

**PROGRAMME PROJECT REPORT  
(PPR)**

**OF  
BACHELOR OF BUSINESS ADMINISTRATION**

**CENTRE FOR DISTANCE AND ONLINE  
EDUCATION SAMBALPUR UNIVERSITY, ODISHA**



**ସମ୍ବଲପୁର ବିଶ୍ୱବିଦ୍ୟାଳୟ**  
**Sambalpur University**

Accredited With Grade-A by NAAC (Second Cycle)

**Jyoti Vihar, Burla, Sambalpur, Odisha-768019**

**CENTRE FOR DISTANCE AND ONLINE EDUCATION  
SAMBALPUR UNIVERSITY, ODISHA**

**I. Programme's Mission & Objectives**

**(i) Mission:** To provide competency-driven education, offering the best professional development and career management opportunities through both Open and Distance Learning (ODL) & Online (OL) Programmes mode to the students and working professionals to help them develop Administrative, Managerial and Leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

**(ii) Objectives:**

The programme aims to achieve the following objectives

1. To provide an opportunity to get a BBA degree to those who find it too difficult or even impossible to pursue regular BBA course at a University either due to their job commitments or certain other circumstances.
2. To develop business and entrepreneurial aptitude among students and to provide knowledge and requisite skills in different areas of management like human resource, finance, operation and marketing to give holistic understanding of business system.
3. To help the learners, study at their own pace, and from their own chosen place.
4. To provide adequate basic understanding about business and marketing among the students.
5. To develop skills in matters related to business administration.
6. To create an additional avenue of self-employment and also to benefit various financial/ commercial/ business institutions by providing them with suitable qualified persons.

**The Programme Educational Objectives:**

The students of BBA programme would be able to

1. To develop competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum

2. Equip students with analytical skills and decision making
3. Hone Skills of students and enable them to practice quantitative method techniques
4. Inculcate entrepreneurial skills Managerial concepts with Leadership skills
5. Develop knowledge about emerging markets and technologies

**Program Outcomes:**

The students of BBA programme would be able to

1. Develop viable alternatives and make effective decisions relating to business administration
2. Identify and analyse relevant global factors that influence business and decision-making
3. Develop critical thinking and value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Ability to conceptualise a complex issue into a coherent written statement and to communicate effectively
8. Ability to demonstrate technical competence in domestic and global areas of business through the study of major disciplines within the fields of business

**II. Relevance of the programme with HEI's Mission and Goals: University Mission**

1. Sambalpur University shall strive to educate society for generations by providing transformative education with deep disciplinary knowledge and concern for environment.
2. To develop problem solving, leadership and communication skill in student participants to serve the organization of today and tomorrow.
3. To aim for the holistic development of the students by giving them value based ethical education with concern for society.
4. To foster entrepreneurial skills and mindset in the students by giving lifelong learning make them responsible citizens.

In order to align with the mission and goals of Sambalpur University, the ODL/OL mode BBA Programme is planned to enable students and working professionals to gain knowledge in various domains of management, specialize in a domain of their choice, gain knowledge of not only managerial skills including analysis, data based decision making and entrepreneurship, but also introduce them to Leadership role in newer and emerging markets, products and technologies.

1. It's a beneficial to all those candidates who have their plans to do MBA in future. Course structure of the BBA Programme is design in such a manner that it was like foundation for the MBA Programme. This course helps as aspirant to study about the economic trends fiscal policies and also the different administrative and commerce oriented techniques to deal with various operations and transactions in the commercial world.
2. As BBA is a professional course student can get more job opportunities easily as compare to other graduations courses.
3. Opportunities for placement of the BBA degree holders are plenty as they undergo domain knowledge in marketing, human resource and finance.
4. This Course can fulfil the current requirement of society, government and others.
5. To provide an educational delivery system that is flexible, technology driven meets the prevailing requirements and is cost effective.
6. This program delivers required theoretical and industry inputs to students that develops creative thinking to make them experts and professionals in the field.
7. BBA student can get business relation decision making knowledge and skill development. Thus, it opens door for entrepreneurship.

### **III. Nature of prospective target group of learners:**

It is by now well accepted that an BBA degree is an important tool for professionals to enhance their knowledge of business, expand their career options and move up their career ladder, acquired Leadership skills or embark on an entrepreneurial journey.

This ODL/OL programme has been designed for conventional learners, as well as working professionals and other individuals aspiring to acquire knowledge and associated academic credentials. Considering that all candidates interested in pursuing a degree may not be able to

afford the same through a campus mode for reasons of paucity of time or financial constraints, online delivery is a feasible option to enable them to acquire knowledge and skills. The programme is so designed that the prospective students who may not be able to afford full time, residential BBA are provided with high value learning, anytime, anyplace, at one's own pace.

