



UNIVERSITY OF CALICUT

**Abstract**

General and Academic - Faculty of Commerce and Management Studies - Scheme and Syllabus of BBA Programme (CBCSS UG 2019 ) with effect from 2019 admission onwards - Corrections in the Syllabus- Implemented - Orders issued.

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**G & A - IV - E**

U.O.No. 17160/2019/Admn

Dated, Calicut University.P.O, 07.12.2019

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- Read:-*1. U.O No.4368/2019/Admn dtd 23.03.2019.  
2. U.O.No.8463/2019/Admn dtd 29.06.2019.  
3. Letter dtd 30.11.2019 from the Chairman, Board of Studies in Management(UG).  
4. Letter dtd 03.12.2019 from the Dean, Faculty of Commerce and Management Studies.

ORDER

1.The Regulations for Choice Based Credit and Semester System for Under Graduate (UG) Curriculum - 2019 (CBCSS UG Regulations 2019) for all UG Programmes under CBCSS - Regular and SDE/Private Registration in the University of Calicut, w.e.f. 2019 admissions was implemented vide paper read as (1).

2. The Regulations , Scheme & Syllabus of BBA programme for Affiliated Colleges and SDE/ Private Registration under CBCSS-UG 2019 Regulations was implemented w.e.f 2019 Admission onwards vide paper read as (2),.

3. Some minor corrections were noted in the Syllabus and the Chairman, Board of Studies in Management(UG) has forwarded the syllabus of BBA Programme after effecting the corrections vide paper read (3) and the Dean, Faculty of Commerce and Management Studies vide paer read (4) has approved the corrections effected in the syllabus of BBA Programme implemented w.e.f 2019 Admn. onwards.

4. The Vice Chancellor has therefore accorded sanction to implement the corrections in the syllabus of BBA programme implemented w.e.f 2019 admission onwards.

5. Orders are issued accordingly. The U.O. read as (2) above stands modified to this extent.

(Corrected Syllabus appended)

Biju George K

Assistant Registrar

To

1.The Principals of Affiliated Colleges. 2.Director, SDE. 3.Controller of Examinations

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Forwarded / By Order

Section Officer



**UNIVERSITY OF CALICUT**

**REGULATIONS**

**BACHELOR OF BUSINESS ADMINISTRATION (BBA) DEGREE  
PROGRAMME UNDER CBCSS-UG-2019**

**REGULATIONS GOVERNING BACHELOR OF BUSINESS ADMINISTRATION (BBA)  
DEGREE PROGRAMME UNDER CBCSS-UG-2019**

*(Effective from 2019-2020 Academic year onwards)*



**UNIVERSITY OF CALICUT**  
**BACHELOR OF BUSINESS ADMINISTRATION (BBA)**

**1.0 Title of the Programme :**

This Degree shall be called Bachelor of **Business Administration (BBA)** .

**2.0 Eligibility for admission :**

Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or Pre Degree of Calicut University or that of any other University or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Kerala, with not less than 45% marks in aggregate is eligible for admission, However, SC/ST, OBC and other eligible communities shall be given relaxation as per University rules.

**3.0 Duration of the programme :**

The duration of the **BBA** programme of study is three academic years with six semesters.

**4.0 Medium of Instruction :**

The medium of instruction and examination shall be English.

**5.0 Courses of Study :**

Total courses for the BBA Programme are divided in to:-

- (i) Common courses : English (14 credit), Additional language (8credit) & General (16 credit)
- (ii) Core courses and project (63)
- (iii) Complementary courses (16)
- (iv) Open courses (3 credit)
- (v) Ability Enhancement Courses/Audit courses (16 Credit)

<b>5.1 Details of Courses of study leading to the award of BBA :</b>
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**Semester - I**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA1A01 English	4	3	15	60	75
Common	BBA 1A02 English	5	3	15	60	75
Common	BBA1A07 Language other than English	5	4	20	80	100
Core	BBA1B01 Management Theory and Practices	6	4	20	80	100
Compl	BBA1C01 Managerial Economics	5	4	20	80	100
<b>Total</b>		<b>25</b>	<b>18</b>	<b>90</b>	<b>360</b>	<b>450</b>

**Semester - II**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA2A03 English	4	4	20	80	100
Common	BBA2A04 English	5	4	20	80	100
Common	BBA2A08 Language Other than English	5	4	20	80	100
Core	BBA2B02 Financial Accounting	6	4	20	80	100
Core	BBA2B03 Marketing Management	5	4	20	80	100
<b>Total</b>		<b>25</b>	<b>20</b>	<b>100</b>	<b>400</b>	<b>500</b>

**Semester - III**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA3A11 Basic Numerical Methods	5	4	20	80	100
Common	BBA3A12 Professional Business Skills	4	4	20	80	100
Core	BBA3B04 Corporate Accounting	6	4	20	80	100
Core	BBA3B05 Financial Management	5	4	20	80	100
Compl.	BBA3C02 Business Regulations	5	4	20	80	100
<b>Total</b>		<b>25</b>	<b>20</b>	<b>100</b>	<b>400</b>	<b>500</b>

**Semester - IV**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Common	BBA4A13 Entrepreneurship Development	5	4	20	80	100
Common	BBA4A14 Banking and Insurance	4	4	20	80	100
Core	BBA4B06 Cost & Management Accounting	6	4	20	80	100
Compl	BBA4C03 Corporate Regulations	5	4	20	80	100
Compl.	BBA4C04 Quantitative Techniques for Business	5	4	20	80	100
<b>Total</b>		<b>25</b>	<b>20</b>	<b>100</b>	<b>400</b>	<b>500</b>

**Semester - V**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Core	BBA5B07 Human resources Management	4	4	20	80	100
Core	BBA5B08 Business Research Methods	4	3	15	60	75
Core	BBA5B09 Operations Management	4	4	20	80	100
Core	BBA5B10 Elective 1	5	4	20	80	100
Core	BBA5B11 Elective 2	5	4	20	80	100
Open	BBA5D01 /BBA5D02/ /BBA5D03( for Students from Other Departments)	3	3	15	60	75
<b>Total</b>		<b>25</b>	<b>22</b>	<b>110</b>	<b>440</b>	<b>550</b>

**Semester - VI**

Course	Title	Contact Hours	Credits	Internal	External	Total Marks
Core	BBA6B12 Organisational Behaviour	5	4	20	80	100
Core	BBA6B13 Management Science	5	4	20	80	100
Core	BBA6B14.Project Management	3	2	15	60	75
Core	BBA6B15 Elective 3	5	4	20	80	100
Core	BBA6B16 Elective 4	5	4	20	80	100
Core Project	BBA6B17 (PR) Three Weeks Project and Viva- Voce	2	2	15	60	75
<b>Total</b>		<b>25</b>	<b>20</b>	<b>110</b>	<b>440</b>	<b>550</b>

## **Core Courses in the area of Specialisation :**

### **A. Finance :**

1. Income Tax
2. Financial Market and Institutions
3. Financial Services
4. Investment Management

### **B. Marketing :**

1. Consumer Behaviour
2. Product and Brand Management
3. Advertising and Sales Promotion
4. Supply Chain and Logistics Management

### **C. Human Resource Management :**

1. Human Resource Planning and Development
2. Industrial Relations
3. Performance Management
4. Management Training and Development

## **Open Courses (For students from other Departments) :**

1. Tourism Management
2. Ecommerce
3. Business Organisation and Communication

## **6. Attendance :**

**Provisions** in the clause 4.13 of common regulations for CBCSSUG 2019 are applicable in the case of **Attendance** .

## **7. Internal Assessment :**

All courses shall have internal assessment. Provisions in the clause 9.2.1 and 9.2.2 of the common regulation for CBCSSUG 2019 are applicable in the case of internal assessment.

## **8. External Examination :**

The University shall conduct semester examinations as specified in the Provisions of clause 9.2.3 of the common regulation for CBCSSUG 2019.

## **9.0 Project Report :**

**9.1** In the sixth semester every student shall have to work on a project as specified in the Provisions of clause 4.15 of the common regulation for CBCSSUG 2019 .

**9.2** The student may choose any topic from the subjects he/she has studied .The candidate shall prepare and submit a project report to the Department one week before the last working day of the sixth semester, duly certified by the Guide.

**9.3** The report shall be printed and spiral bound with not less than 20-25 A4 size pages.

**9.4** Project work shall have the following stages :

- Project proposal presentation
- Field work and data analysis
- Report writing
- Draft project report presentation
- Final project report submission

**9.5** The candidate shall prepare at least two copies of the report; one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce.

**9.6** Duration of project work : The duration for project work is 3 weeks.

**9.7** A certificate showing the duration of the project work shall be obtained from the supervising teacher or from the organization for which the project work was done and it shall be included in the project report.

**9.8** Structure of the report :

- Title page
- Declaration by the Student
- Certificate from the organization (for having done the project work) /Certificate from the guide
- Acknowledgements
- Contents :

Chapter I : Introduction (Research problem, Objectives, Methodology etc)

Chapter II	: Review of Literature
Chapters III and IV	: Data Analysis ( 1or 2 chapters)
Chapter V	: Summary of Findings and Recommendations.
Bibliography	: (books, journal articles etc. used for the project work).
Appendix	: (Questionnaire, specimen copies of forms, other exhibits

#### **9.09 : Evaluation of project report:**

Evaluation of project report shall be made as per the provisions specified in clause 8 and Annexure II of the common regulations for CBCSSUG 2019 . The external evaluation and viva voce for project report of 15-20 students per day is to be conducted by the external examiner.

#### **10.0 Requirement for passing the course:**

For passing the BBA degree programme the student shall be required to achieve a minimum of 140 credits of which 38 credits shall be from common courses, 63 credits from core courses, 16 credits from complementary courses, 3 credits from open course and 16 credits from ability enhancement/ audit courses and 4 credits from *Extra credit Activities* (NCC, NSS , Swatch Bharath and Social Service Programme ). Credits achieved from ability enhancement/ audit courses and from *Extra credit Activities* are not counted for SGPA or CGPA.

#### **11.0 Ability Enhancement courses/Audit courses :**

**Every BBA** student shall undergo **Ability Enhancement/Audit** courses. There shall be one Audit course with 4 credits each in the first four semesters with a total credit of 16. Environment Studies( 1<sup>st</sup> semester), Disaster Management (2<sup>nd</sup> Semester), Human Rights/Intellectual Property Rights/ Consumer Protection (3<sup>rd</sup> Semester- any one opted by the college),and Gender Studies/Gerontology (4<sup>th</sup> Semester- any one opted by the college),are the 4 audit courses to be covered. These courses are not meant for class room study. The students can attain only pass (Grade P) for these courses. At the end of each semester there shall be examination conducted by the college from a pool of questions (Question Bank) set by the University. The students can also attain these credits through online courses like SWAYAM, MOOC etc (optional).

#### **12.0 Extra credit Activities :**

Extra credits are mandatory for the BBA programme. Extra credits will be awarded to students who participate in activities like NCC, NSS and Swatch Bharath. Those students who could not



join in any of the above activities have to undergo Calicut University Social Service Programme (CUSSP).

### **13.0 Calicut University Social Service Programme (CUSSP) :**

A BBA student has to complete 12 days of social service(3 days in each semester) in the first four semesters;. For the regular programme the student has to work in a Panchayath or Local body or in a hospital/ poor home or old age home or in a Pain & paliative centre or any social work assigned by the College authorities. Students who engaged in College Union activities and participate in sports and cultural activities in Zonal level have to undergo only 6 days of CUSSP during the entire programme. The whole documents regarding the student should be kept in the college and the Principal should give a Certificate for the same. The list of students (successfully completed the programme) must be sent to the University before the commencement of the fifth semester examinations. For SDE/Private students, out of the 12 days, the student has to undergo 6 days in a Panchayath or Local body and the remaining 6 days in a Hospital/ Old age home or in a Pain and paliative centre.

### **14.0 Study Tour :**

Study tour to an Industrial or Business centre will form part of curriculum .The fourth / fifth semester BBA students of regular colleges shall be taken, under the supervision of faculty members, to a Business or Industrial centre so as to enable them to have firsthand knowledge about location, and operations of the Business or Industry . The report submitted by the students in this respect shall be considered as one of the assignments of the any one of the courses in the concerned semester.

### **15.0 Disclaimer :**

In respect of all other matters, which are not specified in this regulation, regarding the conduct of BBA Programme of Calicut University under Choice Based Credit Semester System, the common regulation for CBCSSUG 2019 will be applicable.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA1B01: MANAGEMENT THEORY AND PRACTICES**

**Time: 6 Hours per week**  
**Internal: 20,**

**Credits: 4**  
**External: 80**

**Course Objective:**

This course intends to develop conceptual knowledge of Business Management. The study approach also enables students to understand and analyse practical aspects of management to become skilled manager in a corporate business set up.

