

BBA SYLLABUS 2009-10**SEMESTER – I**

Course	Code	Title	Marks		
			Internal	External	Total
BBA	101	English	10	40	50
BBA	102	Mathematics	10	40	50
BBA	103	Principles of Accounting	10	40	50
BBA	104	Business Organization	10	40	50
BBA	105	Principles of Economics	10	40	50
BBA	106	Comprehensive Viva Voce (One External Examiner & One Internal Examiner)			50
Total			300		

SEMESTER – II

Course	Code	Title	Marks		
			Internal	External	Total
BBA	201	Managerial Communication	10	40	50
BBA	202	Computer Applications	10	40	50
BBA	203	Financial Accounting	10	40	50
BBA	204	Elements of Management	10	40	50
BBA	205	Principles of Economics	10	40	50
BBA	206	Comprehensive Viva Voce (One External Examiner & One Internal Examiner)			50
Total			300		

First Semester

<u>BBA 101</u>	<u>English</u>		Maximum Marks	: 40
			Pass Marks	: 16
			Duration	: 3 hours

Unit I a) Countable and uncountable use of “a, an, the, some, any one, once, few, little, much, many, plenty of, a lot of, a great deal of etc.”
 b) Auxiliaries making negatives and questions of auxiliary verbs; short form answers using auxiliary verbs, addition to remarks; question tags, causative, use of have use of ‘must’ and ‘must not’ – ‘must and needn’t to’ express commands or obligations, prohibitions (negative commands), absence of obligation or necessity.

Unit II Tenses and sequence of tenses; transformation of sentences- active to passive voice, direct to indirect narration, combination of sentences

Unit III Subject Verb agreement, prepositions, conjunctions

Unit IV Derivation of words using ‘Prefixes’ and ‘Suffixes’
 Synonyms and Antonyms, Use of ‘Idioms’ and Proverbs’

Unit V Common errors in the use of grammatical items included in all aforesaid unit Composing paragraphs of about 100-150 words based on topics of day to day happenings and general awareness.

Reference Books : English Grammar – P.C. Wren
 : Practical English Grammar – Thompson & Martinet
 : Living English Structure – Standard Allen

<u>BBA 102</u>	<u>Mathematics</u>		Maximum Marks	: 40
			Pass Marks	: 16
			Duration	: 3 hours

Unit I Revision of Factors. Indices and Surds, Square Roots. Simple Equations, Simultaneous Equations. Problems on Simple and Simultaneous Equations.

Unit II Problems in Averages. Percentages, Ratio and Proportions

Unit III Profit and Loss, Stocks and Shares, Brokerage, Commission and Discount, Rates and Taxes

Unit VI Logarithms, Arithmetic and Geometric Progressions

Unit V Simple and Compound Interest, Simple Annuities, Present Worth

Reference Books Business Mathematics – Dr. S.M. Shukla

<u>BBA 103</u>	<u>Principles of Accounting</u>		Maximum Marks	: 40
			Pass Marks	: 16
			Duration	: 3 hours

Unit I Accounting- Nature and objectives, concepts and conventions, principles of accounting, accounting cycle

Unit II Double entry system and single entry system of book keeping: meaning, advantage, concepts and methods. Accounting standards (only outlines) – Indian and International.

Unit III Journal, Ledger and subsidiary books (Cash Book, Petty Cash book, Sales Book, Sales Return Books, Purchase Day, Purchase Returns Book, Bills Receivable Book, Bills Payable Book)

Unit IV Bank Reconciliation statement, Depreciation Accounting, Provisions & Reserves

Unit V Trial balance & Rectification of errors and Final Accounts

Books Recommended Dr. S.M. Shukla- Financial Accounting
Dr. M.C. Shukla- Principles of Accounting
Batliboi, J.R.- Book Keeping & Accountancy

BBA 104

Business Organization

Maximum Marks : 40
Pass Marks : 16
Duration : 3 hours

Unit I Introduction- Nature and development of management

Meaning & Nature of Management, Meaning, Definition, Importance of Management as a profession, Professionalization of management in India, Functional areas of management.

Unit II Origin and Development of Management

Evolution of Management thought, pioneer of management thought- F.W. Taylor, Henry Fayol's contribution to management thought, Elton Mayo's contribution to management thought, Peter Drucker's contribution to management thought.

Unit III Planning and Forecasting

Introduction- Definition- Nature- Purpose and Importance of Planning, Planning process, limitations of planning, making planning effective, types of plans, management by objectives (MBO)

Business Forecasting- Meaning definition importance, forecasting and planning- characteristics and limitations, elements of forecasting techniques of forecasting- qualitative and quantitative, models of forecasting

Unit IV Organization and Departmentation

Organization Introduction meaning, definition nature purpose importance of objectives of organization principles of organization, formal and informal organization, forms of organizational, structure organization charts and manuals.

Departmentation and span of management departmentation need and importance basis of departmentation, choice of basis for departmentation. Span of management. Caricuna's theory of factor's effecting span of management, narrow and wide span

Unit V Decision Making : Introduction- Definition, characteristics of decision making type of managerial decisions the process of decision making, common problems in decision making, guidelines for effective decision.

