looks like 'J. M. S.'.

Title of Paper & Code: Project Management (BBA 504)

Content

Unit I :

Introduction to Projects: Characteristics and types of Projects, Gaining importance , Project Life Cycle and its Phases, Project Selection, Non-quantitative and Scoring Models, Technical Analysis and technology Selection, Market Potential Analysis and techniques of Long -Term Forecasting.

Unit II:

Financial Feasibility: Determinants of Cost of Project, its financing and deciding optimum capital structure. Cash Flows from project and owner's perspective. Project Appraisal. Financial Feasibility with risk, Types of Risks, Techniques of Risk evaluation and its mitigation. Sensitivity Analysis, Hiller's Model, Scenario analysis, Simulation.

Unit III:

Network Analysis: Construction of Networks, CPM, various types of Floats and their application, PERT and its applications, Time Cost Relationship, Crashing for optimum cost and optimum time, Resource leveling.

Unit IV:

Introduction to Project Software: Applications of MS Project

Unit V:

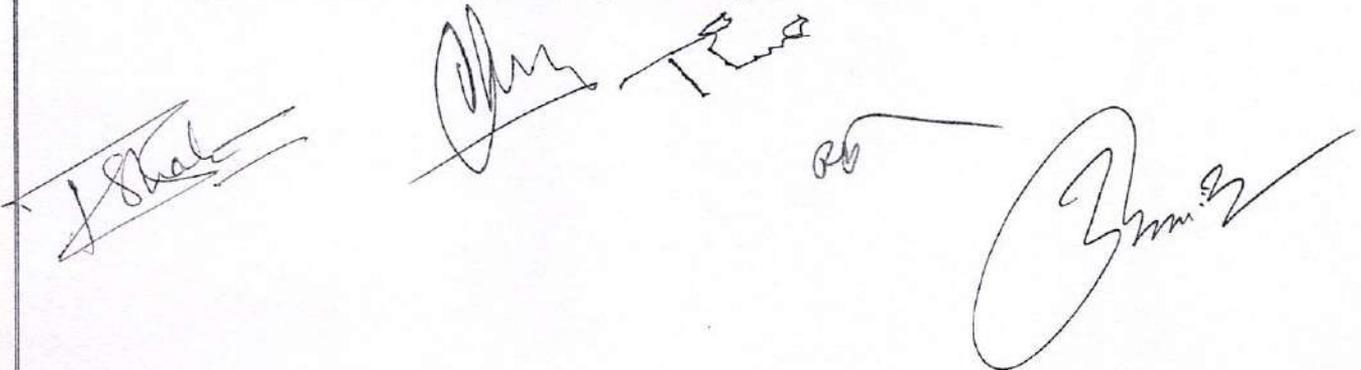
Human Aspects of Project Management: Project Manager's skills and functions, Matrix Organisation, Social Cost Benefits Analysis, UNIDO approach, Shadow Pricing.

Unit VI:

Project Monitoring: Earned Value Analysis, Abandonment analysis, PMIS, Project Termination and Audit , Reasons for failure.

Text Books:

- Gido, **Effective Project Management**, Cengage Learning.
- Gray & Larson, **Project Management : The Managerial Process**.
- Pinto, **Project Management: Achieving Competitive Advantage** , Pearson.
- Sunil Abrol, **Cases in Project Management** , Excel Books.
- Maylor- **Project Management**.
- Gopalakrishnan- **Textbook of Project Management** – Macmillan.



Title of Paper & Code: Advertising and Brand Management BBA 505M

Content

Unit I:

Advertising Industry: Advertisers, Agencies, Media Companies and other Organizations. The Communication Model: Communication Process, Stages and Challenges , Economic, Social, Ethical and Regulatory Aspects of Advertising. Demand Creation role of advertising in primary and secondary demand. How advertising works : Hierarchy of Effects Model, advertising objectives, routes to persuasion.

Unit II:

Customer Behaviors and Advertising: Segmentation, Motivation Analysis and Value Proposition, Advertising Message: Message, objectives, recall, attitude, emotions and feelings. Message tactics: creative approaches, copy-writing, advertising artwork, copy in conventional media and Cyberspace.

Unit III:

Advertising Objectives: Goals and Objectives, DAGMAR, Media Strategy, budgeting, approaches and allocation, Media Planning types, class, vehicle, scheduling and new media forms.

Unit IV:

Advertising Effectiveness: Pro and Post launch research. Advertising in the evolving marketing environment.

Unit V:

Branding Context: Assets and the asset, concept of value, brand and marketing metrics;

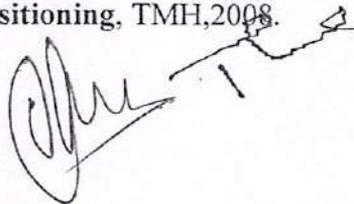
Branding meaning: Brand Image and Personality, Brand and Product, Brand Planning ; Brand Vision and visioning process, business of brand; Brand Audit, Brand Reality Check and Brand Appraisal.

Unit VI:

Brand Positioning: Choice of context, parity and differentiation. Repositioning Brand Equity; Brand assets and liabilities , equity creation and management.

Text Books

- Relch,Relch, **Advertising & Promotion: An Integrated Marketing Communication** TMH
- Kazmi & Batra, **Advertising & Sales Promotion**, Excel Books.
- Harsh Verma, **Brand Management**, Excel Books.
- Sengupta, **Brand Positioning**, TMH,2008.