**Learning outcomes:** On completing the course students will be able to:

1. Discuss different schools of management thought
2. Understand apply the concepts of planning, organizing, staffing and controlling for effective management
3. Aware and apply the ethically and socially responsible behaviour in Management, and
4. Aware and pursue the modern management practices in business

**Module I : Evolution of Management:** Concept and nature of management -Approaches to management: Classical approach - Scientific, Administrative and Bureaucratic - Neoclassical approach: Human relation and Behavioural - Modern approach: Quantitative, System and Contingency. **15hours**

**Module II : Management Process:** Basic roles and skills of manager –Levels of management- Overview of functions of management: planning, organising, staffing, directing and control - Nature and elements of planning, planning types –MBO - Strategic planning and decision making- Organizing – Division of labour and work specialization, Delegation, Decentralization, Span of management and Departmentation. **20 hours**

**Module III : Staffing, Directing and Control:** Staffing-Meaning and Importance - Factors affecting and functions of staffing - Directing–Meaning, importance and features of directing - Controlling– Meaning and importance, characteristics and types of controlling-Steps in control process- Techniques of control **20hours**

**Module IV : Modern Practices in Management:** Total Quality Management (TQM), Kaizen, Lean Management - Business Process Re-engineering-Open Book Management. **10hours**

**Module V : Ethics and Social Responsibility:** Managerial ethics - Factors affecting ethical choices - Ethical issues and ethical dilemma in business - Corporate Social Responsibility (CSR) – Stakeholders - Corporate Philanthropy-Managing company ethics and social responsibility - Concept of Corporate Governance - Indian Ethos for Management - Value-oriented Holistic Management. **15hours**

**Reference Books:**

1. Koontz, Hand Wechrich, H. Management, Tata McGraw Hill, N.Y.
2. P. Robbins Stephen & Coulter Mary, Management, Pearson Education Asia, New Delhi.
- 3..Prasad, L. M, Principles and Practice of Management, Sultan Chand & Sons-New Delhi.
4. Sherlekar, Management (Value-Oriented Holistic Approach) Himalaya Publishing House, Mumbai.
5. Khandewal, N.M, Indian Ethos and Values for Managers, Himalaya Publishing House, Mumbai.

**Complementary Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA1C01 MANAGERIAL ECONOMICS**

**Time: 5 Hours per week**

**Internal: 20;**

**Objectives:**

This course aims to acquaint the students with the economic concepts and principles relevant for business decisions. It also intends to enable the students to apply the economic principles in managerial decisions.

**Learning Outcome:** On completing the course students will be able to:

1. Acquire knowledge regarding relevant economic concepts applicable in managerial decisions
3. Design competition strategies, including costing, pricing, product differentiation and market environment according to the natures of products and the structures of the markets
5. Make optimal business decisions by integrating the concepts of economics

**Module I: Introduction to Managerial Economics:** Meaning, Definition, Nature, Scope and Principles of Managerial Economics. Value Maximisation- Limitations: Sales Maximisation Model and Utility Maximisation Model.

**10 Hours**

**Module II: Demand And Supply :** Meaning and Determinants of Demand; Demand Function; Law of Demand; Demand Schedule, Demand Curve; Movement along the Demand Curve, Shifts of Demand Curve; Elasticity of Demand: Price, Income and Cross Elasticity; Importance and Methods of Demand Forecasting. Utility: Concept, Marginal Utility, Law of Diminishing Marginal Utility. Supply: Meaning and Determinants; Law of Supply; Supply Schedule, Supply Curve; Movements on the Supply Curve, Shifts in Supply Curve; Elasticity of Supply.

**20 Hours**

**Module III: Production and Cost:** Factors of Production, Production Function; Total, Average and Marginal Product; Law of Variable Proportions; Returns to Scale; Production Optimisation; Isoquants. Cost Concepts; Cost Function; Long Run and Short Run Cost Functions, Economies and Diseconomies of Scale.

**20 hours**

**Module IV: Market Structures and Price-Output Determination:** Meaning of Market; Types of Market Structures; Concepts of Revenue; Demand and Revenue Relationship. Price and Output Decisions under Perfect Competition, Monopoly and Monopolistic Competition; Pricing Under Oligopoly: Kinked Demand Curve, Price Leadership.

**15 Hours**

**Module V: Business Cycle:** Concept, Definition, Features, Types and Phases of Business Cycle. Effects of Business Cycle and Controls of Business Cycle. Economic Forecasting for Business: Economic and Business Forecasting, Uses of Economic Forecasts, Methods of Economic Forecasting, Selecting a Forecast, Evaluating Forecasts.

**15 Hours**

**Reference Books:**

1. H. Craig Petersen , W. Crislewis and Sudhir K Jain, Managerial Economics, Pearson Education.
2. Christopher Thomas and S.Charles Maurice, Managerial Economics, McGraw-Hill.
3. D.N. Dwivedi, Managerial Economics, Vikas publishing.
4. Dominich Salvatore , Managerial Economics, Oxford University Press.
5. P L Mehta , Managerial Economics, Sultan Chand & Sons.
6. Piyali Ghosh Geetika and Purba Roy Chowdhury, Managerial Economics, McGraw-Hill.
7. Thomas, Managerial Economics: Concepts And Applications, McGraw-Hill

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA2B02 FINANCIAL ACCOUNTING**

**Time: 6 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Objectives:**

This course aims to equip the students with skills for preparing books of accounts of business organisation. It also aims to enrich the students to prepare the financial statements of proprietary organisations. Modules in this course also intent to provide knowledge to the students in respect of accounting of issue of securities, accounting for hire purchase transactions and the accounting of branches.

**Learning outcomes:** On completing the course students will be able to:

1. Discuss and apply fundamental accounting concepts, principles and conventions
2. Record basic accounting transactions and prepare annual financial statements for a sole proprietorship business
3. Record accounting transactions in respect of hire purchase and instalment system and branches

**Module I: Introduction:** Nature, Scope, Objects and Limitations of Financial Accounting – Accounting Concepts and Conventions - An overview of accounting process (from recording of business transactions to preparation of Trial Balance). **15 hours**

**Module II: Final Accounts of Proprietary Concerns:** Preparation of final accounts of sole proprietor and partnership with adjustments. **20 hours**

**Module III: Accounting for Hire Purchase and Instalment System:** Hire Purchase: Meaning, features - Distinction between hire purchase and sale - Interest calculation - Recording of transaction in the books of both parties - default and repossession - Instalment system: features - Distinction between hire purchase and instalment. **15 hours**

**Module IV: Branch Accounts:** Features, Objects and Types of branches - Accounting for dependent branches: Account systems – Stock and debtors system - Independent branch: features - Preparation of consolidated profit and loss account and balance sheet **15 hours**

**Module V: Issue of Shares and Debentures:** Equity shares - Accounting for issue, forfeiture, and re-issue of forfeited shares - Accounting for issue of bonus shares and right shares - Accounting for issue of debentures. **15 hours**

*(Theory and problems may be in the ratio of 30% and 70% respectively)*

**Reference Books:**

1. Asish K Bhattacharyya, Essentials of Financial Accounting, PHI Learning Pvt. Ltd.
2. Shukla, M.C., T.S. Grewal and S.C. Gupta: Advanced Accounts, S. Chand & Co.
3. S.N. Maheshwari, S.N. Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
4. P.C. Tulasian: Introduction to Accounting, Pearson Education.
5. Ashok Sehgal and Deepak Sehgal: Fundamentals of Financial Accounting, Taxmann Allied Services (P) Ltd.
6. Narayanaswamy, R. Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
7. Jain & Narang: Financial Accounting, Kalyani Publishers.
8. Radhaswamy and R.L. Gupta: Advanced Accounting, Sultan Chand & Sons.

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA2B03 MARKETING MANAGEMENT**

**Time: 5 Hours per week**  
**Internal: 20;**

**Credits: 4**  
**External: 80**

**Objectives:**

This course aims to orient the students with the marketing principles and also to familiarize them with the process of marketing in modern business firm.

**Learning Outcome:**

On completing the course students will be able to

1. Understand and develop insights and knowledge base of various concepts that driving marketing strategies.
2. Develop skills in organizing for effective marketing and in implementing the market planning process

**Module I: Introduction:** Marketing Concept and its Evolution; Nature, Scope and Importance of Marketing; Role of Marketing in Modern Business; Marketing Mix: Four Ps-Extended Ps; Marketing Information Systems; Strategic Marketing Planning – An Overview. **10 Hours**

**Module II: Consumer Behaviour:** Concept and Determinants of Consumer Behavior - Buying Decision Process - Buying Motives - Buying Roles. Market Segmentation: Concept and Need; Principles; Basis for the Segmentation. Target Marketing and Positioning - Positioning Tools and Strategies. **15 Hours**

**Module III: Product and Price:** Concept of Product; Consumer and Industrial Goods; Product Line and Product Mix Decisions; Product Life Cycle- Meaning and Stages; Product Planning and Development: Concept and Steps. Packaging- Role and Functions; Branding: Concept and Elements; Price: Concept and Importance, Factors Affecting Price. Pricing Strategies: Price Discrimination, Price Skimming, Penetration Pricing and Discounts. Pricing Methods: Cost Based, Competitor Based and Demand Based Pricing. **20Hours**

**Module IV: Promotion:** Meaning and Importance, Promotion Mix: Advertising- Definition Features and Functions; Advertising Media Legal and Ethical Aspects of Advertising; Personal Selling: Meaning, Functions and Steps; Role of a Salesman in Selling Process - Characteristics of a Good Salesman; Publicity and Public Relations. Sales Promotion: Meaning, Nature and Functions; Types of Sales Promotion- Sales Promotion Techniques **20 Hours**

**Module V: Distribution:** Meaning And Importance - Stages of Distribution - Product Distribution Channels: Concept and Functions of Channels; Role of Intermediaries- Retailing of Products: Formats- Unorganized and Organized; Department Stores, Supermarkets, Hyper Markets, Chain Stores, and Electronic Retailing **15 Hours**

**Reference Books:**

1. Kotler, Philip: Marketing Management; Prentice Hall, New Jersey.
2. Condif E.W. and Still, R.R., Basic Marketing Concepts, Decisions and Strategy; Prentice Hal of India, New Delhi.
3. Stanton W.J., Etzel Michael J and Walter Bruce J; Fundamentals of Marketing; McGraw Hill, NY
4. Rorsiter Johan R, Percy Larry: Advertising and Promotion Management; McGraw Hill, New York.

5. Aaker, David and Myers Johan G, et. al,: Advertising Management; Prentice Hall of India; New
6. Ramaswamy, Namakumari, Marketing Management, Mcgraw Hill Education.
7. RajanSaxena ,Marketing Management ,Tata Mcgraw Hill Education.
8. C.N.Sontakki, Marketing Management, Kalyani Publishers.

**Common Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA3A11 – BASIC NUMERICAL METHODS**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20;**

**External: 80**

**Objectives:**

To enable the students to acquire knowledge of numerical equations, matrices progressions, financial mathematics and descriptive statistics.

**Learning Outcome:** On completing the course ,the students will be able to understand, numerical equations, matrix, progression, financial mathematics, descriptive statistics and their applications.

**Module I: Numerical expressions and Equations:** Simultaneous linear equations (upto three variables), Quadratic equations in one variable-factorization and quadratic formula  
**(10 Hours)**

**Module II Matrices:** introduction - type of matrices – - trace and transpose and determinants - matrix operations –adjoint and inverse –rank- solving equations by matrices: Cramer’s Rule( not more than Three variables).  
**(15 Hours)**

**Module III Sequence, Series and Progression :**Concepts and differences - Arithmetic progression- n<sup>th</sup> term and sum of n terms of an AP - Insertion of Arithmetic means in AP - Geometric progression- ‘n’<sup>th</sup> term and sum of n terms of an GP - Insertion of Geometric Mean in GP - Harmonic progression.  
**(20 Hours)**

**Module IV Interest and Time value :** Concept of interest-Types of interest: Simple interest and compound interest – nominal, real and effective rate of interest. Future value and Present Value; Annuity and Perpetuity . Computing future and present values of annuity ( regular and immediate) - multi and growing period perpetuity. Compound annual growth rate- computation of Equated Monthly Instalments (EMI).  
**(15 Hours)**

**Module V: Descriptive Statistics:** Measures of Central Tendency – Mean : Arithmetic mean , Geometric mean and Harmonic Mean- Median ,Mode and other position values. Measures of Dispersion: mean deviation, quartile deviation, standard deviation and coefficient of variation. Measures of Skewness and Kurtosis.  
**(20 Hours)**

**Reference Books**

1. Business Mathematics and Statistics- N G Das & J K Das (Tata McGraw Hill)
2. Basic Mathematics and its Application in Economics – S. Baruah (Macmillan )
3. Mathematics for Economics and Business – R. S. Bhardwaj (Excel Books)
4. Business Statistics – G. C. Beri (Tata McGraw Hill)
5. Fundamentals of Statistics – S.C.Gupta (Himalaya Publishing House )
- 6.SP Gupta ,Statistical Methods, Sultan Chand
- 7.Dinesh Khattar-The Pearson guide to quantitative aptitude for competitive examinations.

