



ଓଡ଼ିଶା ରାଜ୍ୟ ମୁକ୍ତ ବିଶ୍ୱବିଦ୍ୟାଳୟ, ସମ୍ବଲପୁର, ଓଡ଼ିଶା  
**Odisha State Open University, Sambalpur, Odisha**  
Established by an Act of Government of Odisha.

# **BACHLORS OF BUSINESS ADMINISTRATION SYLLABUS**

**(Effective from Academic Session 2022-23)**

COURSE CODE	COURSE TITLE	CREDITS
<b>Semester-I</b>		
AECC-01	Environmental Studies	<b>4</b>
BBA-01	Fundamentals of Management and OB	<b>6</b>
BBA-02	Statistics for Business Decisions	<b>6</b>
GEBBA-01	Entrepreneurship Development	<b>6</b>
AECC (EV-I)	Ethics and Values (Unit-I: Gender Issues and Ethical Dimensions)	<b>1</b>
<b>Semester-II</b>		
AECC-02	Business Communication and Soft Skills	<b>4</b>
BBA-03	Managerial Economics	<b>6</b>
BBA -04	Business Accounting	<b>6</b>
GEBBA-02	Production and Operation Management	<b>6</b>
AECC (EV-II)	Ethics and Values (Unit-II: Nature and Scope of Ethics and Values)	<b>1</b>
<b>Semester-III</b>		
BBA-05	Macroeconomics	<b>6</b>
BBA-06	Principles of Marketing	<b>6</b>
BBA-07	Management Accounting	<b>6</b>
GEBBA-03	Ethics, Governance and Social Responsibility	<b>6</b>
SEC BBA - 01	E-Commerce	<b>4</b>
AECC (EV-III)	Ethics and Values (Unit-III: Issues of Drug, Tobacco Addiction and Alcoholism)	<b>1</b>
<b>Semester-IV</b>		
BBA-08	Business Research	<b>6</b>
BBA-09	Human Resource Management	<b>6</b>
BBA-10	Financial Management	<b>6</b>
GEBBA-04	Tax Planning	<b>6</b>
SEC BBA -02	IT Tools in Business	<b>4</b>
AECC (EV-IV)	Ethics and Values (Unit-IV: Ethical Values for Students)	<b>1</b>
<b>Semester-V</b>		
BBA-11	Quantitative Techniques for Management	<b>6</b>
BBA-12	Legal Aspects of Business	<b>6</b>
DSE(H)-01	Management of Industrial Relations	<b>6</b>
DSE(H)-02	Training and Management Development	<b>6</b>
DSE(M)-01	Consumer Behaviour	<b>6</b>
DSE(M)-02	Marketing of Services	<b>6</b>
DSE(F)-01	International Finance	<b>6</b>
DSE(F)-02	Investment Banking and Financial Services	<b>6</b>
AECC (EV-V)	Ethics and Values (Unit-V: Vulnerable section of society: Human Dignity and Ethical Issues)	<b>1</b>
<b>Semester-VI</b>		
BBA-13	Business Policy and Strategy	<b>6</b>
BBA-14	Financial Institutions and Markets	<b>6</b>
DSE(H)-03	Performance and Compensation Management	<b>6</b>
DSE(H)-04	HRD - Systems and Strategies	<b>6</b>
DSE(M)-03	Advertising and Brand Management	<b>6</b>
DSE(M)-04	Distribution and Supply Chain Management	<b>6</b>
DSE(F)-03	Investment Analysis and Portfolio Management	<b>6</b>
DSE(F)-04	Project Appraisal and Analysis	<b>6</b>
AECC (EV-VI)	Ethics and Values (Unit-VI: Environmental & Techno Ethic)	<b>1</b>

## Semester-I

**Course Code: AECC-01**  
**Title: Environmental Studies**

<b>Block-1: The Environment</b>	
Unit-1	The Environment
Unit-2	Ecosystem and Biogeochemical Cycle
Unit-3	Environmental Pollution
Unit-4	Environmental Laws

<b>Block-2: Climate Change and Sustainable Development</b>	
Unit-5	Population Ecology
Unit-6	Population Growth and Controls
Unit-7	Climate Change
Unit-8	Sustainable Development

<b>Block-3: Disaster Management</b>	
Unit-9	Disaster Management
Unit-10	Vulnerability Assessment and Risk Analysis
Unit-11	Institutional Framework
Unit-12	Preparedness Measures and Survival Skills

<b>Block-4: Public Health Management</b>	
Unit-13	Communicable/Non-communicable diseases and Dynamics of Diseases Transmission
Unit-14	Brief Idea on Epidemics & Pandemic and its prevention
Unit-15	Life Style management
Unit-16	Role of Different Sector in Managing Health Disaster

**Course Code: BBA-01**  
**Fundamental of Management and OB**

**Course Objective:** To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

<b>Block-1: Forms of Business: An Introduction</b>	
Unit-1	Basic forms of Business Ownership
Unit-2	Special forms of ownership
Unit-3	Corporate Expansion
Unit-4	Evolution of Management Theory

<b>Block-2: Management Functions: An overview</b>	
Unit-5	Overview of Planning
Unit-6	Principles of organizing
Unit-7	Delegation & Decentralization
Unit-8	Controlling

<b>Block-3: Organizational Behaviour- Individual Perspective</b>	
Unit-9	Importance of organizational Behaviour
Unit-10	Perception, Attribution and Personality
Unit-11	Motivation and Leadership
Unit-12	Emotional Intelligence

<b>Block-4: Organizational Behaviour- Group Dynamics</b>	
Unit-13	Groups and Teams
Unit-14	Organisational Power and Politics
Unit-15	Organisational Change
Unit-16	Managing Stress

**Learning Outcomes:** At the end of the course, students should be able to:

- i. Understand the nature of management and describe the functions of management.
- ii. Develop understanding of different approaches to designing organizational structures.
- iii. Understand the role of personality, learning and emotions at work.
- iv. Discover and understand the concept of motivation, leadership, power and conflict.
- v. Understand the foundations of group behaviour and the framework for organizational change and development.

**References:**

- i. Gilbert: Principles of Management, McGraw Hill.
- ii. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing the Human Side of Work, Prentice Hall of India.
- iii. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
- iv. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.

- v. Kavita Singh: Organisational Behaviour, Vikas Publication.
- vi. Koontz & Heinz Wehrich: Essential of Management, McGraw Hill.
- vii. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
- viii. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
- ix. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
- x. Richard L. Daft: Principles of Management, Cengage Learning India.
- xi. Robbins Stephen P: Organisational Behaviour, Pearson.
- xii. Stephen P. Robbins & Mary Coulter: Management, Pearson.
- xiii. Stoner & Wankel: Management, Prentice Hall of India.

**Course Code: BBA-02**

**Title: Statistics for Business Decisions**

**Objective:** To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

<b>Block-1: Measures of Central Tendency</b>	
Unit-1	Measures of Central Value
Unit-2	Measures of Central Tendency
Unit-3	Measures of Dispersion
Unit-4	Moments, Skewness, Kurtosis.