Title of Paper & Code: Sales and Distribution Management (BBA 506M)

Contents

Unit : I

Personal Selling: The role of Personal selling in Marketing Mix, The Personal Selling Process, Personal Selling Objectives, Types of Sales Jobs, Changing scenario of Selling Environment.

Unit :II

Theories of Sales Management: Objectives, Nature and Scope, Buyer-Seller Dyads, Theories of Selling- AIDAS Theory, "Right Set of Circumstances" Theory, "Buying Formula" Theory, Behavioral Equation, Theory of Selling, Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.

Unit :III

Operational Sales Management: Understanding and Opportunities of Sales Promotion and Trade Promotion Concepts; Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.

Unit : IV

Sales Promotion's impact on sales: Evaluation of sales promotion experiments; Choice and Purchase Timing Models: Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; strategic Issues in designing promotional strategies, Substantive findings and issues on coupons, Trade Dealings, and Retail Promotions.

Unit : V

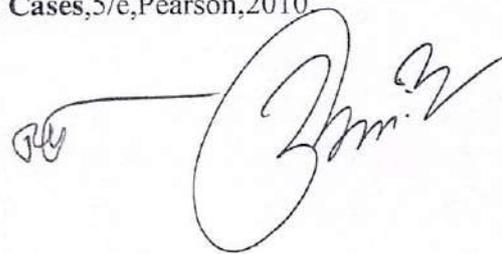
Distribution: Design of Distribution Channel , Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems. **Wholesaling and Retailing** : Importance, Types, Marketing Decisions for wholesalers, Retailing: Importance , Types and Retailer Marketing Decisions.

Unit : VI

Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution , EDI and Supply Chain, Internet as a medium for order processing and Information.

Text Books

- S.L Gupta, **Sales and Distribution Management**, Excel Books,2010.
- Havaladar, Krishna, **Sales and Distribution Management**,2e,TMH,2009.
- Spiro, Stanton, **Management of a Sales Force**, 11e, TMH,2008.
- Tanner, **Sales Management**, Pearson,2010.
- Still, **Sales Management Decisions- Strategies and Cases**,5/e,Pearson,2010



Title of Paper & Code: Banking and Insurance (BBA 505F)

Contents

Unit : I

Risk and Insurance: Defining Risk, Nature and Types of Risk, Risk Management Process, Risk and its relation with Insurance, Concept and Significance of Insurance, Classification of Insurance, Life and non-life, general principles of Insurance.

Unit :II

Life Insurance: Life principles, products , term insurance, endowment, insurance, pensions, Group Insurance, IRDA.

Unit :III

Overview of Banking Industry: Banking structure in India- RBI, Commercial , Rural and Cooperative banks, their role and significance, functions , SLR, CRR-Concepts , Banking Ratios.

Unit : IV

General Insurance: Principles, Products- Fire, Marine, Motor Vehicles, Public utility, Third Party Insurance, Group Insurance, Burglary Insurance: Claims , Settlements.

Unit : V

Banking Risks and Recent Developments: Credit, Liquidity, Market Operation, Interest Rate Solvency, Universal Banking, E-banking, Mobile Banking, ALM Process.

Unit : VI Basel: I and II

Text Books

1. V.Iyengar, **Introduction to Banking** , Excel Books.
2. IIB , **Advanced Bank Management**, McMilan .
3. ICSI, **Bank and Insurance Law and Practice**, Taxman's Publication.
4. Neelam C Gulati, **Principles of Insurance Management**, Excel Books.
5. Rejda, **Principles of Risk Management and Insurance**.



Title of Paper & Code: Working Capital Management (BBA 506F)

Contents

Unit : I

Principles of Working Capital: Introduction to Working Capital, Concept of Working Capital.

Unit :II

Need for Working Capital: Concepts and its determinants, estimation of working capital needs.

Unit :III

Accounts Receivables Management and Factoring: Credit Policy, Nature and Goals, Credit Evaluation of Individual Accounts and its monitoring receivables, Factoring- Types and benefits.

Unit : IV

Inventory Management: Nature of Inventories, Need to hold Inventories, Objectives of Inventory Management, Inventory Management Techniques, Inventory Management Process.

Unit : V

Cash Management: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursements, investing surplus, cash in marketable securities, cash budgeting.

Unit : VI

Working Capital Finance: Trade Credit, Bank Finance and Commercial banks.

Text Books

1. IM Pandey, Financial Management, Vikas Publication.
2. Prasanna Chandra , Financial Management: Theory and Practices.
3. M.Y Khan, Financial Maanagement, TMH .
4. Kulkarni, Financial Management, Himalaya Publishing House.
5. Chandra Bose, Fundamental of Financial Management, PHI.



Title of Paper & Code: Human Resource Development (BBA 505H)

Contents

Unit : I

HRD Concepts: Definition, Evolution , HRM & HRD , Challenges & Goals of HRD.

Unit :II

HRD Functions: HRD

Unit :III

HRD Professionals: Roles and Competencies.

Unit : IV

Career Management and Development: Mentoring at Workplace, Work-life-Integration and Performance Management System.

Unit : V

HRD Audit: Meaning and Concept, Need , Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

Unit : VI

Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for workers (Blue Collar Employees)

Text Books

1. Kandula, **Strategic Human Resource Development** ,2010, PHI Learning.
2. French , Bell, **Organizational Development and Transformation**, 6e, TMH,2008.
3. R.Krishnaveni, **Human Resource Development**, Excel Books ,2010.
4. Kalyani Mohanty, **Human Resource Development & Organizational Effectiveness**, Excel Books, 2010.
5. Dessler, **Human Resource Management**, 11e,Pearson,2008.