.8. Dr. Agarwal.R.S – Quantitative Aptitude for Competitive Examinations, S.Chand and Company Limited.

9.. Abhijit Guha, Quantitative Aptitude for Competitive Examinations, Tata Mcgraw Hill,  
(Theory and problems may be in the ratio of 20% and 80% respectively. An over view of the topics is expected and only simple problems shall be given)

**Common Course**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA3A12- PROFESSIONAL BUSINESS SKILLS**

Lecture Hours per week: 4

Credits: 4

External: 80,

**Internal:20**

**Objectives:**

To update and expand basic Informatics skills of the students.

To equip the students to effectively utilize the digital knowledge resources for their study.

**Module I : Professionalism :** Meaning -Definition – Characteristics - Traits and Qualities of a good professionals - Professionalism in business - Professional Skills: important soft skills for business success- Professionalism in Communication: Verbal Communication: Professional Presentation -- Different Presentation Postures- Written Communication: Email - Significance of Email in business – Email etiquette: format - rules – dos and don'ts - Technical Documentation: Standards – Types **(14 Hours)**

**Module II ; E-Learning :**Introduction of electronic learning - benefits and drawbacks of e-Learning - Online education - Digital age learners - Knowledge resources on internet - E-books, Audio, Video and other means for e-learning- Introduction to e-content development and tools - Online libraries – MOOCs - The e-Learning as a service Industry - major technologies used in e-learning- different approaches for e-Learning delivery - E-learning in India **(12 Hours)**

**Module III : Business Data Analysis :** Features of New Generation Computers – Concept of data analysis – Business Data Analysis – Data Analyst – Types of analysts - organisation and source of data, importance of data quality, dealing with missing or incomplete data- Social Networking Analysis – Big Data Analysis - Role of Data Scientist in Business & Society - Role of Artificial Intelligence and Intelligent Agents in e-business - Ethical and Legal considerations in Business Analytics **(18 Hours)**

**Module IV : Socio\_Cyber Informatics:** IT and society - Digital Divide – Digital natives-Cyber space- New opportunities and threats - Cyber ethics - Cyber crimes -Types - Cyber Laws – Organisations related with cyber laws-Cyber addictions - Information overload - Health issues - e-waste and Green Computing –Recent E-governance initiatives in India **(10 Hours)**

**Module V : Digital Marketing :** Introduction to Digital marketing Environment –meaning & Concept – Need for digital marketing – Advantages and disadvantages of digital marketing -Trends in digital marketing- Types of digital marketing – Business models in digital marketing Business to Business (B2B), Business to Customer (B2C), Customer to Customer (C2C), Business to Employees (B2E), Business to Government (B2G) - Online advertising - types of online advertising. Top e-commerce websites around the world and its scenario in India. PPC (Pay Per Click) advertising – Search engine Analytics – search engine ads – social media channels and ads **(10 Hours)**

## References Books:

1. Professional Business Skills – Lee Pelitz 2<sup>nd</sup> Edition
2. Peter Norton, Introduction to Computers, Tata McGraw Hill Private Limited, New Delhi, 2009.
3. Alan Evans, ITL ESL, Leslie Lamport, Dolores Etter, Darren George, Kenneth C Laoudon, Gary Rogers, Rainer Handel, INFORMATICS -Technology in Action, Pearson Education, Delhi, 2009.
4. V.Rajaraman, Introduction To Information Technology, PHI Learning Private Limited, New Delhi, 2009.
5. Daniel Minoli & Emma Minoli, Web Commerce Technology Hand Book, Tata McGraw Hill, New Delhi, 2009
6. Godfrey Parkin, Digital Marketing: Strategies for online success, New Holland publishers Ltd, 2009
7. Damian Ryan, Understanding Digital marketing: Marketing strategies for Engaging the Digital generation, Kogan page, 3<sup>rd</sup> Edition, 2014
7. Jonah Berger, Contagious Why things catch on, Simon & Schuster, 2013
8. Turban E, Armson, JE, Liang, TP & Sharda, Decision support and Business Intelligence Systems, 8<sup>th</sup> Edition, John Wiley & Sons, 2007
9. Frank J. Ohlhorst, Big Data Analytics, 1st Edition, Wiley, 2012.
10. Efraim Turban, Ramesh Sharda, Jay Aronson, David King, Decision Support and Business Intelligence Systems, 9th Edition, Pearson Education, 2009
11. Microsoft Office 2007 Business Intelligence - Reporting, Analysis, and Measurement from the Desktop, Doug Harts, TATA McGraw-Hill Edition, 2008
12. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner, Galit Shmueli, Nitin R. Patel, Peter C. Bruce, Wiley Publication, 2010
13. Data Mining: Concepts and Techniques”, Morgan Kaufmann Publication, 3<sup>rd</sup> Edition, 2011  
Data Science for Business – What you need to know about data mining and data-analytic thinking, Foster Provost, Tom Fawcett, O’ Reilly Media Publication, 2013

### Core Course

#### BACHELOR OF BUSINESS ADMINISTRATION

#### BBA3B04 - CORPORATE ACCOUNTING

**Lecture Hours per week: 6**

**Internal: 20:**

**Credits: 4**

**External: 80**

**Objectives:** The course acquaints the students with the knowledge about corporate accounting. The modules introduce the fundamental Indian accounting standard and equip the students with skills for preparing corporate accounts.

**Learning outcomes:** On completing the course students will be able to:

1. Understand and apply fundamental IndASs on inventories, PPE, provisions, income tax, borrowing cost and intangible assets
2. Prepare annual financial statements for companies and compute accounting ratios.
3. Record accounting transactions in respect of redemption of preference shares and debentures

**Module I : Financial Reporting Standards:** Concept of accounting standard - International Financial Reporting Standards (IFRS) and Indian Accounting Standards-IFRS convergence in India - List of IFRS and IndAS with objectives - Conceptual framework - Elements of financial statements - Recognition, Measurements, Presentation and Disclosure. **10 Hours**



**Module II : IFRS Converged Indian Accounting Standards:** Concept of IndAS- Objective, Scope, Recognition and Measurement of :Inventories (Ind AS 2), Income tax (IndAS 12), Accounting for tangible non-current assets (IndAS 16), Borrowing costs ( IndAS 23), Provisions, Contingent liabilities and Contingent assets (IndAS 37), Accounting for intangible assets ( IndAS 38).(Basic problems only) **20 Hours**

**Module III : Redemption of Securities:** Redemption of Preference Shares – Rules and Accounting - Redemption of Debentures – Important Provisions - Accounting for Redemption: by conversion, by lot, by purchase in the open market (cum- and ex-interest). **15 Hours**

**Module IV : Preparation of Financial Statements:** Contents of financial statements of a joint stock company as per the Companies Act 2013 - Preparation of Statement of Profit & Loss, Statement of changes in equity, Balance Sheet (IndAS1) and Cash flow statement (IndAS7). **20 Hours**

**Module V : Accounting Ratios:** Concept of ratio – Accounting ratio – Meaning, Uses and Limitations – Classification of Accounting Ratios - Computation of Profitability Ratios, Liquidity Ratios, Solvency Ratios and Activity Ratios. **15 Hours**  
*(Theory and problems may be in the ratio of 30% and 70% respectively)*

**Reference Books:**

1. Chintan Patel, Bhupendra Mantri, Indian Accounting Standards, Taxmann Publications.
2. T. P, Ghosh, Illustrated Guide To Indian Accounting Standards, Taxmann Publications.
3. B. D, Chatterjee, Illustrated Guide To Indian Accounting Standards, Taxmann Publications.
4. M.C. Shukla, T.S. Grewal and S. C. Gupta, Advanced Accounts, S. Chand & Co., New Delhi.
5. S.N. Maheswari and S.K. Maheswari, Financial Accounting.
6. R.L. Gupta and Radhaswamy, Advanced Accounting, Sultan Chand & Sons, New Delhi.
7. Ashok Sehgal and Deepak Sehgal, Advanced Accounting, Volume 2, Taxmann, New Delhi.
8. Jain and Narang, Financial Accounting, Kalyani Publishers.
9. P.C. Tulasian, Introduction to Accounting, Pearson Education.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA3B05 FINANCIAL MANAGEMENT**

**Hours per week: 5**

**Internal: 20;**

**Objective:**

**Credit 4**

**External: 80**

This course aims to enable students to understand the basic concepts of financial Management and make them aware of major decisional areas of financial management.

**Learning Outcome :** On completing the course students will be able to:

1. Understand and develop insights and knowledge base of various concepts of finance
2. Develop skills for effective Financial, Investment and Dividend decisions making,

**Module I : Introduction to Finance:** Meaning of Finance – Business Finance – Finance Function – Organization Structure of Finance - Financial Management – Goals of Financial Management – Financial Decisions – Role of a Financial Manager. **10 Hours**

**Module II : Financing Decision:** Meaning, Importance and Classification of Capital Structure; Finance Structure and Capital Structure; Factors Influencing Capital Structure – Optimum Capital

Structure; EBIT- EPS Analysis. Leverages: Operating, Financial and Combined Leverages. Cost of Capital: Concept and Importance; Types of Cost of Capital: Computation of Component and Composite Cost of Capital. **20 Hours**

**Module III : Investment Decision:** Meaning and Importance of Capital Budgeting – Features – Process – Techniques of Capital Budgeting: Concept and Computation of Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index. **20 Hours**

**Module IV : Working Capital Management-** Concepts and Significance of Working Capital – Evils of Excess and Inadequate Working Capital – Determinants of Working Capital – Estimation of Working Capital - Sources of Working Capital -A Brief Overview of Cash Management – Receivables Management and Inventory Management. **20 Hours**

**Module V : Dividend Decision:** Dividend - Meaning and Types; Dividend policy : Meaning and Objectives- Issues Involved in Dividend Policy- Determinants of Dividend Policy – Types of Dividend Policy – Dividend Policy and Value of Firm. **10 Hours**

**(Theory and problems may be in the ratio of 50% and 50% respectively)**

#### **References Books:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill.
2. I. M Pandey, Financial Management, Vikas Publication.
3. Khan and Jain, Financial Management, Tata McGraw Hill.
4. Sharma and Sashi Gupta, Financial Management, Kalyani.
5. S. N Maheshwari, Financial Management. Sultan Chand.
6. R. M. Srivastava : Financial Management , Himalaya Publishers.

### **Complementary Course BACHELOR OF BUSINESS ADMINISTRATION BBA3CO2 - BUSINESS REGULATIONS**

**Lecture Hours per Week: 5**

**Credits: 4**

**Internal: 20**

**External: 80**

#### **Objective:**

This course aims to familiarise the students with major statutes affecting the operations of business organizations.

**Learning Outcomes:** On completing the course students will be able to:

1. Analyse statutory provisions and the core concepts in business laws
2. Analyze legal issues arising in day-to-day business operations prevalent in India
3. Discuss possible solutions to issues in organisations in the frame work of business laws

**Module I : Business Laws:** Introduction – Nature of Business Law – Meaning and definition - Indian Contract Act, 1872: Contract – Definition – Essentials of valid contract - Classification of contracts – Offer and acceptance – Consideration – Capacity to contract – Free consent – Coercion – Undue influence – Misrepresentation – Fraud – Mistake – Void agreements – Discharge of contract – Breach of contract and remedies – Contingent Contracts-Quasi Contract. **20 Hours**

**Module II : Special Contracts:** Contract of Indemnity: Meaning - Nature – Right of indemnity holder and indemnifier – Contract of Guarantee : Meaning – Nature - Rights and liabilities of surety

– Discharge of surety from liability – Contract of Bailment and Pledge: Rights and duties of bailor and bailee, pledger and pledgee – Contract of Agency : Creation of agency – Delegation of authority - Duties and liabilities of principal and agent – Termination of agency. **20 Hours**

**Module III : Sale of Goods Act 1930:** Contract for sale of goods – Essentials of a contract of sale – Conditions and Warranties – Caveat emptor – Sale by non owners – Rules as to delivery of goods – Un paid seller and his rights. **10 Hours**

**Module IV : The Consumer Protection Act 1986:** Objects and scope – Definition of consumer and consumer dispute – Complaint – Goods - Service - Unfair trade practices – Restrictive trade practices - Rights of consumers – Consumer Protection Council – Consumer Disputes Redressal Agencies: District Forum, State Commission, National Commission. **10 Hours**

**Module V : Competition and Information Laws:** The Competition Act, 2002: Objectives of Competition Act, Features of Competition Act, Components of Competition Act, CCI, CAT, Offences and Penalties under the Act - Right to Information Act 2005: Objectives of the RTI Act, Scope, Suo-Moto disclosure, Method of seeking information, Eligibility to obtain information, Authorities under the Act. **20 Hours**

**Reference Books:**

1. Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow.
2. Kuchal M.C: Business Law; Vikas Publishing House, New Delhi
3. Kapoor N.D: Business Law; Sultan Chand & Sons, New Delhi.
4. Chandha P.R: Business Law; Galgotia, New Delhi.
5. Desai T.R.: Indian Contract Act, Sale of Goods Act and.
6. VidhiMadaanChadda, Competition Act, 2002 Law and Practice, Bloomsbury.
7. Government of India: Right to Information Act, 2005.
8. P. K Das, Right to Information Act, 2005, Universal Law Publishing.
9. Relevant Bare Acts.