Recommended books : Business Organization & Management, M.C. Shukla
Essentials of Management : Koontz & Weinman

BBA 105

Principles of Economics

Maximum Marks : 40
Pass Marks : 16
Duration : 3 hours

Unit I Definition of Economics, Nature and its Scope, Fundamental Economic Laws and their characteristics, methods of study- Induction & deduction method

Unit II Law of demand, Concept of Utility-marginal Utility, Elasticity of demand, Consumer's surplus, Consumer's equilibrium, utility analysis, law of diminishing marginal utility, law of equal marginal Utility, indifference curve analysis (elementary)

Unit III Factors of Production, Returns to scale, Internal and external economies, Division of labour and Effectency of Labour

Unit IV Marginal Productivity theory : (i) theory of wages (ii) theory of profit

Unit V Theory of Rent, Theory of Interest

- Recommended Books :** 1) Economics- Samuelson
 2) Economics- Dewett & Verma
 3) Modern Economic Theory- M.L. Jhingan

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Second Semester**BBA 201****Managerial Communication**

Maximum Marks : 40
Pass Marks : 16
Duration : 3 hours

Unit I : Communication its meaning and nature, importance and purpose of communication, types of communications, channels of communication (formal and informal)

Unit II: Models of communication process, some malfunctions of communication (barriers), Patterns of communication, means and media of communication, non-verbal communication (body language), verbal communication (oral and written)

Unit III Business Correspondence Principles of clear business writings, qualities of effective correspondence, planning the business letter, kinds of business letters- order, complaint, agency letters, circulars, foreign trade letters, Job applications and resume

Unit IV Types of meeting: Annual Meeting, Statutory Meetings – notices, agenda, minutes and procedures

Unit V Reports and Types: Report writing, reports – techniques of writing, problems, organization and interpretation, Public speaking and oral reporting

Recommended Books : Managerial Communication – K.K. Sinha
 Business Communication - Lesikar & Petit
 Business Communication - Rudolf Plesh

BBA 202**Computer Application**

Maximum Marks : 40
Pass Marks : 16
Duration : 3 hours

Unit I : Fundamentals Characteristics of computers, generation, Basic computer organization (I/O unit, storage unit, Arithmetic and Logical Unit, Control Unit, CPU) I/O devices : Punch hole card, keyboard, keyboard, scanners, Printers (Impact and Non Impact) Storage : Primary storage, secondary storage, types of storage

Unit II Introduction to Operating systems, characteristics and functions, Types of Operating systems (Windows NT O.S. UNIX O.S. Batch O.S., DOS)

Unit III Concept of Computer Languages, Machine Language, advantages and disadvantages, Assembly language, Advantages of Assembly language over machine language, limitations of assembly language, High Level language vs Low level language, Advantages of High level language, types of High level language

Unit IV Concept of Software & Hardware, Introduction to Word Processing, MS WORD- System requirements, Formatting (Introduction, paragraph options, bullets), Find Replace, spell check, Tables (creating moving, inserting objects), header, Footer, Word Art and Drawings, concept of Macros

Unit V Introduction to the concept of Spread sheets, Introduction to MS Excel, Cell Formatting (cell formatting, conditional formatting, range name) Graphs and charts Function and their utilities

Recommended Books 1) Fundamental of Computers - R.K. Sinha
 2) Computer Fundamentals - Rajaraman
 3) PC Software Made easy - Taxali
 4) Excel for Windows - John Walkenbach
 5) Computers in Business - D.H. Sanders
 6) Outline of Business Computer Application – Eliasum

BBA 203**Financial Accounting**

Maximum Marks : 40
Pass Marks : 16
Duration : 3 hours

Unit I : Accounts of Non trading concern, receipts and payments accounts, Income & Expenditure Account

Unit II : Accounting for joint venture, consignment sale and royalty account

Unit III : Accounting for departments and branch (excluding independent branch)

Unit IV : Partnership Accounts (Admission, Retirement, Death, Past Adjustment & Guarantee)

Unit V : Share Capital, issue of shares, forfeiture & redemption of preference share
 its types

Debentures and

Recommended Books : Advanced Accounts : Shukla & Grewal
 Modern Accountancy : Mukherjee & Hanif
 Advanced Accounts : R.L. Gupta

BBA 204**Elements of Management**

Maximum Marks :40
Pass Marks : 16
Duration : 3 hours

Unit I : Control and Direction

Control : Meaning, definition, characteristics, objectives, necessity, elements, Process of control, importance, limitations, budgets and budgetary control

Direction definition, meaning elements, characteristics, importance

Unit II : Motivation : Meaning, definition, characteristics, objectives, classification, Types, Theories, Maslow's Theory X and Y, Herzberg's Two factor theory.