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Title of Paper & Code: Industrial Relations (BBA 506H)

Contents

Unit : I

Industrial Relations: Concepts & Scope.

Unit :II

Industrial Relations Perspectives: Conflict Model v/s Collaboration Model

Unit :III

Legal Framework of Industrial Relations: Trade Unions: Philosophy and Perspectives; History and Structure of Trade Unions; Impact of Globalization, Technology and Economic Reforms on Trade Unions, Emerging Changes in Trade Unions.

Unit : IV

Discipline and Disputes: Negotiation, Mediation, Arbitration- Works Committee, Conciliation, Board of Conciliation, Court of Enquiry.

Unit : V

Disciplinary Procedures and Grievances Management: Machineries , Industrial Disputes Act, Negotiation and Conflict v/s Settlements. Productivity Bargaining and Gain Sharing.

Unit : VI

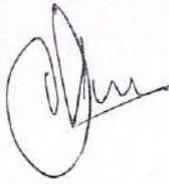
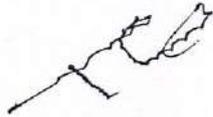
Employee Empowerment: Worker's Participation in Management and their impact on Quality of Work Life and Industrial Relations.

Text Books

1. Sen-Industrial Relations in India, Macmillan Publishers.
2. Sinha, Industrial Relations, Trade Unions and Labor Legislations, Pearson..
3. B.D Singh, Industrial Relations and Labour Laws, Excel Books.
4. Monappa, Arun, Industrial Relations , TMH.
5. Taxmann's , Labour Laws, Taxamann.

The bottom of the page contains several handwritten signatures and initials. On the left, there is a signature that appears to be 'S. S. S.'. In the center, there is a signature that looks like 'P. M.'. To its right, there are initials 'T. L.'. On the far right, there is a signature that appears to be 'R. K.'. Below these, there is a large, stylized signature that looks like 'S. S. S.' with a long horizontal line extending to the right.

Title of Paper & Code: PROJECT WORK (BBA 507)

A handwritten signature in black ink, consisting of a large, stylized 'O' followed by several loops and a horizontal stroke.A handwritten signature in black ink, featuring a horizontal line with several sharp, upward-pointing peaks and a final horizontal stroke.A handwritten signature in black ink, enclosed within a rectangular box. The signature itself is highly stylized and difficult to decipher.A large, handwritten signature in black ink, starting with a large, circular 'O' and followed by several loops and a long, sweeping horizontal stroke.A smaller, handwritten signature in black ink, consisting of a few loops and a horizontal stroke.



DR. B. R. AMBEDKAR UNIVERSITY OF SOCIAL SCIENCES

**THIRD YEAR
SIXTH SEMESTER**

PAPER CODE	TITLE OF THE PAPER
BBA 601	Total Quality Management
BBA 602	Retail Management
BBA 603	Strategic Management
BBA 604	Indian Ethos in Management
BBA 605M/ BBA 605F/ BBA 605H	SPECIALIZATION PAPER - 1
BBA 606M/ BBA 606F/ BBA 606H	SPECIALIZATION PAPER - 2
BBA 607	PROJECT AND COMPREHENSIVE VIVA
TOTAL	

Optional (Choose any one Specialization)

1. Marketing:

BBA 605M Marketing of Services

BBA 606M Consumer Behaviour

2. Finance

BBA 605F Merchant Banking and Financial Services

BBA 606F International Finance

3. HR

BBA 605H Performance Management

BBA 606H Leadership Skill and Change Management

Title of Paper & Code: Total Quality Management (BBA 601)

Content

Unit : I

Introduction: Evolution of Quality, Definition , Concept and Features of TQM , Eight building blocks of TQM.

Unit: II

TQM thinkers and thoughts: Juran Trilogy, PDSA cycle, 5S Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award , European Quality, Malcom- Baldrige National Quality Award

Unit : III

TQM Tools: Benchmarking: Definition, Concepts, Benefits, Elements, Reason for Benchmarking, Process of Benchmarking, FMEA, Quality Function Development (QFD) – House of Quality, QFD Process , Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need

Unit : IV

Six Sigma: Features of Six Sigma, Goals of Six Sigma, DMAIC , Six Sigma Implementation

Unit : V

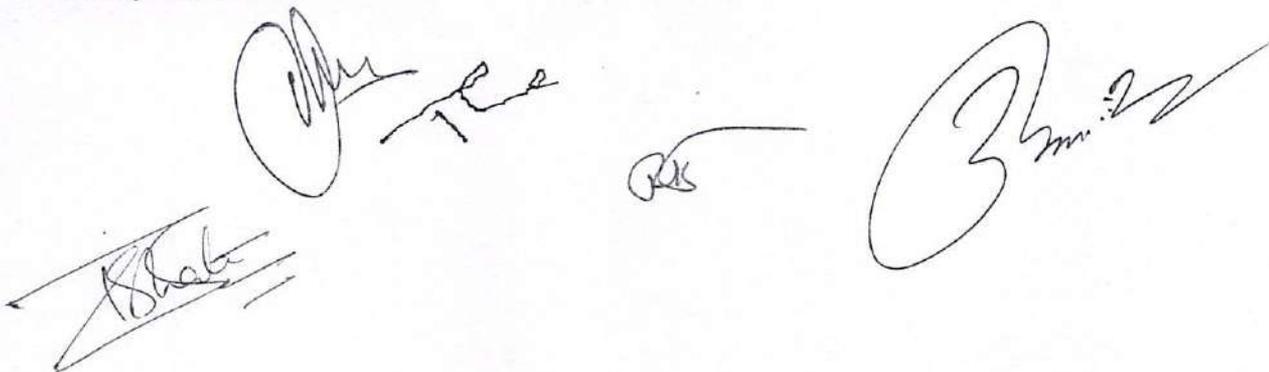
Statistical Process Control : Central Tendency , The Seven tools of quality, Normal Curve, Control Charts, Process Capability.

