



DELHI TECHNOLOGICAL UNIVERSITY

(Formerly Delhi College of Engineering)

Estd. by the Government of NCT of Delhi vide Act 6 of 2009

ACADEMIC PROGRAMS (East Delhi Campus)



BACHELOR OF BUSINESS ADMINISTRATION

Academic Session 2017-18 onwards



COURSE CURRICULUM

**BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)
2017-18 Onwards**



**DELHI TECHNOLOGICAL UNIVERSITY
EAST DELHI CAMPUS**

Vivek Vihar, Phase -2, Delhi-110095
www.dtu.ac.in

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SECTION A
About the University

Initially established with the name
“Delhi Polytechnic”
in the year 1941 at Kashmere Gate Campus.
In the year 1965 renamed as
Delhi College of Engineering.
Reconstituted as
Delhi Technological University in the year 2009
vide Govt. of NCT of Delhi Act 6 of 2009
Technological University.

“Committed to Foster Excellence in
Science, Engineering and Management
together”



Delhi Technological University
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“Delhi Technological University is a non-affiliating teaching-cum-research University engaged in fostering excellence in education, research and innovations in engineering and technology, applied sciences and management.” The University is inspired by talent and driven by innovations and is firmly committed to provide industry relevant, socially responsible manpower to meet the challenges of 21st Century. The culture of research and innovations is vibrant in the DTU campus which inspires students from UG levels onwards to engage in cutting edge technology development and discover the value and worth of the knowledge acquired by them during their studies. With its illustrious history spanning over 76 years the institution is marching on the pathways of excellence and is one of the highly sought-after university for the inspired students community and faculty.

Vision

“To be a world class university through education, innovation and research for the service of humanity.”

Mission

1. To establish centres of excellence in emerging areas of science, engineering, technology, management and allied areas.
2. To foster an ecosystem for incubation, product development, transfer of technology and entrepreneurship.
3. To create environment of collaboration, experimentation, imagination and creativity.
4. To develop human potential with analytical abilities, ethics and integrity.
5. To provide environment friendly, reasonable and sustainable solutions for local & global needs.

“...DTU as a Technological University will be a significant milestone to create an academic and research environment to foster scientism and engineering excellence together. The upgradation of DCE as a Tech University is seen as a major initiative of Government of Delhi to make Delhi as the Knowledge Capital of India.”

The Inspiration

The inspiration for reconstituting Delhi College of Engineering into a Technological University in the NCT of Delhi has been derived from the fact that in the new Knowledge Age creation and dissemination of knowledge, capabilities of utilizing knowledge to create quantum jump in quality, performance and service to industry and society and thus, creating a better tomorrow has to be the hallmark of science, engineering and technology education in India. Such an effort when encapsulated with the agile layers of scientific values, unclenching faith in research integrity and professional morality ensures growth, prosperity and happiness around the world. Such an academic environment, in fact, needs to be created in the temples of higher learning, especially in the University and Institutions imparting professional education. This necessitates the requisite academic and administrative autonomy. The autonomy here becomes the freedom to excel and the associated accountability ensures a much greater commitment and compliance to high academic standards. In the context of Technological University and Engineering Institutions, we need also to cause seamless integration of science and engineering so that we succeed in creating the power of science and the might of technology together in our institutional campuses.

Learning from the international experience it goes without saying that we need to establish future Universities in India where science and technology both could flourish together, adding strength to each other's existence and contributing to the growth of interdisciplinary engineering in

an environment of scientism. What we really need to do is to create institutions and academic environment which attracts the very best talent towards science & engineering education and research both in the student community as well as in the faculty. For this we need to create the synergy between science and engineering to ensure that the very best talent is drawn towards university campuses that gravitate with the excitement of science and the thrill and joy of engineering. The DTU is firmly committed to foster this vital synergy between science and engineering.

The National Capital for many decades has been the hub for quality education and research in its premier institutions and universities. Delhi for a long time has been also known for promotion of manufacturing and production activities in both medium and small scale sectors. It has witnessed during the last two decades a significant growth of IT and ITES industries in and around Delhi. This has caused a major shift in the emphasis on shifting the hard core engineering activity to soft sectors of the knowledge economy. We could have caused a much greater resurgence of the core engineering sector if along with human resource development, we could have undertaken technology incubation and product innovation in our institutions of higher learning. DTU as a teaching-cum-research University offers a unique opportunity to create an environment of synergetic partnership between academic and industry. DTU thus, aims to cause a major departure from the conventional system of education and research. It aspires to imbibe a culture of scientific research in its technology disciplines and technology temper it its scientific research and education. The university also aspires to provide the thrill of a corporate R&D environment with a planned focus on industrially relevant projects and technology incubation.

The human resource output of DTU shall impact the growth of future engineering and technology.

It will revolutionize the basis of design, systems of manufacturing and give rise to development of new materials, next generation communication technologies, information highways and cyber networks, growth of clean energy and environment technologies and capabilities to manage technology, business and enterprises in the connected economy. In fact, the output of DTU is target to impact significantly the resurgence of the 3rd Industrial Revolution which is on the anvil given the convergence of IT and the fast developing opportunities for harnessing energy in plenty through renewable energy resources.

The research outputs of this university are of high value to India's socio-economic development and for the progress in industrially relevant science and technology. Strong linkages have been forged between teaching and research, university and industry, and university and research laboratories. Collaborative projects with industry and research institute are also a major focus area of the University.

The DTU is engaged in fostering a culture of excellence supported by qualified faculty and high quality student intake, including international students admitted through the NRI/ PIO/ Foreign Nationals quota. It has the necessary freedom and supportive layers of autonomy to nurture excellence in teaching and research. DTU is envisioned to be a pioneering institute having high productivity of quality scientific and technological human resource and brainware. We wish to benefit Industry in India from the quality of our graduate out turn and cost effective technology incubation and innovative product development. The DTU has focused its academic and research strategy on creating the Pancharm of Academia, Industries, R&D organization, Government and Society, thus enhancing its reach as well as its share of contribution to national economy and playing its role as a partner in progress of the society.

About East Delhi Campus

The newly established East Delhi campus of DTU is functional from 2017-18 academic session. It is located at Vivek Vihar, Phase II, Delhi (in the premises of Shaheed Sukhdev College of Business Studies which has been shifted to a new campus in Rohini, Delhi). This campus endeavours to provide quality education, research and innovation in the emerging areas of management relevant to industry and society. From this academic session, it offers courses in Bachelor of Business Administration (B.B.A.), Bachelor of Arts B.A. (Hons.) in Economics and Master of Business Administration (M.B.A.) Courses on M.B.A. Business Analytics, M.B.A. with specialization in public policy shall be offered from Aug. 2018.

The prime focus of the East Delhi Campus shall be on:

- Introduction of New UG and PG programs in the emerging areas of management such as entrepreneurship and family business, public policy, business analytics and financial Markets etc. along with traditional management programs.
- Employability through industry relevant programs.
- Knowledge creation and innovation through research and development.
- Techno - entrepreneurship and knowledge enterprise development.



SECTION B
Key Functionaries

Name	Designation
Prof. Yogesh Singh	Vice Chancellor
Prof. S. K. Garg	Pro Vice Chancellor
Prof. Anu Singh Lather	Pro Vice Chancellor
Prof. Samsher	Registrar
Sh. R. K. Shukla	Link Officer to Registrar, OIC (S & P)
Sh. Anil Kumar	Deputy Registrar (Acad-PG and IRD), Link Officer to PIO
Dr. Ravinder Kaushik	Deputy Registrar, PIO, Recruitment & Estt, Legal
Prof. H C Taneja	Dean, Academics (PG)
Prof. Madhusudan Singh	Dean, Academics (UG)
Prof. Samsher	Dean, Student welfare
Prof. Ashutosh Trivedi	Dean, Industrial Research Development
Prof. S K Singh	Dean, Alumni Affairs
Prof. Vishal Verma	Dean, International Affairs
Prof. Pragati Kumar	Dean, Continuing Education
Prof. Pragati Kumar	Dean, Continuing Education
Dr. Rajni Jindal	HOD, Computer Science & Engineering
Dr. Kapil Sharma	HOD, Information Technology
Dr. S Indu	HOD, Electronics and Communication Engineering
Prof. R. S. Mishra	HOD, Mechanical & Production Engineering
Dr. Rajan Yadav	HOD, Delhi School of management
Prof. Madhusudan	HOD, Electrical Engineering
Prof. Nirendra Dev	HOD, Civil Engineering
Prof. A. K. Gupta	HOD, Environmental Engineering
Prof. D Kumar	HOD, Bio Technology
Prof. Suresh C. Sharma	HOD, Applied Physics
Dr. Sangita Kansal	HOD, Applied Mathematics
Dr. Seema Singh	HOD, Humanities
Dr. Archana Rani	HOD, Applied Chemistry and Polymer Technology
Dr. R. S. Walia	Training & Placement
Mr. Vinod Kumar	Associate Head, Computer Science & Eng.

Name	Designation
Dr. Ruchika Malhotra	Associate Head, Computer Science & Engineering
Dr. Suman Bhowmick	Associate Head, Electrical Engineering
Dr. Rachna Garg	Associate Head, Electrical Engineering
Dr. Raj Kumar Singh	Associate Head, Mechanical & Production Engineering
Dr. Atul Agarwal	Associate Head, Mechanical & Production Engineering
Dr. Rajesh Kumar	Associate Head, Mechanical & Production Engineering
Sh. Kamal Pathak	Controller of Examinations
Prof. Vipin	Chief Vigilance Officer
Sh. Anoop Lather	Public Relations Officer
Prof. Pragati Kumar	Superintendent (Exam)
Sh. Bimal Jain	Chief Project Officer / Estate Officer
Dr. Kapil Sharma	OSD (Results)
Dr. Mukhtiyar Singh	OIC, B.Tech. (Evening)
Dr. Rajeshwari Pandey	Associate Dean (Academic - UG)
Dr. S.G. Warker	Associate Dean (SW)
Sh. Vinod Bhandari	Assistant Public Information Officer
Dr. Ruchika Malhotra	Assistant Director (International Affairs)
Dr. Roli Purwar	Assistant Director (International Affairs)
Dr. Vivek Tripathi	Assistant Registrar (International Affairs)
Dr. Nitin Puri	Security Officer, Transport Officer
Dr. Raj Kumar Singh	OIC, Workshop
Rajesh Rohilla	Officer-in-charge, Guest House
Sh. Rajesh Birok	OIC, Health Centre
Prof. A.K. Gupta	Coordinator, TEQIP - III
Dr. D.K. Vishwakarma	OIC (Secrecy), OIC (GA)
Dr. Anil Singh Parihar	Additional Incharge (Secrecy)

SECTION C
Scheme and Syllabus of
B.B.A. Program

B.B.A. Program

B.B.A. program at DTU's East Delhi Campus aims to provide adequate basic understanding about management education amongst the students and to prepare students to understand the business environment. This program aims at holistic development of the students. The three years program is structured in 6 semesters.