Unit III : Leadership : Introduction, Meaning, Definition, Characteristics, Importance functions of leaders, leadership styles, Theories

Unit IV Coordination : Meaning, definition, characteristics, Coordination versus, Cooperation, Coordination as an essence of management of Principles of coordination, advantages, disadvantages, techniques of coordination

Unit V : Delegation of authority, centralization and decentralization

Delegation of authority, Introduction, meaning, definition, features, distinction between power and authority, sources of authority, limits of authority, responsibility its features accountability, delegation of authority, definition characteristics, principles, step involved in delegation process, advantage of delegation problems, guidelines to make delegation more effective

Centralization and decentralization, Centralization, importance, advantages, disadvantages, Decentralization, factors determining the degree of decentralization, importance, advantages, disadvantages, delegation and decentralization, centralization vs decentralization

Recommended Books :

Management Concepts and Practices	: Hanagan
Essential of Management	: Koontz & Weinman
Essentials of Management	: C.R. Basu

BBA 205**Principles of Economics**

Maximum Marks :40
Pass Marks : 16
Duration : 3 hours

Unit I : Markets – Concepts, Structures and forms, Characteristics of Perfect competition, equilibrium of the firm under perfect competition, pricing under perfect competition.

Unit II : Monopoly – its characteristics, pricing under monopoly, Imperfect (or monopolistic competition), its characteristics, Pricing under monopolistic competition

Unit III : Concept of costs : Prime cost, Supplementary cost, Opportunity cost, Cost curves, Marginal Cost, Revenue Curves, Concept of Marginal Revenue

Unit IV : Supply analysis, theory of production, laws of returns, theory of population

Unit V : Concepts of National Income (GDP, GNP, NDP, NNP, PI, DI), Measurement of National Income and its methods, problems of measurement

Recommended Books :

Economics for Managers	: P.G. Apte
Economics	: Samuelson & Nordhaus
Macro Economics Analysis	: Shapiro

BBA SYLLABUS 2009-10**SEMESTER – III**

Course	Code	Title	Marks		
			Internal	External	Total
BBA	301	Managerial Economics	10	40	50
BBA	302	Cost Accounting	10	40	50
BBA	303	Personnel Management	10	40	50
BBA	304	Computer Management	10	40	50
BBA	305	Business Statistics	10	40	50
BBA	306	Comprehensive Viva Voce (One External Examiner & One Internal Examiner)			50
Total			300		

SEMESTER – IV

Course	Code	Title	Marks		
			Internal	External	Total
BBA	401	Organizational Behavior	10	40	50
BBA	402	Financial Management	10	40	50

BBA	403	Marketing Management	10	40	50
BBA	404	Economic Legislation (Business & Industrial Law)	10	40	50
BBA	405	Business Environment	10	40	50
BBA	406	Comprehensive Viva Voce (One External Examiner & One Internal Examiner)			50
Total				300	

Third Semester

BBA 301

Managerial Economics

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Managerial Economics, Concepts and techniques. Its scope and relevance, role and function of managerial economists

Unit II : Concepts of Input Output Analysis and decisions. Business cycles – causes, remedies and theories (Monetary- Non Monetary)

Unit III : Balance of Trade and Balance of payments : concepts and details, Present Indian scenario

Unit IV : Pricing under Duopoly & Oligopoly, price discrimination- need & significance

Unit V : Demand forecasting, Techniques of forecasting- qualitative and quantitative

Recommended Books : Managerial Economics – Joel Dean
 Managerial Economics – Varshney & Maheshwari
 Managerial Economics – P.L. Mehta
 Managerial Economics – D.N. Dwivedi

BBA 302

Cost Accounting

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Introduction purpose scope of cost accountancy- its significance, relation with management accounts, concepts of cost centre and cost units.

Unit II : Elements of costs : Material, Labour and overheads, Functional clarification of costs : Direct and Indirect cost, Accounting of Material, labour and overhead cost

Unit III : Methods of costing : Unit and Job costing, process costing

Unit IV : Marginal Costing and contract costing

Unit V : Reconciliation of cost and financial accounts, cost audit

Recommended Books :	Cost Accounting	– Jawahar Lal
	Cost Accounting	M.L. Agrawal
	Principles of Practices of Cost Accounting	– R.K. Gupta

BBA 303**Personnel Management**

Maximum Marks	:40
Pass Marks	:16
Duration	: 3 hours

Unit I : Concepts and functions of personnel management, structure and role of personnel management in an organization, implementation of personnel policies

Unit II : Staffing policy and process Management planning, Job analysis, job description, job specification, recruitment, selection, induction, placement, promotions

Unit III : Manpower training and development, Employee training, performance appraisal and potential appraisal

Unit IV : Wage and Salary Administration, Job evaluation, designing and advertising salary structure

Unit V Industrial disputes & Participative Management, Grievance and Grievance Handling procedures, disciplinary action

Recommended Books :	Personnel Management	: Flippo
	Personnel Management	: Mamoria
	Personnel Management	: Rustom Davar

BBA 304**Computer Management**

Maximum Marks	:40
Pass Marks	:16
Duration	: 3 hours

Unit I : MS Access – Introduction to database management, relational database, Elements of Database, creating a database (table, records, fields, field types), Forms introduction, Sorting, indexing, querying

Unit II : Basis concepts of networks (LAN, WAN, Internet), World wide web, Browsers, Search Engines, Utility of internet, Viruses, Types of viruses, Antivirus

Unit III : Exposure to Commercial accounting package like Tally, Functional and working aspects.