**Common Course**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA4A13 - ENTREPRENEURSHIP DEVELOPMENT**

**Lecture Hours per Week:5**

**Internal: 20**

**Credits: 4**

**External: 80**

**Objectives:**

- To familiarize the students with the concept of entrepreneurship.
- To identify and develop the entrepreneurial talents of the students.
- To generate innovative business ideas in the emerging industrial scenario.

**Module 1:** Concepts of entrepreneur: Entrepreneur- Definitions - Characteristics of entrepreneur- Classification of entrepreneur-Entrepreneurial traits -Entrepreneurial functions - role of entrepreneurs in the economic development - Factor effecting entrepreneurial growth – Entrepreneurship – Meaning – definition - Entrepreneur vs Intrapreneur - Women Entrepreneurs - Recent development – Problems - Entrepreneurial Development Programmes - Objectives of EDP - Methods of training - Phases of EDP. **10Hours**

**Module 2:** Institutional support and incentives to entrepreneurs- Functions of Department of Industries and Commerce (DIC) - Activities of Small Industrial Development Corporation (SIDCO)- Functions of National Small Industries Corporation(NSIC)- Functions of Small Industries Development Bank of India (SIDBI) - Khadi Village Industry Commission (KVIC)-Small Industries Service Institute (SISI)- Functions and services of Kerala Industrial Technical Consultancy Organisation (KITCO)-Activities of Science and Technology Entrepreneurship Development Project (STEDP)-Strategies of National entrepreneurship Development Board (NEDB) -Objectives of National Institute for entrepreneurship and small business development (NIESBUD) - Techno park- Functions of techno park Incentives- Importance- Classification of incentives – Subsidy - Types of Subsidy

**18 Hours**

**Module 3:** Micro Small and Medium Enterprises- Features- Objectives- Importance- Role of SME in the economic development- MSME Act 2006- Salient features- Credit Guarantee Fund Trust Scheme for MSMEs - Industrial estates-Classification-Benefits- Green channel- Bridge capital- Seed capital assistance-Margin money schemes –Single Window System- Sickness- Causes –Remedies- Registration of SSI

**18 Hours**

**Module 4:** Setting up of Industrial unit-(Only Basic study) Environment for Entrepreneurship – Criteria for selecting particular project- Generating project ideas-Market and demand analysis-Feasibility study- Scope of technical feasibility- Financial feasibility- Social cost benefit analysis-Government regulations for project clearance-Import of capital goods- approval of foreign collaboration-Pollution control clearances- Setting up of micro small and medium enterprises- Location decision- Significance.

**16 Hours**

**Module 5:** Project Report - Meaning-Definition - Purpose of project reports-Requirements of good report - Methods of reporting - General principles of a good reporting system - Performa of a project report - Sample project report. (The preparation of sample project report shall be treated as an assignment of this course).

**18 Hours**

#### **Books Recommended:**

1. Shukla M.B. Entrepreneurship and small Business Management, Kitab Mahal Allahabad.
2. Sangram Keshari Mohanty, Fundamentals of entrepreneurship, PHI, New Delhi.
3. Nandan H. Fundamentals of Entrepreneurship, PHI, New Delhi.
4. Small-Scale Industries and Entrepreneurship, Himalaya Publishing, Delhi
5. C.N. Sontakki, Project Management, Kalyani Publishers, Ludhiana.
6. Sangam Keshari Mohanty. Fundamentals of Entrepreneurship, PHI, New Delhi
7. Peter F. Drucker- Innovation and Entrepreneurship.
8. Vasanth Desai, Small Business Entrepreneurship, Himalaya Publications.
9. MSME Act 2006.

**Common Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4A14 – BANKING AND INSURANCE**

**Lecture Hours per week: 4**

**Internal: 20;**

**Credits: 4**

**External: 80**

**Objectives:**

- To enable the students to acquire knowledge about basics of Banking and Insurance.
- To familiarize the students with the modern trends in banking.

**Module 1 :** - Introduction to Banking : Meaning and definition - Origin and development of banking –Customer of a bank - Structure of banking in India - Banks and economic development -Functions of commercial banks (conventional and innovative functions) - Central bank RBI – Functions - Emerging trends in banking. Activity: List out the name of banks as per their different category  
Assignment: Procedure for creating an account in a bank **10 Hours**

**Module 2 :** Negotiable Instruments : Definition - Characteristics - Types - Parties to negotiable instruments -Cheques - Types of cheques - Crossing of cheques - Drafts - Cheque vs. Draft - Endorsement -Significance - Regularity of endorsement - Liability of endorser -Electronic payments. Activity / Assignment: Writing of cheque , writing of challan for Demand Draft, Procedures for a Bank Loan. **15 Hours**

**Module 3 :** E-Banking-centralized online real time electronic banking ( CORE)-Electronic Clearing service (ECS) - Electronic Fund Transfer - Real Time Gross settlement (RTGS)—National Electronic Fund transfer(NEFT)-society for worldwide interbank financial telecommunication(SWIFT) - E-cheque - Any Time Money - ATM.s- Credit card - Debit card-smart card - Internet banking - mobile banking - Tele-banking - financial inclusion - recent initiatives in financial inclusion.  
**Activity / Assignment:** Chelan filling for RTGS, EFT and NEFT: Different types of Cards, the Procedure for application of different cards and the Procedure for blocking cards :Procedure for application or activation of net banking, m-banking and tele-banking. **15 Hours**

**Module 4 :** Introduction to insurance: Concept - need of insurance-insurance as a social security tool - insurance and economic development-principles of insurance - various kinds of insurance - life and general insurance (fire, marine, medical, personal accident, property and motor vehicle insurance) - features-life insurance Vs. general insurance. Activity / Assignment: List out different names of insurance companies **14 Hours**

**Module 5 :** Life insurance-law relating to life insurance-general principles of life insurance contract, proposal and policy—Assignment and nomination - title and claims - general insurance - law relating to general Insurance - IRDA - powers and functions - insurance business in India. Case Study: Preparation of a proposal for life insurance and how to claim insurance in case of any accident, death or damage. **10 Hours**

**Reference Books:**

1. . Jyotsna Sethi and Nishwan Bhatia's *Elements of Banking and Insurance*, published by PHI .
2. Indian Institute of Bankers (Pub) Commercial Banking Vol-I/Vol-II (part I& II)Vol- III.

3. Varshaney: Banking Law and Practice.Sultan Chand
4. Dr. P. Periasamy: Principles and Practice of Insurance Himalaya Publishing House, Delhi.
5. Inderjit Singh, RakeshKatyal& Sanjay Arora: Insurance Principles and Practices,Kalyani Publishers,.
6. M.N. Mishra: Insurance Principles and Practice, S. Chand & Company Ltd, Delhi.
10. G. Krishnaswamy : Principles & Practice of Life Insurance
11. Kothari & Bahl: Principles and Practices of Insurance
12. B.S. Khubchandani, "Practice and Law of Banking", MacMillan India Ltd
13. K.C. Nanda, " Credit Banking" , Response Book, Sage Publication,

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4B06 COST AND MANAGEMENT ACCOUNTING**

**Lectures Hours per week: 6**

**Credits: 4**

**Internal: 20,**

**External: 80**

**Objective:**

The objective of the course is to acquaint the students with the basic Concepts and tools of cost and Management Accounting

**Learning Outcomes:** On completing the course students will be able to:

1. Understand cost and management accounting concepts and its application for decision making.
2. Aware as to cost consciousness and the various methods and techniques of costing

**Module I : Cost Accounting:** Definition - Meaning and scope - Objectives - Cost classification - Elements of cost - Cost units - Cost centre - Types - Methods and Techniques of Costing - Management Accounting: Meaning and scope - Objectives - Difference between cost Accounting, Financial accounting and Management accounting. **10 Hours**

**Module II : Material and Labour:** Material- Meaning and types. Computation of: Stock levels- EOQ - Pricing of Issue of materials - FIFO, LIFO, Simple and Weighted Average methods. **Labour:** Computation of Labour cost - Time rate and piece rate system. **15 Hours**

**Module III : Overheads and Preparation of Cost Sheet:** Overhead- Meaning and Definition – concepts of overhead Allocation, Apportionment and Absorption of overheads. (Simple problems only) Preparation of Cost sheet-Format – objects and methods of cost sheet preparation. **20 Hours**

**Module IV : Methods of Costing:** - Job order costing: Meaning – Features – preparation of job cost sheet - Process Costing: Meaning – Features- normal and abnormal loss. **15 Hours**

**Module V : Marginal Costing & Budgetary Control:** Marginal costing- Concept-Meaning and computation of contribution, PV ratio and BEP - Construction of Break Even Chart - Profit planning. Budgetary Control : Concepts of Budget and Budgetary Control- preparation of cash and flexible budget **20 Hours**

*(Theory and problems may be in the ratio of 30% and 70% respectively)*

**Reference Books:**

1. Ravi M Kishore: Cost and Management accounting, Taxmann's Publications
2. Debarshi Bhattacharyya, Cost and Management, Pearson

3. Dr. S.N. Maheswari : Management Accounting, Vikas Publishing
4. S.P.JAIN, K.L.NARANG : Cost Accounting, Kalyani Publishers
5. Sharma and ShahiK Gupta : Management Accounting, Kalyani Publishers.
6. N.K. Prasad : Cost Accounting
7. Horngren : Cost Accounting : A Managerial Emphasis.

**Complementary Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4C03 CORPORATE REGULATIONS**

**Lecture Hours per week : 5,**  
**Internal : 20,**

**Credit:4**  
**External : 80**

**Objective:**

To familiarise the students with corporate law and to make them aware of the applications of importance of company law in the management of organisations.

**Learning outcomes:** On completing the course students will be able to:

1. Understand the features and different types of companies
2. Aware as to the formation of companies and also as to different documents of companies
3. Understand the share capital and other relevant provisions of the same
4. Understand the management, corporate governance, corporate social responsibility and some basic aspects of SEBI, and
5. Understand the provisions of conducting meetings and also the winding up procedure of companies.

**Module I : Introduction to Companies Act, 2013:** Objects of the Act – Salient features of the Act - Meaning and definition of company – Features – Kinds of companies – Private company - Public company – Associate company – Dormant company - One person company – Small company - Government company - Lifting of corporate veil. **10 Hours**

**Module II : Formation of Companies :** Promotion – Role of promoters – Incorporation – Capital subscription – Commencement of business – Pre-incorporation and provisional contracts - Document of companies: Memorandum of Association – Definition - Contents and alteration - Doctrine of Ultravires – Articles of Association – Definition - Contents and alteration – Distinction between Memorandum and Articles - Constructive notice of Memorandum and Articles – Doctrine of Indoor management – Prospectus – Contents – Statement in lieu of prospectus – Liabilities for misstatement. **20 Hours**

**Module III : Share Capital :** Shares – Kinds of shares – Public issue of shares – Book building - Allotment of shares - Irregular allotment – Issue prices of shares – Listing of shares - Employees stock option scheme - Sweat equity shares - Right shares – Bonus shares - Shares with differential rights – Share certificate and share warrant - Calls - Forfeiture – Surrender of shares – Buyback of shares – De materialisation and re materialisation of shares – Transfer and transmission of shares – Transfer under Depository system. **15 Hours**

**Module IV : Management of Companies :** Board and Governance – Directors: Appointment – Position – Powers - Rights - Duties and liabilities – Qualification – Disqualification – Removal of directors – Key Managerial Personnel – Introduction to Corporate Governance – Need and

importance of Corporate Governance – Corporate social responsibility - Securities and Exchange Board of India Act 1992 – Objects – Establishment and management of SEBI – Powers and functions of SEBI– Securities Appellate Tribunal (SAT). **20 Hours**

**Module V : Company Meetings and Winding up :** Requisites of a valid meeting – Statutory meeting – Annual general body meeting – Extra ordinary meeting – Board meetings – Resolutions – Types - Company Secretary : Qualification – appointment – duties - Winding up : Meaning – Modes of winding up – Winding up by Tribunal - Members’ voluntary winding up – Creditors’ voluntary winding up – Liquidator: Powers - Duties and liabilities – Consequences of winding up. **15 Hours**

**Reference Books:**

1. M.C. Shukla&Gulshan :Principles of Company Law, S. Chand and Co., New Delhi.
2. N.D. Kapoor : Company Law and Secretarial Practice, Sultan Chand & Sons, New Delhi.
3. Mannual of Companies Act, Corporate Laws and SEBI Guidelines”, Bharat Law House, New Delhi.
4. M.C. Bhandari : Guide to Company Law Procedures, Lexis NexisInia, New Delhi.
5. Tuteja :Company Administration and Meetings, S. Chand, New Delhi.
6. M.C. Kuchal :Company Law and Secretarial Practice, Vikas Publishing House, New Delhi.
7. Dr. P.N. Reddy and H.R. Appanaiah : Essentials of Company Law and Secretarial Practice, Himalaya Publishers, Mumbai.
8. M.C. Kuchal : Secretarial Practice, Vikas Publishing House, New Delhi.
9. AshokBagrial : Secretarial Practice, Vikas Publishing House, New Delhi.
- 10.Relevant Bare Act.