<b>Block-2: Correlation and Regression</b>	
Unit-5	Correlation Analysis
Unit-6	Methods of studying simple correlation
Unit-7	Regression Analysis
Unit-8	Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

<b>Block-3: Time series Analysis and Index number</b>	
Unit-9	Analysis of Time Series
Unit-10	Measurement of trend
Unit-11	Index Numbers
Unit-12	Methods of constructing index numbers

<b>Block-4: Probability Distribution and Testing of hypothesis</b>	
Unit-13	Probability
Unit-14	Probability Distribution
Unit-15	Test of hypothesis concerning Mean
Unit-16	Using Non-parametric statistics for hypothesis testing.

**Learning Outcome:** After completing this course, the students will be able to:

- i. Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis
- ii. Critically evaluate the underlying assumptions of analysis tools
- iii. Understand and critically discuss the issues surrounding sampling and significance
- iv. Discuss critically the uses and limitations of statistical analysis
- v. Solve a range of problems using the techniques covered
- vi. Conduct basic statistical analysis of data

**References:**

- i. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
- ii. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
- iii. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

**Course Code: GEBBA-01**  
**Title: Entrepreneurship Development**

**Objective:** This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

<b>Block-1: Concept of Entrepreneurship</b>	
Unit-1	Concept of entrepreneurship
Unit-2	Forms of ownership
Unit-3	Financing entrepreneurial ventures
Unit-4	Corporate Entrepreneurship

<b>Block-2: Entrepreneurship, Creativity And Innovation, Social Entrepreneurship</b>	
Unit-5	Stimulating Creativity
Unit-6	Sources of Innovation in Business
Unit-7	Introduction to Social Entrepreneurship
Unit-8	Start-Up and Early Stage Venture

<b>Block-3: Family Business And Entrepreneurship</b>	
Unit-9	Role and personality of the Entrepreneur
Unit-10	Concept of Family Business
Unit-11	Conflict and conflict resolution in family
Unit-12	Women's issues in the family business

<b>Block-4: Financing the Entrepreneurial Business</b>	
Unit-13	Traditional sources of financing
Unit-14	Role played by commercial banks
Unit-15	Loan syndication and Consortium finance
Unit-16	Venture capital

**Learning outcome:** After completing this course the students will be able to:

- i. Understand Models of entrepreneurship and business development
- ii. Understand the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise
- iii. Understand the central role of opportunity recognition and marketing to business development
- iv. Understand the creation of business sustainability

**References:**

- i. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
- ii. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
- iii. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
- iv. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw  
a. Hill.
- v. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
- vi. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
- vii. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
- viii. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
- ix. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
- x. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid, eradicating poverty through profits. Wharton school Publishing.
- xi. Scarborough &Zimmerer, Effective Small Business Management
- xii. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston:Harvard Business Press.

**Semester-II**

**Course Code: AECC-02**

**Title: Business Communication and Soft Skills**

**Objectives:** The objective of the course is to provide an overview of Prerequisites to Business Communication, to put in use the basic mechanics of Grammar, to provide an outline to effective Organizational Communication, to underline the nuances of Business communication and to impart the correct practices of the strategies of Effective Business writing.

**Block-1: Concept, Importance & Process of Communication**

<b>Unit-1:</b> Introduction to Business Communication
<b>Unit-2:</b> Business Communication Process
<b>Unit-3:</b> Communication Technique
<b>Unit-4:</b> Barriers to Communication

## Block-2: Written Communication in Management

<b>Unit-5:</b> Oral and Written Communication
<b>Unit-6:</b> Business Presentations
<b>Unit-7:</b> Effective writing skill-1
<b>Unit-8:</b> Effective writing skill-2

## Block-3: Soft Skills and Personality Development

<b>Unit-9:</b> Introduction to Business Etiquettes
<b>Unit-10:</b> Emotional Intelligence Skills
<b>Unit-11:</b> Life skills
<b>Unit-12:</b> Presentation Skills

## Block-4: Group Discussion & Interview Techniques

<b>Unit-13:</b> Preparing C.V. / Resume
<b>Unit-14:</b> Interview Skills and Techniques
<b>Unit-15:</b> Working with Customers
<b>Unit-16:</b> Improving Informal communications

**Learning Outcome:** After studying this course, the students will be able:

- i. To be familiar with the complete course outline/Course Objectives/Learning Outcomes/ Evaluation Pattern & Assignments
- ii. To participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.
- iii. To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
- iv. To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
- v. To draft effective business correspondence with brevity and clarity.
- vi. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
- vii. To demonstrate his verbal and non-verbal communication ability through presentations.



**Course Code: BBA-03**  
**Title: Managerial Economics**

**Objective:** The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

<b>Block-1: Demand Forecasting</b>	
Unit-1	Demand Forecasting
Unit-2	Supply and Market equilibrium
Unit-3	Elasticities of demand and supply
Unit-4	Theory of consumer behaviour

<b>Block-2: Optimal production choice and Costs and scale</b>	
Unit-5	Producer and optimal production choice-I
Unit-6	Producer and optimal production choice-II
Unit-7	Costs and scale-I
Unit-8	Costs and scale-II

<b>Block-3: Market Competition</b>	
Unit-9	Perfect competition
Unit-10	Monopoly
Unit-11	Monopolistic competition
Unit-12	Oligopoly

<b>Block-4: Factor market</b>	
Unit-13	Factor market
Unit-14	Market demand for a factor
Unit-15	Supply of labour, market supply of labour
Unit-16	Factor market equilibrium

**Learning Outcome:** After studying this course, the students will be able:

- i. To apply the knowledge of the mechanics of supply and demand to explain working of markets Describe how changes in demand and supply affect markets
- ii. Understand the choices made by a rational consumer
- iii. Explain relationships between production and costs
- iv. Define key characteristics and consequences of different forms of markets

**References:**

- i. Dominick Salvatore (2009). Principles of Microeconomics (5<sup>th</sup> Ed.) Oxford University Press
- ii. Lipsey and Chrystal. (2008). Economics. (11<sup>th</sup> Ed.) Oxford University Press
- iii. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
- iv. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7<sup>th</sup> Ed.). Pearson.