#### **IV. Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:**

The courses in the programme are delivered through both ODL/OL mode which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

1. e-Tutorial - faculty led Audio - Video Lectures
2. e-Content (combination of PDF/ e pub) Text Materials,
3. Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students
4. Self- Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above can be done/delivered by online and other platforms without much loss of reliability. Hence the BBA programme is suited for both ODL/OL mode of learning.

#### **V. Instructional Design**

**Course Curriculum:** Institution adopts specialized approach where the task involved in course design & development is assigned to professionals in the particular department of the university and/or external experts. A draft with the objectives in prepared. It is evaluated by Institution who in turn composes a team of experts to have judicious review of the proposed course that it meets the objectives of ODL/OL education.

**Program Structure:** Institution constitutes a team of experts to review the course structure. The review team provides its feedback and recommendations to the concern faculty. In case of any modifications suggested by the review team, the curriculum of the course is re-worked upon.

**Study Materials:** The study material is Self-Learning (SLM) format, which is the essence of standard distance learning Programs. Thus Institution initiates to develop all materials in SLM format. Experts both internal & external to write the study material on the specific guidelines laid down by statutory body.

**Review by Board of Studies:** The course is meticulously reviewed by BOS. Recommendations of BOS are implemented on priority. It also checks & defines the applicability, credit, scheme of examination for the course.

**Approval by Academic Council:** Finally, the course is submitted to the Academic Council of the University for Final Approval. Programs are offered on semester basis. A modular approach towards pursuing a long term degree Program is implemented. Academic activities are linked together to engage learner and maximize learning.

#### **Program structure: Bachelor of Business Administration**

<b>Paper Code</b>	<b>Subject Title</b>	<b>Paper Type</b>	<b>Credit</b>	<b>Internal</b>	<b>External</b>	<b>Total Marks</b>
<b>Semester I</b>						
BBA-101	Environmental Science	AECC	2	15	35	50
BBA-102	Fundamentals of Management & Organisational Behaviour	CORE	6	30	70	100
BBA-103	Statistics for Business Decisions	CORE	6	30	70	100
BBA-104	Entrepreneurship Development	GE	6	30	70	100
<b>Semester-I Total Credit &amp; Marks</b>			20			350

<b>Paper Code</b>	<b>Subject Title</b>	<b>Paper Type</b>	<b>Credit</b>	<b>Internal</b>	<b>External</b>	<b>Total Marks</b>
<b>Semester II</b>						
BBA-201	Business Communication (Language : English / MIL)	AECC	2	15	35	50
BBA-202	Managerial Economics	CORE	6	30	70	100
BBA-203	Business Accounting	CORE	6	30	70	100
BBA-204	Ethics & Corporate Social Responsibility	GE	6	30	70	100
<b>Semester-II Total Credit &amp; Marks</b>			20			350
<b>Semester III</b>						
BBA-301	Macroeconomics	CORE	6	30	70	100
BBA-302	Principles of Marketing	CORE	6	30	70	100
BBA-303	Management Accounting	CORE	6	30	70	100
BBA-304	Production & Operations Management	GE	6	30	70	100
BBA-305	Personality Development & Communication Skills	SEC	2	15	35	50
<b>Semester-III Total Credit &amp; Marks</b>			26			450

<b>Paper Code</b>	<b>Subject Title</b>	<b>Paper Type</b>	<b>Credit</b>	<b>Internal</b>	<b>External</b>	<b>Total Marks</b>
<b>Semester IV</b>						
BBA-401	Business Research	CORE	6	30	70	100
BBA-402	Human Resource Management	CORE	6	30	70	100
BBA-403	Financial Management	CORE	6	30	70	100
BBA-404	India's Diversity & Business	GE	6	30	70	100
BBA-405	IT Tools for Business	SEC	2	15	35	50
<b>Semester-IV Total Credit &amp; Marks</b>			26			450
<b>Semester V</b>						
BBA-501	Quantitative Techniques for Management	CORE	6	30	70	100
BBA-502	Legal Aspects of Business	CORE	6	30	70	100
BBA-503	Elective – I	DSE	6	30	70	100
BBA-504	Elective – II	DSE	6	30	70	100
BBA-505	Dissertation & Viva (Summer Internship project)		6			100
<b>Semester-V Total Credit &amp; Marks</b>			30			500



Paper Code	Subject Title	Paper Type	Credit	Internal	External	Total Marks
<b>Semester VI</b>						
BBA-601	Business Policy & Strategy	CORE	6	30	70	100
BBA-602	Financial Institutions & Markets	CORE	6	30	70	100
BBA-603	Elective – III	DSE	6	30	70	100
BBA-604	Elective – IV	DSE	6	30	70	100
<b>Semester-VI Total Credit &amp; Marks</b>			24			400
<b>Grand Total</b>			146			2500

(AECC- Ability Enhancement Compulsory Course, SEC- Skill Course, DSE- Discipline Specific Course, GE- General Elective)