**Complementary Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA4C04 - QUANTITATIVE TECHNIQUES FOR BUSINESS**

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Objective:** To familiarise student with the use quantitative techniques in managerial decision making.

**Learning Outcome :** On completing the course students will be able to

1. Understand and develop insights and knowledge base of various concepts of Quantitative Techniques.
2. Develop skills for effectively analyze and apply Quantitative Techniques in decision making.

**Module I : Quantitative Techniques:** Introduction - Meaning and Definition – Classification of QT -QT and other disciplines – Application of QT in business – Limitations. **05 Hours**

**Module II : Time Series and Index Number:** Meaning and Significance – Utility, Components of Time Series- Measurement of Trend: Method of Least Squares, Parabolic Trend and Logarithmic Trend- Index Numbers:Meaning and Significance, Problems in Construction of Index Numbers, Methods of Constructing Index Numbers – Weighted and Unweighted, Test of Adequacy of Index Numbers, Chain Index Numbers. **20 Hours**



**Module III : Correlation and Regression Analysis:**Correlation:- Meaning, significance and types; Methods of Simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation - Regression -Meaning and significance; Regression vs. Correlation - Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate. **20 Hours**

**Module IV : Probability:** –Concept of Probability—Meaning and Definition— Approaches to Probability Theorems of Probability—Addition Theorem— Multiplication Theorem—Conditional Probability—Inverse Probability—Bayes' Theorem - Sets Theory:Meaning of Set - Set Operation – Venn Diagrams. **20 Hours**

**Module V : Theoretical Distribution:**Binomial Distribution – Basic Assumptions and Characteristics – Fitting of Binomial Distribution – Poisson Distribution – Characteristics - Fitting of Poisson Distribution – Normal Distribution – Features and Properties – Standard Normal Curve. **15 Hours**

*(Theory and problems may be in the ratio of 30% and 70% respectively)*

**Reference Books:**

1. Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, latest edition.
2. S.P.Gupta, Statistical Methods, Sultan Chand.
3. Sanchetti and Kapoor, Statistics, Sultan Chand.
4. G.C.Beri, Statistics For Management, Tata McGraw Hill.
5. J.K. Sharma, Business Statistics: Pearson.
6. Anderson Sweeney Williams, Statistics for Business and Economics, Thomson.
7. Levine Krebiel & Bevenson, Business Statistics, Pearson edition, Delhi.
8. N.D Vohra, Quantitative techniques in Management, McGraw Hill

**Core Course**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5B07 HUMAN RESOURCES MANAGEMENT**

**Time: 4 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Objectives:**

To give a conceptual understanding of human resource practices in organizations.

**Learning Outcome :** On completing the course students will be able to :

1. Develop insights on various concepts and Functions of Human Resource Management
2. Learn the latest trends in Human Resource Management.

**Module I : Introduction to Human Resource Management:** Meaning, definition, importance, scope and objectives of HRM; Evolution and development of HRM; Approaches to HRM- Personal management Vs Human Resource Management; HRM and competitive advantage. HR department- organisational composition, role, functions **12 Hours**

**Module II : Procurement of HR:** Meaning and Importance of HR planning ; Job analysis---process of job analysis, job description, job specification, methods of job analysis; Conventional Vs strategic planning; Recruitment – concept, sources ; Selection – concept , Difference between recruitment and selection, process- test, interview, placement, induction and socialization; retention. **12 Hours**

**Module III : Training and Development:** Concepts; importance; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring; Management Development Programs; Training process outsourcing. **14 Hours**

**Module IV : Performance Appraisal, and Compensation:** Performance appraisal -need and Importance, objectives, process and methods. Compensation- Objective, Principles, classification, factors Influencing Employee Compensation. **12 Hours**

**Module V : Overview of HRM Trends and Challenges:** Strategic HRM, Electronic HRM, Green HRM, Human Resource Information System, HR Audit, workforce diversity, downsizing, work life balance, Labour localisation. **14 Hours**

**Reference Books:**

- 1.Dessler, Human Resource Management, Prentice Hall of India.
2. D.A.DeCenzo and S. P. Robbins,S.L Verhulust, Human Resource Management, Wiley.
3. GrayDesler,BijuVarkkey, Human Resource Management,Pearson Education.
4. K.Aswathappa,Human Resource Management Text and Cases, McGraw Hill Education.
5. VSP Rao, Human Resource Management, Excel Books.
- 6.Khanka , Human Resource Management, S.Chand
- 7 P.R.N. Sinha, S.P. Shekhar, et al., Human Resource Management, S.Chand
- 8 Raymond Noe;John R. Hollenbeck;Barry Gerhart;Patrick M. Wright,Fundamentals of Human Resource Management, McGraw Hill

**Core Course**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5 B08 BUSINESS RESEARCH METHODS**

**Time: 4 Hours per week**

**Internal 15;**

**Credits: 3**

**External 60**

**Objective:**

To provide an insight into the fundamentals of business research and to acquire practical knowledge and required skills in carrying out research which they are expected to possess when they enter the industry as practitioners

**Learning Outcomes:** On completing the course students will be able to

1. Understand and develop insights and knowledge base of various concepts in Research.
2. Develop skills for conducting business research

**Module I : Business Research:**Meaning and Definition - Features of Business Research – Phases of Business Research .Theory Building -Induction and Deduction Theory - Concept - Operational Definition - Variable – Proposition. Hypothesis – Types of Hypothesis. Types of Business Research: Basic and Applied – Exploratory - Descriptive and Causal. **10 Hours**

**Module II : Research Design:**Research Design - Research Problem Identification – Identifying Research Gap – Setting Of Objectives And Hypotheses – Identifying The Variables - Dependent - Independent And Intervening Variables – Sampling Plan – Sample Size – Sampling Methods –Steps In Developing A Research Design. **15Hours**

**Module III : Data and Method of Research:**Typesof Data – Primary Data: Meaning – Sources. SecondaryData- Meaning - Sources of Secondary Data- Limitation of Secondary Data. Exploratory Research: Objectives - Methods - Experience Survey - Secondary Data Analysis - Case Study - Pilot Study by Focus Group Interview. Method of Primary Data Collection: Survey- Types of Survey- Measurement and Scaling: Nominal - Ordinal – Interval and Ratio Scale – Criteria for Good Measurement – Reliability and Validity. Survey Instrument: Questionnaire and Schedule- Essentials of a Good Survey Instrument. **15Hours**

**Module IV : Data Processing and Analysis:** Processing Stages - Editing - Coding and Data Entry – Descriptive Analysis under Different Types of Measurements - Percentages - Frequency Table - Contingency Table - Graphs - Measures of Central Tendency ,dispersion and Index Number - Interpretation. **10 Hours**

**Module V : Report Writing and Presentation:** Research Report - Types of Reports – Content of Report – Style of Reporting – Steps in Drafting Reports – Qualities of a Good Report – Documentation – Citation – Footnotes – References – Bibliography – APA and MLA - Formats in Writing References and Bibliography. **14 Hours**

**Reference Books:**

1. Donald R.CooperAndPamela S, Schindler: Business Research Methods. Latest Edition, Irwin Mcgraw- Hill International Editions, New Delhi.
2. John Adams, Hafiz T.A. Khan Robert Raeside, David White: Research Methods for Graduate Business and Social Science Students, Response Books. New Delhi.
3. Kothari C. R., Research Methodology: Methods And Techniques, New Age International Publishers,New Delhi.
4. Neresh K. Malhotra: Marketing Research, Latest Edition. Pearson Education.
5. William G. Zikmund, Business Research Methods, Thomson.
6. Wilkinson T.S. and Bhandarkar P.L, Methodology and Techniques of Social Research, Himalaya Publishers.
7. John W. Best And James V. Khan, Research in Education.
8. Singh A. K., Tests, Measurements and Research Methods In Behavioral Scienc,Bharathi Bhavan Publishers
9. Srivastava , T N and Shailaja Rego,Business Research methodology Mcgraw- Hill
10. Alan Bryman ,Social Research Methods , Oxford University Press
11. Howard Lune , Bruce L. berg ,Qualitative Research Methods for Social Sciences

**Core course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA5B09 OPERATIONS MANAGEMENT**

**Time: 4 Hours per week**  
**Internal 20**

**Credits: 4**  
**External 80**

**Objectives:** To familiarize the students with the concepts, tools and practices of operations management and to learn about the decisions and processes of operations management in a business firm.

**Learning Outcomes:**

On learning the course the students will be able to-

1. Understand the different concepts of operation Management.
2. Acquire the knowledge to make plans at the operational level of an industry

**Module I : Operations Management:** meaning, scope and objectives— OM decisions-historical evolution of OM - interaction of operations management with other areas—manufacturing and non manufacturing operations and their characteristics. **12 Hours**

**Module II : Facilities Planning:** plant location—factors determining plant location—Product design & Process selection- Types of Processes- Plant layout— Product layout, Process layout, Cellular layout & Fixed position layout—Assembly line balancing- materials handling equipments. **14 Hours**

**Module III : Capacity Planning:** Types of capacity—maintenance management—types of maintenance -work study—method study & work measurement, work measurement techniques – Time & Motion Study- Components of Time Study. **12 Hours**

**Module IV : Aggregate Planning:** Master production schedule (MPS) – Material requirement planning (MRP) - Objectives. Elements of MRP- Inputs,outputs- Inventory management – opposing views of inventory, reorder point, safety stock, lead time, Basic EOQ model, Inventory classification models. **14 Hours**

**Module V : Quality Control**—Concept of quality—quality planning—statistical quality control—control charts( X chart and R chart Only)— Seven Tools of Analysis –Control Chart, Pareto Diagram, Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification- Concept of quality circles. **12 hours**

**References:**

1. Russell, Roberta S, and Bernard W.Taylor III, Operations Management, Pearson Education.
2. Chase:Operations Management for Competitive Advantage, Tata McGraw Hill.
3. Buffa, E.S., 'Modern Production Management', New York, John Wiley.
4. Adam, E.E. and Ebert, R.J., 'Production and Operations Management' Prentice Hall of India,
5. Chary, S.,N., Production and Operations Management', Tata McGraw Hill
6. Norman Gaither, Greg Fraizer, Operations Management, CENGAGE Learning.
7. KanishkaBedi, Production & Operations Management, Oxford University Press.

**Core Course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B12 ORGANISATIONAL BEHAVIOR**

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Objectives:**

- To familiarize the students with the basic concepts of individual behaviour and organizational behaviour
- To enable the students to catch an idea about inter-personal and group behaviour
- To acquire knowledge regarding the organizational change and organizational development

**Learning Outcomes:** On learning the course the students will be able to-

3. Understand the different concepts of Organisational Behaviour
4. Analyse individual and group behaviour
5. Understand and deal with organisational change, development and stress

**Module I : Organizational Behaviour(OB):** Meaning-Features-Nature and Scope of OB-The Basic Assumptions of OB, Major Disciplines and their Contributions to OB; Concepts of Strategic Organisational Behaviour and International Organisational Behaviour.  
**15Hours**

**ModuleII : Individual Behaviour:** Factors Affecting Individual Behaviour-Basic Psychological Process—Personality, Determinants Of Personality—Personality Traits—Perception, Perceptual Process-Factors Affecting Perception—Learning, Theories of Learning—Social Learning-Learning Curve.  
**15 Hours**

**Module III : Group:** Concept of Group Dynamics—Features of Group—Types of Group Behaviour—Formal and Informal Group Behaviour—Group Norms—Group Cohesiveness. Teamwork- Types of Teams-Team Building-Team Roles- Team Norms- Team Cohesiveness.  
**15 Hours**

**Module IV : Motivation and Leadership:** Motivation- Concept, Theories-Maslow's, Herzberg's and McGregor's, X and Y theories); Financial and Non Financial Motivation. Leadership- Types—Theories (Trait theory, Michigan Studies and Fiedler's Contingency Model); Modern Approach to Leadership Theories—Leadership Styles.  
**20 Hours**

**Module V : Stress Management—**Meaning, Types of Stress— Causes of Stress Consequences of Work Stress- Conflict, Types of Conflicts— Levels of Conflict, Conflict Resolution-Organisational Development—Meaning, Need, Benefits and Limitations -Steps in OD - Organizational Changes.  
**15 Hours**

**Reference books:**

1. Fred Luthans: Organisational behaviour, McGraw hill Education.
2. Danial C. Fieldman and Hugh Arnold: Managing individual and group behaviour in organization, McGraw hill.