**Course Code: BBA -04**  
**Title: Business Accounting**

**Objective:** To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

<b>Block-1: Introduction to Financial Accounting</b>	
Unit-1	Introduction to Financial Accounting
Unit-2	Recording Transactions in General Journal
Unit-3	Cash Book
Unit-4	An overview of Subsidiary books

<b>Block-2: Recording of Financial Transactions</b>	
Unit-5	Preparation of Ledger Accounts.
Unit-6	Introduction to International Financial Reporting Standards (IFRS).
Unit-7	Depreciation Accounting
Unit-8	Preparation of Trial Balance

<b>Block-3: Preparation of Financial Statements</b>	
Unit-9	Bank Reconciliation Statement.
Unit-10	Preparation of Financial Statements
Unit-11	Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013
Unit-12	Understanding the contents of a Corporate Annual Report

<b>Block-4: Analysing Financial Statements</b>	
Unit-13	Cash Flow Statement
Unit-14	Analysing Financial Statements
Unit-15	Techniques of Financial Statement Analysis
Unit-16	Ratio Analysis

**Learning Outcome:** After studying this course, the students will be able to:

- i. Acquire conceptual knowledge of basics of accounting
- ii. Identify events that need to be recorded in the accounting records
- iii. Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP
- iv. Equip with the knowledge of accounting process and preparation of final accounts of sole proprietor
- v. Identify and analyse the reasons for the difference between cash book and pass book balances
- vi. Determine the useful life and value of the depreciable asset

**References:**

- i. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
- ii. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
- iii. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
- iv. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
- v. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

**Course Code: GEBBA-02**

**Title: Production and Operation Management**

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

<b>Block-1: Introduction to Production &amp; Operations Management</b>	
Unit-1	Introduction to Production & Operations Management
Unit-2	Operation Strategies
Unit-3	Maintenance Management
Unit-4	Lean production

<b>Block-2: Forecasting, Scheduling, Selection</b>	
Unit-5	Forecasting
Unit-6	Scheduling
Unit-7	Process Selection
Unit-8	Product-process design Matrix and Services design matrix

<b>Block-3: Location and Layout</b>	
Unit-9	Layout Decision
Unit-10	Location Decisions & Models
Unit-11	Capacity Planning
Unit-12	Decision trees analysis

<b>Block-4: Aggregate Planning</b>	
Unit-13	Aggregate Planning
Unit-14	Statistical Quality control
Unit-15	Control charts
Unit-16	Elementary Queuing Theory

**Learning Outcome:** After studying this course, the students will be able to:

- i. Gaining knowledge about managing production processes.
- ii. How to run operations effectively.
- iii. Better understanding of modern production techniques
- iv. Better understanding of quality management.
- v. Management skills needed for the effective operations management.

**References:**

- i. Mahadevan B, Operations Management Theory & Practice, Pearson Education
- ii. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
- iii. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
- iv. S.P. Gupta, Statistical methods, Sultan Chand & Sons.
- v. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
- vi. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
- vii. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
- viii. Gaither and Frazier, Operations Management, Thomson South-Western
- ix. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
- x. Operations Research, V. K. Kapoor. Sultan Chand & Sons

## Semester-III

**Course Code: BBA-05**

**Title: Macroeconomics**

**Objective:** This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behaviour of individuals.

<b>Block-1: National Income</b>	
Unit-1	National Income Accounting
Unit-2	Methods and Approaches to Measure National Income
Unit-3	Classical theory of income and employment
Unit-4	Fiscal and monetary Policy

<b>Block-2: Keynesian theory of Income and Employment</b>	
Unit-5	Keynesian theory of Income and Employment
Unit-6	Multiplier
Unit-7	Determination of equilibrium income and interest rates under IS-LM Frame work
Unit-8	Monetary and fiscal policy

<b>Block-3: Money supply and demand</b>	
Unit-9	Functions & determination of money
Unit-10	Theory of money multiplier
Unit-11	Inflation and related policies
Unit-12	Phillips Curve

<b>Block-4: Capital Mobility</b>	
Unit-13	Open Economy & Introduction to BOP
Unit-14	Market for foreign exchange and Exchange rate
Unit-15	Mundell Fleming model: Perfect Capital Mobility
Unit-16	Mundell Fleming Model: Imperfect Capital Mobility under Fixed and Flexible Exchange Rate)

**Learning outcome:** After studying this course, the students will be able to:

- i. Understand the role of expectations in macroeconomics
- ii. Gain knowledge about the alternative theories of endogenous expectations formation
- iii. Exposure to some later developments in macroeconomic theory, like Real Business Cycle Hypothesis vs. New Keynesian Economics
- iv. Gain insight into the alternative policy prescriptions of these two schools of thought.
- v. Understand about the basics of open economy macroeconomics.
- vi. Develop knowledge and understanding of theory and concepts of financial market system

- vii. Develop the learner's knowledge and understanding of Asset Demand and Supply and its application in monetary and capital markets practices
- viii. Provides the backdrop against which the approaches to Term and Risk Structure of Interests has evolved and analysis of current approaches

**References:**

- i. Froyen, R.P. (2011): Macroeconomics-theories and policies (8<sup>th</sup> ed.) . Pearson:
- ii. Dornbusch and Fischer (2010). Macroeconomics (9<sup>th</sup>ed.). Tata McGraw Hill
- iii. N Gregory Mankiw (2010). Macroeconomics (7<sup>th</sup>ed.). Worth Publishers
- iv. Olivier Blanchard, Macroeconomics (2009). (5<sup>th</sup>ed.) Pearson

**Course Code: BBA-06**  
**Title: Principles of Marketing**

**Objective:** This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

<b>Block-1: Basics of Marketing</b>	
Unit-1	Introduction to Marketing Management
Unit-2	Marketing orientation
Unit-3	Marketing Mix
Unit-4	Marketing Environment

<b>Block-2: STP</b>	
Unit-5	Segmentation
Unit-6	Targeting
Unit-7	Positioning
Unit-8	New Product Development

<b>Block-3: Product and Pricing Decisions</b>	
Unit-9	Product Mix
Unit-10	Product Mix Decision
Unit-11	Branding, Packaging & Labelling,
Unit-12	Pricing Decisions

<b>Block-4: Promotion Mix</b>	
Unit-13	Promotion Mix
Unit-14	Promotional Tools
Unit-15	Place (Marketing Channels)
Unit-16	Marketing of Services

**Learning Outcome:**

- i. Demonstrate the ability to critically evaluate a marketing program from consumer and marketing practitioner viewpoints, including consideration of ethical implications.
- ii. Communicate clearly, in an organized fashion, the concepts of marketing in both oral and written work.
- iii. Demonstrate an understanding of how marketing fits with the other business disciplines within an organization.

**Reference:**

- i. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
- ii. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
- iii. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
- iv. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

**Course Code: BBA-07**

**Title: Management Accounting**

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

<b>MANAGEMENT ACCOUNTING</b>	
<b>Block-1: Management and Cost Accounting</b>	
Unit-1	Nature and Scope of Management Accounting
Unit-2	Cost concepts and Elements of Cost
Unit-3	Classification of Costs
Unit-4	Cost Sheet

<b>Block-2: Cost Volume Profit Analysis</b>	
Unit-5	Cost Ascertainment
Unit-6	Cost-Volume-Profit Analysis
Unit-7	Break-even Point
Unit-8	Break-even Analysis

<b>Block-3: Budgeting and Budgetary Control</b>	
Unit-9	Types of Budgets
Unit-10	Budgetary Control
Unit-11	Responsibility Accounting
Unit-12	Transfer pricing

<b>Block-4: Standard Costing</b>	
Unit-13	Standard Costing
Unit-14	Variance Analysis
Unit-15	Introduction to Target Costing and Life Cycle Costing
Unit-16	Quality Costing and Activity based Costing.