**DISCIPLINE SPECIFIC ELECTIVE COURSE:** Finance (DSE - I), Marketing (DSE - II), Human Resource (DSE - III)

Paper Code	DSE - I (Finance)	DSE – II (Marketing)	DSE - III (Human Resource)
503	Investment Banking & Financial Services	Consumer Behaviour	Training & Development
504	Investment Analysis & Portfolio Management	Personal Selling & Sales Force Management	Talent & Knowledge Management
603	Project Appraisal	Retail Management	Performance & Compensation Management
604	Financial Modelling & Derivatives	Distribution & Supply Chain Management	Counselling & Negotiation Skills for Managers

## DETAIL SYLLABUS (BBA)

### SEMESTER – I

<b>Papers</b>		
<b>Paper No.</b>	<b>Title of the Paper</b>	<b>Credit</b>
BBA-101	Environmental Science	2
BBA-102	Fundamentals of Management & Organisational Behaviour	6
BBA-103	Statistics for Business Decisions	6
BBA-104	Entrepreneurship Development	6

#### **BBA-101: ENVIRONMENTAL SCIENCE**

**(2C)**

##### **Course Objectives:**

1. To promote the ability to understand the basic concepts of Environment.
2. To apply Environment analysis in the formulation of business policies

##### **Course contents:**

**Unit I:** Fundamentals of Environmental Management: Definition, principles and scope; Types and components of environment; Man- environment relationship; Causes of environment destruction; Environmental ethics; Environment Awareness Programmes.

**Unit II:** Natural Resources - Awareness: Eco-system, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.

**Unit III:** Environmental Protection - Policies & Legislations: National environment policy, Environmental Legislations, International conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

**Unit IV:** Environment Management System: ISO-14000, Environment Audit, Eco-Friendly products (Eco mark), Green Industry. Environmental Impact Assessment (EIM): EIM-Methods and tools, Appraisal and clearance for industry, Evaluation Systems.

##### **Course Outcomes:**

1. Students develop critical-thinking skills, analyze real-world problems, and understand the power of narrative to create sustainable solutions for local and global communities.

2. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.

**Suggested Readings:**

1. N.K. Oberoi - Environmental Management, Excell Books.
2. G.N.Pandey - Environmental Management, Vikas.
3. K.M. Agrawal & P.K. Sikdar - Text Book of Environment, Macmillan.
4. L.W. Canter - Environmental Impact Assessment, Tata McGraw Hill

**BBA-102: FUNDAMENTALS OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR (6C)**

**Course Objectives:**

1. To understand individual and group behavior at work place so as to improve the effectiveness of an organization.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.

**Course contents:**

**Unit I:** Basic forms 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 Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organizational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

**Unit III:** Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, 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. Conflict: Concept, Sources, Types, Stages of conflict, Management of

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

**Course Outcomes:**

1. The students will be able to justify how organizational change and conflict affect working relationships within organizations.
2. demonstrate how to apply relevant theories to solve problems of change and conflict within organizations.

**Suggested Readings:**

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behavior in Organizations: Understanding and Managing the Human Side of 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 Behavior, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.

**BBA- 103: STATISTICS FOR BUSINESS DECISIONS**

**(6C)**

**Course Objectives:**

1. To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making..
2. Understand the concept of Probability and its usage in various business applications.
3. Understanding Decision making environment and applying the Concept of Business Analytics.

**Course contents:**

**Unit I:** Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. 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 Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) 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: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and un-weighted, Test of adequacy of index numbers, 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, and Normal distribution. Central limit theorem. Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. Using Non-parametric statistics for hypothesis testing.

#### **Course Outcomes:**

1. After the course the students will: Think critically, reason analytically and solve problems creatively.
2. Succeed in their careers in business, industry or government, as well as in graduate school. Effectively communicate statistical ideas and arguments.

#### **Suggested Readings:**

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Wester.

### **BBA-104: ENTREPRENEURSHIP DEVELOPMENT**

**(6C)**

#### **Course Objectives:**

1. 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.
2. manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

3. To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies.
4. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup.
5. Familiarizing the students on Developing a Business Plan and to provide basic understanding of Launching a New Venture.

**Course contents:**

**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

**Unit II: ENTREPRENEURSHIP, CREATIVITY AND INNOVATION**

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

**Unit III: SOCIAL ENTREPRENEURSHIP & FAMILY BUSINESS AND 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. 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.

**UNIT-IV: 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.

## Course Outcome

1. Student will get clarity about the business idea. Market potential for the product or service. Skills in preparing business plan.
2. The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Common myths to becoming an entrepreneur. Students will be exposed to the functions of entrepreneurs, and problems faced by them in the real world.

## Suggested 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. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.

## SEMESTER - II

Papers		
Paper No.	Title of the Paper	Credit
BBA-201	Business Communication	2
BBA-202	Managerial Economics	6
BBA-203	Business Accounting	6
BBA-204	Ethics & Corporate SocialResponsibility	6

### **BBA-201: BUSINESS COMMUNICATION**

**(2C)**

#### Course Objectives:

1. To equip students of the BBA course effectively to acquire skills in reading, writing, Comprehension and communication, as also to use electronic media for business communication.
2. To develop the ability to research and write a documented paper and/or to give an oral

presentation.

3. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.

**Course Contents:**

**Unit 1:** Nature of Communication: Process of Communication, Types of Communication (verbal & Non-Verbal), Importance of Communication, Different forms of Communication. Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

**Unit 2:** Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

**Unit 3:** Report Writing: Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

**Unit 4:** Vocabulary: Words often confused Words often misspelt, common errors in English. Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

**Course Outcomes:**

1. Upon completion of the course, students are expected to be able to demonstrate a good understanding of: effective business writing.
2. students are expected to be able to effective business communications and information collection.

**Suggested Readings:**

1. Bovee, and Thill, Business Communication Today, Pearson Education
2. Lesikar, R.V. & Flatley, M.E. Kathryn Rentz; Business Communication Making Connections in Digital World, 11th ed., McGraw Hill Education.
3. Shirley Taylor, Communication for Business, Pearson Education
4. Locker and Kaczmarek, Business Communication: Building Critical Skills, TMH
5. Leena Sen, Communication Skills, PHI Learning



**Course Objectives:**

1. The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms.
2. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem.
3. 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 contents:**

**Unit I:** Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

**Unit II:** Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)

Costs and scale: traditional theory of cost (short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

**Unit III:** Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity); oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

**Unit IV:** Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

**Course Outcomes:**

1. The student can Interpret regression analysis and discuss why it's employed in decision-making. Discuss optimization and utility including consumer behavior.
2. After the course completion Student can Assess the relationships between short-run and long-run costs.

**Suggested Readings:**

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

**BBA-203: BUSINESS ACCOUNTING****(6C)****Course Objectives:**

1. To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.
2. This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations.
3. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

**Course Contents:**

**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 General Journal. Recording Transactions in three- column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

**Unit II:** Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment

Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

**Unit III:** Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

**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, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

### **Course Outcomes:**

1. Identify and interpret accounting information to inform users and make decisions.
2. Apply critical thinking skills by identifying and analyzing accounting issues using relevant accounting frameworks.
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.

### **Suggested Readings:**

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. 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

**Course Objectives:**

1. 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.
2. It also talks about the corporate social responsibility.
3. The course will sensitize the students to enrich their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations.

**Course contents:**

**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.

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, CEO Duality. Whistle blowing: Needs & Kinds of whistle blowing.

**Unit-III:** Ethics and Management: ethics as a normative science, ethics vs religion, factual and moral judgements, Business Ethics as a Management discipline, Managing ethics in workplace, Definition of Ethical Dilemma , Values Driven Management: Indian Ethos for managing Global Change, Values for managing the change, Trans-cultural Human Values in Management.

**Unit IV:** Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report, Arguments for and against CSR, Attributes of an effective CSR Programs.

**Course Outcomes:**

1. At the end of the course, students should be able to understand the importance of ethics and CSR in the day-to-day working of organizations.
2. learn the issues involved in maintaining ethics and how to deal with such situations and learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.

**Suggested Readings:**

1. Prof. Dr Biswajit Satpathy: Indian Ethos And Values, Elite Publications
2. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
3. Luthans Hodgetts and Thompson: Social issues in business, Macmillan
4. A.C. Fernando: Business Ethics Pearson Education.
5. A.C. Fernando: Corporate Governance Pearson Education.
6. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.

**SEMESTER - III**

<b>Papers</b>		
<b>Paper No.</b>	<b>Title of the Paper</b>	<b>Credit</b>
BBA-301	Macroeconomics	6
BBA-302	Principles of Marketing	6
BBA-303	Management Accounting	6
BBA-304	Production & Operations Management	6
BBA-305	Personality Development & Communication Skills	2

**BBA-301: MACROECONOMICS****(6C)****Course Objectives:**

1. 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.
2. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.
3. To Understand and analyze the micro environment affecting the business decision making.

**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, crowding out, composition of output and policy mix, policy mix in action; 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, relative effectiveness 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;

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)

**Unit IV:** Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate).

**Course Outcomes:**

1. Understand the determination of key macroeconomic variables- outputs, prices and rate of interest, analyse the effect of fiscal and monetary policy,
2. It describe the mechanics of money supply and explain the working of an open economy.

**Suggested Readings:**

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

## **BBA-302: PRINCIPLES OF MARKETING**

**(6C)**

### **Course Objectives:**

1. To equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.
2. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
3. To develop understanding on Consumer and business buying behavior

### **Course Contents:**

**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 concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach - Boston Consultative Group (BCG) matrix.

**Unit II:** Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning.

**Unit III:** Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

**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 Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

### **Course Outcomes:**

1. Identify the scope of responsibilities of a product/brand manager. Analyze global business opportunities and its implications on a firm's product and branding strategy.
2. Evaluate new product or service ideas. Apply conceptual knowledge and analytical tools to forecast market potential.