Unit : VI:

Quality Systems: ISO 9000, ISO 9000-2000, ISO -14000, Other Quality Systems.

Text Books

1. Basterfield, Total Quality Management, Pearson Education, New Delhi
2. Logothitis, Total Quality Management, Prentice Hall if India, New Delhi.
3. Janakiraman & Gopal, Total Quality Management: Text and Cases, Prentice Hall of India, New Delhi.



Title of Paper & Code: Retail Management (BBA 602)

Content

Unit: I

Introduction to Retailing: Definition and scope, Evolution of Retailing , Types of Retail, Trends in Retailing Industry, Benefits of Retailing , Retailing Environment

Unit: II

Retail Purchasing and Pricing: Purchase Management- Merchandise Purchasing, open to buy, open to buy planning, analyzing the merchandise performance, Pricing Strategies- Everyday pricing, competitive based pricing, price skimming, market-oriented pricing, marginal cost pricing.

Unit: III:

Retail Marketing and Promotion: Nature and Scope: Relationship Marketing, Market Strategies, Retail Research. Understanding the retail customer- Retail Market, Population Analysis, Demographic Analysis, Consumer Behavior. Retail Promotion Mix: Retail Promotion Programme, Retail Advertising Media, Promotional Budget. Customer Services – Customer services, Service Quality Gaps, Service Recovery.

Unit: IV:

Information System in Retailing : Acquiring and using information strategies, technology in retail, information sources, retail information system.

Unit: V:

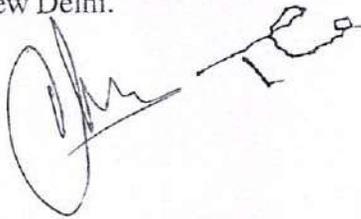
Retailing In India: Evolution and trends in organized retailing , Indian Organized retail market, FDI in Indian organized retail sector, retail scenerio in India, Future trend in India.

Unit VI:

Ethical and Legal Issues in Retailing : Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.

Text Books

1. Swapna Pradhan, Retail Management, Tata McGraw Hill, New Delhi.
2. Gibson Vedamani, Retail Management: Functional Principles and Practices, Jaico Publishing, New Delhi.



Title of Paper & Code: Strategic Management (BBA 603)

Contents

Unit I:

Strategic Management : An Introduction: Strategic Thinking V/s Strategic Management V/s Strategic Planning, Concept of Strategy, Policy and Strategy, Strategy and Tactics, Strategy and Strategic Plan, nature of Strategic Plan, Nature of Strategic Decisions, Approaches to Strategic decision making, levels of strategies, the strategic management Process, Strategic management: Merits and Demerits.

Unit II:

Mission, Objectives, Goals and Ethics: What is Mission, Concept of Goals, Integration of Individual and Organization Goals: A Challenge, How objectives are pursued, how are mission and objectives formulated, why do mission and objective change, vision , mission, objectives , Goals and Strategy: Mutual Relationships, Core of Strategic Management: Vision A-must, ethics and strategy.

Unit III:

External Environment : Analysis and Appraisal: Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis , decision making on environmental information.

Unit IV:

Organizational Change and Innovation: Planned and unplanned change, causes or forces of organizational change, managing planned change choosing a change strategy, creativity and innovation in organizations , organizational creativity and innovation process, learning organization.

Unit V:

Generic Competitive Strategy: Generic vs Competitive Strategy, The five Generic Competitive Strategy, Competitive Marketing, Strategy Option, Offensive vs Defensive Strategy.

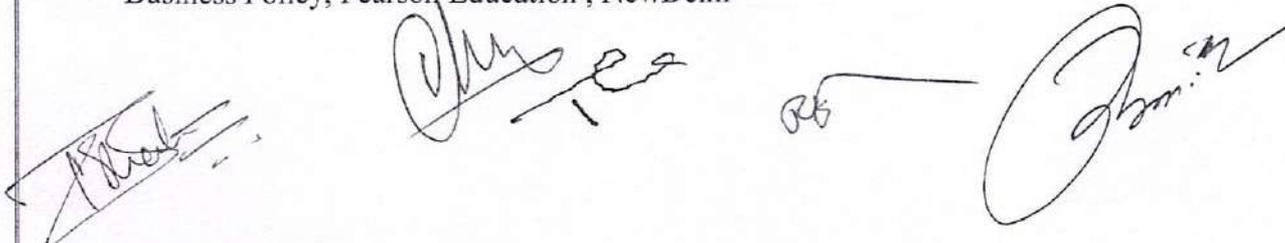
Corporate Strategy: Concept of Corporate Strategy, Offensive strategy, defensive strategy, scope and significance of corporate strategy.