3. Henry Mintzberg: The structure of organization, Prentice Hall.
4. Edwin Gerlof: Organization Theory and Design, McGraw hill.
5. Robin. S. P: Organizational Behaviour, Pearson Education India.
6. Aswathappa: Organizational Behaviour, Himalaya Publishing house.
7. Jai B. Sunhat: Culture and Organisational Behaviour, Sage Texts.

**Core course**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA6B13 MANAGEMENT SCIENCE**

**Time: 5 Hours per week**

**Credit:4**

**Internal 20:**

**External 80**

**Objective:** To provide a basic knowledge about operations research and to acquaint the students some common operations research tools for various business decision marketing situations.

**Learning Outcomes:**

On completion of the course the students will be able to learn different OR techniques useful in managerial decisions.

**Module I : Operations Research:** Concept - Meaning and Definition – Development of OR – Characteristics of OR – Scope & Objectives of OR – Phases of OR – Techniques of OR – OR and Modern Business Management. **15 hours**

**Module II : Linear Programming Problem:** Meaning & Objective of LP – Applications of LP – Formulation of Mathematical Model to a LPP – Objective function – Constraints – Solution to LPP (Graphical solution only) – Advantages & Disadvantages of LP. **15 hours**

**Module III : Network Analysis:** Meaning and Objectives – Network Techniques – Managerial applications of Network Techniques – PERT & CPM – Network diagram – activity – Event – Dummy Activity – Construction of Network diagram – Numbering of events – Activity & Event times – Float & Slack – Steps in the application of CPM – Critical activity – Finding of critical path & Estimated Duration – Time estimates in PERT – Steps involved in PERT calculations – Difference between PERT & CPM (only simple problems are expected – Crashing of activity timing not expected) **25 hours**

**Module IV : Decision Theory:** Decision making situations – Decision making under certainty - Decision making under uncertainty : Payoff, Regret (Opportunity loss), Maximax criterion – Minimax criterion, Laplace criterion & Hurwics alpha criterion – Decision making under risk : Expected Monetary Value (EMV) , Expected Opportunity Loss (EOL) , Expected Value of perfect information (EVPI) – Decision making under competition – Game Theory (Theory only) – Decision Tree. **10 hours**

**Module V : Transportation Model:** Structure of Transportation problem – solution for Transportation problem – North West Corner Method (NWCM) – Least Cost Method (LCM) – Vogl's Approximation method (VOM) (Simple problems only). **15 hours**

**Reference Books:**

- 1)– V.K Kapoor, Operation research Techniques for Management Sulthan Chand & Sons.
- 2)– Taha, Operations Research - An Introduction Prentice hall.
- 3)– J.K. Sharma. Operations Research Theory and Application
- 4)– J.K. Sharma, Operations Research Problems and Solutions Macmillan.
- 5)– Paneerselvam, Operations Research Prentice hall of India.

**Core course****BACHELOR OF BUSINESS ADMINISTRATION  
BBA6B 14 PROJECT MANAGEMENT****Lecture Hours per week: 3****Internal: 15:****Credits: 2****External : 60**

**Objective:** To enable the students to acquire basic knowledge of different facets of Project Management.

**Learning Outcome :** On learning the course the students will be able to-

1. Understand the different concepts of managing a project
2. Analyse the viability of a project.

**Module I: Project Management ;**Meaning, Characteristics and importance project management; Classification of Projects, Project Life Cycle and its Phases- identification, formulation and implementation . Appraisal of Projects – Market feasibility, technical feasibility, financial feasibility – feasibility report. . Financial Appraisal of a Project – Project Evaluation Techniques – traditional and modern (theory only).

**20 Hours**

**Module II: Project Financing;** Project Financing Capital structure, sources of finance Margin money, promoter’s contribution, consortium lending and local syndication by banks, financing through markets and public issues, Term loans and debentures

**10 Hours**

**Module III:Project Implementation and Control:** Organizing human resources, systems and procedure for project implementation.Working of systems, Design of systems, project work system design, work breakdown structure, project execution plan, project control system, project diary, project control –scope/progress control, performance control, schedule control and cost control

**18 Hours****Reference Books**

1. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process” Mcgraw-Hill
2. Prasanna Chandra, Projects Planning Analysis selection, financing, Implementation, McGraw Hill
3. S.Choudhury, Project Management Tata McGraw Hill publishing.,
4. Vasanth Desai, Project Management, Himalaya Publishing House
5. Goel B.B. Project Management, Deep & Deep Publications Pvt. Ltd
6. Bhavesh M Patel . Project Management: Strategic Financial Planning, Evaluation, and Control, , Vikas Publishing House

**Finance - Elective :**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5B10 (Elective 1) INCOME TAX**

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Objectives:**

To impart basic knowledge and equip students with application of principles and provisions of Income Tax Act, 1961 amended up-to-date.

**Course outcome:** On completing the course the students will be able to understand the latest provisions of Income Tax Act Law and enable to compute different heads of income as well as total income and tax liability.

**Module I : Basic concepts:** Income - agricultural income – person – assessee – assessment year – previous year - gross total income - total income - maximum marginal rate of tax -Residential status – Scope of total income on the basis of residential status - Exempted income under section.  
**15 Hours**

**Module II : Computation of Income Under Different Heads:** Salaries – Allowances – Perquisites – Profit in lieu of salary – Gratuity – Pension - Income from house property: Annual Value of House property – Computation under different circumstances – Deduction from annual value. **30 Hours**

**Module III : Profits and Gains of Business or Profession:** Definition - Computation – Allowable expenses and not allowable expenses – General deductions – Provisions relating to Depreciation.  
**10 Hours**

**Module IV : Capital Gains:** Definition of Capital Assets – Long term and Short term – Transfers – Cost of acquisition – Cost of improvement – Exempted Capital gains. Income from other sources: Definition - Computation – Grossing up – Deductions and other relevant provisions. **10 Hours**

**Module V : Total Income and Tax Computation:** Income of other persons included in assessee's total income - Aggregation of income and set-off and carry forward of losses - Deductions from gross total income - Rebates and reliefs - Computation of total income of individuals. **15 Hours**

**(Theory and problems may be in the ratio of 30% and 70% respectively)**

**Note :** *The applicability of law for the purpose of examination would be the law in force as on 31<sup>st</sup> March immediately preceding the academic year.*

**Reference Books:**

1. Dr. Vinod K. Singhania : Direct Taxes – Law and Practice, Taxman publication.
2. B.B. Lal : Direct Taxes, Konark Publisher (P) ltd.
3. BhagwathiPrasad : Direct Taxes – Law and Practice, WishwaPrakashana.
4. Dr. Mehrotra and Dr. Goyal : Direct Taxes – Law and Practice, SahityaBhavan Publication.
5. DinakarPagare : Law and Practice of Income Tax, Sultan Chand and sons.
6. Gaur &Narang, Income Tax.



## BACHELOR OF BUSINESS ADMINISTRATION

### BBA5B11 -(Elective 2) FINANCIAL MARKETS AND INSTITUTIONS

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External: 80**

#### **Objectives:**

To provide basic knowledge about the structure, organisation and working of financial system in India.

**Course Outcome:** The course helps to understand different aspects and components of financial Institutions and financial markets. This will enable the students to take rational decisions on financial market and institutions.

**Module I :** Financial System: Meaning and components of financial system: financial markets, financial assets and financial intermediaries. Financial market and capital formation in India.

**10 Hours**

**Module II :** Money Market: meaning, importance and role of money market – call money market-treasury bills market – discount market – commercial paper market – certificate of deposit – money market in India –RBI regulation on money market.

**15 Hours**

**Module III :** Capital Market: meaning and classification – Government securities market –Industrial loan market – Mortgage market – Credit guarantee market – bond market – DFIs in India: IFCI, SFCs, IDFC, ICICI, SIDBI and NBFCs – role of DFI in industrial development in India. **15 Hours**

**Module IV :** Industrial Securities Market: Primary market –meaning, importance and functions – methods of floating new issues– pricing of issues and book building process. Secondary market and stock exchanges - role and functions – trading mechanism – settlement system – capital market institutions in India: NSE, BSE, NSDL, CDSL, SHCL and STCIL and STCI. Capital market regulations: SEBI – role and functions. **25 Hours**

**Module V :** Derivate Market: Financial derivatives: meaning and functions – classification of derivative instruments – price fixing and insurance contracts – Forwards and Futures: stock and stock index futures – Options and swaps: uses and classifications - derivative markets in India.

**15 Hours**

#### **Reference Books:**

1. Kohn, Meir: Financial Institutions and Markets, Tata McGraw Hill.
2. Bhole L.M: Financial Institutions and Markets, Tata McGraw Hill.
3. Desai, Vasantha: The Indian Financial System, Himalaya Publishing House.
4. Machiraju.R.H: Indian Financial System, Vikas Publishing House.
5. Khan M.Y: Indian Financial System, Tata McGraw Hill.
6. Varshney, P.M., & D. K. Mittal, D.K.: Indian Financial System, Sulthan Chand & Sons.
7. Gordon E. &Natarajan K.: Financial Markets & Services, Himalaya Publishers.

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B15 (Elective 3) FINANCIAL SERVICES**

**Lecture hours per week: 5**

**Credits: 4**

**Internal: 20,**

**External: 80**

**Course Objective:**

the students with an understanding of the various financial services and investment opportunities available in the country

**Learning Outcomes:**

On completion of the course students will be able to aware of various financial services available in Indian financial system

**Module I : Financial Services:** Meaning and importance of financial services- classification of financial services- fund based and fee based services- capital market services – stock broking and depository services – regulation of capital market services in India. **10 Hours**

**Module II : Fund Investments:** Mutual funds-meaning and importance-organisation of mutual funds-types of schemes- fund units and valuation- merits and demerits of mutual funds- mutual fund regulations in India. Pension funds; Exchange Traded Funds (ETFs)-ETF vs Mutual Funds-investment implications of ETF. **20 Hours**

**Module III : Investment Banking and Merchant Banking:** Meaning, nature and functions of merchant banking – pre and post issue management services – loan syndication- Merchant banking services in India –SEBI merchant bank regulations. **20 Hours**

**Module IV : Lease Finance and Venture Capital Finance:** Lease finance- meaning and definition-types of lease- merits and demerits of lease financing. Venture capital finance: meaning and importance – risk capital – angel investing, crowd funding and private equity (PE). **15 Hours**

**Module V : Credit Rating and Factoring Services:** Credit rating – meaning, importance and advantages – rating methodology- credit rating agencies in India. Factoring services – meaning, scope and functions – types of factoring services – forfaiting and international factoring. **15 Hours**

**Reference Books:**

1. Khan M Y, Financial Services, Tata McGraw-Hill Publishing Co.Ltd New Delhi.
2. Gupta, N K and Monika Chopra,FinancialMarkets,Institutions and Servoces,Ane Books India.
3. Bharathi V Pathak, Indian Financial System, Pearson Education, New Delhi.
4. YogeshMaheswari, Investment Management, PHI New Delhi
5. Avadhani, V A, Security Analysis and Portfolio Management, Himalaya Publishing House.
6. Gurusamy , S,Essentials of Financial Services , McGraw Hill Education
7. Sujatra Bhattacharyya,Indian Financial System ,Oxford
8. Madhu Vij and Swati Dhawan,Merchant Banking and Financial Services McGraw Hill Education
9. Rakesh Kumar ,Mutual Funds in India, Structure, Performance and Undercurrents, Partridge India

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B16( Elective 4) INVESTMENT MANAGEMENT**

**Lecture hours per week: 5**

**Credit: 4**

**Internal 20:**

**External 80**

**Course Objectives:**

To familiarise the students with the world of investments and to provide a theoretical framework for the analysis and valuation of investments.

**Course outcome :** By completing the course students will be able to aware of various investment opportunities from an investor's perspective of maximizing return on investment.