Criteria for Assessment

All theory courses have internal assessment of 25 marks and end semester examination of 75 marks. For the courses related to projects, internal assessment is 50 marks and external examination is 50 marks. The courses related to Lab have 40

marks as internal assessment and 60 marks for external examination. The internal assessment of the students (out of 25 marks) will be done on the basis of following suggestive components: class Tests/ individual presentation/viva-voce/ group discussion/ attendance etc.

The Project shall carry 100 marks i.e., marks equivalent to one course and it shall be pursued by every student under the supervision of one internal supervisor. The Internal Supervisor shall award marks out of 50 and the External Examiner shall award marks out of 50. The External Examiner shall be appointed by the University.

Syllabus for Bachelor of Business Administration

First Semester

Code No.	Paper	Discipline	L	T/P	Credits
BBA 101	Principles of Management	Foundation Course – Compulsory	4	-	4
BBA 102	Business Mathematics	Core Discipline	4	-	4
BBA 103	Financial Accounting	Core Discipline	4	-	4
BBA 104	Business Economics	Core Discipline	4	-	4
BBA 105	Computer Application	Skill-based	4	-	4
BBA 106	Computer Application Lab	Skill-based	-	2	2
GE xxx	Generic Elective – I	Elective Course	4	-	4
Total			24	2	26

Second Semester

Code No.	Paper	Discipline	L	T/P	Credits
BBA 111	Business Environment	Core Discipline	4	-	4
BBA 112	Business Statistics & Operations Research	Core Discipline	4	-	4
BBA 113	Business Laws	Core Discipline	4	-	4
BBA 114	E-Commerce	Core Discipline	4	-	4
BBA 115	Business Communication	Core Discipline	2	-	2
BBA 116	E-Commerce-Lab	Skill-based	-	2	2
GE xxx	Generic Elective – II	Elective Course	4	-	4
Total			22	2	24

Third Semester

Code No.	Paper	Discipline	L	T/P	Credits
BBA 201	Organization Behavior	Core Discipline	4	-	4
BBA 202	Marketing Management	Core Discipline	4	-	4
BBA 203	Business Ethics and Corporate Social Responsibility	Core Discipline	4	-	4
BBA 204	Management Accounting	Core Discipline	4	-	4
BBA 205	Environmental Science* (NUES)	Skill-based	2	-	2
GE xxx	Generic Elective – III	Elective Course	4	-	4
Total			22	-	22

*NUES: Non University Examination System

Fourth Semester

Code No.	Paper	Discipline	L	T/P	Credits
BBA 211	Human Resource Management	Core Discipline	4	-	4
BBA 212	Business Policy & Strategy	Core Discipline	4	-	4
BBA 213	Research Methodology	Core Discipline	4	-	4
BBA 214	Management Information System	Core Discipline	4	-	4
BBA 215	Research Methodology – Lab	Skill Based	-	2	2
GE xxx	Generic Elective – IV	Elective Course	4	-	4
Total			20	2	22

Note: At the end of the Fourth Semester all the students shall have to undergo Summer Training for Eight Weeks.

Fifth Semester

Code No.	Paper	Discipline	L	T/P	Credits
BBA 301	Income-tax Law and Practice	Core Discipline	4	-	4
BBA 302	Financial Management	Core Discipline	4	-	4
BBA 303	Entrepreneurship Development	Core Discipline	4	-	4
BBA 304	Summer Training Report & Viva Voice	Skill-based	-	6	6
BBA 305	Discipline Specific Elective-I	Elective Course	4	-	4
BBA 306	Discipline Specific Elective-II	Elective Course	4	-	4
Total			20	6	26

Sixth Semester

Code No.	Paper	Discipline	L	T/P	Credits
BBA 311	Project Management	Core Discipline	4	-	4
BBA 312	International Business Management	Core Discipline	4	-	4
BBA 313	Project Report and Viva-Voce	Skill-based	-	6	6
BBA 314	Discipline Specific Elective-III	Elective Course	4	-	4
BBA 315	Discipline Specific Elective-IV	Elective Course	4	-	4
Total			16	6	22

Generic Electives / Interdisciplinary Course (Choose Any FOUR)

- | | |
|---|--------------------------------------|
| 1. GE001 Tax Planning | 4. GE004 India's Diversity |
| 2. GE002 Econometrics | 5. GE005 Indian Economy |
| 3. GE003 Production & Operations Management | 6. GE006 Digital Marketing Analytics |

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

S. No.	DSE - I (Finance)	DSE - II (Marketing)	DSE - III (Human Resource)	DSE – IV (Management of Global Business)
1.	International Finance	Consumer Behaviour	HRD: Systems & Strategies	International Trade Policy & Strategy
2	Investment Banking & Financial Services	Personal Selling & Sales Force Management	Training & Development	Global Business Environment
3	Investment Analysis & Portfolio Management	Advertising & Brand Management	Management of Industrial Relations	Transnational & Cross Cultural Marketing
4	Project Appraisal	Retail Management	Performance & Compensation Management	International Distribution & Supply Chain Management
5	Business Analysis & Valuation	Distribution & Supply Chain Management	Counselling & Negotiation Skills for Managers	International Accounting & Reporting System
6	Financial Modelling & Derivatives	Marketing of Services	Cross Cultural HRM	Multinational Business Finance
7	Strategic Corporate Finance	International Marketing	Talent & Knowledge Management	International Joint Ventures, Mergers & Acquisitions

SEMESTER I

BBA 101: Principles of Management

4-0-0

Course Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

Unit I

Introduction: Concept, Nature, Process and Significance of Management; Managerial levels, skills, Functions and Roles; Management vs. Administration; Coordination as Essence of Management; Development of Management Thought: Classical, Neo-Classical, Behavioral, Systems and Contingency Approaches.

Unit II

Planning: Nature, Scope and Objectives of Planning; Types of plans; Planning Process; Business Forecasting; MBO: Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality. **Organizing:** Concept, Nature, Process and Significance; Principles of an Organization; Span of Control; Departmentation; Types of an Organization; Authority-Responsibility; Delegation and Decentralization; Formal and Informal Organization.

Unit III

Staffing: Concept, Nature and Importance of Staffing. **Motivating and Leading:** Nature and Importance of Motivation; Types of Motivation; Theories of Motivation: Maslow, Herzberg, X, Y and Z; **Leadership:** Meaning and Importance; Traits of a leader; Leadership Styles – Likert's

Systems of Management, Tannenbaum & Schmidt Model and Managerial Grid.

Unit IV

Controlling: Nature and Scope of Control; Types of Control; Control Process; Control Techniques – Traditional and Modern; Effective Control System. **Communication:** Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7Cs; **Media of Communication:** Types of Communication: Barriers of Communication.

Text Books:

- S.P. Robbins, “Fundamentals of Management: Essentials Concepts and Applications”, Pearson Education, 2014.
- D. Gilbert, J.A.F. Stoner and R.E. Freeman, “Management”, Pearson Education, 2014.
- H. Koontz, “Essentials of Management”, McGraw Hill Education, 2012.
- C. B. Gupta, “Management Concepts and Practices”, Sultan Chand and Sons, New Delhi, 2012.
- A. W. Ghillyer, “Management-A Real World Approach”, McGraw Hill Education, 2010.
- K. Mukherjee, “Principles of Management”, McGraw Hill Education, 2012.

BBA 102: Business Mathematics

4-0-0

Course Objective: This course aims at equipping student with a broad base knowledge of mathematics with emphasis on business applications.

Unit I

Principle of Counting: Concept of Factorial, Principle of Counting, Mathematical Induction: Principle, Arithmetic Progression & Geometric Progression, Concepts of function.

Unit II

Matrix Algebra: The Inverse of a Matrix. Properties of the Inverse Solution to a System of Equations by: (i) The Ad-joint Matrix Methods, (ii) The Gaussian Elimination method, Rank of a Matrix, Rank of a System of Equations. The Echelon Matrix; Vectors: Types Optimization Vector- Additions, Subtractions & Multiplication, Scalar Product, Vector Product; Linear Dependence of Vectors, Application of Matrices to Business Problems Input Output Analysis, Preparation of Depreciation Lapse Schedule.

Unit III

Differential Calculus: Optimization Using Calculus, Point of Inflexion Absolute and Local-Maxima and Minima, Optimization in case of Multi Variate Function. Lagrangian multipliers, Derivative as a Rate Measure, Applications in Business.

Unit IV

Integral Calculus: Business application, Consumer's or Producer's surplus, Learning Curve.

Text Books:

- K. Trivedi, "Business Mathematics", Pearson Education, 2012.
- R. S. Bhardwaj, "Mathematics and Statistics for Business", Excel Books, 2013.
- S. Khan, "A Text Book of Business Mathematics", Anmol Publications, 2012.
- M. Raghavachari, "Mathematics for Management", McGraw Hill Education, 2011.
- M.D. Tuttle, "Practical Business Math: An Applications Approach", Prentice Hall, 2012.

- P. Hazarika, "A textbook of Business Mathematics", S. Chand Publication, 2010.

BBA 103: Financial Accounting

4-0-0

Course Objective: The objective of this subject is to give understanding of the basic accounting principles and techniques of preparing the accounts for users of accounting information.

Unit I

Meaning and Scope of Accounting: Objectives and nature of Accounting, Definition and Functions of Accounting, Book Keeping and Accounting, Interrelationship of Accounting with other Disciplines, Branches of Accounting, Limitation of Accounting, Accounting Principles and Standards: Accounting Principles, Accounting Concepts and Conventions, Meaning and relevance of GAAP, Introduction to Accounting Standards Issued by ICAI.

Unit II

Journalizing Transactions: Journal Entries, compound Journal entries, Opening Entry. Ledger Posting and Trial Balance: Preparation of Ledger, Posting, Cash book, Sales and Purchase book and Trial Balance. Company Final Accounts: Preparation of Final Accounts with adjustments, Trading Account, Profit & Loss Account, Balance Sheet.

Unit III

Depreciation Provisions and Reserves: Concept of Depreciation, Causes of Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, AS-6 (Revised) Provisions and Reserves, Change of method of Depreciation (by both current and retrospective effect). Contemporary Issues & Challenges in Accounting: Human Resource

Accounting, Green Accounting, Inflation Accounting, Price level Accounting, Social Responsibility Accounting

Unit IV

Shares and Share Capital: Introduction to Joint Stock Company, Shares, Share Capital, Accounting Entries, Under Subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Right Shares. Issue and Listing of Securities: Stock Exchange of India, Control of SEBI, Regulating business in stock exchange (Elementary Knowledge only).

