

**SYLLABUS FOR UNDERGRADUATE
PROGRAM IN BUSINESS
ADMINISTRATION**

Under
Choice Based Credit System (CBCS)

**Gangadhar Meher University,
Amruta Vihar Sambalpur, Odisha**

**UNDERGRADUATE PROGRAM IN
BACHELOR IN BUSINESS ADMINISTRATION**

(Courses effective from Academic Year 2023-24)



SYLLABUS OF COURSES TO BE OFFERED

Core Courses, Elective Courses & Ability Enhancement Courses
**DEPARTMENT OF BACHELOR OF BUSINESS
ADMINISTRATION (BBA)**

SCHOOL OF MANGEMENT
Gangadhar Meher University
SAMBALPUR, ODISHA

About The Program:

Bachelors in Business Administration under the Choice Based Credit System (CBCS) aim at offering a general framework with which Business Administration teaching may be organized. It aim at fulfilling the needs of the students to grow as a competent and self reflective learners with relevant academic and professional skills. We aim at preparing the students as a contributors to the growing discipline. This framework is intended to help maintaining the standards of teaching, its periodic review against graduate attributes, qualification descriptors, program learning outcomes and course level learning outcomes. It is viewed in the spirit of innovation in teaching-learning process and adopted according to local conditions, regional priorities, national and global needs along with the availability of the expertise.

Looking at the diversity and complexity of the subject and diversified students' background along with subject dynamism, the curriculum is developed considering various aspects such as: -

- Entry level expectations of students coming from various Board of examination (CBSE/ICSE/CHSE/State Boards) and their socio-economic background.
- General expectations from a three-year undergraduate honors training.
- The changing profile of undergraduate students.

Keeping the above aspect in mind the proposed learning objectives and outcomes have been adapted to the local, regional and linguistic diversities with the changing academic scenario and conditions. Further, the learning objectives and outcomes have been framed with a projected scope on the basis of the extent of academic facilities available (e.g. availability of faculty and their expertise, resources and opportunities for field training).

Program Outcomes of B.B.A. Course

The program outcomes and attributes are attained by the graduate students of Gangadhar Meher University through learning acquired on completion of a program of study. Individual programs of study has a defined program specific learning outcomes which needs to be attained for the award of a specific degree. The program learning outcomes of Gangadhar Meher University focus on various aspects of knowledge and skills that prepare students for further study, employment, and citizenship. Therefore, the UG program of the Gangadhar Meher University has been designed with the objective to develop in-depth knowledge of students in frontier areas of concerned subject and seeks to achieve the following:

S.N.	Program Outcome
PO1	Student will gain Professional skills like demonstration, team working, leading, etc.
PO2	Student can have general idea of business operation and planning.
PO3	Student will be capable of analyzing, investigating and solving critical business issues.
PO4	Students will acquire the ability to express thoughts and ideas effectively in writing and orally in English and regional and make meaningful interpretation by people, ideas, books, media and technology.
PO5	Recognize different value systems including own, understand the moral dimensions of different decisions, and accept responsibility for them.
PO6	Acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes

Program Specific Learning Outcome

PSO1	It will enable the student to become a skilled project manager by acquiring knowledge about modern research including competency in statistics and qualitative analysis.
PSO2	The student will be to be capable of demonstrating comprehensive knowledge and understanding of in the fields of Business management.
PSO3	Students will be able to demonstrate the new techniques and methods of their area of specialization in business administration.
PSO4	It can be helpful to the students to develop critical thinking ability by way of solving various problems in business world.
PSO5	It will develop an inquisitive characteristic among the students to write clearly and with purpose on issues of business world.
PSO6	The course curriculum has been designed to provide opportunity to act as team player by contributing in field-based research

Paper code	Paper title	Program Outcome						Program Specific Outcome					
		PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
AECC-I	Environmental Studies		√	√		√	√		√		√		√
GE -I	Entrepreneurship Development	√	√	√	√		√	√	√	√		√	√
CC-I	Fundamentals of Management & Organizational Behavior	√		√	√		√	√	√		√		√
CC-II	Statistics for Business Decisions		√	√			√	√		√	√		
AECC-II	English Communications / Odia / Hindi	√			√	√		√	√			√	
GE -II	Production & Operations Management		√	√			√	√		√	√		√
CC-III	Managerial Economics		√	√		√	√	√	√	√			√
CC-IV	Business Accounting			√		√			√	√	√		
SEC -I	Communicative English and English writing skill	√		√	√	√		√	√			√	√
GEC - III	India's Diversity & Business		√	√		√	√	√	√		√	√	
CC-V	Macroeconomics		√	√			√	√	√	√			√
CC-VI	Principles of Marketing	√	√	√			√	√	√	√	√		√
CC-VII	Management Accounting			√		√			√	√	√		
SEC -II	E-Commerce		√	√					√		√		
GEC - IV	Ethics & Corporate Social Responsibility	√		√		√	√	√		√		√	
CC-VIII	Business Research		√	√	√	√	√	√	√	√	√		
CC-IX	Human Resources Management	√	√	√		√	√	√	√	√	√		√
CC-X	Financial Management	√	√	√				√	√	√	√		√
DSE-I	International Finance	√	√	√	√	√	√	√	√	√	√		√
DSE -II	Advertising & Brand Management	√	√	√			√	√	√	√	√		√
CC-XI	Quantitative Techniques for Management		√	√	√	√	√		√	√	√		
CC-XII	Legal Aspects of Business	√		√		√	√	√		√		√	
DSE -III	Performance & Compensation Management		√			√	√		√		√		√
DSE- IV	Dissertation/ Project work	√	√	√	√	√	√	√	√	√	√	√	√
CC-XIII	Business Policy & Strategy	√	√	√			√	√	√	√	√		√
CC-XIV	Financial Institutions & Market		√	√				√	√	√	√		√