**Learning outcome:** After studying this course, the students will be able:

- i. To develop the concept of management accounting and its significance in the business.
- ii. To analyze the financial statements.
- iii. To understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates.
- iv. Develop competence with their usage in managerial decision making and control.
- v.

**References:**

- i. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
- ii. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
- iii. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
- iv. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

**Course Code: GEBBA-03**

**Title: Ethics, Governance and Social Responsibility**

**Objective:** The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

<b>Block-1: Business Ethics</b>	
Unit-1	Business ethics
Unit-2	Ethical principles in business
Unit-3	Utilitarianism
Unit-4	Virtue ethics

<b>Block-2: Corporate governance</b>	
Unit-5	Moral issues in business
Unit-6	Corporate governance
Unit-7	Accounting standards and corporate governance, corporate disclosure, insider trading
Unit-8	The Board –Quality, Composition and role of Board

<b>Block-3: Critical issues in Corporate governance</b>	
Unit-9	Outside Directors on the board (independent, nominee), Executive and Non-Executive directors
Unit-10	SEBI Corporate Governance, clause 49
Unit-11	Directors and financial institutions in enhancing corporate governance
Unit-12	Critical issues in governance of board directors, CEO Duality.

<b>Block-4: Corporate social responsibility</b>	
Unit-13	Role of auditors in enhancing corporate governance
Unit-14	Whistle blowing
Unit-15	Discrimination, affirmative action, and reverse discrimination
Unit-16	Corporate social responsibility

**Learning outcome:** On successful completion of the course, the learners will be able to:

- i. Understand the importance of ethics and CSR in the day-to-day working of organizations
- ii. Learn the issues involved in maintaining ethics and how to deal with such situations
- iii. Learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.

**References:**

- i. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
- ii. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
- iii. A.C. Fernando: Business Ethics Pearson Education.
- iv. A.C. Fernando: Corporate Governance Pearson Education.
- v. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
- vi. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
- vii. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
- viii. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
- ix. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

**Course Code: SEC- 01**

**Title: E-Commerce**

<b>Block-1: Introduction to ecommerce</b>	
Unit-1	Introduction to e-commerce
Unit-2	Value chain in ecommerce
Unit-3	Porter's value chain model, competitive advantage and competitive strategy
Unit-4	Different types of ecommerce like B2B, B2C, C2C, C2B,G2C

<b>Block-2: Consumer oriented e-commerce</b>	
Unit-5	Traditional retailing and e-retailing
Unit-6	Models for e-retailing
Unit-7	E-services
Unit-8	Online Banking and Online Share Trading



<b>Block-3:</b>	
Unit-9	The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.
Unit-10	Building and hosting your website:
Unit-11	Web page design using HTML and CSS
Unit-12	Introduction to CSS

<b>Block-4:</b>	
Unit-13	Security threats
Unit-14	Basic cryptography for enabling security in ecommerce
Unit-15	Internet payment systems
Unit-16	Electronic payment media

**Learning Outcome:** Upon completion of the course students should be able to:

- i. Analyze the impact of E-commerce on business models and strategy.
- ii. Describe the major types of E-commerce.
- iii. Explain the process that should be followed in building an E-commerce presence.
- iv. Identify the key security threats in the E-commerce environment.
- v. Describe how procurement and supply chains relate to B2B E-commerce.

## **Semester-IV**

**Course Code: BBA-08**  
**Title: Business Research**

**Objective:** To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

<b>Block-1: Introduction to Business Research</b>	
Unit-1	Nature and Scope of Marketing Research
Unit-2	The Research process
Unit-3	The research proposal
Unit-4	Problem Formulation

<b>Block-2: Sampling</b>	
Unit-5	Research Design
Unit-6	Secondary Data Research
Unit-7	Syndicated Research (in India)
Unit-8	Sampling and sampling Techniques

<b>Block-3: Primary Sources of Data Collection</b>	
Unit-9	Primary Data Collection
Unit-10	Qualitative Research Tools
Unit-11	Measurement & Scaling
Unit-12	Questionnaire-form & design.

<b>Block-4: Analysis of Data</b>	
Unit-13	Data Analysis
Unit-14	Chi square test
Unit-15	Introduction to theoretical concept of ANOVA
Unit-16	Factor Analysis and Discriminant Analysis.

**Learning Outcome:** After successful completion of the course, students will be able to:

- i. Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues
- ii. Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making
- iii. Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process
- iv. Conceptualise the research process
- v. Develop necessary critical thinking skills in order to evaluate different research approaches utilised in the service industries

**References:**

- i. Zikmund, Babin & Carr: Business Research Methods, South-Western.
- ii. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
- iii. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
- iv. Aaker, Kumar, Day - Marketing Research. Wiley.
- v. Naresh Malhotra – Marketing Research, Pearson.

**Course Code: BBA-09**

**Title: Human Resource Management**

**Objective:** The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

<b>Block-1: Introduction to HRM</b>	
Unit-1	Concept of Human Resource Management
Unit-2	HRD goals and challenges.
Unit-3	HR role in strategy formulation
Unit-4	HRM issues in India

<b>Block-2: Human Resource Functions</b>	
Unit-5	Human Resource Planning and Human Resource Information System
Unit-6	Job analysis
Unit-7	HR accounting and Human Resource Development (HRD) audit

Unit-8	Recruitment, Selection & Orientation
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<b>Block-3: Job Evaluation and Compensation Policy</b>	
Unit-9	Compensation
Unit-10	Job evaluation
Unit-11	Wage differentials & incentives
Unit-12	Brief introduction of social security, health, retirement & other benefits.

<b>Block-4: Management of Industrial Relations</b>	
Unit-13	Industrial Relations
Unit-14	Industrial dispute- concept, causes & machinery for settlement of disputes
Unit-15	Grievance
Unit-16	Collective bargaining

**Learning outcome:** After successfully completing this course, students will be able:

- i. To develop the understanding of the concept of human resource management and to understand its relevance in organizations.
- ii. To develop necessary skill set for application of various HR issues.
- iii. To analyse the strategic issues and strategies required to select and develop manpower resources.
- iv. To integrate the knowledge of HR concepts to take correct business decisions.

**References:**

- i. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
- ii. Dessler, G: Human Resource Management, Pearson.
- iii. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
- iv. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
- v. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

**Course Code: BBA-10**

**Title: Financial Management**

**Objective:** To acquaint students with the techniques of financial management and their applications for business decision making.

<b>Block-1: Introduction to Financial Management</b>	
Unit-1	Concept and Nature of Financial Management
Unit-2	Functions of finance
Unit-3	Concept of Time Value of Money
Unit-4	Risk & Return Analysis

<b>Block-2: Long -term investment decisions</b>	
Unit-5	Capital Budgeting I
Unit-6	Capital Budgeting II
Unit-7	Concept and Measurement of Cost of Capital
Unit-8	Cost of Retained Earnings.