**Module 1 : Investments:** meaning and definition – objectives - factors affecting investment decisions– differences of investment with speculation and gambling - steps in investment process – investment policy and investment avenues. **10 Hours**

**Module II : Investment Analysis:** return, risk and time value of money – risk-return analysis in investment management: systematic and unsystematic risks- measures of risk and return. **15 Hours**

**Module III : Approaches to Investment Valuation:** Fundamental analysis – meaning and importance- rationale of fundamental analysis. EIC framework: Analysis of Economy, Industry and Company factors – sources of investment information. **15 Hours**

**Module IV :** Technical analysis: meaning – trading strategies- Dow theory- Charts and Chart patterns. Efficient Market Hypothesis: weak, semi-strong and strong forms of efficiency-random walk theory – modern portfolio approach. **20 Hours**

**Module V :** Portfolio management: portfolio analysis – Markowitz model- Capital Asset Pricing Model-portfolio evaluation: Sharpe, Treynor and Jensen performance measures- portfolio revision: active and passive strategies. **20 Hours**

**Reference Books:**

1. Rustagi RP, Investment Analysis and Portfolio Management, Sultan Chand & sons, NewDelhi.
2. S. Kevin, Portfolio management, Prentice Hall of India Pvt Ltd.
3. Bhalla, Investment analysis, Sultan Chand & Sons New Delhi.
4. Avadhani V A Security Analysis and Portfolio Management, Himalaya Publishing House.
5. Donald E Fisher and Ronald J Jordan, Security Analysis and Portfolio Management, Himalaya Publishing House.
6. Preethi Sing, Investment Management, Himalaya Publishing House, New Delhi.
7. Benjamin Graham and David Dodd, Security Analysis, McGraw Hill Education

**Marketing - Elective :**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5B10 (Elective 1) CONSUMER BEHAVIOR**

**Time: 5 Hours per week**

**Internal 20**

**Credits: 4**

**External 80**

**Objectives:**

- To understand the basics of consumer decision-making processes, and,
- To understand the information needs for helping the consumer in decision making.
- **Learning Outcomes:** On completing the course students can apply the concepts for developing an effective advertising programme and new product.

**Module I : Consumer Behaviour** – concepts; nature, scope and applications of consumer behaviour; Types of consumer behaviour ; Consumer behaviour and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; psychographics and lifestyle; Consumer behaviour audit.

**15 Hours**

**Module II : The Buying Process:** Roles in consumer decision making. Levels of consumer decision making ; Buyer decision making process : Need recognition, information search behaviour; information processing; alternative evaluation; Purchase process and post purchase behavior

**15 Hours**

**Module III : Individual Influences on Buying Behaviour;** Consumer as an individual; Theories of personality; personality and market segmentation; consumer perception; consumer needs and motivation. Personal influences and attitude formation. Learning and consumer involvement; Communication and consumer behaviour. Reference group influence in buying decisions; opinion leadership. Family life cycle and decision-making; Social class concept and measurement.

**20 Hours**

**Module IV : Consumer Behaviour & Research:** Concepts of Consumer expectation and Satisfaction ; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; Market research in assessing consumer behaviour ; Relevance of marketing information system.

**15 Hours**

**Module V : Culture and Consumer Behaviour:** Core culture and sub cultures. Role of culture in consumer buying behaviour. Profile of Indian consumers; Behavioural patterns of Indian consumers; Problems faced by Indian consumers; Reasons for growth of consumerism in India Consumer protection in India.

**15 Hours**

**Reference Books:**

1. Hawkins, Best and Coney: Consumer Behaviour, Tata McGraw Hill, New Delhi .
2. Schiffman, L.G. and Kanuk, L.L.: Consumer Behaviour, Prentice Hall of India,
3. Laudon, David L and Bitta Albert J Della: Consumer Behaviour, Tata McGraw Hill, New .
4. Mowen, John C: Consumer Behaviour, Macmillan, New York .
5. Assael, H: Consumer Behaviour and Marketing Action, South Western, Ohio .

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA5B11(Elective 2): PRODUCT AND BRAND MANAGEMENT**

**Time: 5 Hours per week**  
**Internal 20**

**Credits: 4**  
**External 80**

**Course Objectives:**

- The aim of the paper is to acquaint the students with concepts and techniques of brand management and new product development
- To give experience in the application of concepts in modern business world

**Course outcome:**

- While completing the course students will be able to apply the concepts for developing an effective advertising programme and new product.

**Module I : Product:** Basic concept of product, levels, Product-Life-Cycle: Concept, strategies related to different stages of PLC. Product Portfolio: Concept, Importance, Competition & Product Strategy. Product portfolio: Concept , benefits of Product portfolio management. **20 Hours**

**Module II : New Product Development:** Meaning and Importance of new product – Types of new product. Stages of new product development-Reasons for failure of a new product **10 Hours**

**Module III : Packaging:** Meaning - Importance – types – Features- Factors influencing packaging decision. . Packaging Strategies: Meaning Legal and Ethical aspects of packaging: Green packaging: Concept and importance. Product labelling: Meaning, types and importance. **20 Hours**

**Module IV : Brand Management:** Brand: - Meaning, functions and significance - types of brands – concept of branding. Branding strategies: Concept and types of branding strategies. Steps in brand development strategies. Brand switching **15 Hours**

**Module V : Brand Communication:** concept- need and advantage of brand communication. Brand loyalty and equity- factors affecting brand loyalty. Benefits of brand loyalty- Types of brand loyalty. Building brand loyalty - Brand Positioning and Brand Associations. **15 Hours**

**Reference Books:**

1. Philip Kotler ; Principles of Marketing, , Armstrong, Pearson Education.
2. Marc Annacchino, New Product Development: From Initial Idea to Product Management, Elsevier Publishers
3. K Rajeshwari, New product development –A FMCG perspective, Notion Press publishers.
4. S Ramesh Kumar: Marketing and branding. Pearson
5. Sangeeta Trott and Vinod V. Sople, Brand Equity ,An Indian Perspective, PHI
6. Rajan Saxena, Marketing ,Management, Mc-Graw Hill

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B15 ( Elective 3)ADVERTISING AND SALES PROMOTION**

**Lecture Hours per week: 5**

**Credits: 4**

**Internal: 20**

**External: 80**

**Course objective:**

To provide basic knowledge about the advertisement and sales promotion activities

**Learning Outcomes: On completion of the course students will be able to**

1.Understand the process of advertisement; 2.Apply the concepts for developing an effective advertisement copy 3 .Examine the various sales promotion strategies towards traders and consumers.

**Module 1 : Advertisement Process and agency :** Meaning, nature and evolution of advertising; Advertising purposes and functions; classification of advertising; Advertising process -Major players in Advertising process. Advertising Agency: Concept, evolution and types of Advertising agencies; Functions & structure of modern advertising agency. Advertising Agencies in India.

**20 Hours**

**Module II : Advertisement Budget:** Approach and procedures for determining the size of the budget, Administration and control of budget. Regulation of Advertising: Self Regulation by advertising Media (ASCI), Economic, social & ethical aspects of advertising-advertising.

**15 Hour**

**Module III : Advertisement Copy & Media :** Advertisement Copy: Meaning and types - Copy layout. Role of media in advertising –Types of media –Broadcasting & Print media advertising – Internet advertising-Mobile advertising –Impact of social media in advertising.

**15 Hours**

**Module IV : Sales Promotion:** Meaning, nature and objectives of sales promotion; Major limitations of sales promotion; Consumer sales promotion: Objectives and tools .Benefits of sales promotion to customers. **Trade Promotion:** Meaning, objectives and importance; Major trade promotion schemes.

**15 Hours**

**Module V : Sales Promotion Planning and Control:** Planning process of advertisement Establishing objectives of sales promotion and selecting consumers for sales promotion; Developing, pre-testing, implementing, controlling and evaluating the -sales promotion programme.

**15 Hours**

**Reference Books:**

1. Philip Kotler ; Principles of Marketing, , Armstrong, Pearson Education
2. Clow, Kenneth Integrated Advertising, Promotion and Marketing Communications, Pearson .
3. Wells, William, John Burnet and Sandra Mriarty, Advertising Principles and Practices, Pearson Education.
4. Chunnawala, SA, Advertising, Sales and Promotion Management, Himalaya
5. S.L.Gupta, Advertising and Sales Promotion Management – Sultan Chand & Sons
6. V. S. Ramaswamy and S. Namakumari Marketing Management, Indian Context Global Perspective
7. Bhatia Puneet, Fundamentals of Digital Marketing ,Pearson

**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA6B16 (Elective 4) SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

**Time: 5 Hours per week**  
**Internal: 20**

**Credits: 4**  
**External: 80**

**Objectives:**

- To impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.
- To gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

**Learning Outcome:**

- The students will be able to examine the details of planning and control processes in logistics management. The student at the end of the course will be able to understand the various logistics operations and their importance in improving the business

**Module I : Supply Chain:** definition – Objectives –Key benefits of SCM– SCM process- SCM process flows– Material flow, information and money flow– Major components of flow of supply chain- Transport, warehouse, sourcing and procurement, returns, post sales service – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain. **10 Hours**

**Module II: Strategic Sourcing:** Meaning – Steps in strategic sourcing – Supply chain collaboration – Meaning, Types and benefit of Supply chain collaboration – Role of inventory in SCM- Inventory management techniques in supply chain: Stock review, just in time and ABC analysis **15 Hours**

**Module III :** Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology **15 Hours**

**UNIT IV : Logistics Management:** The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization.. Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation **20 Hours**

**UNIT VI :** International Logistics and Supply Chain Management: Meaning and objectives – importance in global economy– Characteristics of global supply chains– Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain. **20 Hours**

**Reference books:**

1. Sahay B.S, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd., N
2. Reguram G, Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan India Ltd., New Delhi.
3. Bowersox, *Logistical Management*, Mc-Graw Hill

4. D K Agrawal, 'Distribution and Logistics Management: A Strategic Marketing Approach', Macmillan
5. Chopra/Kalra Supply Chain Management, Pearson
6. Janat Shah, Supply Chain Management, Pearson

**HRM - Elective :**

**BACHELOR OF BUSINESS ADMINISTRATION**

**BBA5B10 (Elective 1) - HUMAN RESOURCES PLANNING AND DEVELOPMENT**

**Time: 5 Hours per week**

**Credits: 4**

**Internal: 20**

**External: 80**

**Objectives:**

- To give the students a deep understanding of process of HR planning, and
- To familiarize them with the methods for HR development.

**Learning Outcomes:** On completion of the course students will be able to-

- Understand the process of HR planning
- Develop an awareness on various concepts relating to HR planning and development

**Module I :** Introduction to HR planning—meaning and definition, objectives of HRP, benefits of HRP, problems of HRP, process of HRP, HR demand forecasting techniques- HR supply forecasting-skill inventories-management inventories, Micro level man power planning and labour market analysis, recruitment and succession planning. Macro level manpower planning and labor market analysis; Organizational HR Planning; Stock taking; Workforce flow mapping; Age and grade distribution mapping. **25 Hours**

**Module II : Job analysis,** meaning and definition; job description and job specifications, steps in job analysis, process of job analysis, Types of information for job analysis -method of collecting job data. Impact of behavioural factors on job analysis, **15 Hours**

**Module III : Career Management :**Introduction, Career management process, Career dynamics, Career management policies;, Tips for successful career planning, Talent management, Succession planning **Career** planning: meaning and importance- Career planning process ;Organizational responsibility-Individual responsibility –; Role of employees ,managers and organisation in career planning **15 Hours**

**Module IV :** HRD climate; work culture; Quality of work life(QWL) and management of change; TQM and HRD strategies; HRD in strategic organization; **10 Hours**

**Module V :** HR Valuation and accounting : HR Valuation and accounting;. Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India **15 Hours**



### **Reference Books:**

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi
2. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff,.
3. Belkaoui, A.R. and Belkaoui, JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood,
4. Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford,
5. Greenhaus, J.H., Career Management, Dryden, New York,
6. Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford
7. Deepak Kumar Bhattacharya, Human Resource Planning ,Excel Books
8. Arun Sekhri, Human Resource Planning and Auditing, Himalaya

## **BACHELOR OF BUSINESS ADMINISTRATION BBA5 B11(Elective 2) INDUSTRIAL RELATIONS**

**Time: 5 Hours per week**  
**Internal 20**

**Credit: 4**  
**External 80**

**Objectives:** This course intends to develop necessary understanding among students of various labour management relation issues and policies in the Indian context in particular.

**Learning Outcomes:** On completion of the course students will be able to-

- Understand Industrial Relations Systems.
- Develop an awareness of various stakeholders of IR
- Understand the importance of Industrial Relations in the global perspective
- Familiarize with the concepts of industrial relations in business

**Module-I : Industrial Relations**-Meaning- Requisites- Objectives- Evolution-Functions- Industrial relations perspectives-IR in the emerging socio-economic scenario in India- Causes& Effects of Poor Industrial Relation in India.Trade Unions: Historical Evolution of Trade Unions in India, Role & Functions of Trade union, Essentials for success of Trade Union. **15 Hours**

**Module– II : Discipline and Grievance Management:** Employee discipline; Causes of indiscipline, essentials of a good disciplinary system, Hot-Stove Rule and kinds of punishment; Grievance procedure: Settlement of grievance in Indian industry; Model grievance procedure, Collective Bargaining–Meaning,Nature,Structure, Functions, Types; Stages and processes, Current Trends in Collective Bargaining in India. **15 Hours**

**Module – III : Industrial Disputes & Worker’s Participation:**Industrial Disputes-Causes, Settlement & Prevention Mechanism, Labor office, Labor Courts and Industrial Tribunals; Conciliation and Mediation.Types of Agreements, and Role of Legal Advisors; Role of Tripartism.; Worker’s Participation in Management: Concept, Objectives and Levels. Forms of Worker’s Participation in India. **15 Hours**

**Module- IV : Conflicts and Conflict management** - Conflict Management Strategies, Improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising,

Accommodating, Competing, Avoiding, Johari window, Industrial Relations Machinery in India; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.