Course Structure for Bachelor of Business Administration (Honors)

Semester	Course Name	Course Offered	Title Of Paper	Credits	Marks
I 4 Papers 400 marks 24 Credits	AECC	Ability Enhancement Compulsory Course-I	Environmental Studies	6	100 (20+80)
	Generic Elective	Generic Elective -1	Entrepreneurship Development	6	100 (20+80)
	Core Course	Core Course-I	Fundamentals of Management & Organizational Behavior	6	100 (20+80)
		Core Course-II	Statistics for Business Decisions	6	100 (20+80)
II 4 Papers 400 marks 24 Credits	AECC	Ability Enhancement Compulsory Course II	English Communications / Odia / Hindi	6	100 (20+80)
	Generic Elective	Generic Elective -II	Production & Operations Management	6	100 (20+80)
	Core Course	Core Course-III	Managerial Economics	6	100 (20+80)
		Core Course-IV	Business Accounting	6	100 (20+80)
III 5 paper 500 Marks 30 Credits	SEC	Skill Enhancement Course -I	Communicative English and English writing skill	6	100 (20+80)
	Generic Elective	Generic Elective - III	India's Diversity & Business	6	100 (20+80)
	Core Course	Core Course-V	Macroeconomics	6	100 (20+80)
		Core Course-VI	Principles of Marketing	6	100 (20+80)
		Core Course-VII	Management Accounting	6	100 (20+80)
IV 5 Papers 500 Marks 30 Credits	SEC	Skill Enhancement Course -II	E-Commerce	6	100 (20+80)
	Generic Elective	Generic Elective - IV	Ethics & Corporate Social Responsibility	6	100 (20+80)
	Core Course	Core Course-VIII	Business Research	6	100 (20+80)
		Core Course-IX	Human Resources Management	6	100 (20+80)
		Core Course-X	Financial Management	6	100 (20+80)

V 4 Paper 400 marks 24 credits	DSE	Discipline Specific Elective I	International Finance	6	100 (20+80)
		Discipline Specific Elective -II	Advertising & Brand Management	6	100 (20+80)
	Core Course	Core Course-XI	Quantitative Techniques for Management	6	100 (20+80)
		Core Course-XII	Legal Aspects of Business	6	100 (20+80)
VI 4 paper 400 marks 24 credits	DSE	Discipline Specific Elective -III	Performance & Compensation Management	6	100 (20+80)
		Discipline Specific Elective- IV	Dissertation/ Project work	6	100
	Core Course	Core Course-XIII	Business Policy & Strategy	6	100 (20+80)
		Core Course-XIV	Financial Institutions & Market	6	100 (20+80)
			Total Credits	156	2600

Teaching Learning Process:

Teaching and learning is a continuous process which is surrounded by students' attitude to the knowledge, academic curiosity, reading & practicing, creativity, thinking ability and extending knowledge levels. Therefore, the teaching learning process of the program focuses on learner-centric pedagogies, and interactive and participatory pedagogies. Planning for teaching constitute a critical dimension. The teaching and learning process revolves around a well-structured and sequenced acquisition of knowledge and skills.

Teaching and learning under this program involves classroom lectures as well tutorials. The tutorials allow a closer interaction between the students and the teacher as each student gets individual attention. For a visual and better learning outcome, instructors will use ICT facilities, e-learning platforms and other innovative e-content platforms for student-centric learning methods. As part of *participative teaching-learning practices* few courses include seminars, presentations and group discussions. To cater the needs of slow and advance learners, special, remedial and peer teaching classes will be encouraged. Apart from these, exposure visits, special lectures by invited experts, workshops, and National/International seminars are to be held to augment knowledge, encourage innovative ideas and expose the students to global academic and research advancement. There is also the provision of mentor- mentee for each class where the mentor can keep track of each student's progress and address her/his individual difficulties. For the experiential learning course on project work is offered (i.e. short-term projects, research projects, assignments and field works), which is the integral components of the program that enable the students to solve practical problems. The provision of written assignments and projects submitted by students as part of the course, are also to be discussed in special classes. For each course students will be assigned regular home assignments and will be tested periodically through quizzes and class tests to ensure that they have properly learnt the course material.