<b>Block-3: Financing and Dividend Decision</b>	
Unit-9	Capital Structures
Unit-10	Capital Structure and Financial Distress, Trade-Off Theory.
Unit-11	Dividend Policy Decision
Unit-12	Leverage Analysis

<b>Block-4: Working Capital Management</b>	
Unit-13	Working Capital Management
Unit-14	Management of Cash
Unit-15	Receivables Management
Unit-16	Inventory Management

**Learning Outcome:** On successful completion of this course, students will be able:

- i. Describe the financial environment within which organisations must operate
- ii. Critically evaluate the financial objectives of various types of organisations and the respective requirements of stakeholders
- iii. Discuss the function of capital markets
- iv. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
- v. Assess the factors affecting investment decisions and opportunities presented to an organisation
- vi. Select and apply techniques in managing working capital
- vii. Analyse a company's performance and make appropriate recommendations.

**References:**

- i. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
- ii. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
- iii. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
- iv. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
- v. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall.

**Course Code: SEC-02**  
**Title: IT Tools in Business**

<b>Block-1: Spreadsheets</b>	
Unit-1	Concept of worksheets and workbooks
Unit-2	Consolidating worksheets and workbooks
Unit-3	Printing and Protecting worksheets
Unit-4	Analysing data using pivot tables, Performing what-if analysis

<b>Block-2: Word-processing</b>	
Unit-5	Formatting techniques.

Unit-6	Page setup and sections, Working with tables
Unit-7	Create newspaper columns, indexes and table of contents.
Unit-8	Mail merge

<b>Block-3: PowerPoint presentation</b>	
Unit-9	An Introduction to PPT
Unit-10	Creating graphs, tables, diagrams, organization charts, inserting clip art and images
Unit-11	Viewing and navigating a presentation
Unit-12	Animation and multimedia

<b>Block-4: Databases</b>	
Unit-13	Introduction to Database Development
Unit-14	Creating Query by design & by wizard
Unit-15	Working with forms
Unit-16	Working with Reports

**Learning outcome:** At the end of the course the students will be able to:-

- i. Acquire the foundation level knowledge required to understand computer and its operations.
- ii. Understand the hardware and software components of the computer.
- iii. Understand the basic concept of operating system and get knowledge about various different operating systems.
- iv. Understand to use the packages of word processing, spread sheet and presentation in detail.
- v. Understand various data base concepts and operations.
- vi. Understand the issues related to IT and IT applications.

## Semester-V

**Course Code: BBA-11**

**Title: Quantitative Techniques for Management**

**Objective:** To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

<b>Block-1: Linear Programming</b>	
Unit-1	Linear Programming
Unit-2	Simplex Methods
Unit-3	Duality and Sensitivity
Unit-4	Formulation of Integer programming

<b>Block-2: Transportation and Assignment Models</b>	
Unit-5	Elementary Transportation
Unit-6	Vogel's Approximation Method (VAM)

Unit-7	Modified Distribution Method
Unit-8	Elementary Assignment

<b>Block-3: Network Analysis</b>	
Unit-9	Network Analysis
Unit-10	Critical Path- float and slack analysis
Unit-11	PERT
Unit-12	Project Time Crashing

<b>Block-4: Decision Theory, Game Theory &amp; Simulation</b>	
Unit-13	Decision Theory
Unit-14	Markov Chains
Unit-15	Introduction to Game Theory
Unit-16	Introduction to Simulation: Monte Carlo Simulation

**Learning outcome:** At the end of the course the students will be able to:-

- i. Identify, formulate and solve Linear Programming Problems graphically, mathematically and by using excel solver.
- ii. Solve optimization problems like transportation and assignment problem mathematically and by using excel solver
- iii. Develop critical thinking and use PERT and CPM techniques to improve decision making.
- iv. Identify different types of decision-making environments and choose the appropriate decision making approaches for each.

**Reference:**

- i. N. D. Vohra: Quantitative Management, Tata McGraw Hill
- ii. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
- iii. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
- iv. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited

**Course Code: BBA-12**  
**Title: Legal Aspects of Business**

**Objective:** To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

<b>Block-1: INDIAN CONTRACT ACT, 1872</b>	
Unit-1	The Indian Contract Act 1872
Unit-2	Kinds of contract- Based on: validity, formation & performance
Unit-3	Law relating to offer and acceptance
Unit-4	Special contracts.

<b>Block-2: Sales of Goods Act, 1930</b>	
Unit-5	Sale of Goods Act 1930

Unit-6	Sale by non-owners, rights of unpaid seller.
Unit-7	Negotiable Instruments Act 1881
Unit-8	Type of negotiable instruments

<b>Block-3: Companies Act, 2013 and Limited Liability Partnership Act, 2008</b>	
Unit-9	The Companies Act 2013
Unit-10	Issue of shares and bonus shares, rights issue, sweat equity
Unit-11	Role of directors
Unit-12	The Limited Liability Partnership Act 2008.

<b>Block-4: Consumer Protection Act, 1986 and RTI</b>	
Unit-13	Consumer Protection Act 1986
Unit-14	The Right to Information Act 2005
Unit-15	Definition of terms information, right, record, public authority
Unit-16	Obligations of public authorities

**Learning outcome:** At the end of the course the students will be able to:-

- i. Know rights and duties under various legal Acts.
- ii. Understand consequences of applicability of various laws on business situations.
- iii. Develop critical thinking through the use of law cases.

**Reference:**

- i. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
- ii. M.C.Kucchal, & Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
- iii. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
- iv. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
- v. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
- vi. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust  
Rohini Aggarwal: Mercantile & Commercial Law, Taxmann

**Course Code: DSE (F)-I**  
**Title: International Finance**

**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.

<b>Block-1: Introduction to International Finance</b>	
Unit-1	Introduction to International trade
Unit-2	Sources of International Finance
Unit-3	International Monetary System
Unit-4	Multinational Financial System

<b>Block-2: Foreign Exchange Management</b>	
Unit-5	Foreign Exchange Management
Unit-6	Exchange Rate determination and Forecasting
Unit-7	Models of exchange rate forecasting
Unit-8	Managing Political Risk

<b>Block-3: Management of Foreign Exchange Exposures</b>	
Unit-9	Foreign Exchange Exposures
Unit-10	Managing Accounting Exposure
Unit-11	Measuring and managing Economic Exposure
Unit-12	Transfer Pricing and Tax Evasion

<b>Block-4: Multinational Finance</b>	
Unit-13	Intercompany Fund
Unit-14	International Investment Management
Unit-15	International project appraisal
Unit-16	Multinational Working Capital Management

**Learning outcome:** At the end of the course the students will be able to:-

- i. Demonstrate basic understanding of foreign exchange market and exchange rates
- ii. Demonstrate basic understanding of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
- iii. Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions
- iv. Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance

**Reference:**

- i. PG Apte: International Finance, TataMcgraw Hill.
- ii. Alan C. Shapiro: Multinational Financial Management- Prentice Hall
- iii. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill

**Course Code: DSE (F)-II**

**Title: Investment Banking and Financial Services**

**Objective:** The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

<b>Block-1: Indian Financial System</b>	
Unit-1	An Overview of Indian Financial System
Unit-2	Investment Banking
Unit-3	Merchant Banking in India
Unit-4	SEBI guidelines for Merchant Bankers



<b>Block-2: Issue Management</b>	
Unit-5	Public Issue
Unit-6	Book Building
Unit-7	Right Issue
Unit-8	Post issue work & obligations

<b>Block-3: Leasing and Hire Purchase</b>	
Unit-9	Leasing
Unit-10	Hire Purchase interest & Instalment
Unit-11	Factoring, forfaiting and its arrangement
Unit-12	Housing Finance

<b>Block-4: Financial Services</b>	
Unit-13	Venture Capital
Unit-14	Insurance
Unit-15	Credit Ratings
Unit-16	Securitization in India

**Learning outcome:** At the end of the course the students will be able to:-

- i. Understand the importance and relevance of Investment Bankers in any Financial System.
- ii. Understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
- iii. Understand the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.