**Suggested Readings:**

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, 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-303: MANAGEMENT ACCOUNTING****(6C)****Course Objectives:**

1. To acquaint students with role of Management Accounting in planning, control and decision-making.
2. This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations.

**Course Contents:**

**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. 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.

**Unit II:** 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.

**Unit III:** 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.

**Unit IV: 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.

**Course Outcomes:**

1. Analyze accounting data by application of cost-volume-profit concepts. Evaluate operational budgeting in terms of the process by which it is implemented and its possible benefits to the organization.
2. This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations.

**Suggested Readings:**

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning 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)

**BBA-304: PRODUCTION AND OPERATIONS MANAGEMENT**

**(6C)**

**Course Objectives:**

1. To understand the production and operation function and familiarize students with the technique for planning and control.
2. To understand the role of Operations in overall Business Strategy of the firm.
3. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
4. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.

**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 organisation. 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, productprocess 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 Outcomes:**

1. Gaining knowledge about managing production processes. How to run operations effectively. Better understanding of modern production techniques. Better understanding of quality management.
2. understand the trends and challenges of Operations Management in the current business environment.

**Suggested 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, New Delhi.

**BBA-305: PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS (2C)****Course Objectives:**

1. The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.
2. To enable the students to understand, analyse, develop and exhibit accurate sense of self.

**Course Contents:**

**Unit I:** Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

**Unit II:** Written communication,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

**Unit III:** Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking.

**Course Outcomes:**

1. Developing the effective communication skills among student.
2. Inculcating the soft skills in theoretical and practical ways.
3. Learning about the essential factors for personality development and bringing them into practice.

**Suggested Readings:**

1. Alex K., Soft Skills – Know Yourself and Know the World, S. Chand & Company Pvt.

Ltd., New Delhi, Third Revised Edition, 2016

2. Bhatnagar Nitin and Mamta Bhatnagar, Effective Communication and Soft Skills: Strategies for Success, Pearson Education, New Delhi, 2011

### SEMESTER – IV

<b>Papers</b>		
<b>Paper No.</b>	<b>Title of the Paper</b>	<b>Credit</b>
BBA-401	Business Research	6
BBA-402	Human Resource Management	6
BBA-403	Financial Management	6
BBA-404	India's Diversity & Business	6
BBA-405	IT Tools for Business	2

#### **BBA-401: BUSINESS RESEARCH**

**(6C)**

##### **Course Objectives:**

1. 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.
2. To give them an understanding of the basic techniques and tools of business marketing research.
3. To Understand the practical application of various research techniques.
4. To Understand the importance of scaling & measurement techniques and sampling techniques.
5. To Understand the importance of coding, editing, tabulation and analysis in doing research.

##### **Course Contents:**

**Unit I:** Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing 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, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

**Course Outcomes:**

1. Business research helps to identify opportunities and threats.
2. It helps identify research problems and using this information, wise decisions can be made to tackle the issue appropriately.
3. It helps to understand customers better and hence can be useful to communicate better with the customers or stakeholders. Applying relevant research techniques.
4. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques.
5. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.

**Suggested 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. Naresh Malhotra – Marketing Research, Pearson.

**BBA-402: HUMAN RESOURCE MANAGEMENT**

**(6C)**

**Course Objectives:**

1. 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.

2. 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 Organisations

**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. 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.

**Unit IV:** 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 redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

**Course Outcomes:**

The course aims to enhance the understanding of the role of Human Resource Management and explore the recent trends of HRM. Introduce the basic concepts, functions and processes of human resource management. Develop an understanding of HRM systems and their implementation through exploring the practice of Staffing, Training and Development, Performance Management and Compensation.

**Suggested 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-403: FINANCIAL MANAGEMENT****(6C)****Course Objectives:**

1. To acquaint students with the techniques of financial management and their applications for business decision making.
2. To take decision relating to financing activities and Investing activities.

**Course Contents:**

**Unit I:** Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

**Unit II:** Long -term investment decisions: Capital Budgeting - Principles and Techniques; 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.

Concept and Measurement of 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 based on Historical and Market weights.

**Unit III:** Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; 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.

**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.

**Course Outcomes:**

1. Understand the different basic concept / fundamentals of Corporate Finance
2. Understand the practical application of time value of money and evaluating long term investment decisions
3. Developing analytical skills to select the best source of capital ,its structure on the basis of cost of capital

**Suggested 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. 4. R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. 5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hal

**BBA-404: INDIA’S DIVERSITY AND BUSINESS**

**(6C)**

**Course Objectives:**

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

**Course Contents:**

**Unit I:** Recognizing, Accommodating and valuing diversity; Challenges and dilemmas posed by



diversity and drive for homogenization; Sources of dilemma and tension - immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements

**Unit II:** Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions; Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

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

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

**Course Outcomes:**

1. Students should be able to develop an understanding of different types of diversity.
2. To understand the inter linkages between diversity and socio economic challenges.
3. To understand impact of diversity on business opportunities and decisions.