Assessment Methods / Evaluation Scheme:

Assessment methods and evaluation schemes will be as per the Gangadhar Meher University Examination Rules and Regulation. Each Core, discipline specific electives (DSE) and Generic Electives (GE) papers will have maximum 100 marks with 6 credits whereas Ability Enhancement (AECC) and Skill Enhancement Courses (SEC) will have maximum 50 marks with 4 credits. The value added and add on courses if any will have maximum 50 marks with 2 credits. The distribution of marks for assessment and evaluation is follows:

For 100 Marks Paper

- I. 20 marks will be assessed and evaluated by internal assessment
- II. 80 marks will be assessed and evaluated by end term examination

For 50 Marks Paper

- I. 10 marks will be assessed and evaluated by internal assessment
- II. 40 marks will be assessed and evaluated by end term examination

The internal assessment and evaluation may be done through a continuous process having assignments, class test, review works, writing of term papers, quiz or examination or lab-experiments.

The end term examination will be based on written examination for theory paper and the question will be set following Bloom's taxonomy which will cover the entire syllabus of the course. For the **research project paper**, the student will submit the project write up and defend his/her project through presentation/Viva-Voce as per the University rule.

SEMESTER – I

Ability Enhancement Compulsory Course (AECC I): Environmental Studies Credits – 06, Full marks 100 (Mid Term 20 + End Term 80)
(Unit wise question pattern, answer one question from each unit)

Course Objectives:

- To make students ready for environmental disaster management.
- To make students aware about ecological diversity of our planet.
- To make students sensitive about the sustainability of life on earth.
- To make them aware of the prevention and safety measures of pollution.

Course Content:

Unit – I The Environment: The Atmosphere, Hydrosphere, Lithosphere, Biosphere, Ecology, Ecosystem, Biogeochemical Cycle (Carbon Cycle, Nitrogen Cycle), Environment Pollution: Air Pollution, Water Pollution, Soil Pollution, Radiation Pollution.
Unit – II Population Ecology: Individuals, Species, Pollution, Community, Control Methods of Population, Urbanization and its effects on Society, Communicable Diseases and its Transmission, Non-Communicable Diseases.
Unit- III Environmental Movements in India: Grass root Environmental movements in India, Role of women, Environmental Movements in Odisha, State Pollution Control Board, Central Pollution Control Board.
Unit –IV Natural Resources: Conservation of Natural Resources, Management and Conservation of Wildlife, Soil Erosion and Conservation, Environmental Laws: Water Act, 1974, Air Act, 1981, The Wildlife (Protection) Act, 1972, Environment Protection, 1986, Natural Disasters and their Management.

Course Outcome

CO1	Analyze the importance of wild life and environment protection.
CO2	Apply the concepts of ecology to ensure sustainable development.
CO3	Evaluating the methods for prevention of pollution.
CO4	Formulating plan for disaster management.

Books Recommended

1. Dash MC and Mishra PC, Man and Environment, McMillan, London.
2. Mishra PC and Das MC, Environment and Society, McMillan, London.
3. Odeem EP, Fundamentals of Ecology, Natraj Publication.
4. Mishra DD, Fundamental Concept in Environmental Studies, S.Chand, New Delhi.
5. Asthana DK and Asthana Meera, A Testbook of Environmental Studies, S. Chand, New Delhi.
6. Bharuach Erach, Textbook for Environmental Studies, Universities Press India Pvt. Ltd., Hyderabad.

BBA GE I: Entrepreneurship Development
Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Course 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, social innovation and social entrepreneurship
- Understanding issues and practices of financing entrepreneurial businesses.

Course contents:

<p>Unit I: Entrepreneurial Management : The evolution of the concept of entrepreneurship, John Kao’s Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages / disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship</p>
<p>Unit II: Entrepreneurship, Creativity And Innovation: Stimulating Creativity; Organizational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.</p>
<p>Unit III: Social Entrepreneurship: Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.</p>
<p>Unit IV: Family Business and Entrepreneurship: The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.</p> <p>Financing the Entrepreneurial Business: Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.</p>

Course Outcomes:

CO1	Evaluate the concepts related to entrepreneurship
CO2	Evaluate the problem relating to planning and operating an enterprise.
CO3	Understand the concept of social entrepreneurship

Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. 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.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. John Kao, Creativity & Entrepreneurship
7. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
8. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
9. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
10. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
11. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid ,eradicating poverty through profits. Wharton schoolPublishing.
12. Scarborough&Zimmerer, Effective Small Business Management
13. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press.

BBA CC I: Fundamentals of Management & Organizational Behavior

Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Course Objective:

- To acquaint the students with the fundamentals of managing business
- To understand individual and group behavior at work place so as to improve the effectiveness of an organization.
- To understand the organizational system including organizational structure and culture.

Course contents:

Unit I:

Basic of Business Ownership, Special forms of ownership; Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

Evolution of Management Theory, Managerial functions and roles, Insights from Indian practices and ethos.

Unit II:

Overview of Planning: Types of Plan & The Planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organizational structure; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III:

Importance of organizational Behavior. Perception and Attribution: Concept, Nature, Process, And Personality: Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership Issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV:

Groups and teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window. Organizational Power and Politics: Nature of organizational politics. Conflicts: Concepts, Sources, Types, Stages of conflicts, Management of conflicts.

Organizational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos.

Course Outcome:

CO1	Student will be able to address the human side of the organization.
CO2	Student will be able to understand individual behaviour in an organization
CO3	Student will be able to perform well in group by understanding the group behaviour
CO4	Understand the organizational system including organizational structure, culture, etc.