**Reference:**

- i. M.Y.Khan: Financial Services, Tata McGraw –Hill.
- ii. Machiraju: Indian Financial System, Vikas Publishing House.
- iii. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
- iv. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
- v. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

**Course Code: DSE (H)-I**  
**Title: Management of Industrial Relations**

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

<b>Block-1: Conceptual Framework Of Industrial Relations</b>	
Unit-1	Concept of industrial relations
Unit-2	Workers participation in management

Unit-3	Trade Union Act 1926
Unit-4	The Industrial Employment (Standing Orders) Act 1946

<b>Block-2: Trade Unionism And Collective Bargaining</b>	
Unit-5	The Industrial Disputes Act 1947
Unit-6	Forum for settlement of disputes
Unit-7	Payment of Wages Act 1936
Unit-8	Payment of Gratuity Act 1972

<b>Block-3: Employee Participation</b>	
Unit-9	Minimum Wages Act 1948
Unit-10	Payment of Bonus Act 1965
Unit-11	Factories Act 1948
Unit-12	Health and welfare measures

<b>Block-4: Grievance, Discipline And Dispute Resolution</b>	
Unit-13	Employment of women and young persons
Unit-14	Leave with wages and weekly holidays.
Unit-15	Provident Fund and Miscellaneous Provisions Act 1952
Unit-16	Employees' Pension Scheme and Employees State Insurance Act 1948.

**Learning outcome:** At the end of the course the students will be able to:-

- i. Illustrate the role of trade union in the industrial setup.
- ii. Elaborate the concept of Industrial Relations.
- iii. summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965
- iv. elaborate Industrial Dispute settlement procedure
- v. Outline the important causes & impact of industrial disputes.
- vi. Summarize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Employees' Pension Scheme and Employees State Insurance Act 1948.

**Reference:**

- i. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
- ii. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.

**Course Code: DSE (H)-II**  
**Title: Training and Management Development**

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

<b>Block-1: Training Methods And Need Assessment</b>	
Unit-1	On-the-Job (OJT) Training Methods
Unit-2	Training Evaluation Models and Audit
Unit-3	Off-the-Job and Experimental Training Methods
Unit-4	Training and Development

<b>Block-2: Management Development Programme Methods</b>	
Unit-5	Management Development
Unit-6	Management Development Techniques And Methods: On The-Job Training
Unit-7	Management Development Techniques And Methods: Off The-Job Training
Unit-8	Evaluating Management Development

<b>Block-3: Training Impact Assessment</b>	
Unit-9	Training Evaluation
Unit-10	Post-Training Evaluation Models and Audit
Unit-11	Impact Assessment of Training
Unit-12	E-training

<b>Block-4: Organisational Development</b>	
Unit-13	Introduction to Organisational Development (OD)
Unit-14	OD Interventions
Unit-15	Training Experiences
Unit-16	Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

**Learning outcome:** At the end of the course the students will be able to:-

- i. Understand the concepts related to Business.
- ii. Demonstrate the roles, skills and functions of management.
- iii. Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
- iv. Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

**Reference:**

- i. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
- ii. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
- iii. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.  
Bhatia S.K.: Training & Development, Deep & Deep Publishers

**Course Code: DSE (M)-I**

## Title: Consumer Behaviour

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

<b>Block-1: Consumer Behaviour</b>	
Unit-1	Consumer Behaviour
Unit-2	Introduction to 'Industrial Buying Behaviour'
Unit-3	Market Segmentation: VAL's 2 segmentation profile.
Unit-4	Consumer Needs & Motivation

<b>Block-2: Learning &amp; Consumer Involvement</b>	
Unit-5	Personality & Consumer Behaviour
Unit-6	Consumer Perception
Unit-7	Learning & Consumer Involvement
Unit-8	Consumer Attitudes

<b>Block-3: Group Dynamics</b>	
Unit-9	Group Dynamics & consumer reference groups
Unit-10	Family & Consumer Behaviour
Unit-11	Social Class & Consumer behaviour
Unit-12	Opinion Leadership Process

<b>Block-4: Diffusion of Innovation</b>	
Unit-13	Diffusion of Innovation
Unit-14	Consumer Decision making process
Unit-15	Culture & Consumer Behaviour
Unit-16	Models of Consumer Decision making

**Learning outcome:** At the end of the course the students will be able to:-

- i. Identify the major influences in consumer behaviour
- ii. Distinguish between different consumer behaviour influences and their relationships
- iii. Establish the relevance of consumer behaviour theories and concepts to marketing decisions
- iv. Implement appropriate combinations of theories and concepts
- v. Recognise social and ethical implications of marketing actions on consumer behaviour
- vi. Use most appropriate techniques to apply market solutions

**Reference:**

- i. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
- ii. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.

- iii. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
- iv. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, a: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- v. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

**Course Code: DSE (M)-II**  
**Title: Marketing of Services**

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

<b>Block-1: Services Marketing: An Overview</b>	
Unit-1	The Concept of Services
Unit-2	Services Marketing Environment
Unit-3	Role of Services in economy
Unit-4	Demand and Supply Management in Service

<b>Block-2: Services Marketing Mix</b>	
Unit-5	Services Marketing Mix
Unit-6	Service Quality
Unit-7	Service Marketing Triangle
Unit-8	Service Quality and its Application in Insurance Sector

<b>Block-3: Strategic Issues</b>	
Unit-9	Introduction to Services Marketing Strategy
Unit-10	Segmentation, Targeting and Positioning
Unit-11	Market Innovation and Competitive Differentiation
Unit-12	Competitive Advantage and Value Chain Analysis

<b>Block-4: Sectoral Applications</b>	
Unit-13	Relationship Building
Unit-14	Services Marketing in Healthcare
Unit-15	Services Marketing For Telecom Company
Unit-16	Services Marketing In Banks

**Learning outcome:** At the end of the course the students will be able to:-

- i. Understand the Concept of Services and intangible products
- ii. Discuss the relevance of the services Industry to Industry
- iii. Examine the characteristics of the services industry and the modus operandi
- iv. Analyse the role and relevance of Quality in Services
- v. Visualise future changes in the Services Industry

**Reference:**

- i. Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
- ii. Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
- iii. Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.