**15 Hours**

**Module-V : Employee Relations and Legislations: Regulations of employee relations-** Industrial Disputes Act, 1947 - **Regulations of working conditions-** Factories Act, 1948, Shops and Establishments Act, 1953 - ESI Act, 1948, Workmen Compensation Act, 1923, Payment of Gratuity Act, 1972. **Regulations of wage-** Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965.

**20 Hours**

**Reference Books:**

1. . ArunMonappa : Industrial Relations, McGraw Hill.
2. Pattanayak, Biswajeet: Human Resource Management, PHI.
3. Mamoria, Gankar&Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House.
4. C.P. Tripathi, Personnel Management, Sultan Chand .
5. . VermaPrمود -Management of Industrial Relations - Oxford and IBH.
6. Sinha P.R.N, Sinha I.B and Shekhar S.P-Industrial Relations- Pearson Education.
7. Srivastava S.C-Industrial Relations and Labour Laws,Vikas Publishing House.
8. Singh B.D-Industrial Relations and Labour Law- Excel Books.
9. Sarma A.M-Industrial Jurisprudence and Labour Legislation, Himalaya .
10. Davar.R.S- Personnel Management and Industrial Relations, VikasPublishing House.
11. Kapoor N.D- Hand Book of Industrial Law - Sultan Chand and Sons,.
12. Venkataratnam C.S- Industrial Relations - Oxford University Press,

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA6B15 (Elective 3) PERFORMANCE MANAGEMENT**

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Objectives:**

To gain an detailed understanding of organizational and managerial performance, and,  
To gain practical knowledge in setting up team management, target setting and achievement.

**Learning outcome :**On completing the course the students will be able to gain an understanding of the concepts, techniques of performance management

**Module I. Introduction to Performance Management:** Meaning and Definition, Objectives, Characteristics, Significance, and Principles of performance management .Performance dimensions - approaches to measuring performance - diagnosing the causes of poor performance – differentiating task from contextual performance. Linkage of Performance Management to Other HR Processes

**15 Hours**

**Module II** Performance Planning – Meaning, Definition- Characteristics, Objectives- and Importance- Performance planning Process - Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process. Characteristics of Effective Performance Plan.

**15 Hours.**

**Module III: Performance Appraisal and Feedback:** Definition , Purposes and Characteristics of Performance Appraisal; Dimensions of Performance Appraisal: Necessity of Performance

Appraisal and Its Usage; Performance Appraisal Process, Performance Appraisal Methods: Traditional and Modern Methods. Performance Appraisal Feedback: Role, Types And Principles of Feedback; Components of Feedback - Steps in Giving a Constructive Feedback, Levels of Performance Feedback. Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal.

**20 Hours**

**Module IV: Competency Mapping:** definition, and approaches to competency mapping. Procedures: business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models- short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.

**15 Hours**

**Module V: Performance Management Implementation-** Bottlenecks in implementation; Strategies for effective implementation- factors affecting effective use of Performance Management. Performance Management linked reward system- Defining appropriate reward systems; Ensuring the link between performance and rewards; Limitations and boundaries of performance related rewards.

**15 Hours**

**Reference Books:**

1. Performance Management – A.S Kohli. Tapomoy Deb (Oxford University press)
2. Performance Management- Herman Aguinis (Pearson)
3. Performance Management- Soumendra Narain Bagchi (lengage learning)
4. Goel D ,Performance Appraisal and Compensation Management, Modern Approach, PHI
5. Herman Aguinis, Performance Management, Pearson Education,
6. Rao,T.V. Appraising & Developing Managerial Performance, Excel Books
7. Performance Management, Dixit Varsha, Vrinda Pubilcations Ltd
8. Rao, T.V., Performance Management and Appraisal Systems HR Tools for Global Competitiveness, Sage Publishing

**BACHELOR OF BUSINESS ADMINISTRATION**

**BBA6B16 (Elective 4) - MANAGEMENT TRAINING AND DEVELOPMENT**

**Time: 5 Hours per week**

**Credits: 4**

**Internal 20:**

**External 80**

**Objectives:**

To gain an in-depth understanding of the concepts, tools and techniques of management training, and To learn to design and use methods for management development.

**Learning outcome :**On completing the course the students will be able to gain an understanding of the concepts, tools and techniques of management training and development.

**Module I :** Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers- Relationship between HRD and business strategies; Skill inventory; Scanning the environment for training areas; Organizational analysis for training.

**20 Hours**

**Module II :** Organisation and management of training function; Learning process; Learning and Knowledge management; Various tools and models.

**10 Hours**

**Module III** Training climate and pedagogy – developing training modules – training methods and techniques facilities planning and training aids. **10 Hours**

**Module IV :** Technical training – training for TQM – attitudinal training – training for management change – training for productivity – training for creativity and problem solving – training for leadership and training for trainers. Training communication- Training evaluation – evaluation methods – cost benefit analysis. **20 Hours**

**Module V :** Management Development (MD): objectives of Management Development; Methods of Management Development; Various models of management development. **20 Hours**

**Reference Books:**

1. Raymond A. Noe and Amitabh Deo Kodwani, Employee Training & development, McGraw Hill
2. Lynton R Pareek, U, Training for Development, Vistaar, New Delhi
3. Peppar, Allan D, Managing the Training and Development Function, Gower, Aldershot,
4. Reid, M.A., et el., Training Interventions: Managing Employee Development, IPM, London,
5. Rishipal , Training and Development Methods, S Chand
6. **B Janaki Ram** , Training and Development Indian Text Edition , Dreamtech Press
7. B. Rathana Reddy Training, Effective Human resource Development Strategy , Himalaya
8. Aparna Raj, Training and Development, Kalyani

**Open Courses:**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5D01 TOURISM MANAGEMENT**

**Lecture Hours per week : 3**  
**Internal : 15,**

**Credits : 3**  
**External : 60**

**Objectives :**

- To give the students a broad overview of the basic concepts of tourism
- management and to help them to make use of the opportunities in tourism sector

**Learning Outcomes:**

On completing the course students will be able to know about the significance of tourism development and the role of transport, hotel and travel agencies in developing tourism .

**Module I : Tourism Concept & Attraction:** Meaning and definition of tourism and tourist- Features of tourism – Socio-Economic and Environmental impacts of tourism - Elements of tourism: Attraction, Accommodation, Accessibility and Amenities. Types of tourism - Classification of tourists. Inventory of tourist attraction- Tourist attractions in Kerala –Major Hill and Beach Resorts in India- Wildlife and cultural tourist centres in India

**20 Hours**

**Module II : Tourist Transport and Travel Agency :** Role of transport in tourism - Road, rail, water, and air transport – Role of Railways in tourism - Indian Railways and tourism - Major tourist trains in India - Major airlines in India - An overview of ticketing -Concepts of cruises and Car rental . Travel Agency: Functions and Types of travel agency- Package tour. **15 Hours**

**Module III : Tourist Accommodation:** Concept of hotel - Role of hotel in tourism - Classification of hotels - Star rating of hotels – Major hotel chains in India- Organizational structure and chart of a major hotel. **13 Hours**

**Reference Books:**

1. A.K Bhatia, International Tourism, Sterling Publishers
2. P.C. Sinha, Tourism Marketing, Anmol publishers
3. Ratandeep Singh, Infrastructre of Tourism in India, Kaniska
4. Ratandeep Singh , Tourism Marketing , Kaniska
5. Acharya Ram, Tourism and Cultural Heritage of India, ROSA Publication
6. Kishan K.Kamra, Managing Tourist destination, Kanishka
- 7 Pran Nath Seth ,Sushama Seth Bhat, An Introduction to Travel and Tourism Sterling.

**Open course**

**BACHELOR OF BUSINESS ADMINISTRATION  
BBA5D02 - E- COMMERCE**

**Time: 3 Hours per week  
Internal : 15,**

**Credits: 3  
External : 60**

**Objectives:**

To understand the importance of database systems for business management, and, To gain a practical orientation to database development and maintenance.

**Learning outcome :**On completing the course the students will be able to Understand the practice of Ecommerce, epayment and also the security issues.

**Module I : Introduction to E- commerce :** Meaning and concept – E- commerce v/s Traditional Commerce-E- Business & E- Commerce – History of E- Commerce – EDI – Importance , features & benefits of E- Commerce – Impacts, Challenges & Limitations of E- Commerce – Supply chain management & E – Commerce – E – Commerce infrastructure. **15 hours**

**Module II : Business models of E – Commerce:** Business to Business – Business to customers – customers to customers - Business to Government – Business to employee – E – Commerce strategy – Influencing factors of successful E- Commerce. **10 hours**

**Module III : Electronic Payment system :** Introduction – Online payment systems – prepaid and postpaid payment systems – e- cash, e- cheque, Smart Card, Credit Card , Debit Card, Electronic purse – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics. Legal and ethical issues in E- Commerce : Security issues in E- Commerce-Regulatory frame work of E- commerce **23 hours**

**References:**

1. Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson

Education Asia, Delhi 2002.

2. Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi .

3. Rayport, Jeffrey F and Jaworksi, Bernard J: Introduction to E-Commerce, Tata McGraw Hill, New Delhi 2003.

4. Smantha Shurety,: E-Business with Net Commerce, Addison - Wesley, Singapore .

5. Rich, Jason R: Starting an E-Commerce Business, IDG Books, Delhi .

6. Laudon, Kenneth C and Carol Guercio Traver : E-Commerce business. Technology. Society, Pearson Education, Delhi .

7. Stamper David A, and Thomas L.Case: Business Data Communications, Pearson Education, New Delhi 2005.

9. William Stallings: Business Data Communications, Pearson Education, New Delhi 2004.

**Open course**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**BBA5D03**

**- BUSINESS ORGANISATION AND COMMUNICATION**

**Time: 3 Hours per week**

**Internal : 15,**

**Credits: 3**

**External : 60**

**OBJECTIVE:**

This course aims to enable the students to get a theoretical knowledge on business and various forms of business organisation. This course also aims to enable the students to develop their both oral and written communication skills needed to perform Business issues.

**Learning Outcomes:**

**On Completion of the course the students will be able to:**

1. Know the conceptual knowledge on various forms of business organisation and also understand the importance of business communication.
2. Develop their oral and written communication skills needed in business fields.

**Module I: Business:** Meaning and importance of business; Meaning, features, Objectives, importance, and Functions of Business organisation ; Classification of business activities. Forms of Business Organization: Sole proprietorship – meaning, features and limitations; Partnership. Meaning, features and limitations. Company Organization: Meaning, Definition, Formation of a Company, Merits and Demerits, Types of Companies. Cooperative Organization: Need, Meaning, Significance and its Merits-Demerits. Public Enterprises-Concept, Meaning, Characteristics, Objectives and Significance, Multi-National Corporation (MNC'S) – An Introduction in India.

**20 Hours**

**Module II: Elements of Business Communication:** Meaning, importance, objectives & principles and process of business communication. Effective Communication: Strategies and barriers; Channels of business communication; Types and forms of communication; Meaning and significance of soft skill in business communication. Effective and polite verbal communication. Business etiquette Professional phone, letter and email etiquette, general disability etiquette. Non-Verbal

Communication: Body Language, Paralanguage, and Sign Language.

**14 hours.**

**Module III: Business Correspondence:** Meaning and objectives of written communication; Business correspondence – Types of business correspondences: Business letter- Essentials of a business letter, layout and parts of a business letter; memos and Email; Internal ,external and routine Correspondence; Trade enquiries, Circulars, Quotations, tenders, Orders, Acknowledgments Executions, Complaints, claim and adjustment Banking and insurance correspondence, Agency correspondence, Sales letters. Modern Forms of Communication: E-mails and Video Conferencing.

**14 hours**

Reference Books :

1. Aggarwal Rohiny, Business Communication and Organization & Management , Taxmann's
2. Meenakshi Raman, Business communication, Oxford
3. KK.Sinha Business communication, Taxmann's
4. Fundamentals of Business organisation & Management , Y.K Bhushan, Sultan chand
5. Asha Kaul, Business Communication, PHI
6. V.S.P Rao, Business Organisation & Management, Taxmann's
7. Rajendra Pal & Korlahalli, Essentials of Business Communication, Sultan Chand
8. OP Gupta, Business Organisation & Management, Sahitya Bhavan
9. Rai & Rai: Business Communication Himalaya Publishing House