Readings:

1. Gillbert: Principles of Management, McGraw Hill
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organizations: Understanding and managing The Human Sideof Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organization & Management- Text and Cases, Pearson
4. Kaul Vijay Kumar, Management- text & cases, Vikas Publication
5. Kavita Singh: Organizational Behaviour, Vikas Publication
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill
7. Luthans Fred: Organizational Behaviour, Tata, McGraw Hill
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour- Tata McGraw Hill
9. Newstrom John W.: Organizational Behaviour, Tata McGraw Hill
10. Richard L. Draft: Principles of management, Cengage Learning India.
11. Robbins Stephen P: Organizational Behaviour, Pearson
12. Stephen P. Robbins & Mary Coulter: Management, Pearson
13. Stoner & Wankel: Management, Prentice Hall of India
14. Y. K. Bhusan: Fundamentals of Business Organization & Management, Sultan Chand & Sons

BBA CCII: Statistics for Business Decisions
Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Course 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.

Course contents:

Unit I: Basic concepts of Statistical Data. Measures of Central Value; Mean, Median, Mode.

Measures of Dispersion: Absolute and Relative measures of dispersion, range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

Unit II: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation. Methods of studying simple Correlation Scatter diagram, Karl Pearson's Coefficient of correlation, Spearman's Rank Correlation coefficient, Regression and standard error of estimate.

Unit III: Analysis of time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Methods of least squares, Parabolic trend and logarithmic trends;

Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers weighted and unweighted, Test of adequacy of index number, chain index numbers, base shifting, splicing and deflating index number.

Unit IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson Negative Binomial, exponential and Normal distribution. Central limit theorem.

Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Type I & Type II error, test of hypothesis concerning Mean; Z test & t test concerning mean.

Course Outcome:

CO1	Describe the basic concepts of statistical inferences to generalize research findings in the social science world.
CO2	Interpreting Statistical Inference to measure the data variability and its uses in the real research world.
CO3	Applying probability distribution which depicts the expected outcomes of possible values for a given data-generating process.
CO4	Applied Correlation & Regression in the field of real research world such as marketing, HR and Finance
CO5	Construct models related to decision-making relevant to research in the field of management.

Readings:

1. Gerald Keller: managerial Statistics 9th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall
3. Anderson, Sweeney & Williams: Statistics for Business and Economics, South Western

SEMESTER II

Ability Enhancement Compulsory Course (AECC II): English Communication Credits – 6, Full marks 100 (Mid Term 20 + End Term 80)

(Unit wise question pattern, answer one question from each unit)

MIL (ALTERNATIVE ENGLISH)

Course Objective:

- To develop the fundamental skill of Language learning; reading which needs a thorough rethink and revision.
- To build a strong base for acquisition of the communication skills, suitable reading content is selected from diverse areas in prose form.
- This would boost the learner's competence in expressive and comprehension skills.

Course Content:

UNIT 1: Short Story

- (i) Jim Corbett-The Fight between Leopards
- (ii) Dash Benhur- The Bicycle
- (iii) Dinanath Pathy- George V High School
- (iv) Alexander Baron- The Man who knew too much
- (v) Will f Jenkins- Uneasy Homecoming

UNIT 2: Prose

- (i) Mahatma Gandhi- The way to Equal Distribution
- (ii) S Radhakrishnan- A Call to Youth
- (iii) C V Raman-Water- The Elixir of Life
- (iv) Harold Nicolson- An Educated Person
- (v) Claire Needell Hollander- No Learning without Feeling

UNIT 3:

Comprehension of a passage and answering the questions.

UNIT 4:

Language exercises-test of vocabulary, usage and grammar.

Course Outcome:

CO1	Students will review the grammatical forms of English and the use of these forms in specific communicative contexts
CO2	Develop reading, writing and analytical skills and communicate their ideas critically, creatively, and persuasively through the medium of language.
CO3	Increase confidence in their ability to read, comprehend, organize, and retain written information.
CO4	Improve their ability to read and understand the written word in everyday life through the study of literary text

Text Books

All Stories and Prose pieces

Reference Books

- *The Widening Arc: A Selection of Prose and Stories*, Ed. A R Parhi, Deepika, P Jani, Kitab Bhavan, Bhubaneswar.
- *A Communicative Grammar of English*, Geoffrey Leech.
- *A University Grammar of English*, Randolph Quirk and Sidney Greenbaum ·
Developing Reading Skills. F. Grellet. Cambridge: Cambridge University Press, 1981.

BBA GE II: Production & Operations Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course Objectives:

- To understand the production and operation function
- To familiarize students with the technique for planning and control of production activity.

Course Contents:

Unit I:

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organization.

Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II:

Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III:

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

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV:

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory),

Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables.

Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

Course Outcome:

CO1	To make the student able to properly plan the process and layout of the plant.
CO2	To understand the Importance of maintenance management.
CO3	To understand the concept of operation scheduling.
CO4	to be able to apply the concept of statistical quality control

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, NewDelhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand

BBA CC III: Managerial Economics
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course Objectives:

The purpose of this course is to apply managerial economics 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.