Text Books:

- P. C. Tulsian, “Financial Accountancy”, Pearson Education, 2012.
- S. N. Maheshwari and S. K. Maheshwari, “An Introduction to Accountancy”, Vikas Publishing House, 2012.
- Asish K. Bhattacharyya, “Essentials of Financial Accounting”, Prentice Hall of India, 2010.
- V. Rajasekran, “Financial Accounting”, Pearson Education, 2012.
- S. K. Bhattacharya and J. Dearden, “Accounting for Manager – Text and Cases”, Vikas Publishing House, 2010.

BBA 104: Business Economics

4-0-0

Course Objective: The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

Unit I

Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business

Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Time Value of Money, Marginalism, Incrementalism, Market Forces and Equilibrium, Risk, Return and Profits.

Unit II

Consumer Behavior and Demand Analysis: Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Theory of Demand, Law of Demand, Movement along vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods.

Unit III

Theory of Production: Meaning and Concept of Production, Factors of Production and Production function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISO QUANTS.

Unit IV

Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale, Explicit Cost and Implicit Cost, Private and Social Cost. Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.

Text Books:

1. P. Samuelson and W. Nordhaus, “Economics”, McGraw Hill Education, 2010.
2. D. N. Dwivedi, “Managerial Economics”, Vikas Publishing House, 2010.

3. D. Salvatore, "Managerial Economics in a Global Economy", Oxford University Press, 2014.
4. D. Kreps, "Microeconomics for Managers", Viva Books Pvt. Ltd, 2010.
5. NG Mankiw, "Principles of Economics", Cengage Learning, 2011.
6. C.H. Peterson, W.C. Lewis and S.K. Jain, "Managerial Economics", Pearson Education, 2012.

BBA 105: Computer Application

4-0-0

Course Objective: This is a basic paper for students to familiarize them with computer and it's applications in the relevant fields and exposes them to other related papers of IT.

Unit I

Basics of Computer: Characteristics of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware), Function of Different Units of Computer, Classification of Computers. Computer Memory: Primary Memory, Secondary memory. Advanced Excel: Introduction, features, applications and advanced functions of Excel. All Directory Manipulations, Operating system commands. Introduction to DBMS, Structure of a DBMS and Advantages of DBMS. Protection & Security: Indian IT Act, Goals of Protection and Security, Concept of Encryption & Decryption, Virus, Worm, Antivirus, Firewall.

Unit II

Computer Software: Types of Software, Introduction to Operating System; Function of OS, Types of Operating Systems, Booting Procedure, Start-up Sequence, Details of Basic System Configuration, Important Terms like Directory, File, Volume, Label, Drive Name, etc; Introduction to GUI using Windows Operating

System, Compiler, Interpreter and assembler, Types of languages; word processor and software.

Unit III

Operating System Concept: Introduction to MS-Word, MS-Excel / Spread Sheets. Advanced Excel: Introduction, features, applications and advanced functions of Excel. All Directory Manipulations, Operating system commands. Introduction to DBMS, Structure of a DBMS and Advantages of DBMS. Protection & Security: Indian IT Act, Goals of Protection and Security, Concept of Encryption & Decryption, Virus, Worm, Antivirus, Firewall. Information Technology and Society: Application of information Technology in Railways, Airlines, Banking, Online Banking System, Insurance, Inventory Control, Financial systems, Hotel management, Education, entertainment and health, security issues in information technology.

Unit IV

Computer Networks and IT applications: Data communication concepts, types of communication media, Concepts of Computer Networks, Network topologies, Networking devices, OSI model. Concepts of Web Technology: Internet, Intranet and Extranets; Applications of internet, Basics services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain Names, Web Browsers, Internet Protocols, Search Engines, e-mail.

Text Books:

- A. Leon and M. Leon, "Introduction to Information Technology", Vikas Publishing House, 2012.
- P.K. Sinha and P. Sinha, "Foundations of Computing", BPB Publisher, 2012.
- E. Monk, J. Brady and E. Mendelsohn, "Problem Solving Cases in Microsoft and Excel", Thomson Learning, 2012.

BBA 106: Computer Application Lab	0-0-2
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Course Objective: This is computer application Lab for getting accustomed with MS office and computerized accounting software.

Unit I

Introduction to MS-Word: Introduction to Word Processing, it's Features, Formatting Documents, Paragraph Formatting, Indents, Page Formatting, Header and Footer, Bullets and Numbering, Tabs, Tables, Formatting the Tables, Finding and Replacing Text, Mail Merging etc.

Unit II

Introduction to MS-Excel: Introduction to Electronic Spreadsheets, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data, Creating Tables, Graphs and charts, Creating Database, Sorting Data, Filtering etc.

Unit III

Introduction to MS PowerPoint : PowerPoint, Features of MS PowerPoint Clipping, Slide Animation, Slide Shows, Formatting etc.

Unit IV

Computerized Accounting Software : The students must be familiar with preparation of computerized accounts (By using Tally Software or any other popular accounting software): including creation of company, vouchers and recording transactions, preparing reports – cash book and bank book, ledger accounts, trial balance, profit and loss account (income statement) and balance sheets.

Text Books:

- E. Monk, J. Brady and E. Mendelsohn, "Problem Solving Cases in Microsoft and Excel", Thomson Learning, 2012.
- P. Weverka, "MS Office 2013 All-in-One for Dummies", Wiley, 2013.

SEMESTER II

BBA 111: Business Environment

4-0-0

Course Objective: The course aims to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions and how the Indian Economy is influencing the business environment in Indian context.

Unit I

An Overview of Business Environment: Type of Environment-Internal, External, Micro and Macro Environment, Competitive Structure of Industries, Environmental Analysis and Strategic Management, Managing Diversity, Scope of Business, Characteristics of Business, Process and Limitations of Environmental Analysis. Structure of Indian Economy: Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy, Trends in National Income in India.

Unit II

Planning and Economic Development and Problems in Indian Economy: Objective of Economic Planning in India, NITI Aayog, Current Five Year Plan. Industrial Policy-1991, Disinvestments of Public Enterprises; Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power, Balanced Regional Development, Low Capital Formation and Industrial Sickness.

Unit III

Concepts of Macro Economics and National Income Determination: Definitions, Importance, Limitations of Macro-Economics, Macro-Economic Variables. National Income: Concepts, Definition, Methods of Measurement, National Income in India, Problems in Measurement of National Income & Precautions in Estimation of National Income. Macro Economic Framework: Theory of Full Employment and Income: Classical, Modern (Keynesian) Approach, Consumption Function, Relationship between saving and Consumption, Investment function.

Unit IV

Economic Environment: Nature of Economic Environment, Economic, Nature and Structure of the Economy, Monetary and Fiscal Policies, FEMA, FDI, WTO, GATT. Socio-Cultural Environment: Nature and Impact of Culture on Business, Culture and Globalization, Social Responsibilities of Business.

Text Books:

- R. Datt, and K.P.M. Sundhram, "Indian Economy", Sultan Chand & Sons, 2013.
- F. Cherunilam, "Business Environment - Text and Cases", Himalya Publishing House, 2014.
- I. C. Dhingra, "Indian Economy", Sultan Chand & Sons, 2014.
- K. Aswathappa, "Essentials of Business Environment", Himalaya Publishing House, 2012.

BBA 112: Business Statistics & Operations Research	4-0-0
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Course Objective: The objective of this paper is to develop student's familiarity with the basic concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

Unit I

Statistics: Definition, Importance & Limitation, Collection of data and formation of frequency distribution, Graphic presentation of Frequency distribution – Graphics, Bars, Histogram, Diagrammatic.

Unit II

Measures of Central Tendency – Mean Median and Mode, Partition values – quartiles, deciles and percentiles; Measures of variation – Range, IQR, quartile, deciles and percentiles, quartile deviation and standard deviation and Lorenz Curve.

Unit III

Correlation Analysis: Correlation Coefficient; Assumptions of Correlation Analysis; Coefficients of Determination and Correlation; Measurement of Correlation- Karl Pearson's Methods; Spearman's Rank correlation; Concurrent Deviation the Correlation Coefficient; Pitfalls and Limitations Associated with Regression and Correlation Analysis.

Unit IV

Linear Programming: Concept and Assumptions Usage in Business Decision Making, Linear Programming Problem: Formulation, Methods of Solving: Graphical and Simplex, problems with mixed constraints: Duality; Concept, Significance. Transportation and Assignment problems: General Structure of Transportation Problem, Different Types Methods for Finding Initial Solution by North-West Corner Rule, Least Cost Method and Vogel Approximation Method and Testing

for Optimality. Assignment Problem: Different Methods Operations, Scheduling: Scheduling Problems, Shop Floor Control, Gantt Charts, Principles of Work Center Scheduling, Principles of Job Shop Scheduling, Personnel Scheduling.

Text Books:

7. N. D. Vohra, "Quantitative Techniques in Management", McGraw Hill Education, 2011.
8. S. P. Gupta and P. K. Gupta, "Quantative Techniques and Operation Research", Sultan Chand, 2013.
9. S. Rajagopalan and R. Sattanathan, "Business Statistics & Operations Research", McGraw Hill Education, 2011.
10. J. K. Sharma, "Operations Research: Problems & Solutions", Macmillan India Ltd., 2010.
11. B. Render, R. M. Stair and M. E. Hanna, "Quantitative Analysis for Management", Pearson Education, 2012.

BBA 113: Business Laws	4-0-0
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Course Objective: The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Unit I

Introduction to Indian legal system, The Indian Contract Act, 1872: General Principle of Law of Contract: Contract – meaning, characteristics and kinds, Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects, Contract of Indemnity and Guarantee, Contract of Bailment & Pledge.

Unit II

The Sale of Goods Act, 1930: Contract of sale, meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of ownership in goods including sale

by non-owners, Performance of contract of sale, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

Unit III

The Companies Act 1956: Essential characteristics of a Company, Types of Companies, Memorandum and Articles of Association, Prospectus, Shares – Kinds, Allotment and Transfer, Debentures, Essential conditions for a valid Meeting, Kinds of Meetings and Resolutions; Directors and Remuneration, Directors, Managing Directors-their Appointment, Qualifications, Powers and Limits on their Remuneration, Prevention of Oppression and Mismanagement.

Unit IV

The Negotiable Instruments Act 1881: Meaning and Characteristics of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque, Holder and Holder in due Course, Privileges of Holder in Due Course, Negotiation: Types of Endorsements, Crossing of Cheque, Bouncing of Cheques

Text Books:

- M. C. Kuchhal and V. Kuchhal, “Business Law”, Vikas Publishing House, New Delhi, 2014.
- S.N. Maheshwari and S.K. Maheshwari, “Principles of Business Law”, Himalaya Publication House-New Delhi, 2013.
- R. Kumar, “Legal Aspects of Business”, Cengage Learning, 2013.