Unit VI:

Strategic Evaluation and Control: Evaluation of strategy and strategic control, why strategy evaluation, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

Text Books

1. Azhar Kazmi, Strategic Management and Business Policy, Tata McGraw Hill, New Delhi.
2. Thomas Wheelen, Thomas Hunger, J.David Hunger, Concepts in Strategic Management and Business Policy, Pearson Education , NewDelhi



Title of Paper & Code: Indian Ethos in Management (BBA 604)

Contents:

Unit I :

Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations, Corporate Social Responsibility, Corporate Governance: Report of the Kumar Mangalam Birla Committee on Corporate Governance, Role of Media in Ensuring Corporate Governance, Environmental Concerns and Corporations.

Unit II:

Ethical Issues: Ethical Issues related with Advertisement and Marketing, Secular versus Spiritual Values in Management, Work Ethics, Stress at Workplace.

Unit III:

Relevance of Values in Management: Gandhian Approach in Management and Trusteeship, Social values and Political Environment

Unit IV:

Indian Ethos: Values and Ethics; Requisites for Ethics Globally.

Unit V:

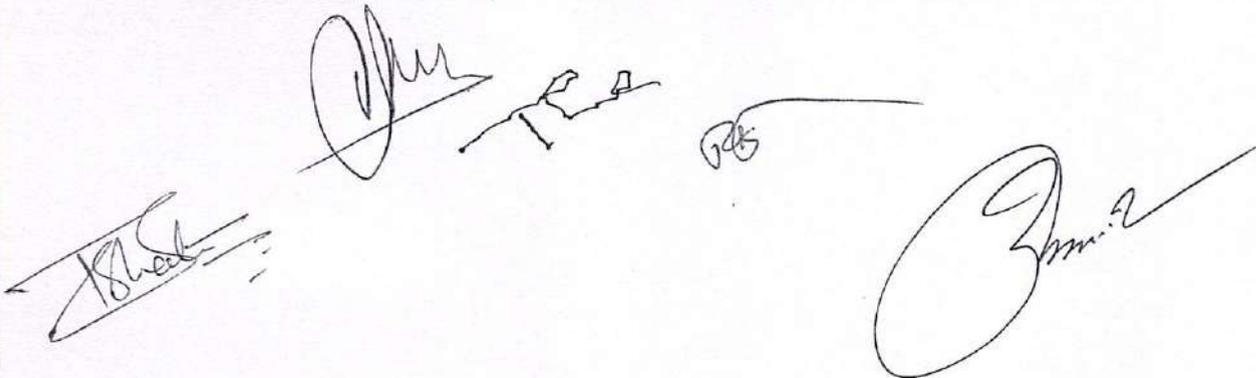
A Holistic Management System: Management in Indian perspectives.

Unit VI:

Social Values and Business: Impact on society on different issues and business participation in cultural affairs, democracy, judiciary machinery.

Text Books:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson Education, New Delhi
2. A.C Fernando, Corporate Governance, Pearson Education , New Delhi
3. R.Nandagopal,Ajith Sankar, Indian Ethos and Values in Management, New Delhi



Title of Paper & Code: Marketing of Services (BBA 605M)

Contents :

Unit I:

Introduction to Service Marketing: Meaning , Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.

Unit II:

Service Customer Behaviors : Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How service customers Evaluate the service, The service Consumer Decision Process and The Decision Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction , Service Quality Dimensions.

Unit III:

The service delivery process: Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer Retention and Benefits.

Unit IV:

Strategic Issues in Service Marketing: Market Segmentation in the Marketing of Services, Target Marketing, Positioning of Service Recovery, Customer Retention and Benefits.

Unit V:

Challenges of Service Marketing: Marketing Planning for Services, Developing and Managing the Customer Service Function, Developing and Maintaining Quality of Services.

Unit VI:

Relationship Marketing: The levels of Customer Relationships, Dimensions of a Relationship, Goal of Relationship Marketing.

Text Books:

1. Zeithmal , Bitner, Service Marketing, (SIE), Tata Mcgraw Hill, New Delhi.
2. Harsh V.Verma, Service Marketing, Pearson Education, New Delhi

The bottom of the page features several handwritten signatures and initials. From left to right, there is a signature that appears to be 'J. Shukla', followed by a circular signature, a set of initials 'L.S.', a signature 'P.S.', and a large, stylized signature that looks like 'Z. M. Verma'.

Title of Paper & Code: Consumer Behaviour (BBA 606M)

Contents

Unit : I

Introduction and Concept: Introduction Market Strategy and Consumer Behaviour, Market Analysis, Consumer Decision Process.

Unit :II

Culture and Consumer Behaviour: Meaning of Culture, Characteristics of Culture, Functions of Culture, Types of Culture, Cross-cultural Consumer analysis: Cross-cultural marketing objectives, Basic areas for Cross-cultural Marketing , Problem in Cross Cultural marketing.

Motivation and Consumer Behaviour: Introduction, Motives and Motivation, Positive or Negative Motivation, Consumer Motives: Personal , Social Motives, Involvement: Types of involvement, measuring involvement, values , values and attitudes, means and end-chain Model.

Unit :III

Perception and Consumer Behaviour: Introduction , meaning, nature , Importance and limitations of Perception , Barriers to accurate perception , Sensation, Perception of Values, Perception of Process.

Determining Consumer Buying Behaviour: Consumer Purchase Decisions, Types of decision, types of decision behaviour, buying stage and situational influence, Models of Consumer Behaviour- Economic Model, Learning Model, Sociological Model , Howard Sheth Model of Buying.