Course content

<p>Unit I: Economics for Business Decision: Nature and scope of Managerial Economics, Role of Managerial Economist and Business decision making. Demand and supply, Law of demand, Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, Demand forecasting.</p>
<p>Unit II: Production and cost – Production function, law of variable proportion, ISO cost and ISO quant, law of returns to scale, Basic concepts of cost and revenue, Cost curves, Break-even analysis; cost minimization and output maximization, Economies of scale: External and internal Economies and diseconomies of scale.</p>
<p>Unit III: Theory of firm and market organization: General market equilibrium; perfect competition (basic features, short run equilibrium of firm, long run equilibrium of firm; monopoly (basic features, short run equilibrium, long run equilibrium, comparison between monopoly and perfect competition, Price discrimination, Degrees Of Price discrimination.</p>
<p>Unit IV: Imperfect Market and Pricing Theory: Monopolistic competition: (Basic Features, short run equilibrium, long run equilibrium, Oligopoly: Cournot’s Duopoly model. Pricing Theory: Full cost pricing, product pricing; Price skimming, Penetration Pricing. Basic Concepts of Macro economics and National Income: Basic concepts of GDP, GNP, GDP deflator, Personal Disposable Income, Business Cycle, Inflation and deflation, Fiscal and Monetary policies to control inflation, Basic concepts of Balance of Payment.</p>

Course Outcome:

CO1- Develop Understanding to take business decisions in different business situation using theory and concept of Micro economics.
CO2- Student can analyze consumer behavior and their utility for their consumption through utility, consumer equilibrium, indifference curve & demand concept.
CO3- Apply the concept of demand and elasticity practically.
CO4- Demonstrate future demand of a product using qualitative and quantitative techniques.

Readings:

1. Managerial Economics- Petersen, Lewis, Jain, Pearson
2. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH

3. Business Economics, M. Adhikary, New Delhi, Excel Books, 2000.
4. Managerial Economics – Analysis of Managerial Decision Making, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, P L Mehta Sultan Chand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash
8. Managerial economics: H.L.Ahuja, sultan chand

BBA CC IV: Business Accounting
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

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

Course Content:

<p>Unit I: Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles, The Accounting Equation, nature of Accounts and Rules of Debit and Credit, Recording Transactions in Journal and in three column Cash Book. An overview of Subsidiary books- Purchase Book, Purchase Returns Book, sales Book and Sales Returns Book. Preparation of Ledger Accounts.</p>
<p>Unit II: Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised)</p>
<p>Unit III: Indian Accounting Standards: concepts, benefits, procedure for issuing Ind accounting Standard in India, Salient features of Indian AS issued by ICAI. International financial reporting standards (IFRS): Features, uses and objective of IFRS, IFRS issued by IASB and consent of harmonization and convergence, obstacle in convergence.</p>
<p>Unit IV: Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis Horizontal Analysis, Vertical Analysis. Ratio Analysis: Meaning and Usefulness of Financial Ratio; Analysis of Financial Ratio from the perspective of different Stakeholders like Investors, Lenders and Short-term Creditors; Profitability Ratio, Solvency Ratio, Liquidity Ratio and Turnover Ratio; Limitations of Ratio Analysis. Use of ratios to predict the financial crises of the company by using Altman Z-score and multiple discernment analysis.</p>

Course Outcome:

CO1	Students will be able to apply critical thinking and problem solving skill for preparation of trading and profit and loss account and balance sheet
CO2	Understanding the concept of double entry system and principles of accounting.

Readings:

1. S. N. Maheshwari, Suneel K. Maheshwari and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pv. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, gart L. Sundem, John A. Elliott and Donna R. Philbrick, Introduction to Financial Accounting, Pearson
4. J. R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks
5. T. P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

SEMESTER III
ENGLISH: SEC-I – Communicative English & English
Writing skill Full Marks- 100 (20+80) marks, 06 credits
(Unit wise question pattern, answer one question from each unit)

ENGLISH COMMUNICATION

Course Objective:

This paper intends to build up the four primary skills in students in the academic as well as in the wider domains of use like public offices. The books recommended only provide guidelines for what to teach, and the list is in no way exhaustive. Teachers must be free and resourceful enough to collect teaching materials on their own, and even use newspaper clippings as teaching materials.

This is an activity-based, goal-oriented, functional course in English Communication, which aims to make the students able and efficient communicators by helping them to be self-reflexive about English. This course has a pre-defined context of being supportive and complementary to the core courses in various disciplines. Therefore, unlike most other courses in English Communication on offer, it does not seek to build facile fluency that passes off as communicative competence. Rather, it intends to equip the students with the relevant skills of presentation and expression needed in the academic as well as in the professional domains of communicative use. While reading skills exercises are meant to promote the acquisition of analytical and comprehension skills, writing skills exercises are centered on sentence construction, paragraph development and précis writing. Teachers must be free and flexible enough in relation to teaching materials, using newspaper clippings, non conventional and multi-media resources in the classroom. There is ample scope to build the speaking and listening skills of students in the way the course is planned with an emphasis on interactive learning and articulation.

Course Content:

UNIT 1: Introduction

- (i) What is communication?
- (ii) Types of communication (Horizontal, Vertical, Interpersonal, Grapevine),
- (iii) Uses of Communication, Inter-cultural communication, Communication today: Distinct features of Indianisation, alternative texts of language learning, global English
- (iv) and English in the print and electronic media in India.