**Suggested Readings:**

1. Bhatt, B. L. (1980) "India and Indian Regions: A Critical Overview" in David E. Sopher, 'An Exploration of India - Geographical Perspectives on Society and Culture'. Cornell. for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
4. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3
5. Kaul, Vijay Kumar, Managing Diversity, in Business Organisation and Management, chapter 35, Pearson Education, 2012.

**BBA-405: IT TOOLS IN BUSINESS**

**(2C)**

**Course Objectives:**

1. The Course has been designed to provide knowledge on various hardware and software

components of computer.

2. To use different operating system, various packages used for different applications, data base concepts & operations and various issues related to IT and application of IT.

### **Course Contents:**

**Unit I:** Spreadsheets Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.

**Unit II:** Word processing Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

**Unit III:** PowerPoint presentation Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

**Unit IV:** Databases- Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering. Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

### **Course Outcomes:**

1. Develop and implement Information Systems for Business Applications.
2. Learn to increase efficiency of various management processes by using IT enabled technology.
3. Analyze various security and ethics related issues pertaining to the increasing use of Information Technology.

### **Suggested Readings:**

1. C SV Murthy, Management Information System, Himalaya Publication, New Delhi

2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall-1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.

### SEMESTER – V

<b>Papers</b>		
<b>Paper No.</b>	<b>Title of the Paper</b>	<b>Credit</b>
BBA-501	Quantitative Techniques for Management	6
BBA-502	Legal Aspects of Business	6
BBA-503	Elective – I	6
BBA-504	Elective – II	6
BBA-505	Dissertation & Viva (Summer Internship project)	6

#### **BBA-501: QUANTITATIVE TECHNIQUES FOR MANAGEMENT (6C)**

##### **Course Objectives:**

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

**Unit IV:** Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information  
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  $2 \times 2$ ,  $2 \times s$ , and  $r \times 2$  cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

**Course Outcomes:**

1. Understand the basic operations research concepts and terminology involved in optimization techniques
2. Understand how to interpret and solve business-related problems and
3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources.

**Suggested Readings:**

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: 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-502: LEGAL ASPECTS OF BUSINESS**

**(6C)**

**Course Objectives:**

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

**Course contents:**

**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 Outcomes:**

1. To Know rights and duties under various legal Acts.
2. To Understand consequences of applicability of various laws on business situations.
3. To Develop critical thinking through the use of law cases.

**Suggested Readings:**

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing 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 Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust

**BBA-503 (F): INVESTMENT BANKING AND FINANCIAL SERVICES (6C)**

**Course Objectives:**

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.

**Course Contents:**

**Unit 1:** Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

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

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

**Unit IV:** Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Securitization: concept, securitization as a funding mechanism, Traditional and non- traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

### **Course Outcomes:**

1. To Understand the importance and relevance of Investment Bankers in any Financial System.
2. To Understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.

**Suggested References:**

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

**BBA-503 (M): CONSUMER BEHAVIOR****(6C)****Course Objectives:**

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.

**Course contents:**

**Unit I:** Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach.

Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

**Unit II:** Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement.

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self- images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri component model, multi-attribute model, attitude towards advertisement model: attribution theory.

**Unit III:** Group Dynamics & consumer reference groups: Different types of reference groups,



factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

**Unit IV: Diffusion of Innovation:** Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

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

**Course Outcomes:**

1. Able to explain the basic concepts and models of consumer behavior. Able to analyze the effects of psychological, socio-cultural and demographic factors on the consumer decision process with their results.
2. Able to distinguish the relationship between consumer behavior and marketing practices.

**Suggested Readings:**

1. Leon G. Schiffman & Leslie L. Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.

## **BBA-503 (H): TRAINING & DEVELOPMENT**

(6C)

### **Course Objectives:**

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

### **Course Contents:**

**Unit I:** Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training. Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

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

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

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

### **Course Outcomes:**

Learning outcomes are descriptions of the specific knowledge, skills, or expertise that the learner will get from a learning activity, such as a training session, seminar, course, or program.

### **Suggested Readings:**

1. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.

2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.

**BBA-504 (F): INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (6C)**

**Course Objectives:**

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

**Course Contents:**

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

cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

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

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

**Unit III:** Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return

for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services:

Passive – Index funds, systematic investment plans. Active – market timing, style investing.

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

**Course Outcomes:**

1. Measure the risk and return of a stock or a portfolio position.
2. Diversify and manage investment portfolios in accordance with a person's risk Preferences.
3. Understand and evaluate investment advice from brokers and the financial press.

**Suggested References:**

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

**BBA-504 (M): PERSONAL SELLING & SALES FORCE MANAGEMENT (6C)**

**Course Objectives:**

1. To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management.
2. To help them differentiate the nuances of personal, organizational and personal selling.