Unit IV : Concept of Enterprise Resource Planning. Types of ERP, Popular ERPs like SAP, Baan, People Soft. JD Edwards etc. Concepts of E-Customer Relationship Management.

Unit V : Concept of E-commerce and E-business, Other business applications of IT, Elementary concepts of Software Project Management

Recommended Books :	Introduction to MS Access	: Trotsky
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Access Programming for dummies : Bob Koumon
 Tally Manual
 Fundamentals of Computers – Rajaraman

BBA 305**Business Statistics****Maximum Marks :40****Pass Marks :16****Duration : 3 hours**

Unit I : Meaning and definition of Statistics, Statistical Investigations, Laws of Statistics, Scope of statistics, limitations of statistics, Collection of data, presentation of data, Primary and Secondary data, frequency distribution

Unit II : Measures of Central Tendencies : Mean (Arithmetic Mean, Geometric Mean, Harmonic Mean), Median & Mode

Unit III Measures of Variation : Mean Deviation, Standard Deviation and skewness

Unit IV : Basic concepts of Sampling and Sampling Distributions, Index numbers – its construction, utility and different forms

Unit V Correlation analysis, Karl Pearson's Coefficient of correlation, Spearman's rank correlation, coefficient of concurrent deviations, Interpolation and Extrapolation by Binomial, Newton (simple) and Lagrange's method

Reference Books : Statistics for Management – Levin and Rubin
 Statistics - Elhance
 Business Statistics - S.P. Gupta

Fourth Semester

BBA 401

Organizational Behavior

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Introduction to Organizational Behavior, Relevance to a manager, contributing disciplines to the OB Field, Responding to global and cultural diversity

Unit II : Foundation of Individual Behaviour (Biological characteristics, Ability Personality, Learning), Perception and individual decision making, values, attitudes and job satisfaction, applications of the concepts of the concepts of motivation

Unit III : Foundations of Group Behaviour (Group member resources, group structure processes, tasks & group decision making), review of communication concepts and its applications in group behaviour

Unit IV : Power and politics, Conflict Management, Negotiation and inter group behaviour

Unit V : Organizational Change and development, Organizational culture

Reference Books : Organizational Behaviour : Stephen P. Robbins
 Organizational Behaviour : Keith Davis
 Organizational Behaviour : I.M. Prasad

BBA 402

Financial Management

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Finance, functions and its objectives, Indian Financial System, Money market and stock market

Unit II : Fundamental Valuation concepts time value of money, risk and return, valuation of securities

Unit III : Financial Analysis : Ratio Analysis, Funds Flow and cash flow Analysis, Cost Volume Profit Analysis, Financial Forecasting

Unit IV : Basics of Working capital management, basics of capital structure, dividend policies and cost capital

Unit V : Basics of Capital Budgeting : Predicting cash flows, accounting rate of return, Payback period, Net Present Value & Internal Rate of Return

Reference Books : Financial Management – Van Horn
 Financial Management – Prasanna Chandra
 Financial Management – I.M. Pandey

BBA 403**Marketing Management**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Meaning functions and importance of marketing, Planning, responsibilities of marketing manager

Unit II : Concepts of Market segmentation, positioning, Market research, consumer behaviour

Unit III : Concepts of Marketing Mix. Product & Price decisions

Unit IV : Product Promotion (Advertising & publicity) & channels of distribution marketing channels and agencies

Unit V : Sales promotion and personal selling, rural marketing in India, Industrial Marketing

Reference Books : Marketing Management : Philip Kotler
 Marketing Management : Stanton
 Principles of Marketing : Ramaswamy

BBA 404**Economic Legislation (Business and Industrial Law)**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Contract Act : Essentials of valid contract, capacity to contract (contracts minor), free consent, unlawful and void agreements, discharge of contract, remedies for breach of contract

Unit II : Bailment & Pledge, Agency, Law of consumer protection, consumer and consumer dispute, consumer protection councils, consumer disputes redressal agencies

Unit III : Law of sales of goods conditions and warranties, transfer of property & title, performance of the contract, rights of an unpaid seller and suits for breach of contract

Unit IV : Regulations pertaining to foreign exchange, FERA and FEMA, Employees Provident Fund Act, Industrial Regulation Act 1951

Unit V: Company : Formation of company, prospectus, memorandum and articles of association, shares capital and share holders, meetings and resolution, directors

Reference Books : Business Law - Bulchandani
 Business Law - Chawla
 Business Law - K. Aswathappa
 Business Law - Maheshwari & Maheshwari

BBA 405**Business Environment**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Business Environment – Indian Perspective. The emerging scenario Business and society, social responsibility of business