UNIT 2: The Four Skills and Prospect of new material in language learning

- (i) Listening-Passive and active, Speaking effective, intelligibility and clarity
- (ii) Methods and techniques of reading such as skimming, scanning and searching for information; Reading to understand the literal, metaphorical and suggested meaning of a passage,
- (iii) Identifying the tone (admiring, accusatory, ironical, sympathetic, evasive, indecisive, ambiguous, neutral etc.) of the writer and view-points.
- (iv) Cohesive and Coherent writing

UNIT 3: Grammatical and Composition Skills

(i) Doing exercises like filling in the blanks, correcting errors, choosing correct forms out of alternative choices, joining clauses, rewriting sentences as directed, and replacing indicated sections with single words / opposites / synonyms, choosing to use correct punctuation marks, getting to understand and use formal and informal styles, learning to understand the usages of officialese, sexism, racism, jargon.

(ii) Learning to understand information structure of the sentence such as topic-focus relationship; strategies of thematization, postponement, emphasis, structural compression (deletion of redundant parts, nominalization, cleft and pseudo-cleft sentences, elliptical structures etc.), Logical Connectors between sentences, Methods of developing a paragraph, structure of an essay and methods of developing an essay

UNIT 4: Exercises in Written Communication

(i) Précis writing

(ii) Note-taking skills

(iii) Writing reports

(iv) Guidelines and essentials of official correspondence for making enquiries, complaints and replies

(v) Making representations; writing letters of application for jobs; writing CV, writing letters to the editor and social appeals in the form of letters/pamphlets.

Course Outcome:

CO1: Improved communication skill of the students.
CO2: Students will learn skills and Prospect of new material in language learning.
CO3: Students will learn deep knowledge about English grammar.
CO4: Report writing techniques

Reference Books:

Ways of Reading: Advanced reading Skills for Students of English Literature.
Martin Montgomery et al. London: Routledge, 2007.

BBA GE III: India's Diversity and Business
Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Course Objective:

The objective of the paper is to understand the bases of India's diversity and its linkage with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Course Content:

Unit I: Recognizing, Accommodating and valuing diversity, challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension - immigration, competition for limited resources.
Unit II: Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil climate, natural vegetation, rural and urban settlements, Social diversity in India: Peopling demography, languages, castes, ethnicity, religions, sects, family, kinship and social institution; socio-cultural regions.
Unit III: People, Livelihood and Occupational Diversity, Traditional livelihoods and their nature agriculture, crafts, industry and services; Region, occupation and employment.
Unit IV: Linkage between Diversity and India's Socio-economic challenges, regional variations in terms of geographic and socio-economic factor trends and emerging options: Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development. Diversity and Business, Indian Consumers and marketing: Rural and Urban context, Diversity, manufacturing industry and services; Diversity and Innovation; Workforce diversity and management.

Course Outcome:

CO1	Identify and describe the various aspects of culture which affect a person's worldview, values, and behavior.
CO2	Understand the diversity of worldviews, values, behavior, traditions, and experiences of co-cultures and their interactions.
CO3	Understand the roles of culture, language, power, and communication on global product development.
CO4	Demonstrate the concepts of pricing decision keeping cultural aspect into consideration.

Reading Lists:

1. Bhatt, B. L. (1980) - "India and Indian Regions: A Critical Overview" in David E. Sopher, *An Exploration of India- Geographical Perspective on Society and Culture*. Cornell, Pages - 35-61 for Socio cultural regions.
2. Bill Aitken, *Seven sacred rivers*, Penguin Books, 1992
3. Bose N. K. (1969), *unity in Indian Diversity*

BBA CC V: Macro Economics

Full Marks - 100 (Mid Term 20+ End Term 80) , Credits 06
(Unit wise question pattern, answer one question from each unit)

Course 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 behavior of individuals.

Course Contents

Unit I: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.
Unit II: Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy.
Unit III: Money: Functions of Money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control.
Unit IV: Inflation: meaning, demand and supply side factors, consequences of inflation, anti inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run) Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy,

Course Outcome:

CO1	Students will understand the way to measure concepts of national income and its related measure
CO2	Examine the GAP between theory of money and the present concepts of money along with concepts of supply of money
CO3	Analyze determinants of consumption and investment in the macroeconomic environment

Readings:

1. Froyen, R.P. (2011) Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7thed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson

BBA CC VI: Principles of Marketing
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course Objective:

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

Course Content:

<p>Unit I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, marketing concept, Holistic marketing concepts. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach - Boston Consultative Group (BCG) matrix.</p>
<p>Unit II: Segmentation, targeting and Positioning: Levels of market Segmentation, Basis for Segmenting Consumer Markets, difference between Segmentation, Targeting and Positioning;</p>
<p>Unit III: Product & Pricing Decisions: Concepts of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging Labeling New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non mathematical treatment) Adapting Price (geographical Pricing, promotional Pricing and Differential Pricing)</p>
<p>Unit IV: Promotion Mix: Factors determining promotion mix, Promotional Tools - basics of Advertisement, Sales Promotion, Public Relations & Publicity and personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesales. Marketing of Services-Unique Characteristics of Services, Marketing Strategies for service firms- 7Ps. Services marketing triangle, service blueprint. Service Sector: Financial service, Tourism, education, IT and Communication, and health services</p>

Course Outcome:

CO1	Students will learn concepts related to consumer behavior and market segmentation.
CO2	Students will be able to analyze the concept of product, branding and product life cycle.
CO3	Learn and understand the concepts of pricing and distribution.
CO4	Demonstrate the concepts of promotion and promotion mix.