BBA 114: E-Commerce

4-0-0

Course Objective: The course imparts understanding of the concepts and various application issues of e-commerce like Internet infrastructure, security over internet, payment systems and various online strategies for e-commerce.

Unit I

Introduction to E-Commerce: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India., Web Based Tools for Electronic Commerce, e-Marketing, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

Unit II

Security Issues in e-business: Basic E-Commerce Security issues, Electronic Commerce Threats, E-Commerce Security Strategy, Encryption, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

Unit III

Electronic Payment System: Concept of e-Money, Internet Banking, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit IV

E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce, Basics of Internet Enabled SCM-e Supply Chain, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

Text Books:

- E. Turban, D. King, D. Viehland, J. Lee, “Electronic Commerce – A Managerial Perspective”, Pearson Education, 2012.
- B. Bhaskar, “Electronic Commerce-Framework, Technologies and Applications”, Tata McGraw Hill, 2013.

- M. Elias, “Electronic Commerce-From Vision to Fulfillment”, PHI Learning, 2010.
- D. Chaffey, “E-Business and E-Commerce Management- Strategy, Implementation and Practice”, Pearson Education, 2013.
- P. T. Joseph, “E-Commerce – An Indian Perspective”, PHI, 2012.
- S. Gary, “Electronic Commerce”, Cengage Learning, 2014.

BBA 115: Business Communication

2-0-0

Course Objective: To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Unit I

Fundamental of Communication English and Career Management: Meaning and significance of communication, How To Improve Command Over Spoken and Written English, Self Appraisal, Selection of Job to match your potential, Challenges of 21st Century managing carrier, Art of Effective Listening.

Unit II

Communicating in a Multicultural World: Idea of a global world, Impact of globalization on organizational and multicultural communication, understanding culture for global communication; Etic and Emic approaches to culture, The Cross Cultural Dimensions of Business Communication, Technology and Communication, Ethical & Legal Issues in Business Communication, overcoming cross cultural communication.

Unit III

Business letter writing and Presentation Tools: Business letters- Need, Functions and Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters and Complaints; Employment related letters Interview Letters, Promotion.

Letters, Resignation Letters.

Unit IV

Departmental Communication: Meaning, Need and Types, News Letters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Minutes of the meeting. Project and Report writing, How to Make a Presentation, the Various Presentation Tools, along with Guidelines of Effective Presentation.

Text Books:

- K. Rentz, M. Flatley and R. Lesikar, “Business Communication: Making Connections in a Digital World”, Tata McGraw Hill Publishing Company Ltd. New Delhi, 2014.
- C. L. Boove, J. V. Thill and M. Chaturvedi, “Business Communication Today”, Pearson, 2014.
- A.C. Krizan, P. Merrier, J.P. Logan, K. C. Williams, “Business Communication”, Cengage Learning, 2014.
- O. Scot, “Contemporary Business Communication”, Biztantra, New Delhi, 2012.
- L. Chaney and J. Martin, “Intercultural Business Communication”, Pearson Education, 2012.

BBA 116: E-Commerce Lab 0-0-2

Course Objective: The objective of the course is to apply the techniques and tools studied in E-Commerce course.

The course will include practical sessions regarding the various types of web commerce and a know-how and familiarity with these.

Text Books:

- E. Turban, D. King, D. Viehland, J. Lee, “Electronic Commerce – A Managerial Perspective”, Pearson Education, 2012.
- B. Bhaskar, “Electronic Commerce-Framework, Technologies and Applications”, Tata McGraw Hill, 2013.

SEMESTER III

BBA 201: Organizational Behaviour **4-0-0**

Course Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario. The course must be taught using case study method.

Unit I

Introduction: Concept and nature of Organizational behaviour; Contributing disciplines to the field of O.B.; O.B. Models; Need to understand human behaviour; Challenges and Opportunities.

Unit II

Individual & Interpersonal Behaviour: Biographical Characteristics; Ability; Values; Attitudes- Formation, Theories, Organisation Related Attitude, Relationship between Attitude and Behavior; Personality – Determinants and Traits; Emotions; Learning-Theories and Reinforcement Schedules, Perception – Process and Errors. Interpersonal Behaviour: Johari Window; Transactional Analysis – Ego States, Types of Transactions, Life Positions, Applications of T.A.

Unit III

Group Behaviour & Team Development: Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision

Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of Teams; Building and Managing Effective Teams.

Unit IV

Organization Culture and Conflict Management: Organizational Culture- Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, Types, Process and Resolution of Conflict; Managing Change; Resistance to Change, Planned Change. Managing Across Cultures; Empowerment and Participation, Emerging Concepts and Issues in Organizational Culture.

Text Books:

- S. P. Robbins and S. Sanghi, “Organizational Behaviour”, Pearson Education, 2013.
- F. Luthans, “Organizational Behavior”, McGraw Hill Education, 2012.
- S. Mirza, “Organizational Behavior”, McGraw Hill Education, 2012.
- A. Kinicki and R. Kreitner, “Organizational Behaviour”, McGraw Hill Education, 2012.

BBA 202: Marketing Management **4-0-0**

Course Objective: The objective of this paper is to identify the foundation terms and concepts that are commonly used in marketing. It also identifies the essential elements for effective marketing practice. This course will introduce the relationship between marketing and other management functions to students.

Unit I

Introduction to Marketing: Nature, Scope and Importance of Marketing, Basic concepts, Marketing Environment, Consumer Behavior, Market Segmentation, Targeting and Positioning.

Unit II

Product: Product Levels, Product Mix, Product Strategy, Product Development, Product Lifecycle and Product Mix. Pricing Decisions: Designing Pricing Strategies and Programmes, Pricing Techniques.

Unit III

Place: Meaning & importance, Types of Channels, Channels Strategies, Designing and Managing Marketing Channel, Retailing, Physical Distribution, Marketing Logistics and Supply Chain Management.

Unit IV

Promotion: Promotion Mix, Push vs. Pull Strategy; Promotional Objectives, Advertising-Meaning and Importance, Types, Media Decisions, Promotion Mix, Personal Selling-Nature, Importance and Process, Sales Promotion – Purpose and Types; Publicity and Public Relations- Definition, Importance and Methods. Emerging Issues in Marketing: Integrated Marketing, Online Marketing, Online Payments, Rural Marketing, Social Marketing, Green Marketing (Introductory aspects only).

Text Books:

- P. Kotler, P.Y. Agnihotri and E.U. Haque, “Principles of Marketing- A South Asian Perspective”, Pearson Education, 2012.
- T. Ramaswamy and S. Namkumar, “Marketing Management Global Perspective: Indian Context”, McMillan, Delhi, 2013.
- R. Saxena, “Marketing Management”, McGraw Hill Education, 2012.
- C.W. Lamb, J.F. Hair, C. McDaniel, D. Sharma, “MKTG: a South Asian Perspective with Coursemate”, Cengage Learning, 2016.

- R. Winer, “Marketing Management”, Pearson Education, 2012.

BBA 203: Business Ethics and Corporate Social Responsibility 4-0-0

Course Objective: The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavors to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

Unit-I

Introduction: Concept of Values, Types and Formation of Values, Values and Behaviour, Values of Indian Managers, Ethical Decision Making. Ethics: Management Process and Ethics, Ethical Decision Making, Ethical Issues, Ethos of Vadanta in Management, Relevance of Ethics and Values in Business

Unit-II

Knowledge and Wisdom: Meaning of Knowledge and Wisdom, Difference between Knowledge and Wisdom, Knowledge Worker versus Wisdom Worker, Concept of Knowledge Management and Wisdom management, Wisdom Based Management. Stress Management: Meaning, Sources and Consequences of Stress, Stress Management and Detached Involvement. Concept of Dharma & Karma Yoga: Concept of Karama and Kinds of Karam Yoga, Nishkam Karma, and Sakam Karma; Total Quality Management, Quality of life and Quality of Work Life.

Unit-III

Understanding Progress, and Success - Results & Managing Transformation: Progress and Results Definition, Functions of Progress, Transformation, Need for Transformation, Process & Challenges of Transformation. Understanding Success:

Definitions of Success, Principles for Competitive Success, Prerequisites to Create Blue Print for Success. Successful Stories of Business Gurus.

Unit-IV

Corporate Social Responsibility & Corporate Governance: Corporate Responsibility of Business: Employees, Consumers and Community, Corporate Governance, Code of Corporate Governance, Consumer Protection Act, Unethical issues in Business

Text Books:

- A. C. Fernando, “Business Ethics”, Pearson education, 2010.
- L. Hartman, Laura and A. Chatterjee, “Perspectives in Business Ethics”, McGraw Hill Education, 2010.
- M. Govindarajan, S. Natarajan and V. S. Senthilkumar, “Professional Ethics and Human Values”, PHI, 2013.
- A. B. Rao, “Business Ethics and Professional Values”, Excel Book, 2012.
- G. V. Manuel, “Business Ethics Concepts”, Prentice Hall of India, 2012.

BBA 204: Management Accounting 4-0-0

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

Unit I

Introduction: Meaning and Scope of Cost Accounting: Meaning, objectives, advantages and scope of cost accounting. Difference between financial, cost and management accounting. Different Types of Cost: Direct and Indirect. Emerging Terms viz. Life Cycle Costing, Activity Based Costing, Back Flush Costing. Role of Cost Accounting in an organization.

Unit II

Methods of Costing: Process Costing: Meaning and computation of normal profits, abnormal effectives and abnormal loss, Contract Costing: Meaning and preparation of contact account. Inventory Valuation: Meaning, Techniques of Inventory Valuation-FIFO, LIFO and Weighted Average Method. Inventory system –periodic & perpetual inventory system.

Unit III

Management Accounting: Nature and Scope, Financial Accounting, Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant. Budgets and Budgetary Control: Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Preparation of Different Budgets, Cash Budget, Fixed and Flexible Budgeting, Performance Budgeting and Zero Base Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centres.

Unit IV

Standard Costing and Variance Analysis: Meaning of Standard Cost, Relevance of Standard Cost for Variance Analysis, Significance of Variance Analysis, Computation of Material Variance only. Marginal Costing- Cost-volume profit analysis: Break even Analysis, contribution/sales ratio, key factor, margin of safety and angle of incidence.

Text Books:

- S. N. Maheshwari and S. N. Mittal, “Cost Accounting: Theory and Problems”, Shri Mahavir Book Depot, 2015.
- S. N. Maheshwari, “Principles of Management Accounting”, Sultan Chand & Sons, 2014.
- M. N. Arora, “Cost Accounting”, Vikas Publishing House, 2012.
- J. Lal and S. Srivastava, “Cost Accounting”, McGraw Hill Education, 2013.

- D. Bhattacharya, “Management Accounting”, Pearson Education, 2010.
- I. M. Pandey, “Management Accounting”, Vikas Publishing House, Delhi, 2014.