Unit : IV

Attitude and Consumer Behaviour: Meaning of Attitude, Nature and Characteristics of Attitude, Types of Attitude, Learning of Attitude, Sources of Influence on Attitude formation, Model of Attitude: Tricomponent Attitude Model, Multiattribute Attitude Model.

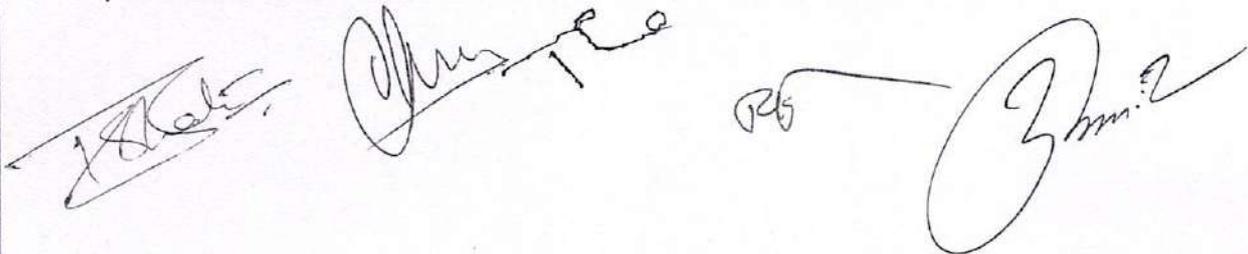
Consumer Decision Making Process: Introduction, Levels of Consumer Decision , Consumer Information Processing Model, Hierarchy of Effects Model.

Unit : V

Perception and Consumer Behaviour: Introduction of Groups, Advantages and Disadvantages of Groups, Reference Group, Types of Reference Group, Social Class and Consumer Behaviour- Introduction Social Class Categorization, Social Class Life Style and Buying Behaviour, Social Class and Market Segmentation , Social Factors , Social Class and Consumer Behaviour.

Text Books:

1. Ramneek Kapoor, Consumer Behaviour: Text and Cases, Tata McGraw Hill, New Delhi.
2. Majumdar Majumdar, Consumer Behaviour, PHI Learning , New Delhi.



Title of Paper & Code: Merchant Banking and Financial Services (BBA 605F)

Contents

Unit : I

Merchant Baking: Nature and Scope of Merchant Banking- Regulation of Merchant Banking Activity- Overview of current Indian Merchant Banking Scene-structure of Merchant Banking Industry- Primary Markets in India and Abroad- Professional Ethics and Code of Conduct- Current Development.

Unit :II

Financial Services: Meaning and Definition, Role of Financial Services in a Financial System. **Leasing:** Meaning and Features , Introduction to equipment leasing, Types of Leases, Evolution of Indian Leasing Industry.

Legal Aspects of Leasing: Present Legislative Framework.

Hire Purchase: Concept and characteristics of Hire Purchase, Difference between hire purchase and leasing.

Unit :III

Factoring: Concept , Nature and Scope of Factoring, Forms of Factoring, factoring vis-à-vis Bills Discounting, Factoring vis-à-vis Credit Insurance Factoring vis-à-vis Forfeiting- Evaluation of a Factor, Evaluation of Factoring , factoring in India Current Developments.

Unit : IV

Securitization / Mortgages: Meaning , Nature and Scope of Securitization , Securitization as a Funding Mechanism, Securitization of Residual-Real Estate- whole Loans, Mortgages, Graduate Payment.

Unit : V

Depository: Meaning, Evolution, Merits and Demerits of Depository Process of Dematerialization and Dematerialization . Brief description of NSDL and CDSL.

Unit : VI

Security Brokerage: Meaning of Brokerage, types of brokers, Difference between broker and jobber, SEBI Regulations relating to brokerage business In India.

Text Books

1. S.Guruswamy, Merchant Banking and Financial Services, Tata McGraw Hill ,New Delhi.
2. Madhu Vij, Swati Dhawan, Merchant Banking and Financial Services, Tata McGraw Hill , New Delhi

The bottom of the page features several handwritten signatures and initials. From left to right, there is a signature that appears to be 'S. Guruswamy', followed by a signature that looks like 'Madhu Vij', and then a signature that appears to be 'Swati Dhawan'. There are also some initials and scribbles scattered around these signatures.

Title of Paper & Code: International Finance (BBA 606F)

Contents

Unit : I

Introduction: International Trade, Its importance, Theories of International Trade, Theory of Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/s Protection, Barriers to Foreign Trade, Tariff and Non-Tariff Barriers.

Unit :II

Balance of Payment: Meaning of BOP, Components of BOP , Importance of BOP , Meaning of Deficit and Surplus, Equilibrium, Disequilibrium and Adjustments, Methods of Correcting Disequilibrium, Accounting Principles in BOP.

Unit :III

Foreign Exchange Market: Defining Foreign Exchange Market, Its structure settlement system exchange rate, Participants, Understanding SPT and Forward Rates, Foreign Exchange Quotations, Premium and Discount in Forward Market, Cross Rates, Inverse rates and Arbitrage.

Unit : IV

Exchange Rate Determinants: Determination Under Gold Standard and Paper Standard, Factors Affecting Exchange rates, Purchasing Power Parity Theory, Demand and Supply Theory , Equilibrium Rate of Exchange, Fluctuating v/s Fixed Exchange Rates, Exchange Control objectives of Exchange Control.