**Course Contents:**

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

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

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

**Unit IV:** Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

**Course Outcomes:**

1. Student will be able to explain the concepts of sales management, personal selling and sales task.
2. They will be able to summarize history of sale stages.
3. They will be able to explain the personal sale strategies and environmental factors that affect the personal sales.

**Suggested Readings:**

1. Still, Cundiff & Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill

**BBA-504 (H): TALENT AND KNOWLEDGE MANAGEMENT****(6C)****Course Objectives:**

1. To prepare students for talent and knowledge management efforts in organisations.
2. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations.
3. The course aims at understanding basic elements, processes approaches and strategies of managing talent and knowledge in organisations.

**Course Contents:**

**Unit I:** Meaning and importance of talent management, Talent management Grid, Creating talent

management system, Strategies of talent management.

Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

**Unit II:** Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit . Managing knowledge workers.

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

**Unit IV:** Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card.

**Course Outcomes:**

1. Students should be able to evaluate the potential and appropriateness of talent development strategies, policies and methods with reference to relevant contextual factors.
2. Assess the role and influence the politics of knowledge management policy and practice in a range of contexts.

**Suggested Readings:**

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.

**BBA-505: DISSERTATION & VIVA (SUMMER INTERNSHIP PROJECT) (6C)**

At the end of FIFTH semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organization by taking up a project study and would submit a project report as well as the training diary after the completion of training.

## SEMESTER – VI

<b>Papers</b>		
<b>Paper No.</b>	<b>Title of the Paper</b>	<b>Credit</b>
BBA-601	Quantitative Techniques for Management	6
BBA-602	Financial Institutions & Markets	6
BBA-603	Elective – III	6
BBA-604	Elective – IV	6

### **BBA-601: BUSINESS POLICY AND STRATEGY**

**(6C)**

#### **Course Objectives:**

1. To equip students with the necessary inside into designing strategies for an organization.
2. To linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.
3. A set of useful analytical skills, tools and techniques for analyzing a company strategically
4. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.

#### **Course contents:**

**Unit I:** Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions.

Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

**Unit II:** Environmental Analysis & Diagnosis: Analysis of company's external environment  
Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

**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.

**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; Behavioural 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.

**Course Outcomes:**

1. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.
2. Evaluate and revise programs and procedures in order to achieve organizational goals;
3. Consider the ethical dimensions of the strategic management process;

**Suggested 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
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).

**BBA-602: FINANCIAL INSTITUTIONS AND MARKETS**

**(6C)**

**Course Objectives:**

1. The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets.



2. This will enable them to take the rational decision in financial environment.

**Course Contents:**

**Unit I:** Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core

banking solution (CBS); RTGS and internet banking, NBFCs and its types; 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; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, 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, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, 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, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement

mechanism at BSE & NSE

**Unit IV:** Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/ Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

**Course Outcomes:**

1. Financial architecture of an economy and its key players. The fabrication of Indian Financial markets.
2. Different types of Working of Capital market, debt market, money market in India  
Functioning of different players in the financial market including Regulators like RBI ,SEBI, PFRDA and IRDA

**Suggested Readings:**

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3<sup>rd</sup> ed.) Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5<sup>th</sup> 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

**BBA-603 (F): PROJECT APPRAISAL AND ANALYSIS**

**(6C)**

**Course Objectives:**

1. To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project.
2. To 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

**Course Contents:**

**Unit I:** Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle

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

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

**Unit III:** Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions.

Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

**Unit IV:** Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project

- PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis.

**Course Outcomes:**

1. Perform appraisal of projects with detailed feasibility analysis. Develop the profitability projections.
2. Develop the strategies employed in managing risk. Practice project management decisions and control

**Suggested Readings:**

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

**BBA-603 (M): RETAIL MANAGEMENT**

**(6C)**

**Course Objectives:**

1. The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting.

2. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.
3. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

**Course Contents:**

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

**Unit II:** Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non-traditional selling.

**Unit III:** Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

**Unit IV:** Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing Mix, CRM, Advertising in Retailing. Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

**Course Outcomes:**

After studying this course, students should be able to:

1. Clarify the concept and related terms in retailing.
2. Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
3. Understand various formats of retail in the industry.

**Suggested Readings:**

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

**BBA-603 (H): PERFORMANCE AND COMPENSATION MANAGEMENT (6C)**

**Course Objectives:**

1. To familiarize students about concepts of performance and compensation management.

2. To use them to face the challenges of attracting, retaining and motivating employees to high performance.

**Course Contents:**

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

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

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

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

**Course Outcomes:**

Recognize how pay decisions help the organization achieve a competitive advantage. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

**Suggested 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.

## **BBA-604 (F): FINANCIAL MODELING AND DERIVATIVES**

**(6C)**

### **Course Objectives:**

1. To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.
2. To understand India's Capital market and different institution of secondary market.

### **Course Contents:**

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

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

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

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

### **Course Outcomes:**

1. Students will be able to analyze the risks in different financial markets. Acquire ability to selection of various options and then can apply them to specific markets.
2. Student will be able to strategically manage the financial derivatives.