Readings:

1. Kotler, P. and Keller, K. L.: Marketing Management, Pearson
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., UIHaq, E.: Principles of marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V. S. & Namakumari, S.: Marketing Management: Global Perspective- Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South Western College Publishing.

BBA CC VII: Management Accounting
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course Objective:

- To acquaint students with role of Management Accounting in planning, control and decision making.
- To enable the students to analyze and interpret the financial statements.
- To understand the application of management accounting tools.

Course Content

<p>Unit I: Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting.</p>
<p>Unit II: Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.</p>
<p>Unit III: Cost-Volume-Profit Analysis: Contribution, Profit -Volume Ratio, Margin of safety, Cost Break Even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.</p>
<p>Unit IV: Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.</p> <p>Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.</p>

Course Outcome:

CO1	Acquaint with the fundamentals principles of management accounting.
CO2	Prepare; analyze and interpret financial statements.
CO3	Analyze typical business transactions to determine their effects on the principal elements of financial statements
CO4	Understand the role of management accounts in planning, control and decision making in an organization

Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler:
Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd. 3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

SEMESTER- IV
BBA SEC II: E-Commerce
Full Marks- 100 (20+80) marks, 06 credits
(Unit wise question pattern, answer one question from each unit)

Course Objective:

- To make students familiar with the concept of E-commerce
- To know the applicability of e-commerce in the business field.

Course contents:

Unit I: Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B, G2C.

Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

Unit II: Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value

Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.

Unit III: Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams. Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL, Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH

Unit IV: Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services.

E-core values: ethical issues, legal issues, taxation issues and international issues.

Course Outcome:

CO1	Understand the concepts of e-commerce
CO2	Building and managing websites
CO3	Manage the security threats and cyber crime

BBA GE IV: Ethics and Corporate Social Responsibility

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Course 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.

Course Content:

Unit I: Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility

Unit II: Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

Unit III: The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.
Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors.

Unit IV: Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring, and Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Course Outcome:

CO1	It helps the students to comprehend the concept of business ethics and reasons of unethical business practices
CO2	It exhibit a relationship between business ethics and the Changing Environment.
CO3	Familiarize the students with cultural differences of CSR in Indian and International context.

Readings:

1. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.

BBA CC VIII: Business Research
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course 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. It also aims to give them an understanding of the basic techniques and tools of business marketing research.

Course Content:

Unit I: Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem.

Unit II: Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III: Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit IV: Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One way ANOVA Introduction to theoretical concept of Factor Analysis and Discriminant Analysis

Course Outcome:

CO1	It familiarize the students with the concept, process, design, tools and techniques of RM.
CO2	Apply tools, techniques/methods to assist various functions of management and to analyse various data.
CO3	Preparation of research report

Readings:

1. Zikmund, Babin& Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. NareshMalhotra – Marketing Research, Pearson
6. Deepak chawla and Neena Sondhi - Research Methodology

BBA CC IX: Human Resource Management

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Course 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

Course Contents:

Unit I:

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organization.

Unit II:

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III:

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

Unit IV:

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees’ stock option plans. Brief introduction of social security, health, retirement & other benefits.

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redress machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Readings:

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

BBA CC X: Financial Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course Objective:

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

Course Contents:

<p>Unit I: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Objectives of Financial Management- Profit Maximization, Wealth Maximization; Functions of finance – Finance Decision, Investment Decision & Dividend Decision; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk - Systematic & unsystematic risk – their sources and measures.</p>
<p>Unit II: Long -term investment decisions: Capital Budgeting- Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method. Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital.</p>
<p>Unit III: Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach and Traditional approach. Capital Structure and Financial Distress, Trade-Off Theory. Dividend Policy Decision: Concept and Models- The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.</p>
<p>Unit IV: Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.</p>

Course Outcome:

CO1	It enables the students to analyze the pattern of fund requirement and associated risk through financial planning.
CO2	Evaluate various theories of dividend and capital budgeting techniques to allocate funds to the most attractive investment opportunity
CO3	Determine optimum capital structure and cost of capital of various sources like equity, debt, preference and retained earnings.
CO4	Examine the determinants of working capital requirement of the company and its tools for smooth functioning of business.

Readings

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

SEMESTER- V

BBA DSE I: International Finance

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Course Objective:

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

Course Content:

Unit I: Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India)

International Monetary System: Different types of Exchange rate mechanisms - the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

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

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

Unit-III: Foreign Exchange Exposures: Translation Exposure, Transaction Exposure, Techniques for Managing Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

Unit-IV: Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation.

Course Outcome:

CO1	Student will gain knowledge for managing international business.
CO2	It provide details regarding the management of foreign exchange,
CO3	Students become capable of making strategy for foreign exchange exposure.
CO4	Students will be able to analyze the multinational financial system.