Unit II : Monetary and fiscal policies, present Indian Monetary system, Deficit Financing, Concept of Inflation- causes, effects and remedies

Unit III : Recent Industrial Policy, protection of patents and trademarks, industrial development, strategy and growth under Indian Planning

Unit IV : Privatization, Industrial Sickness, Impact of Globalization on Indian economy

Unit V : Joint Ventures, Mergers and Acquisitions, Foreign Capital and Technology transfer, Recent trends in Disinvestment policies, price and distribution control

Reference Books : Business & Society - Ghosh & Kapur
 Business Environment - Cherunilam
 Environment and Entrepreneur – Tandon
 IGNOU Booklets & Journals

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BBA SYLLABUS 2009-10

SEMESTER – V

Course	Code	Title	Marks		
			Internal	External	Total
BBA	501	Production & Materials Management	10	40	50
BBA	502	Money & Banking Practices	10	40	50

BBA	503	Management Information Systems	10	40	50
BBA	504	Elective (1,2)	10	40	50
BBA	505	Elective (1,2)	10	40	50
BBA	506	Comprehensive Viva Voce (One External Examiner & One Internal Examiner)			50
Total			300		

SEMESTER – VI

Course	Code	Title	Marks		
			Internal	External	Total
BBA	601	Business Policy & Strategic Management	10	40	50
BBA	602	Marketing Research	10	40	50
BBA	603	Elective (3,4)	10	40	50
BBA	604	Elective (3,4)	10	40	50
BBA	605	(A) Field Study & Report			50
		(B) Viva Voce			50
Total			300		

List of Elective Papers (504, 505, 603 & 604)

Candidates have to select one Elective Group only and candidate has to opt two papers of one elective group only in Fifth Semester and two papers in Sixth Semester of the same elective group –

Group I : Marketing

- (i) Marketing Strategy
- (ii) Consumer Behavior
- (iii) Advertising and Sales Promotion
- (iv) Sales Management
- (v) Product Management

Group II : Human Resources

- (i) Human Resource Development
- (ii) Human Resource Management
- (iii) Social Psychology
- (iv) Organizational Development
- (v) Management of Change

Group III : Finance

- (i) Project Management
- (ii) Management Control Systems
- (iii) Management of Working Capital
- (iv) Security Analysis and Portfolio Management
- (v) Financial Services

Fifth Semester

BBA 501

Production and Materials Management (Compulsory)

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Introduction, Production Planning and control, Production design and development, Plant location, Plant layout, Productivity, Production order and Work study

Unit II : Routing, scheduling, CPM and PERT, economic studies for investment and replacement

Unit III : Materials Management, Integrated Materials Management, Organization for Materials Management, Problems in Materials Management

Unit IV : Materials Planning and Budgeting, Material's identification, codification and standardization

Unit V : Purchasing organization, Principles, procedures and systems, Purchasing and corporate planning, Ethics of purchasing

Reference Books : Production Management - Manoj Kr. Sarkar
 Materials Management - A.K. Datta

BBA 502**Money and Banking Practices**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Principles of banking : Definition of bank; Creation of money, Present structure of commercial banking system in India, brief history, functions, working during 1947- 1990

Unit II : Management of deposits and advances, deposit mobilization, classification and nature of deposit accounts, advances, lending practice, types of advances; Principles of sound bank lending, Preparation and reports, credit plans, limits of credit, security

Unit III: Investment Management, Nature of bank investment, liquidity and profitability, preparation of cheques, bills, endorsements, government security, documents and title to goods railway receipts, bills of lading, book debts, securities- government and commercial

Unit IV : Banking Regulation Act 1949, History, social control, Banking Regulation Act, applicable to banking companies and public sector banks, Banking regulation Act, applicable to cooperative banks

Unit V : Reserve Bank of India, Objectives, Organization, Functions and working, Money Policy, Credit control measures and their effectiveness

Reference Books : RBI Annual Manual, IGNOU Booklets, ICFAI work book

BBA 503**Management Information Systems**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Introduction concept, evolution and meaning of MIS; Goals of MIS, Information system for competitive advantage, systems approach to problem solving, challenges in developing of MIS, MIS function in an organization

Unit II : Information and Managerial Effectiveness : Information as a corporate resource, pervasiveness of information, types of information – operational tactical and strategic, levels of management and information needs of management, Process of generation of information, Quality of information

Unit III : Information systems for Finance, marketing, manufacturing, research and development and human resource areas

Unit IV : System Development Life Cycle Sequential process of software development, Computer Aided Software Engineering (CASE), Tools and the modular approach to software development, Information system audit

Unit V : Information, Evaluation and Maintenance of systems : Methods and steps in implementation of system, Approaches and process of evaluating MIS, Threats to Information systems, Vulnerability, risk and control measures

Reference Books : Management Information System - Gordon B Davis
System Analysis & Design Methods - Bentley & Barlow