BBA 205: Environmental Science

2-0-0

Course Objective: The basic objective of this paper is to understand the basic fundamental to environmental science, complexity of ecosystems, major environmental problems including their causes and consequences. This course endeavors to provide a background to current and controversial environmental issues and possible solutions to environmental problems.

Unit I

Ecosystems and how they work: Types of Eco-Systems, Geosphere – Biosphere and Hydrosphere introduction. Major issues of Biodiversity, Conservation of Bio-Diversity. Concept of sustainability and international efforts for environmental protection: Concept of Sustainable Development, Emergence of Environmental Issues. International Protocols, WTO, Kyoto Protocol, International Agreement on Environmental Management.

Unit II

Water Pollution: Water Resources of India, Hydrological Cycle, Methods of Water Conservation and Management, Rain Water Harvesting and their legal aspects, River Action Plan, Ground and Surface Water Pollution; Waste Water Management. Air Pollution: Air Pollution and Air Pollutants, Sources of Air Pollution and

its Effect on Human Health and Vegetations. Green House Effect, Global Warming and Climate Change.

Unit III

Solid Waste: Management – and Various Method Used, Composting, Land Fill Sites etc. Hazardous Waste Management, Biomedical Waste Management. Environmental Impact Assessment and Environmental Management System - Introduction and its Impact.

Unit IV

Introduction to Indian Environmental laws: Legal framework: , the Indian Penal Code, Role of Judiciary in Environmental Protection, Water (Prevention and Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981,

Text Books:

- G. T. Miller, “Environmental Science: Working with the Earth”, Cengage Learning India Pvt. Ltd, 2011.
- S. P. Mishra and S. N. Panday, “Essential Environment Studies”, Ane Books Pvt. Ltd. 2014.
- R. J. Chhatwal, “Environmental Science”, UDH Publishers & Distributers Ltd., 2012.
- M. K. Roy, “Sustainable Development”, Ane Books Pvt. Ltd, 2014.
- D. K. Asthana, “Textbook on Environmental Studies”, 2014.
- N. Arumugam and V. Kumaresan, “Environmental Science & Engineering”, Saras Publication, 2014.

SEMESTER IV

BBA 211: Human Resource Management	4-0-0
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Course Objective: The objective of this course is to make students familiar with basic concepts of human resource management and people related issues.

Unit I

Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM. Emerging Challenges of Human Resource Management; workforce diversity, empowerment, Downsizing; VRS; role of HRM in strategic management; Human Capital; Human Resource Information System;

Unit II

Acquisition of Human Resource: Human Resource Planning- Quantitative and Qualitative dimensions; Recruitment – Concept and sources; (E-recruitment, recruitment process outsourcing etc.); Selection – Concept and process; test and interview; placement induction. Job analysis – job description and job specification; job design: behavioral concerns, ergonomic considerations and flexible work schedules; introduction to employee empowerment, managing protean careers, moonlighting phenomenon etc.

Unit III

Training and Development: Concept and Importance; Identifying Training and Development Needs; Designing

Training Programmes; Role Specific and Competency Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development. Performance appraisal: nature and objectives; Modern Techniques of performance appraisal; potential appraisal and employee counseling; job changes – transfers, promotions and separation. Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation, 360 Degree Appraisal Technique.

Unit IV

Maintenance: employee health and safety; employee welfare; social security; Employer Employee relations- an overview. Grievance handling and redressal Industrial Disputes causes and settlement machinery. Strategic HRM: HRD audit, ethics and CSR; managing globalization; technology and HRM; work-life balance and green HRM practices; knowledge management.

Text Books:

- G. Dessler. “A Framework for Human Resource Management”, Pearson, 2013.
- D. A. Decenzo, S. P. Robbins, S. L. Verhulst, “Human Resource Management”, Wiley India Private Limited, 2015.
- Bohlander and Snell, “Principles of Human Resource Management”, Cengage Learning, 2013.

BBA 212: Business Policy & Strategy

4-0-0

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

Unit I

Introduction: Nature, Scope and Importance of Business Policy; Evolution; Forecasting, Long-Range Planning, Strategic Planning and Strategic Management. Strategic Management Process: Formulation Phase – Vision, Mission, Environmental Scanning, Objectives and Strategy; Implementation phase – Strategic Activities, Evaluation and Control.

Unit II

Environmental Analysis: Need, Characteristics and Categorization of Environmental Factors; Approaches to the Environmental Scanning Process – Structural Analysis of Competitive Environment; ETOP a Diagnosis Tool.

Unit III

Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of Analysis and Diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis.

Unit IV

Formulation of Strategy: Approaches to Strategy formation; Major Strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model; Major Issues involved in the Implementation of

strategy: Organization Structure; Leadership and Resource Allocation.

Text Books:

- A. Kazmi, “Strategic Management and Business Policy”, McGraw Hill Education, 2014.
- P. K. Ghosh, “Strategic Planning and Management”, Sultan Chand & Sons, New Delhi, 2012.
- C. W. L. Hill and G. R. Jones, “An Integrated Approach to Strategic Management”, Cengage Learning, 2011.

BBA 213: Research Methodology

4-0-0

Course Objective: The objective of this paper is to understand the various aspects of research, identify the various tools available to a researcher. Research Methodology can help the business manager in decision making.

Unit I

Introduction: Meaning of research; Scope of Business Research; Purpose of Research – Exploration, Description, Explanation; Unit of Analysis – Individual, Organization, Groups, and Data Series; Conception, Construct, Attributes, Variables, and Hypotheses.

Unit II

Research Process: An Overview; Problem Identification and Definition; Selection of Basic Research Methods- Field Study, Laboratory Study, Survey Method, Observational Method, Existing Data Based Research, Longitudinal Studies, Panel Studies, Questionnaire Design.

Unit III

Measurement: Definition; Designing and writing items; Uni-dimensional and Multidimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurstone, Likert and Semantic Differential scaling, Paired Comparison. Sampling –Steps,

Types, Sample Size Decision; Secondary data sources. Hypothesis Testing: Tests concerning means and proportions; ANOVA, Chi-square test and other Non-parametric tests.

Unit IV

Report Preparation: Meaning, types and layout of research report; Steps in report writing; Citations, Bibliography and Annexure in report; JEL Classification. Computerized Data Analysis: An overview, features, and role of Computerized Data Analysis (Advanced Excel / SPSS or any other popular software) (Introductory aspects only).

Text Books:

- G. C. Beri, “Marketing Research”, McGraw Hill Education, 2013.
- D.R. Cooper and S. P. Schindler, Business Research Methods, Tata McGraw Hill, 2014.
- R. Nargundkar, “Marketing Research: Text and Cases”, McGraw Hill Education, 2011.
- R. Kumar, “Research Methodology: A step by step guide for Beginners”, Pearson. Educaion, 2014.
- I. Levin & D.S. Rubin, “Statistics for Management”, Pearson Education, 2013.
- N. Malhotra, “Marketing Research”, Pearson Education, 2010.

BBA 214: Management Information Systems	4-0-0
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Course Objective: The objective of the course is to acquaint the students about the concept of information system in business organizations, and also the management control systems.

Unit I

Introduction: Definition, Purpose, Objectives, and Role of MIS in Business Organization, pre-requisites for effective MIS, MIS Applications in Business. Information in Decision Making: Meaning and importance, Sources and Types of Information, information requirements with particular reference to Management Levels, Relevance of Information in Decision Making, Strategic Business objectives of information system.

Unit II

Cost Benefit Analysis: Quantitative and Qualitative Aspects, Assessing Information needs of the Organization. System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc., System Approaches - System Development Life Cycle (SDLC), Prototyping, End User Development, Waterfall and Spiral method, System Analysis, Design and Implementation.

Unit III

Types of Information Systems: Transaction Processing System, Expert System, Decision Support System, Executive Information system and Knowledge Management System. Information Technology: Recent Developments in the Field of Information Technology, Impact of IT on Organisation, Multimedia Approach to Information Processing, Centralised and Distributed Processing.

Unit IV

Emerging Concepts and Issues in Information Systems: ERP - An overview, Characteristics, and Role of ERP in Business Organization, Customer Relationship Management, Business Intelligence, Introduction to Database, Data Warehousing, Data Mining and its Applications, MIS and Information Security Challenges (Introductory aspects only).

Text Books:

- Laudon, Management Information Systems, Pearson Education, 2014.
- W. S. Javadekar, “Management Information Systems”, Tata McGraw Hill Publication, 2014.
- J. O’Brien and G.M. Marakas, “Management Information System”, Tata McGraw Hill, 2014.
- G. B. Davis and M.H. Olson, “Management Information System”, Tata McGraw Hill Publication, 2012.
- D. P. Goyal, “Management Information Systems”, Macmillan Publication, 2014.
- M. Azam, “Management Information System”, Tata McGraw Hill, 2012.

BBA 215: Research Methodology Lab 0-0-2
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Course Objective: The objective of the course is to apply the techniques and tools studied in Research methodology course.

The course will include practical sessions regarding data analysis using SPSS. It will include use of statistical tests, the SPSS data editor and viewer, correlation analysis and boxplots.

Text Books:

- A. Field, “Discovering Statistics using IBM SPSS Statistics”, Sage Publications, 2013.
- R. Malhotra, “Empirical Research in Software Engineering: Concepts, Analysis & Applications”, CRC press, 2016.

GENERIC ELECTIVES

Choose any four among given generic electives.

GE 001: Tax Planning	4-0-0
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Course Objective: The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Unit I

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

Unit II

Computation of Income under the head Salary, Computation of Income under the Head: House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.

Unit III

Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).

Unit IV

Meaning of Tax Planning and Management; Nature, scope and justification of corporate

tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory)

Text Books:

- V. K. Singhania, “Student Guide to Income Tax”, Taxmann Publications Pvt. Ltd., 2013.
- G. Ahuja and R. Gupta, “Simplified Approach to Corporate Tax”, Flair Publications Pvt. Ltd., 2016.

GE 002: Econometrics	4-0-0
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Course Objective: This course will enable the students to analyze quantitatively the economic information for its real-life application.

Unit I

Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data : Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF): With classical assumption least square estimation, BLUE, properties of estimator. Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients,

variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Unit II

Multiple Regression Model: The three variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.

Unit III

Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable

Unit IV

Other Functional Forms: Regressions in deviation form and through the origin. The log-log, log-lin, lin-log, reciprocal, log-reciprocal models with application. Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

Text Books:

- C. Dougherty, "Introductory Econometrics", 4th ed., Oxford University Press, 2011.
- D. Gujarati, D. Porter and S. Gunasekar, "Basic Econometrics", 5th ed., McGraw Hill, 2011.
- R. Ramanathan, "Introductory Econometrics with Applications", 5th ed., Thomson, South Western, 2002.