### **Suggested Readings:**

1. Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education
3. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of

Financial Markets.

4. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India

**BBA-604(M): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (6C)**

**Course Objectives:** 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.

**Course Contents:**

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

**Unit II:** Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

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

**Unit IV:** Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment. Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

**Course Outcomes:**

1. Develop a sound understanding of the important role of supply chain management in today's business environment.
2. Become familiar with current supply chain management trends
3. Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations.

**Suggested Readings:**

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.

3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.

## **BBA-604 (H): COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT (6C)**

### **Course Objectives:**

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

### **Course Contents:**

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

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

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

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

### **Course Outcomes:**

1. Students should be able to understand complex theory and practice of negotiation in particular and conflict resolution in general.
2. Identify the challenges we all have in dealing with negotiation and conflict resolution. Apply negotiation as a system and the important role of subsidiary factors.

### **Suggested Readings:**

1. Singh Kavita - Counselling Skills for Managers (PHI)



2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counselling process: A multitheoretical integrative approach, New York: Brooks Cole.

**Duration of the programme: 3 years (6 semester)**

Semester	No. of Papers	Credit	Marks
I	4	20	350
II	4	20	350
III	5	26	450
IV	5	26	450
V	5	30	500
VI	4	24	400
<b>TOTAL</b>	<b>27</b>	<b>146</b>	<b>2500</b>

**VI. Procedure for admissions, curriculum transaction, evaluation and medium of instruction**

**Minimum Eligibility:** Candidates who have cleared their 12th Standard or equivalent examinations from a recognized Council/Board can apply for the course.

**Examination:** CDOE is an institution owned and controlled by the authority of Sambalpur University. The examination in respect of CDOE students is conducted by the Sambalpur University. All matters relating to the examinations, i.e. result mark sheet, degree etc. are dealt with the controller of the examination.

**Evaluation:** Though evaluations of Assignments / Seminar / class test / tutorial etc. are

conducted to evaluate the students with 30% credit for continuous evaluation and 70% credit for end term examination. The final evaluation is done through Term End Examination (weightage: 100%).

**Curriculum Transaction:** In the BBA course, instructions are imparted mainly through lecture method during the personal contact programme. It also make use of smart class room. The printed study material is sent to the students by post. Efforts are afoot to provide the study material in soft copies to the learners and to provide them the facility to download the study material from the website through their respective student ID.

**Medium of Instruction:** The medium of instruction in BBA is Bilingual (English and Odia). The study material will be made available to the student in English language. The lectures in personal contact programme are generally delivered in English and Odia.

## VII. Requirement of the laboratory support and Library Resources

**Laboratory support:** There is requirement of computer laboratory which is specifically useful for this course. The CDOE has a Computer Lab with thirty (30) personal computers connected by high speed Internet and wireless networks, LAN and printers, white board with multi-media projection facilities.

**One to One classes:** From time to time, the Institution conducts one to one class online for students on demand basis.

**Doubt clearing session:** A provision to interact with subject faculties is also facilitated to students. Students can clear their doubts one to one with faculty members.

**Assignments, Case Studies, Project Work:** Apart from the main learning material, students shall be provided with assignments, case studies and project work. These learning components are generally based on contemporary situation in the industry and markets .

<b>Lab Computers With Configuration</b>			
<b>Sl. No.</b>	<b>Configuration</b>	<b>Software</b>	<b>Usage</b>
1.	Intel core i7 processor RAM: 8GB Storage: 1TB	1. Windows 10 operating system or Windows 11 2. Linux operating system (Ubuntu or CentOS)	Practical and program execution
<b>Total</b>	<b>30</b>		

### VIII. Cost estimate of the programme and the provisions:


1. The course Fees for BBA is ₹ 5,000/- per semester  $\times 6 = ₹ 30,000/-$
  2. Examination Fees: ₹ 500/- per semester  $\times 6 = ₹ 3000/-$
- Grand Total ₹ 33,000/-

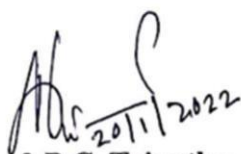
### IX. Quality assurance mechanism and expected programme outcomes


Sambalpur University is one of the premier University of Odisha enlisted under NAAC Grade-A. It has its own effective quality assurance and control mechanism. The expected outcome of this programme is to provide quality education in more economical way to produce quality professionals in the fields of Management education who will be ready to serve society and mankind in more effective way.

CIQA has a mandate to review the teaching and learning process. The Primary aim of the CIQA is to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution. The Sambalpur University has an CIQA with the following objectives:

- The primary aim of the CIQA is to develop system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution.
- CIQA is to keep the institution abreast of and abuzz with quality sustenance activities on a wide gamut of pertinent issues.
- CIQA is to generate good practices, ideas, planning, implementing and measuring the outcome of academic and administrative performance of the institution.

  
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