Sixth Semester

BBA 601

Business Policies and Strategic Management

Maximum Marks :40

Pass Marks :16

Duration : 3 hours

Unit I : Introduction to Business Policy & Strategic Management : Concept, Evolution of Business Policy as a discipline, The nature of business policy, importance of Business policy, purpose of business policy, Objective of Business policy, An overview of strategic management, Nature of strategic decision making – approaches to strategic management, strategists and their role in strategic management

Unit II : Mission and purpose of Business, Definition, objectives and goals Environmental appraisal concept of environment, components of environmental scanning appraising the environment

Unit III : Organizational Appraisal, Dynamics of internal environment, organizational capability factors, consideration in organizational appraisal methods and techniques used for organizational appraisal, structuring organizational appraisal

Unit IV : Strategic choice. Process of strategic choice, corporate portfolio analysis, Industry, competitor and SWOT analysis, subjective factors in strategic choice, contingency strategies, Interrelationship between Formulation and Implementation

Unit V : Behavioral implementation Leadership, Implementation, Corporate culture, corporate politics and use to power, Personal values and business ethics, social responsibility and strategic management

Reference Books : Strategic Management – Pearce & Robinson

BBA 602

Marketing Research

Maximum Marks :40

Pass Marks :16

Duration : 3 hours

Unit I : Conceptual framework, historical development, nature, scope importance, limitations, organization of marketing research, Marketing

research agencies, Problem, discovery and formulation, Marketing research process, scientific methods, distinction between scientific and non scientific methods

Unit II : Exploratory and descriptive research, special techniques of marketing research, use of experimentation in marketing research, experimentation vs other methods of collecting primary data, types of experimental designs, other designs

Unit III : Secondary data and primary data collection methods, questionnaires, survey methods & its administration, questionnaire design, attitude measurement & scaling techniques, observation methods, sampling concepts, selecting a sample

Unit IV : Data Analysis and Interpretation, use of statistical techniques to verify the validity of the questionnaire

Unit V : Presentation of research report, Product research, Advertising research, motivation research, sales control, research ethics in marketing research, future in marketing research

Reference Books : Market Research - Boyd
Market Research - Green & Tull

Elective – I

M-1

Marketing Strategy

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Introduction to marketing strategy, strategic marketing process. Product strategy : Product Life cycle strategy, Product Mix strategy, concepts and cases

Unit II : Pricing strategy : Pricing modification strategy, concepts and cases

Unit III : Placement strategy : Channel Design and Management strategy, concepts and cases

Unit IV : Promotion Strategy : Advertising strategy, sales promotion strategy, personal selling strategy, publicity strategy

Unit V : Rural and Industrial Marketing strategies : concepts, issues and cases

Reference Books : Marketing Strategy – John Mill

M-2

Consumer Behaviour

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Consumer behaviour studies, scopes and their applications. Consumer's needs and motives

Unit II : Consumer as a perceiver and learner, mechanics of learning : influence of personality and attitude in buying behaviour. Process of attitude formation and the functioning models

Unit III : Group Dynamics & consumer buying behaviour. Group Dynamics as a role model of purchasing decision process. Reference group system

Unit IV : Personal influence and opinion leadership process. Dynamics of opinion leadership. Personality traits of innovator

Unit V : Social classes and their influence on consumer behaviour, model of consumer decision, social, economic and cultural aspects of

Indian consumer market, model of Industrial buying behaviour in India

Reference Books : Consumer Behaviour – Schiffman & Kanuk

M-3 **Advertising and Sales Promotion**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Advertising as a marketing communication process. Use of advertising for stimulating primary and selective demand.

Unit II : Campaign Planning : Building advertisement copy, elements of advertisements, layouts administration

Unit III : Media Planning : Media characteristics, media selection and media scheduling

Unit IV : Advertising agency : Organization, compensational control

Unit V : Regulation and control of advertising, rules governing unethical and improper advertising

Reference Books : Advertising Management : Aaker, Batra & Meyer
 Advertising Management : Manindra Mohan

M-4 **Sales Management**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Concept of Sales Management, Objectives, scope, significance & sales control, personal selling- objectives and strategies

Unit II : Planning for Sales Management – Sales organization- Purpose, Types, Setting up of organization, sales forecasting and budgeting, development of sales strategy

Unit III : Sales force Management : Selection, Training, Compensation & Motivation

Unit IV : Operational Sales Management : Sales quotas, objectives, types, Sales Territories- concept, reasons for establishing territories & procedures for setting up territories

Unit V : Sales Control & cost analysis – sales audit, sales analysis, marketing cost analysis

Reference Books : Sales Management – Still, Cundiff Giovanni

M-5 **Product Management**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Key concepts in product management, organization for product management

Unit II : New Product Development & Test Marketing – concepts and cases

Unit III : Product Lifecycle and marketing strategies- concepts and cases

Unit IV : Product Positioning and Marketing segmentation- concepts and cases

Unit V : Product Policy Decision- concepts and cases

Reference Books : Product Management : Ramanuj Mazumdar

Elective II
Human Resource

HR-1 **Human Resource Development**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : Rationale for training in organizations, determining training needs

Unit II : Methods of training : On the job and Off the job training methods, evaluation of the training methods

Unit III : Planning for training and development, Organizing the training department

Unit IV : Staffing the Training Department, controlling training

Unit V : Human resource development climate in Indian Organizations, human resource development practices in Indian industries – trends

Reference Books : Personnel Management : C.B. Mamoria
Personnel Management : R.S. Davar

HR-2 **Human Resource Management**

Maximum Marks :40
Pass Marks :16
Duration : 3 hours

Unit I : The concept and perspectives of Human Resource Management. Structure and role of Human Resource Management. Human Resource Planning

Unit II : Job Analysis and Job Description, recruitment and selection process.