Unit : V

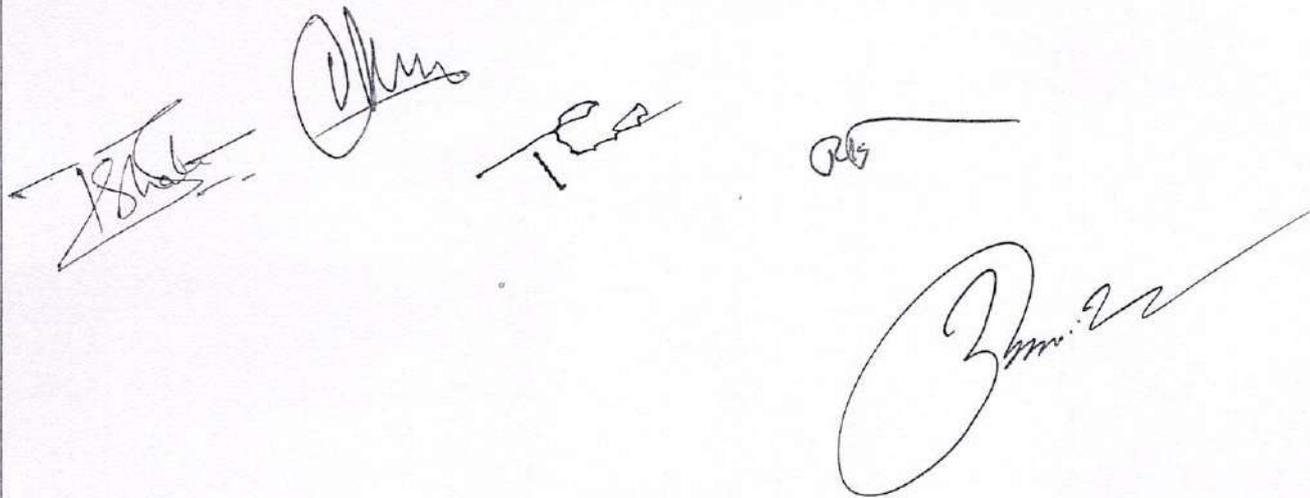
Instruments: ADR, GDR, Euro Currencies, International Commercial Papers.

Unit : VI

International Financial Institution: Introduction to IMF, Its Importance, Functions and Significance.

Text Books:

1. V.A.Avadhani, "International Finance," Edition, Himalaya Publications, Mumbai.
2. P.G.Apte, "International Financial Market," Tata McGraw Hill ,NewDelhi.
3. A.K.Seth, "International Financial Management," Galgotia Publications, NewDelhi.

The bottom section of the page contains several handwritten signatures and initials. From left to right, there is a signature that appears to be 'J. S. Chhabra', a circular signature, the initials 'T. S. A.', and another signature. A large, prominent signature is located at the bottom right, which appears to be 'B. M. ...'.

Title of Paper & Code: Performance Management (BBA 605H)

Contents

Unit : I

Performance Appraisal: Conceptual Framework, Definition of Performance Appraisal, Objectives of Performance Appraisal, Process of Performance Appraisal, Importance of Performance Appraisal.

Unit :II

Performance Management System: Concept of Performance Management, Definition of Performance Management, Purpose of Performance Management, Elements of Performance Management, Performance Appraisal v/s Performance Management, Designing a Performance Management System.

Unit :III

Behavioral Performance Management: Definition of Learning, Learning Theories, Principles of Learning, Role of Organizational Reward Systems, Behavioral Performance Management and OB Modification.

Unit : IV

Potential Appraisal and HRD: Conceptual Framework, Meaning and definition of Potential Appraisal, Objectives of Potential Appraisal, Potential Appraisal and Performance Appraisal, Concept of HRD , Objectives and Challenges of HRD , HRD Mechanisms and HRD Outcomes.

Unit : V

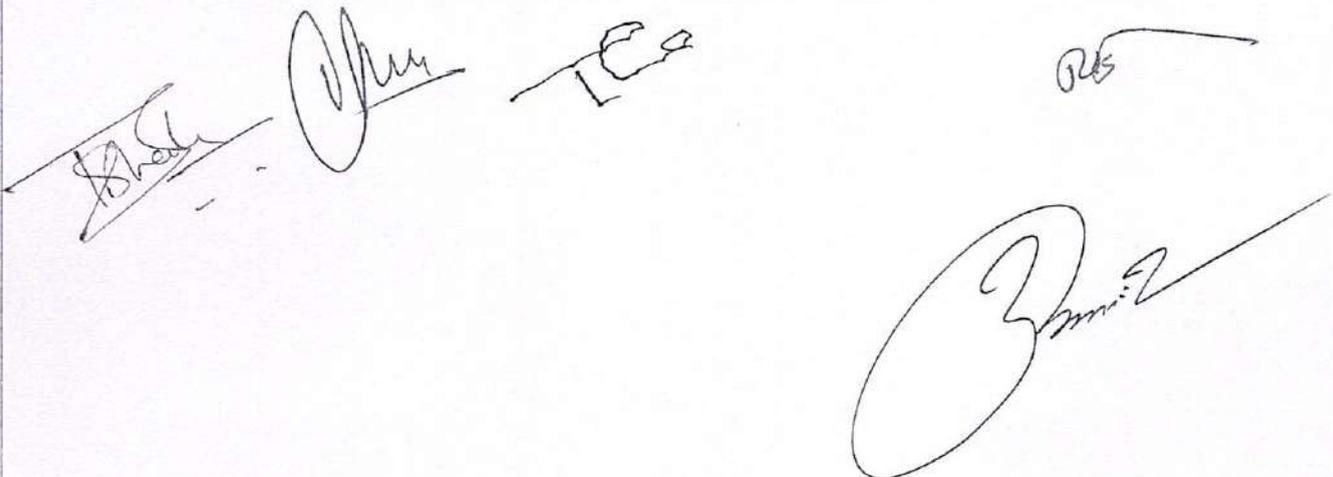
Competency Analysis and Competency Mapping- Meaning and definition of Competency, Concept of competency Analysis, Approaches to Competency analysis, Competency Mapping, Need Development and assessment of Competency Models, Competency and Performance, Tools to identify the competencies of the Employees.