GE 003: Production and Operations Management 4-0-0

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

Unit I

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organization. Operation Strategies: Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits

of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

Text Book:

- B. Mahadevan, “Operations Management Theory & Practice”, Pearson Education, 2009.
- E. S. Buffa and R. K. Sarin, “Modern Production Operations Management”, 8th edition, John Wiley, 2007.

GE 004: India’s Diversity	4-0-0
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Course Objective: The objective of the paper is to understand the bases of India’s diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit I

Recognizing, Accommodating and valuing diversity - Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; - Regional bases of India’s diversity: regional approach to understanding diversity in terms of India’s topography, drainage, soil, climate, natural vegetation, rural and urban settlements - Social diversity in India: Peopling , demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

Unit II

People, Livelihood and Occupational Diversity - Traditional livelihoods and their nature - agriculture, crafts, industry and services; - Region, occupation and employment

Unit III

Linkages between Diversity and India’s Socio-economic challenges - Regional variations in terms of geographic and socio-economic factors- trends and emerging options; - Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development.

Unit IV

Diversity and Business: Indian Consumers and marketing; Rural and Urban context, Diversity, manufacturing, industry and services; - Diversity and Innovation; - Workforce diversity and management

Text Books:

- A.R. Desai, “Rural Sociology in India”, Popular Prakashan Ltd., 2011.
- V.K. Kaul, “Innovation Revolution: Harnessing India’s Diversity”, Yojana, November 2014.

- V.K. Kaul, “India’s Diversity: From Conflict to Innovation, Social Science and Human Research”, June 2014.
- V. K. Kaul, “India’s Diversity and Globalisation: Unifying Forces and Innovation, Social Science and Research Network”, June 2014.
- F. Martin-Alcazar, P.M. Romero-Fernandez, G. SanchezGardy, “Transforming Human Resource Management Systems to Cope with Diversity”, Journal of Business Ethics, 2012, vol. 107, pp. 511-531.
- N. Grover, “Cultural Geography: Form and Process”, Concept Publishing Company, 2004.
- D. E. Sopher, “An Exploration of India-Geographical Perspectives on Society and Culture”, PHI Press, 1980.
- B. Aitken, “Seven Sacred Rivers”, Penguin India, 2000.
- M. Gadgil, R. Guha, “Ecology and Equity: The use and abuse of nature in contemporary India”, Penguin, 1995.
- V.K. Kaul, “Managing Diversity in Business Organization and Management, Pearson Education”, 2012.
- T. Kochan, K. Bezrukova, R. Ely, S. Jackson, A. Joshi, K. Jehn, J. Leonard, D. Levine and D. Thomas, “The Effects of Diversity on Business Performance: Report of the diversity Research Network”, Human Resource Management, 2003, vol. 42, no. 1, pp. 3-21.

GE 005: Indian Economy	4-0-0
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Course Objective: To help the students to understand the basics of Indian economy and to catch up with economic changes occurring at national and international levels.

Unit I

Nature of Indian Economy: The need for Economic Development, causes of under development, determinates of development, National Income of India-estimates, Interregional variations of national income, NITI Aayog (National Institution for Transforming India).

Unit II

Human Resources and Economic Development – Demographic Features of Indian population, size and growth of population and economic development. Problem of over population. Human development Index. New Economy Policy; - Privatization, Liberalization, Globalization. Unemployment problem in India; Problem of Poverty.

Unit III

Industrialization- Growth and problems of major industries-Iron and Steel, Cotton Textiles, Cement, Sugar and Petroleum. Industrial policy. Small scale industries-Problems and policy.

Regional imbalances, Parallel Economy. India’s foreign trade and balance of payment.

Unit IV

Indian Finance System: Mobilization of resources for development, Fiscal policy. Economic Planning- Importance of planning for Economic development, Salient features of India’s five years plans priorities-target achievements, failures, factors affecting successful implementations of plans.

Text Books:

- R. Datt, and K.P.M. Sundhram, “Indian Economy”, Sultan Chand & Sons, 2013.
- I.C. Dhingra, “Indian Economy”, Sultan Chand & Sons, 2014.
- R. Singh, “Indian Economy”, McGraw Hill Education, 2015.
- S.K. Mishra and V.K. Puri, “Indian economy”, Himalaya Publishing House, 2015.

- N. Banik, “The Indian Economy: A Macroeconomic Perspective”, Sage India Publisher, 2015.
- U. Kapila, “Indian Economy: Performance and policies”, Academic Foundation, 2015.

<p>GE 006: Digital Marketing Analytics 4-0-0</p>
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Course Objective: The aim of the course is to aid students in understanding digital marketing methods from the viewpoint of several parties such as analysts, consumers or entrepreneurs and to inculcate the fundamental concepts of digital marketing. The course includes knowledge of various tools of the trade such as social media listening, search analytics, audience analysis and content analysis along with concepts of return on investment.

Unit I

Introduction: Understanding the Digital Media Landscape: Digital Media Types, Paid & Owned Media, Understanding Digital Analytics Concepts: Owned & Earned Social Metrics, Demystifying Web Data, Searching for the Right Metrics, Paid & Organic Searches, Aligning Digital and Traditional Analytics, Primary Research, Traditional Media Monitoring, Traditional CRM Data, The Reporting Time Line, The Reporting Template.

Unit II

Tools of the Trade: Social Media Listening and Search Analytics: Tools: Identification, Data Capture, Spam Prevention, Integration with Other Data Sources, Cost, Mobile Capability, API Access, Consistent User Interface, Workflow Functionality, Historical Data, Understanding Social Media Engagement Software, Easy-to-Navigate User Interface, Reliability, Robust Analytics Dashboards, Mobility, CRM Hooks,

Social Governance, Monitoring Platform Integration, Social Media Listening Tools: Social Media Listening Evolution, Present Day, Understanding Sysomos, Search Analytics Tools: Basics of Search, Search Analytics Use Cases, Free Tools.

Unit III

Tools: Content Analysis: Content Analysis Tools: Content Audit and its Checklist, Real-Time Analytics, Optimizing Content Distribution & Content Consumption.

Unit IV

Search Analysis and Return on Investment: Search Analysis: Search Analytics for Digital Strategy, Content Strategy, Planning and Paid Advertising. Return on Investment: Defining ROI, Return on Engagement (ROE), Return on Influence, Return on Experience, Properly Tracking ROI, Understanding the Top-Down Revenue Measurement Approaches, Utilizing Bottom-Up Measurement Models.

Text Books

- C. Hemann and K. Burbary, Digital Marketing Analytics: Making sense of consumer data in a digital world, Que Publishing, 2013.
- R. Venkatesan and P. Farris, Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Pearson Education, 2014.
- W.L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, 2014.
- S. Sorger, Marketing Analytics: Strategic Models and Metrics, Admiral Press, 2013.
- M. Sponder and G.F. Khan, Digital Analytics for Marketing, Routledge, 2017.

SEMESTER V

BBA 301: Income Tax Law and Practice 4-0-0

Course Objective: The course aims to help students to comprehend the basic principles of the laws governing Income tax. Students are expected to have only elementary knowledge of the topics specified in the syllabus.

Unit I

Introduction to Direct Tax code, Salient Features and Basic Concepts – Previous Year, Assessment Year, Person, Gross Total Income and Agricultural Income, Residential Status and Incidence of Tax, Fully Exempted Incomes

Unit II

Sources of Income-Salary (perquisites, allowances and retirement benefits), House Property, Business or Profession, Capital Gains, Other Sources

Unit III

Deductions u/s 80C to 80U, Provisions for Clubbing of Income (simple problems), Meaning and Provisions of Set off and Carry Forward of Losses (simple problems), Concept of Presumptive Income and deductions.

Unit IV

Deduction of Tax at Sources, Payment of Advance Tax, Assessment of Individuals (computation of Total Income and Tax Liability) and Procedure for filing of returns (online filing- ITR).

Text Books:

- B. B. Lal, “Income Tax and Central Sales tax Law and Practice”, Pearson Education, 2012.
- V. K. Singhania and M. Singhania, “Students Guide to Income Tax”, Taxman Publications, 2015.
- G. Ahuja and R. Gupta, “Systematic Approach to Income Tax”, Bharat Law House, 2014.
- V. S. Datey, “Indirect Taxes-Law and Practice”, Taxmann Publications, 2015.

BBA 302: Financial Management 4-0-0

Objective: Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision-making in a business unit.

Unit I

Financial Management: Meaning, Scope, Objectives of Financial Management, Profit Vs. Wealth Maximization. Financial Management and other Areas of Management, Methods of Financial Management, Organization of Function, Sources of Financing:

Classification of Sources of Finance.

Unit II

Capital Structure: Meaning and Theories of Capital Structure: Net Income, Net Operating Income and MM Approach and Traditional

Approach, Factors Determining Capital Structure. Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital (Cost of Equity, Preference, debt and WACC).

Unit III

Capital Budgeting: Concept, Importance and Appraisal Methods: Pay Back Period, Accounting, Rate of Return, Net Present Value Method (NPV), Profitability Index, and IRR. Capital Rationing. Dividend Policy: Theories for Relevance and Irrelevance Concepts of Dividend.

Working Capital Management: Operating cycle, Working Capital Estimation, Concept, Management of cash: Preparation of Cash Budget, Inventory Management: EOQ Problem.

Text Books:

- M.Y. Khan and P.K. Jain, “Financial Management”, McGraw Hill Education, 2014.
- I. M. Pandey, “Financial Management”, Vikas Publishing House, 2015.
- S. Kapil, “Financial Management”, Pearson Education, 2012.
- C. Prasanna, “Financial Management: Theory and Practice”, McGraw Hill, 2011.
- S.N. Maheshwari, “Financial Management: Principles and Practice”, Sultan Chand, 2013.

BBA 303: Entrepreneurship Development

4-0-0

Course Objective: It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

Unit I

Introduction: The Entrepreneur: Definition, Emergence of Entrepreneurial Class; Theories of Entrepreneurship.

Unit II

Promotion of a Venture: Opportunity Analysis; External Environmental Analysis Economic, Social and Technological; Competitive factors; Legal requirements of establishment of a new unit and Raising of Funds; Venture Capital Sources and Documentation Required, Forms of Ownership.

Unit III

Entrepreneurial Behaviour: Innovation and Entrepreneur; Entrepreneurial Behaviour and Psycho- theories, Social responsibility. Entrepreneurial Development Programmes (EDP): EDP, Their Role, Relevance and Achievements; Role of Government in Organizing EDP's Critical Evaluation.

Unit IV

Role of Entrepreneur: Role of an Entrepreneur in Economic Growth as an Innovator, Generation of Employment Opportunities, Complimenting and Supplementing Economic Growth, Bringing about Social Stability and Balanced Regional Development of Industries: Role in Export Promotion and Import Substitution, Forex Earnings.