Unit III : Socializing the new employee, employee training and development, performance evaluation and potential appraisal

Unit IV : Job Evaluation, Compensation and Reward systems

Unit V : Industrial Disputes Management, Trade Unions and Participative Management, Human Resource Information Systems

Reference Books : Human Resource Management - Udai Parikh

HR-3**Social Psychology****Maximum Marks :40****Pass Marks :16****Duration : 3 hours**

Unit I : Introduction to Social Psychology : Emergence of Social Psychology, Definition, Social Psychology as a science, scope of social psychology, evaluation of the experimental method, use of deception in social psychology research. Relation between social psychology and sociology, theory in social psychology and confirmation

Unit II: Social Perception and Impression Formation : Nature and significance of social perception, evaluation effects on social perception, theories of attribution, modification of Kelley's theory of Causal Attribution, Relationship between Appearance and Impression Formation, attribution of sincerity and techniques of recognizing honest persons, nature of self attribution, Impression formation- Intrinsic motivation and self perception (over justification effect)

Unit III : Attitude : Dimensions of Attitudes, Persuasive Communication, the effects of distraction of attention, methods of persuasion (a) Sleeper Effect (b) Attitude function and persuasion (c) Effects of mood on persuasion (d) Individual Differences and Persuasion, Dissonance and Attitude change, Prejudice and Discrimination- subtle forms of discrimination, influence of prejudice on social perception, Personality Structure as a source of prejudice.

Unit IV : Social Learning : Social Learning – Influence of others' evaluations on the formation of self concept, influence of cultural expectations and values on social learning, factors involved in social learning through the process of imitation (a) Choice of models and significance of reference groups in social learning (b) Perceptual factors in Social Learning (c) Reward difference in models

Unit V : Environment and human behaviour : Functions of personal space, factors affecting personal space, types of territories, functions of territories, noise- its negative effect on health and behaviour, Heat- its negative effect on health and behaviour, Air pollution : negative effects of air pollution on health, Influence of temperature on behaviour environmental perception, Feeling and perception, effects on human behaviour, effects on interpersonal behaviour, need to improve environment

Reference Books : Social Psychology – Dr. Das

HR- 4**Organizational Development****Maximum Marks :40****Pass Marks :16****Duration : 3 hours**

Unit I : Introduction, Definition and History of Organizational Development Nature of Organizational Development Strength of Organizational Development Problem and contingencies, Assumptions of Organizational Development Goal Setting for Organizational Development

Unit II : Organizational Development process, Action research and Organizational Development Action research as a process, Action research as an approach

Unit III : Organizational Development intervention, Definition, Nature of Organizational Development intervention, Classification of Organizational Development intervention, Organizational Development in an NGO

Unit IV : Team intervention, team building intervention, RAT (Role Analysis Technique), Continuous development- introduction, definition, evaluation and key concepts

Unit V : Structural Intervention and Organizational Development suggestion criteria for congruency/incongruency within Organizational Development, Training Philosophies, MBO and appraisal, Physical setting and Organizational Development, Organizational as a learning environment

Reference Books : Organizational Development - French & Bell

HR- 5**Management of Change****Maximum Marks :40****Pass Marks :16****Duration : 3 hours**

Unit I : The process of organizational change, key roles in organizational change, culture and change, managing resistance to change, effective implementation of change

Unit II : Organizational Diagnosis Issue and concepts- An overview, diagnostic methodology, salient Features, Diagnostic methods, Quantitative and Qualitative

Unit III : Intervention in organizational change, evaluation of organizational change programmes

Unit IV : Models of Organizational change some models of organizational change, why change may fail cases, organizational change and process consultation, work redesign model

Unit V : Consulting Approaches and skills- management as agent of change, internal change agent, external change agent styles

Reference Books : Organizational Change- Robbins

ECTIVE III**FINANCE****F- 1****Project Management****Maximum Marks :40**

Pass Marks :16**Duration : 3 hours**

Unit I : Planning Overview, Resource allocation framework, generation, and screening of project ideas (generation of ideas, scouting for project ideas, preliminary screening, Project rating index, Porter Model for profit potential of Industries), Project identification for an existing company

Unit II : Analysis : Market and demand analysis (situational analysis and specification of objectives, collection of secondary information, conduct of market survey, characterization of market, demand forecasting, market planning), Technical Feasibility, Financial Analysis (cost of project, means of Finance, assessing the tax burden and financial projections)