Unit : VI

Performance counseling- Introduction to Performance counseling, Concept of Performance Counselling, Principles of Performance Counseling, Performance Counseling skill.

Text Books

1. T.V. Rao, Performance Management and Appraisal Systems, Sage Publications, New Delhi
2. Rober Bacal, Performance Management, Tata McGraw Hill, New Delhi

The bottom section of the page contains several handwritten signatures and initials. On the left, there are three distinct signatures. In the center, there are initials that appear to be 'LE'. On the right, there are initials 'RS'. At the bottom right, there is a large, prominent signature that appears to be 'Rajni'.

Title of Paper & Code: Leadership Skills and Team Management (BBA 606H)

Contents

Unit : I

Nature and Importance of Leadership : The meaning of Leadership , Leadership as a Partnership, Leadership v/s Management, The impact of Leadership on Organisational Performance, Leadership Roles, the satisfaction and frustration of being a Leader, Traits, Motives and Characteristics of Leaders: Personality Traits of effective Leaders, Leadership Motives- Cognitive factors of leadership.

Unit :II

Effective Leadership behavior and attitude: Task-related attitudes and behavior, Relationship Oriented Attitudes and Behavior, Super Leadership : Leading others to themselves , 360 degree feedback for fine-tuning leadership approaches.

Unit :III

Leadership Styles: The Leadership continuum, Classical Leadership Style, the Boss-Centered v/v Employee-Centered Leadership Continuum, the Autocratic Participative Free-rein continuum , the Leadership Grid Style, the Entrepreneurial Leadership Style, Gender difference in Leadership Style, selecting the best Leadership Style.

Unit : IV

Developing Team Work: Team Leadership vs. Solo Leadership, Advantages and Disadvantages of Group Work and Team Work, the Leaders role in the team based organization, Leader Behavior and Attitude the Foster teamwork Leadership development, Succession and Future: development through self-awareness and self-discipline, leadership development programmes.

Unit : V

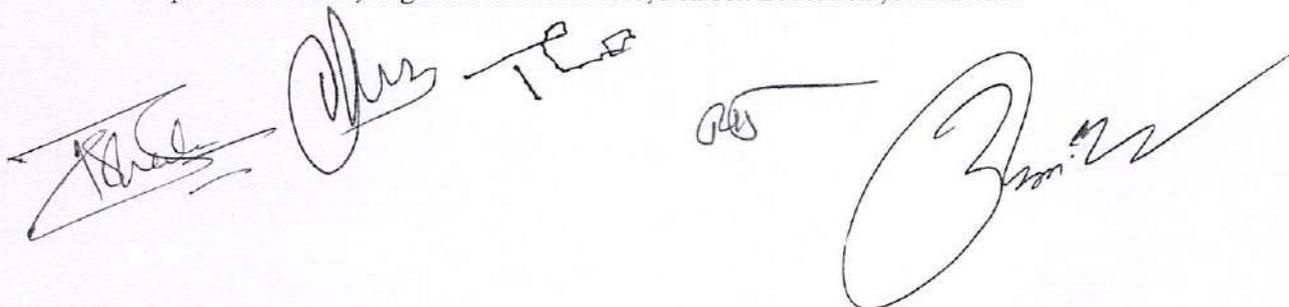
Process of Change: Introduction , drivers of change in business, alternative strategies of change, process of change , Change Models, Phases of Planned Change, Resistance to change overcoming resistance to change, Principles of change.

Unit : VI

Change Agents: Introduction , Role of Change Agent, Competencies of Change Agents, Cognitive Competencies, Functional, Inter-personal Competencies, Problem solving decision skills.

Text Books

1. Radha R.Sharma, Change Management, Tata McGraw Hill, New Delhi.
2. Stephen P.Robbins, Organisation Behaviour, Pearson Education , New Delhi.

The bottom of the page features several handwritten signatures and initials. On the left, there is a signature that appears to be 'R. Sharma' with a horizontal line underneath. To its right is a circular signature, possibly 'R. Sharma'. Further right are the initials 'TL'. On the far right, there is a large, stylized signature that looks like 'R. Sharma' with a long horizontal line extending to the right.

Title of Paper & Code: PROJECT AND COMPREHENSIVE VIVA
(BBA 607)

A handwritten signature in black ink, consisting of a large, stylized initial 'A' followed by several loops and a final flourish.A handwritten signature in black ink, appearing to be 'J. S. Patel' with a horizontal line underneath.A large, stylized handwritten signature in black ink, possibly 'B. S. W.', with a horizontal line underneath and the initials 'B.S.' written below it.