Text Books:

- R. Hisrich and M. Peters, “Entrepreneurship”, McGraw Hill Education, 2012.
- P.M. Charantimani, “Entrepreneurship Development and Small Business Enterprise”, Pearson Education, 2014.
- T. Balaraju, “Entrepreneurship Development: An Analytical Study”, Akansha Publishing House, 2012.
- O. David, “A Guide to Entrepreneurship”, Jaico Books Publishing House, Delhi, 2014.
- A. Kaulgud, “Entrepreneurship Management”, Vikas Publishing House, Delhi, 2012.
- T. N. Chhabra, “Entrepreneurship Development”, Sun India, 2014.

BBA 304: Summer Training Report & Viva Voice

0-0-6

Each student shall undergo practical training of eight weeks during the vacations after fifth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Director / Principal of the Institution before the commencement of the end-term Examination.

Discipline Specific Elective Course

BBA 305: DSE-I Finance

BBA 305 1: International Finance

4-0-0

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

Unit -I

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

Unit -II

Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Exchange Rate determination and Forecasting:

Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand- Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models.

Unit -III

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Inter- company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

Unit IV

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment and Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post expropriation policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management (Netting, pooling, leading and lagging), Accounts Receivables Management, Inventory Management.

Text Books:

- PG Apte, “International Finance”, Tata Mcgraw Hill, 2010.
- A. C. Shapiro, “Multinational Financial Management”, Prentice Hall, 2008.
- D. L. Maurice, “International Finance- The Markets and Financial Management of Multinational Business”, Tata Mcgraw Hill, 1990.

BBA 305 2: Investment Banking and Financial Services	4-0-0
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Course Objective: The objective of this paper is to explain different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Unit - I

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue.

Unit II

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter’s contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter’s contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.

Unit III

Leasing and Hire Purchase : Concepts of leasing, types of leasing – financial & operating

lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee’s angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

Unit IV

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non- traditional mortgages, Graduated payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

Text Books:

- M.Y. Khan, “Financial Services”, Tata McGraw –Hill, 2004.
- H.R. Machiraju, “Indian Financial System”, Vikas Publishing House, 2010.
- J.C. Verma, “A Manual of Merchant Banking”, Bharath Publishing House, 2001.
- K. Sriram, “Hand Book of Leasing, Hire Purchase & Factoring”, ICFAI, Hyderabad, 1992.
- E. C. Trevor Watkins & M. Wright, “Marketing of Financial Services”, Heinemann Professional, 1990.

BBA 305 3: Investment Analysis and Portfolio Management 4-0-0

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

Unit I

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Unit II

Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup

& saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numerical in EMH and technical analysis).

Unit III

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive Index funds, systematic investment plans. Active – market timing, style investing.

Unit IV

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

Text Books :

- D. E. Fischer and R. J. Jordan, "Security Analysis & Portfolio Management", Pearson Education, 1995.
- W. F. Sharpe, G. J. Alexander & J. Bailey, "Investments", Prentice Hall of India, 1998.

BBA 305 4: Project Appraisal 4-0-0

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

Unit I

Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/ commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship – concept, Theory and perspective.

Unit II

Market Analysis : Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary / secondary data, Forecasting techniques. Technical appraisal of a project , Business and Technology Acquisition and management of technology.

Unit III

Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans.

Unit IV

Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis.

Text Books:

- H. R. Machiraju, “Introduction to Project Finance”, Vikas Publishing House, 2001
- C. Prasanna, “Project Preparation Appraisal Budgeting and Implementation”, Tata McGraw, 1987.

BBA 305 5: Business Analysis and Valuation 4-0-0

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

Unit I

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman’s statement, Directors’ report, management discussion & analysis, report on corporate governance, auditor’s report to evaluate the financial soundness of the company.

Unit II

Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model

Unit III

Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash

flow Valuation: Estimating discount rates-cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.

Unit IV

Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options

Text Books:

- G. Foster, “Financial Statement Analysis”, Pearson Education Pvt Ltd, 2nd ed., 2008.
- A. Damodaran, “Damodaran on Valuation, Security Analysis for investment and Corporate Finance”, Wiley India Pvt. Ltd, 2nd ed., 2008.
- P. Chandra, “Corporate Valuation and Value Creation”, 1st ed. Tata McGraw Hill, 2011.

BBA 305 6: Financial Modeling and Derivatives	4-0-0
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Course Objective: To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Unit I

Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns.

Unit II

Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

Unit III

Financial Derivatives: Introduction, various underlying and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

Unit IV

Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Text Books:

- S. T. Ruey, “Analysis of Financial Time Series”, John Wiley, 2nd ed, 2005.
- J. C. Hull, “Options, Futures and Other Derivatives”, Pearson Education, 9th ed., 2015.

BBA 305 7: Strategic Corporate Finance	4-0-0
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Course Objective: The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

Unit-I

Introduction to strategic corporate finance:

Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

Unit-II

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

Unit-III

Financial Distress and Restructuring:

Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms,

liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

Unit-IV

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Text Books:

- A. Damodaran, “Corporate finance theory and practice”, John Willey & sons, Inc, 4th Ed., 2014.
- G. P. Jakhota, “Strategic Financial Management”, Vikas Publication, 2000.

BBA 306: DSE-II Marketing

BBA 306 1: Consume Behaviour

4-0-0

Course Objective: The course on Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyze consumer information and develop consumer behaviour oriented marketing strategies.

Unit I

Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

Unit II

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self- images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes,

models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit III

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

Text Books:

- L.G. Schiffman & L. L.Kanuk, "Consumer Behaviour", Prentice Hall Publication, 3rd ed., 2012.

- M. R. Solomon, “Consumer Behaviour – Buying, Having and Being”, Pearson Prentice Hall, 2013.
- R. D. Blackwell, P. W. Miniard, & J. F. Engel, “Consumer Behaviour”, Cengage Learning, 10th ed., 2010.

BBA 306 2: Personal Selling & Sales Force Management	4-0-0
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Course Objective: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

Unit I

Introduction: Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

Unit II

Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

Unit III

The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

Unit IV

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force –

Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Text Books:

- Still, Cundiff & Govani, “Sales Management”, Prentice Hall of India, 2007.
- C. Futrell, “Fundamentals of Selling”, McGraw Hill, 13th ed., 2013.

BBA 306 3: Advertising and Brand Management	4-0-0
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Course Objective: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Unit I

Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

Unit II

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference

in designing of television, audio & print advertisement

Unit III

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Unit IV:

Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes. Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process. Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning. Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfrer. Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management

Text Books:

- Aaker, Myers & Batra, “Advertising Management”, Prentice Hall, 5th Ed., 1996.
- Wells, Moriarity & Burnett, “Advertising Principles & Practices”, Prentice Hall, 7th Ed., 2005.

BBA 306 4: Retail Management

4-0-0

Course Objective: The primary objective of the course is to develop student’s marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student’s critical and creative thinking skills.

Unit I

Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non- traditional selling. Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit III

Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing. Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management. Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit IV:

Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/ Store, Store Maintenance, Store Security.

Text Books:

- A. Newman and P. Cullen, “Retailing – Environment & Operations”, Cengage Learning EMEA, 2002.
- B. Berman and J.R. Evans, “Retail Management”, Prentice Hall, 2007.

BBA 306 5: Distribution & Supply Chain Management

4-0-0

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

Unit I

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

Unit II

Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

Unit III

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

Unit IV:

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

Unit V:

Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

Text Books

- J. B. Ayers, “Handbook of supply chain management”, 2nd ed., Florida: Auerbach Publication, 2006.
- R. H. Ballou and S. K. Srivastava, “Business logistics and supply chain management”, 5th ed., New Delhi: Pearson Education, 2008.

- S. Chopra and P. Meindl, “Supply chain management: Strategy, planning and operation”, 3rd ed., New Delhi: Pearson Education, 2007.

BBA 306 6: Marketing of Services

4-0-0

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

Unit I

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

Unit II

Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Unit III

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

Unit IV

Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

Unit V

Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

Text Books:

- R. P. Fisk, S. J. Grove and J. John, “Interactive services marketing. New York. Houghton Mifflin, 2007.
- R. Shanker, “Services Marketing: The Indian perspective”, Excel Books, 2002.

BBA 306 7: International Marketing 4-0-0

Unit I

Framework of international marketing .Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

Unit II

Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licensing regulations & Procedures.

Unit III

International Marketing Decisions - Product planning for export manufacturing firms &

export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad- overview, merchandising, Trade fairs/exhibition

Unit IV

Institutional infrastructure for export in India, Export Assistance.

Unit V

Introduction to Export documentation and procedures, framework, pre-shipment & post-shipment documents, Role of ITPO in export promotion, quality control & pre- shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

Text Books:

- RL. Varshney and B. Bhattacharya, “International marketing management”, Sultan Chand & Sons, 2015.
- W.J. Keegan, “Multinational Marketing Management”, Prentice Hall, 1974.

SEMESTER VI

BBA 311: Project Management

4-0-0

Course Objective: The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.

Unit I

Introduction: Projects, Project Management, Objectives and Importance of Project Management, Tools and Techniques for Project Management, Project Team, Roles and Responsibilities of Project Manager, Determinants of Project Success. Project Life Cycle: Phases of Project Life Cycle, Classification of Projects. Project Management Process and Project Selection: Process of Project Management, BCG Matrix, McKinsey/GE Matrix, Strategic Position and Action Evaluation, Project Selection Methods, Project Selection Criteria. Generation and Screening of Project Ideas: Generation of Ideas, SWOT Analysis, Monitoring the Environment, Corporate Appraisal, Profit Potential of Industries (Porter Model, analysis for Project Ideas, Preliminary Screening, Project Rating Analysis, Entry barriers Analysis, Review of Project Planning. Project Organizational Structure: Forms of Organizational Structure - Functional Organization, Project Organization, Matrix Organization.

Unit II

Technical Analysis: Factors Considered in Technical Analysis, Factors Affecting Selection of Locations, Need for Considering Alternatives, Technology Selection, Sources of Technology, Appropriate Technology. Market Analysis: Conduct of Market Survey, Characterization of Market, Market Planning (Introductory aspects only). Network Techniques: Network Analysis, Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM), Identifying critical path, Probability of Completing the project within given time, Project Cost Analysis, Project Crashing (Simple problems only).

Unit III

Financial Estimates and Projections: Feasibility Study, Types of Feasibility Study, Steps of Feasibility Study, Importance and Steps of Financial Feasibility, Components of Cost of Project and Its Estimation (Introductory aspects only). Financing of Projects: Capital Structure, Sources of Long-term Finance, Debt Financing, Characteristics of Debt, Types of Debts, Equity Financing, Preferential Shares, Equity Shares, Retained Earnings, Short-term Sources for Working Capital, Newer Sources of Finance, Venture Capital.