Unit III : Selection : Basic concepts and criteria: Project Cash Flow (Basic principles for measuring project cash flows), cost of capital (basic concepts- Premises and rationale, cost of debt, preference capital and equity, weighted average cost of capital) Appraisal Criteria- NPV, Benefit cost ratio, IRP, payback period

Unit IV : Implementation : Project management- planning and control, human aspects of project management, network techniques- PERT models, CPM model, Network cost system

Unit V : Review : Project review and administrative aspects, Performance Evaluation, Abandonment analysis, administrative aspects of capital budgeting, evaluating the capital budgeting system of an organization

Reference Books : Project Appraisal : Planning & Control- Prasanna Chandra

F- 2

Financial Control Systems**Maximum Marks :40****Pass Marks :16****Duration : 3 hours**

Unit I : Budgeting control, objectives of budgeting, classification of budgets, flexible budgets, performance budgeting, zero based budgeting

Unit II : Standard costing variance analysis, components of standard costing, material, labour and overhead standards

Unit III : Financial goal setting : concept and techniques, profit centers and investment centers, Breakeven analysis, responsibility centers

Unit IV : Cost audit and procedure- characteristics, scope & functions of cost audit, benefits & limitations, cost audit programme and procedure, cost audit rules, cost audit report

Unit V : Management audit Finance Audit & cost audit- a comparative study, Government and tax audit-audit of government department and public undertaking, Tax Audit and the Income Tax Act.

Reference Books : Management Control Systems - Lal
Cost Accounting M.L. Agrawal

F-3

Management of Working Capital**Maximum Marks :40****Pass Marks :16****Duration : 3 hours**

Unit I : Principles of working capital- concept of working capital, need for working capital, issues in working capital management, estimating working capital needs, financing current assets, concept of operating cycles

Unit II : Working Capital finance : Concept, Trade credit, accrued expenses and deferred income, bank finance for working capital, regulation of bank finance, commercial paper, Chore committee (summary of recommendations), Marathe Committee (summary of observations and recommendations)

Unit III: Accounts Receivable & Payables Management : Objectives, Credit Policy (Nature and Goals), Optimum Credit Policy- a cost benefit analysis, credit policy variables, credit evaluation of individual accounts, monitoring receivables, factoring concepts, Introduction and importance of payable management, effective management of payables.

Unit IV: Inventory Management : Objective, nature of inventories, Inventory management techniques, Analysis of investment in inventory, selective inventory control ABC analysis, inventory management process

Unit V : Cash management : objectives facets of cash management, motives for holding cash, cash planning, managing cash collections and disbursements, investing surplus cash in marketable securities

Reference Books : Financial Management – I.M. Pandey
Financial Management – Prasanna Chandra

F-4

Security Analysis and Portfolio Management

Maximum Marks :40

Pass Marks :16

Duration : 3 hours

Unit I : Investments, Nature & scope of Investment Analysis, Elements of Investment, Avenues of investment, approaches to investment analysis, concept of return and risk, security return & risk analysis, measurement of return and risk

Unit II : Security Market in India : Primary Market & Secondary Market, Function of Stock exchanges in India, SEBI its functions an operations, Depositories Act 1996

Unit III : Types of investment and risk : security & derivatives, Deposits, LIC policies, UTI, Non Financial Investment- Real Estate, Gold & Other types, Tax saving schemes in India, Risk- Interest rate risk, Market risk and Inflation risk

Unit IV : Analysis for Investment : Fundamental Analysis- Economy Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Hypothesis- Weak, Semi Strong & Strong market and its testing techniques

Unit V : Portfolio Construction : Traditional Portfolio & Modern Portfolio, Markowitz Model, selection of optimum portfolio, Management Portfolio and Portfolio revision

Reference Books : Security Analysis & Portfolio Management - Jordan & Fischer
Investments - Sharpe & Alexander

F-5

Financial Services

Maximum Marks :40

Pass Marks :16

Duration : 3 hours

Unit I : Merchant Banking- functions and role of Merchant bankers, categories of Merchant bankers, SEBI regulations pertaining to Merchant banking- pricing and regulatory aspects of public issues, rights issue and private placement

Unit II : Leasing- introduction, concept and classification, finance and operating lease advantage of leasing, disadvantage of leasing, leasing in the Indian context, legal aspects of leasing, tax aspects of leasing, lease accounting and reporting, financial evaluation of lease.

Unit III : Hire Purchase and consumer credit : concept and characteristics of Hire purchase mathematics of hire purchase, tax aspect of hire purchase, features of consumer credit transaction, legal frame work, consumer Credit Act. 1974

Unit IV : Mergers and acquisitions- types of combination, motives and benefits of merger analysis of merger and acquisition, significance of P/F ratio and EPS analysis, Leveraged buyout, regulation of merger and takeovers in India accounting for merger and acquisitions

Unit V : Other services- Venture capital, securitization, insurance, credit card, housing finance, bills financing (concepts and overview)

Reference Books : Financial Services - Sriram