Text Books:

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall

References:

3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.

BBA DSE II: Advertising and Brand Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course Objective:

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Contents:

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

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

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

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

Course Outcome:

CO1	Students will understand the needs and importance of advertising, models of advertising and required planning framework for promotional strategy.
CO2	Students will be able to analyze about the target audience, advertising media and its effectiveness.
CO3	Demonstrate how to do brand management and strategies formulation for the business.
CO4	Learn about the media planning, scheduling and media decisions.

Readings:

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells,Moriarity&Burnett : Advertising Principles & practices , Prentice Hall. 3.
- Kleppner’s Advertising Procedure:W.Ronald Lane, kaneWhitehill king and J. Thomas Russell, Pearson Education.

4. George E. Belch & Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and Satish K. Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kapferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster
9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
10. Sandage, Fryburger,: Advertising Theory & Practice, Ratroll Longman Group

BBA CC XI: Quantitative Techniques for Management

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Course 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.

Course contents:

Unit I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.
Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)
Unit III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information
Unit IV: Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Course Outcome:

CO1	Students will understand the key terminologies, concepts, tools and techniques of Quantitative techniques.
CO2	Students will be able to understand and apply the concept of regression.
CO3	Apply probability rules and theoretical distributions to solve problems.
CO4	Students will get knowledge about association of attributes and inferential aspects such as test of hypotheses and associated concepts.

Readings:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

BBA CC XII: Legal Aspects of Business

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Course 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.

Course Content:

Unit I:

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit II:

Sale of Goods Act 1930: Sale and agreement to sell implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit III:

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

Unit IV:

Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Course Outcome:

CO1	Students will understand the concepts of company law.
CO2	Understand the detail concepts of various Act
CO3	They will know the role of Consumers and norms prescribed for their protection

Readings:

1. M.C.Kucchal: Business Law/Mercantile Law, VikasPublishing.House (P) Ltd.
2. M.C.Kucchal,&VivekKucchal: Business Legislation for Management,VikasPublishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari&Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

SEMESTER VI
BBA DSE III:
Performance and Compensation Management
Full Marks - 100 (Mid Term 20+ End Term 80),
(Unit wise question pattern, answer one question from each unit)

Course Objective:

To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents:

<p>Unit I: Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counseling.</p>
<p>Unit II: Performance management and reward systems. Performance Coaching, Mentoring and Counseling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.</p>
<p>Unit III: Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, competency based pay.</p>
<p>Unit IV: Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry. Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.</p>

Course Outcome:

CO1	Students will be able to design an organization's performance management process that is compliant with law.
CO2	Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management
CO3	Assess performance appraisal methods and various tools to devise their successful career paths (through feedback, mentoring, coaching, and competency development).
CO4	Understand basic compensation concepts and recognize job evaluation methods and related pay decisions.

Readings:

1. Milkovich&Newman , Compensation, McGraw Hill.
2. T.J.Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N. Chhabra & Savitha Rastogi Compensation management, Sun

- India Publications. 5. Gary Dessler ,Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House 9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education. 12. Robert B.: Performance management, McGraw-Hill Education India.

BBA DSE IV: Dissertation / Project Work

Full Marks - 100, Credits 06

(To be evaluated in totally)

BBA CC XIII: Business Policy and Strategy

Full Marks - 100 (Mid Term 20+ End Term 80),

(Unit wise question pattern, answer one question from each unit)

Course Objective:

To equip students with the necessary inside into designing strategies for an organization and linking the organizations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course Content:

<p>Unit I: Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Concepts of Corporate, Business & Functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement, formulation of the mission statement, Drucke's Performance Area, Bennis's Core Competencies.</p>
<p>Unit II: Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organizations policy and strategy, organizations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organization's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.</p>
<p>Unit III: Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.</p>
<p>Unit IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioral considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.</p>

Course Outcome:

CO1	Students will be able to design, deploy and evaluate business strategies.
CO2	Students will learn to conduct environmental scanning using different strategic methods.
CO3	They will be able to implement tools and techniques fro strategic analysis and decision making.

Readings:

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

Supplementary Readings

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

(Unit wise question pattern, answer one question from each unit)

Course 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.

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: objectives; issues in financial reforms and restructuring; future agenda of reforms; Role of RBI as a central banker; Products offered by Banks and FIs, Retail banking and corporate banking products. Core banking solution (CBS); RTGS and NEFT, comparison between Banks and NBFCs.
Unit II: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, role and functions of these markets. Primary Market for Corporate Securities in India, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings: Listing and Delisting of Corporate Stocks.
Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, free float vs. full float methodology,
Unit IV: Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Trading of securities on a stock exchange, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, Settlement mechanism at BSE & NSE. Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Commercial Paper, Certificate of Deposit, Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Course Outcome:

CO1	Understanding the concepts, structure, functioning and theories related to financial markets, institutions and services
CO2	Illustrating an awareness of the current structure and functioning of the financial Markets, Institutions and Services.
CO3	Demonstrating an awareness of the regulation of the Indian Financial Markets, Institutions and services sector.
CO4	Identifying the Regulators in Financial System and understanding the role of various intermediaries in the system

Readings:

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