Unit -IV

Project Evaluation and Control: Project Monitoring and Controlling, Project Evaluation, Post Project Evaluation (Post Audit), Abandonment Analysis. Social Cost Benefit

Analysis: Social Cost, Social Benefit. Risk Analysis: Process of Risk Management, Sources of Risk in Project Management, Managing Risk. International Project Management: Introduction, Types of International Projects, Process of International Project Management, Financing International Projects, Risks Associated with International Projects. Emerging Concepts and Issues in Project Management: Role of Information Technology in Project Management, Future of Project Management.

Text Books:

- C. Prasanna, “Projects: Planning, Analysis, Financing, Implementation and Review”, Tata McGraw Hill Publishing Company Limited, 2014.
- K. Nagarajan, “Project Management”, New Age International Limited, Publishers, 2015.
- R. Panneerselvam, P. Senthilkumar, “Project Management”, PHI Learning, 2013.
- S. N. Maheshwari, “Financial and Management Accounting”, Sultan Chand & Sons, 2012.
- K. P. Jeffrey, “Project Management: Achieving Competitive Advantage”, Pearson Education, 2012.
- V. Desai, “Project Management”, Himalaya Publishing House, 2013.

BBA 312: International Business Management 4-0-0

Course Objective: The basis objective of this course is to provide understanding to the students with the global dimensions of management.

Unit I

Overview: International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and Opportunities;

Nature, Meaning and Importance of International Competitive Advantage, Multidimensional view of Competitiveness Financial. Perspectives: International Monetary Systems and Financial Markets, IMF, World Bank, IBRD, IFC, IDA, Existing International Arrangements; Globalization and Foreign Investment- Introduction FDI, national FDI Policy Framework, FPI.

Unit II

Globalization: Impact of Globalization, Technology and its Impact, Enhancing Technological Capabilities, Technology Generation, Technology Transfer, Diffusion, Dissemination and Spill Over, Rationale for Globalization, Liberalization and Unification of World Economics, International Business Theories, Trade Barriers- Tariff and Non Tariff Barriers.

Unit III

Strategy making and International Business: Structure of Global Organizations, Types of Strategies used in Strategic Planning for achieving Global Competitive Advantage, Meaning, Concept and scope of Distinctive Competitive Advantage, Financial Integration, Cross border Merger and Acquisitions.

Unit IV

Socio Cultural Environment- Managing Diversity within and across Cultures, Country Risk analysis, Macro Environmental Risk Assessment, Need for Risk Evaluation; Corporate governance, Globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications. Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.

Text Books:

- C. Tamer, K. Gary, “International Business: Strategy, Management and the New Realities”, Pearson Education, 2012.
- K. Aswathappa, “International Business”, McGraw Hill Education, 2012.
- P. K. Sinha, “International Business Management”, Excel Books, 2012.
- S. Singh, “International Business”, Galgotia Publishing Company, 2013.

BBA 313: Project Report & Viva Voce	0-0-6
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During the sixth semester each student shall undertake a project to be pursued by him / her under the supervision of an Internal Supervisor to be appointed by the Director / Principal. The project should preferably be based on primary data. Both the subject and the name of the Supervisor will be approved by the Director / Principal of the Institution.

BBA 314: DSE-III Human Resource

BBA 314 1: HRD: Systems & Strategies	4-0-0
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Course Objective: The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization’s systems and strategies leading to an optimal HRD climate.

Unit I

Human Resource Development (HRD): Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

Unit II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III

HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

Unit IV

HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

Unit V

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Text Books:

- T. V. Rao and U. Pareek, “Designing and Managing Human Resource Systems”, Oxford and IBH Publication Ltd, 2003.
- R. P. Lynton, and U. Pareek, “Training for Development”, Vistaar publication, 1992.
- J. M. Werner, R. L. DeSimone, “Human resource development”, South Western, 2011.

BBA 314 2: Training & Development

4-0-0

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

Unit I

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit II

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

Unit III

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e- training.

Unit IV

Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit V

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Text Books:

- L. Rolf and P. Udai, “Training & Development”, Prentice Hall, 1992.
- S. K. Bhatia, “Training & Development”, Deep Publishers, 2008.

BBA 314 3: Management of Industrial Relations

4-0-0

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

Unit I

Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.

Unit II

Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

Unit III

Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing

Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

Unit IV

Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

Unit V

The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.

Unit VI

The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

Text Books:

- S. C. Srivastava, "Industrial Relations and Labour Laws", Vikas Publishing House, 6th Ed., 1982.
- T. N. Chhabra, "Industrial Relations and Labour Laws", Dhanpat Rai Publishing House, 2015.

BBA 314 4: Performance & Compensation Management 4-0-0

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

Unit I

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

Unit II

Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

Unit III

Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

Unit IV

Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance, Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry. Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations. Expatriate Pay.

Text Books:

- G. Milkovich, J. Newman and B. Gerhart, “Compensation”, McGraw Hill, 2010.
- T. J. Bergman , “Compensation Decision Making”, Harcourt, Fort Worth, 2001.
- R. Henderson, “Compensation Management in a Knowledge based world”, Prentice Hall, 10th Ed., 2005.

BBA 314 5: Counselling & Negotiation Skills for Management 4-0-0

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

Unit I

Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

Unit II

Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Unit III

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

Unit IV

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Text Books:

- K. Singh, “Counselling Skills for Managers”, PHI, 2015
- M. Carroll, “Workplace Counseling”, Sage Publication, 1996.

BBA 314 6: Cross Cultural Human Resource Management 4-0-0
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Course Objective: - To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognize its critical issues .The course aims to understand HRM concerns in the cross cultural scenario.

Unit I

Introduction to concepts of culture and nationality, Impact of culture on international business environment, Hofsted’s approach, advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.

Unit II

Managing diversity: diversity and organizational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

Unit III

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation:

Objectives of expatriate compensation plan. Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy

Unit IV

Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective. International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

Text Books:

- P. J. Dowling and A. D. Engle, “International HRM”, Thomson Learning, 4th Ed., 2004.
- M. J. Browaeys and R. Price, “Understanding cross cultural management”, Prentice Hall, 3rd Ed., 2016.

BBA 314 7: Talent & Knowledge Management	4-0-0
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Course Objective - To prepare students for talent and knowledge management efforts in organizations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.

Unit I

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management. Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

Unit II

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organizations. Types of Knowledge: Tacit and Explicit. Managing knowledge workers.

Unit III

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka’s model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit IV

Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Text Books:

- L. A. Berger, D. Berger, “Talent management handbook”, McGraw Hill New York, 2003.
- E. M. Awad and H. M. Ghaziri, “Knowledge management”, Pearson education International, 2008.

BBA 315: DSE-IV Management of Global Business

BBA 315 1: International Trade: Policies and Strategies 4-0-0

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

Unit I

Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy. Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt.

Unit II

The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organization), Regional Trade Blocks and Trade Agreements.

Unit III

India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones.

Unit IV

Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and

comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of South East Asian Nations).

Text Books:

- D. E. Connor, "Encyclopedia of the Global Economy: A guide for students and researchers", New Delhi: Academic Foundation, 2006.
- B. Debroy, D. Chakraborty and D. Chakraborty, "The Trade Game: Negotiation trends at WTO and concerns of developing countries, New Delhi : Academic Foundation", 2006.
- P.R. Krugman, M. Obstfeld and M. Melitz, International Economics, 8th ed., Pearson Education, 10th Ed., 2015.

BBA 315 2: Global Business Environment 4-0-0

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

Unit I

Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India.

Unit II

Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary

Policy; Concept & Implications. Commercial Policy; Concept & Implications.

Unit III

Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development.

Unit IV:

Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy. Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

Text Books:

- B. Jalan, "The Indian Economy: Problems and Prospects", Penguin, 2012.
- V.K. Puri, "Indian Economy", Himalya Publishing House, 2008.

BBA 315 3: Transnational & Cross Cultural Marketing	4-0-0
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Course Objective: The purpose of this paper is to provide an understanding of the impact of cultural differences on global marketing. The methods of price decisions in international markets shall also be taught.

Unit I

Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.

Unit II

Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

Unit III

Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labeling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.

Unit IV:

Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions–international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Text Books:

- P. R. Cateora and J. L. Graham, “International Marketing”, Tata McGraw Hill, 17th Ed., 2015.
- F. Cherunillam, “International Marketing”, Himalaya Publishing House, 2012.

BBA 315 4: International Supply Chain Management	4-0-0
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Course Objective: To familiarize the students with the essential elements of the Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.

Unit I

Introduction to Supply Chain Management- Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management.

Unit II

Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL(Fourth Party Logistics), Reverse Logistics.

Unit III

Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade- offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.

Unit IV:

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labor costs, resources, regulation, etc.), Influence on world and national economies, Design of Supply Chains.

- A. Rushton, P. Croucher and B. Peter Baker, “Handbook of Logistics and Distribution Management”, Kogan Page Pub. 4th Ed., 2010.
- M. Christopher, “Logistics and Supply Chain Management”, Pearson Education, 5th Ed., 2016.

BBA 315 5: International Accounting & Reporting System

4-0-0

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

Unit I

Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.

Unit II

International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards. International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.

Unit III

International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.

Unit IV

A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.

Text Books:

- Frederick, D.S. Choi and G. Mueller, “International Accounting”, Englewood Cliffs. Prentice Hall, 2007.
- H. L. Radebaugh, S. J. Gray and E. L. Black, “International Accounting and Multinational Enterprises”, Wiley Publications, 1981.

BBA 315 6: Multinational Business Finance

4-0-0

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

Unit I

Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance. International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

Unit II

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect

quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

Unit III

Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting Problems and issues in foreign investment analysis.

Unit IV

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numericals), pooling, leading and lagging as international payment settlement.

Text Books:

- C. A. Shapiro, “Multinational Financial Management”, Wiley, 2014.
- A. Buckley, “Multinational Finance”, 5th ed., Pearson Education, 2004.
- M. Vij, “International Financial Management”, 3rd ed. Excel Books, N3, 2010.
- M. Levi, “International Finance”, McGraw Hill Inc., 4th ed., New York, New Delhi, 2005.
- J. Madura, “International Financial Management”, 10th ed., Cengage Learning, 2009.

BBA 315 7: International Joint Ventures, Mergers & Acquisitions

4-0-0

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

Unit I

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.

Unit II

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-brder M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

Unit III

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

Unit IV:

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Text Books:

- M. Gupta, "Contemporary Issues in Mergers and Acquisitions", Himalaya Publishing, 2010.
- S. Sundarsanam, "Creating Value from Mergers and Acquisitions", 1st ed., Pearson Education, 2006.
- S. Ramanujan, "Mergers: The New Dimensions for Corporate Restructuring", McGraw Hill, 1999.
- R. Narayankar, "Merger and Acquisitions Corporate Restructuring, Strategy and Practices", 2nd ed., International Book House Pvt. Ltd, 2013.



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