## SEMESTER-VI

### Course Code: BBA-13 Title: Business Policy and Strategy

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

<b>Block-1: Nature &amp; Importance of Business Policy &amp; Strategy</b>	
Unit-1	Strategic Management: An Overview
Unit-2	Levels of Strategic Management Decisions
Unit-3	Vision, Mission, Objectives and Goals
Unit-4	Criteria For Formulation and Evaluation of Mission Statement

<b>Block-2: Environmental Analysis &amp; Diagnosis</b>	
Unit-5	Analysis of external environment
Unit-6	Analysis of specific environment- Michael E. Porter's 5 Forces model
Unit-7	Internal Environment Analysis
Unit-8	Formulation of competitive strategies

<b>Block-3: Formulation of Competitive Strategies</b>	
Unit-9	Formulating Corporate Strategies
Unit-10	Types of growth strategies
Unit-11	Types of renewal strategies
Unit-12	Strategic Framework

<b>Block-4: Strategic Framework</b>	
Unit-13	Strategic Analysis and Choice
Unit-14	Portfolio analyses
Unit-15	Balance Scorecard
Unit-16	Strategic Evaluation and Control

**Learning outcome:** At the end of the course the students will be able to:-

- i. Critically analyse the internal and external environments in which businesses operate and assess their significance for strategic planning.
- ii. Apply understanding for the theories, concepts and tools that support strategic management in organizations.
- iii. Build understanding of the nature and dynamics of strategy formulation and implementation processes at corporate and business level.

- iv. Enhanced ability to identify strategic issues and design appropriate courses of action.

**Reference:**

- i. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
- ii. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

**Supplementary Readings**

- i. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
- ii. Upendra Kachru: Strategic Management, Excel books
- iii. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
- iv. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management.

**Course Code: BBA-14**

**Title: Financial Institutions and Markets**

**Objective:** The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

<b>Block-1: Overview of Indian Financial System</b>	
Unit-1	Overview of Indian Financial System
Unit-2	Reserve Bank of India and Financial Institution
Unit-3	Banking Institutions
Unit-4	Non-Banking Financial Institution

<b>Block-2: Introduction to Financial Markets in India</b>	
Unit-5	Financial Markets in India
Unit-6	Integration of Indian Financial Market with Global Financial Market
Unit-7	Primary Market for Corporate Securities in India
Unit-8	Book Building of Shares

<b>Block-3: Secondary Market</b>	
Unit-9	Secondary Market in India: An Introduction to Stock Markets
Unit-10	Raising of funds in International Markets: ADRs, GDRs, FCCB, Euro Issue
Unit-11	Factors influencing movement of stock markets
Unit-12	Trading of securities on a stock exchange

<b>Block-4: Money Markets</b>	
Unit-13	Introduction to Money Markets
Unit-14	Introduction to Debt Markets
Unit-15	Debt Security in India
Unit-16	Government Securities

**Learning outcome:** At the end of the course the students will be able to:-

- i. To differentiate between fund based and fee based financial activities of the Indian financial system.
- ii. To acquire an understanding of various concepts related to leasing, hire purchase, factoring, bill discounting, VC and Merchant banking.

**Reference:**

- i. Saunders, Anthony & Cornett, Marcia Millon (2007). *Financial Markets and Institutions* (3rd Ed.). Tata McGraw Hill
- ii. Khan, M Y. (2010). *Financial Services* (5th Ed.). McGraw Hill Higher Education
- iii. Shahani, Rakesh (2011). *Financial Markets in India: A Research Initiative*. Anamica Publications
- iv. Goel, Sandeep. (2012). *Financial services*. PHI.
- v. Gurusamy, S. (2010). *Financial Services*. TMH.

**Course Code: DSE (F)-III**

**Title: Investment Analysis and Portfolio Management**

**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.

<b>Block-1: Risk-Return Analysis</b>	
Unit-1	Basics of risk and return
Unit-2	Bonds and its valuation
Unit-3	Fundamental analysis: EIC framework
Unit-4	Economic analysis

<b>Block-2: Share valuation and Technical Analysis</b>	
Unit-5	Industry analysis
Unit-6	Share valuation
Unit-7	Technical analysis
Unit-8	Trends

<b>Block-3: Portfolio Analysis</b>	
Unit-9	Patterns
Unit-10	Concept of efficiency
Unit-11	Portfolio analysis
Unit-12	Market Model

<b>Block-4: Capital Asset Pricing Model</b>	
Unit-13	Traditional portfolio management for individuals
Unit-14	Portfolio management services
Unit-15	Capital asset pricing model (CAPM)



Unit-16	Mutual Funds and calculation of Net Asset Value
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**Learning outcome:** At the end of the course the students will be able to:-

- i. Basic understanding of securitization, products and trading platforms.
- ii. Distinguish between a price-weighted and value-weighted index.
- iii. Calculate the level and returns of value and price-weighted indices.
- iv. Discuss the three forms of market efficiency and their implications.
- v. Explain why it is important to have efficient markets.

**Reference:**

- i. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
- ii. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
- iii. Singh,R: Security Analysis & Portfolio Management . Excel Books.
- iv. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

**Course Code: DSE (F)-IV  
Title: Project Appraisal and Analysis**

**Objectives:** 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

<b>Block-1: Project appraisal and evaluation</b>	
Unit-1	Concept of Entrepreneurship
Unit-2	Introduction to Project
Unit-3	Generation of Project ideas
Unit-4	Project appraisal and evaluation

<b>Block-2: Market Analysis</b>	
Unit-5	Market Analysis
Unit-6	Forecasting techniques
Unit-7	Technical appraisal of a project
Unit-8	Business and Technology Acquisition and management of technology

<b>Block-3: Social cost benefit analysis</b>	
Unit-9	Investment appraisal
Unit-10	Sensitivity Analysis
Unit-11	Project Appraisal parameters of select Financial Institutions- Case Study
Unit-12	Social cost benefit analysis

<b>Block-4: Project risk assessment</b>	
Unit-13	Probabilistic cash flow approaches
Unit-14	Project risk assessment
Unit-15	Monitoring and Evaluation of a Project
Unit-16	Preparation of project report - Case Analysis

**Learning outcome:** At the end of the course the students will be able to:-

- i. Perform appraisal of projects with detailed feasibility analysis.
- ii. Develop the profitability projections.
- iii. Develop the strategies employed in managing risk.
- iv. Practice project management decisions and control

**Reference:**

- i. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
- ii. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

**Course Code: DSE (H)-III**  
**Title: Performance and Compensation Management**

**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 to high performance.

<b>Block-1: Introduction to Performance Management</b>	
Unit-1	Introduction to Performance Management
Unit-2	Performance Management & Performance appraisal
Unit-3	Performance Management process
Unit-4	Performance Feedback & Counselling

<b>Block-2: Performance Management and Job Evaluation</b>	
Unit-5	Performance Coaching Counselling and Mentoring
Unit-6	Introduction to Job Evaluation
Unit-7	Trends in Compensation Policy
Unit-8	Company Wage Policy

<b>Block-3: Essentials of Compensation Management</b>	
Unit-9	Incentives plans
Unit-10	Pay for performance
Unit-11	Supplementary pay benefits
Unit-12	Benefits & Incentive practices in Indian industry

<b>Block-4: Wages in India</b>	
Unit-13	Wages in India
Unit-14	Methods of state regulation of wages

Unit-15	Regulating payment of wages
Unit-16	Special compensation situations

**Learning outcome:** At the end of the course the students will be able to:-

- i. Understand the dynamics of performance appraisal and performance management to develop criteria and standards for performance assessment.
- ii. Analyze how effective appraisal systems can be linked to managerial objectives and compensation.
- iii. Comprehend the components of executive compensation and understand how jobs are priced to establish compensation levels.
- iv. Understand incentive systems and non-economic rewards.
- v. Understand International aspects of Performance Appraisal and Compensation.

**Reference:**

- i. Milkovich & Newman, Compensation, McGraw Hill.
- ii. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
- iii. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
- iv. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
- v. Gary Dessler , Human Resource Management, Prentice Hall.
- vi. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
- vii. Herman Aguinis: Performance Management, Prentice Hill.
- viii. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
- ix. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
- x. Bagchi, S. N.: Performance management, Cengage Learning India.
- xi. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
- xii. Robert B.: Performance management, McGraw-Hill Education India.

**Course Code: DSE (H)-IV**

**Title: HRD – SYSTEMS AND STRATEGIES**

**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.

<b>Block-1: HRD: Concepts and Practices</b>	
Unit-1	Introduction to HRD
Unit-2	HRD as a total system
Unit-3	Activity Areas of HRD
Unit-4	Roles & Competencies of HRD professionals

<b>Block-2: HRD: Processes and Interventions</b>	
Unit-5	HRD Process
Unit-6	HRD Interventions

Unit-7	HRD & Diversity Management
Unit-8	HRD Climate & HRD Audit

<b>Block-3: HRD Applications</b>	
Unit-9	Coaching and Mentoring
Unit-10	Career Development and Employee Counselling
Unit-11	Competency Mapping and High- Performance Work Systems
Unit-12	Balanced Score-Card and Appreciative Inquiry

<b>Block-4: HRD Evaluation</b>	
Unit-13	Evaluating the HRD Effort
Unit-14	Industrial relations and HRD
Unit-15	HRD Experience in Indian Organizations
Unit-16	International HRD experience

**Learning outcome:** At the end of the course the students will be able to:-

- i. The integration of HRD with other areas of HRM and overall business strategy.
- ii. The identification and uses of competencies in the process of determining development and potential
- iii. The main components and variations in management development systems within organisations.
- iv.

**Reference:**

- i. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
- ii. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
- iii. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
- iv. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
- v. Rao T.V.: Human Resource Development, Sage publication.
- vi. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
- vii. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
- viii. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
- ix. Mankin, D.: Human resource development, Oxford University Press India.
- x. Haldar, U. K.: Human resource development, Oxford University Press India.
- xi. Rao, T.V.: Future of HRD, Macmillan Publishers India.

**Course Code: DSE (M)-III**  
**Title: Advertising and Brand Management**

**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.

<b>Block-1: Introduction to Advertising</b>	
Unit-1	Advertising: An Overview
Unit-2	Advertising spiral
Unit-3	Marketing communication models
Unit-4	Planning framework of promotional strategy

<b>Block-2: Advertising Strategies and Execution</b>	
Unit-5	Fundamentals of Advertising Strategy
Unit-6	Role of Advertising in Brand Positioning
Unit-7	Creating in Advertising
Unit-8	Advertising Art

<b>Block-3: Media Planning, Scheduling and Sales Promotion</b>	
Unit-9	Introduction to Media
Unit-10	Media planning
Unit-11	Media Decisions
Unit-12	Management of Sales promotion

<b>Block-4: Introduction to Brands and Brand Management</b>	
Unit-13	Introduction to Brand and Brand Management
Unit-14	Identifying and establishing brand positioning and values
Unit-15	Designing and implementing brand strategies
Unit-16	Integrating Advertising and Brand Management

**Learning outcome:** At the end of the course the students will be able to:-

- i. To understand the nature, role, and importance of brand management and advertising in marketing strategy
- ii. To understand effective design and implementation of advertising strategies
- iii. To present a general understanding of content, structure, and appeal of advertisements
- iv. To understand ethical challenges related to responsible management of advertising and brand strategy

**Reference:**

- i. Aaker, Myers &Batra: Advertising Management, Prentice Hall.
- ii. Wells, Moriarity & Burnett: Advertising Principles & practices, Prentice Hall.
- iii. Kleppner's advertising Procedure: W.Ronald Lane, Kane Whitehill king and J. Thomas Russell, Pearson Education.
- iv. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
- v. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
- vi. Cowley. D: Understanding Brands, , Kogan Page Ltd
- vii. Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
- viii. David Aaker: Brand Leadership, Simon & Schuster
- ix. Wright, winter, Ziegler: Advertising, Atlantic Publishers & Dist.
- x. Sandage, Fryburger,: Advertising Theory & Practice, Ratroll Longman Group

**Course Code: DSE (M)-IV**  
**Title: Distribution and Supply Chain Management**

**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.

<b>Block-1: Introduction to Logistics &amp; Supply Chain System</b>	
Unit-1	Channel System
Unit-2	Distribution Management
Unit-3	Inventory Management
Unit-4	Logistics Management

<b>Block-2: Essentials of Supply Chain Management</b>	
Unit-5	Introduction to Supply Chain
Unit-6	Essentials of Supply Chain Management
Unit-7	Types of Supply Chain Management
Unit-8	Competitive Edge Through Supply Chain Management

<b>Block-3: Dynamics of Supply Chain Strategies</b>	
Unit-9	Supply Chain integration and processes
Unit-10	Demand Forecasting
Unit-11	Managing inventory in a supply chain
Unit-12	Managing transportation in a supply chain

<b>Block-4: Role of Intermediaries in Supply Chain Management</b>	
Unit-13	Strategic Alliances
Unit-14	Retailer- Supplier partnerships (RSP)
Unit-15	Supplier evaluation and selection
Unit-16	Use of best practices and Information Technology (IT) in Supply Chain Management

**Learning outcome:** At the end of the course the students will be able to:-

- i. Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting.
- ii. To apply various techniques of inventory management and their practical situations.
- iii. Analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain.
- iv. How various warehousing management system and transportation can be practiced in various industries?
- v. How logistics and supply chain strategies can create value generation and utilise IT applications
- vi. How supply chain performance can be measured using various models?

**Reference:**

- i. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
- ii. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th Ed.). New Delhi: Pearson Education.
- iii. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd Ed.). New Delhi: Pearson Education.
- iv. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th Ed.). USA: South-Western.
- v. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
- vi. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
- vii. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th Ed.). USA: Cengage Learning.
- viii. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
- ix. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
- x. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd Ed.). New Delhi: Tata McGraw Hill. 11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.