

OPJS University, Churu

Syllabus

School of Management



Bachelor of Business Administration Syllabus

Bachelor of Business Administration

BBA – Ist Semester

Sr.No.	Code	Name of Subject	Lecture per week	Practical	Total
1	BBA 111	Principles of Management	4	0	4
2	BBA 121	Basic Accounting	4	0	4
3	BBA 131	Business Environment	4	0	4
4	BBA 141	Business Communication	4	0	4
5	BBA 151	Business Mathematics	4	0	4
6	BBA 161	Fundamentals of Computers	4	0	4

BBA – IInd Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	Total
1	BBA 112	Cost Accounting	4	0	4
2	BBA 122	Marketing Management	4	0	4
3	BBA 132	Production Planning & Control	4	0	4
4	BBA 142	Organizational Behavior	4	0	4
5	BBA 152	Micro Economics	4	0	4
6	BBA 162	Business Research Methods	4	0	4

BBA – IIIrd Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 211	Management Accounting	4	0	4
2	BBA 221	Business Statistic	4	0	4
3	BBA 231	Macro Economics	4	0	4
4	BBA 241	Strategic Management	4	0	4
5	BBA 251	Organizational Structure & development	4	0	4
6	BBA 261	Managing People at Work	4	0	4

BBA – IVth Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 212	Advertising & Sales promotion	4	0	4
2	BBA 222	Human Resource Management	4	0	4
3	BBA 232	Financial Management	4	0	4
4	BBA 242	Business Information System	4	0	4
5	BBA 252	Total Quality Management	4	0	4
6	BBA 262	Purchase & Material Management	4	0	4

BBA – Vth Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 311	Business Ethics	4	0	4
2	BBA 321	Sales & distribution Management	4	0	4
3	BBA 331	Entrepreneurship Management	4	0	4
4	BBA 341	Company Law	4	0	4
5	BBA 351	Rural Management	4	0	4
6	BBA 361	Industrial Training & Project			

BBA – VIth Semester

Sr.No.	Code	Name of Subject	Lecture per week	P	U
1	BBA 312	International Business Management	4	0	4
2	BBA 322	E-Commerce	4	0	4
3	BBA 332	E-Marketing	4	0	4
4	BBA 342	Industrial Relations & Labour Law	4	0	4
5	BBA 352	Comprehensive Viva			

I Semester

Principals of Management

BBA 111

Objectives: To provide a basis of understanding to the students with reference to working of business organization through the process of management. On completion, student will understand the basic principles of management -will acquaint himself with management process, functions and principles. Student will also get the idea about new developments in management.

Module 1: Nature of Management: Meaning, Definition, its nature purpose, importance & Functions, Management as Art, Science & Profession- Management as social System Concepts of management-Administration-Organization

Module 2: Evolution of Management Thought: Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, and Chester Barhard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of management thought) Indian management thought.

Module 3: Functions of Management: Planning - Meaning - Need & Importance, types, levels – advantages & limitations. Forecasting - Need & Techniques, Decision making - Types - Process of rational decision making & techniques of decision making, Organizing - Elements of organizing & processes: Types of organizations, Delegation of authority - Need, difficulties in delegation – Decentralization, Staffing - Meaning & Importance, Direction - Nature – Principles, Communication - Types & Importance, Motivation - Importance – theories, Leadership - Meaning - styles, qualities & functions of leaders

Module 4: Functions of Management: Controlling - Need, Nature, importance, Process & Techniques, Coordination - Need – Importance

Module 5: Strategic Management: Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India

Suggestion Readings:

- Koontz & Weirich: Essentials of Management (Tata McGraw Hill)
- L.M. Prasad: Principles & Practices of Management
- Stephen Robbins: Management
- Tulsian P C: Business Organisation & Management

Objective: To create an understanding of the basic concepts of day to day Business accounting and its applications in managerial decision making.

Module 1: Basic Accounting Concepts: Background of Accounting, concepts – matching, Entity Concept, Cost Concept, Basis of Accounting – Objectives and necessity; Accounts – Types and classification; basic terms – Capital, Income, Expenditure, Expenses, Assets, Liabilities and application to problems.

Module 2: Journal and Ledger: Double Entry System; Journal and recording of entries in journal with narration; Ledger –Posting from Journal to respective ledger accounts, Financial Statement: Trading and profit and loss account, Balance sheet.

Module 3: Bank Reconciliation Statement: Bank transactions, Preparation of simple bank reconciliation statement.

Module 4: Trial Balance: Need and objectives; Application of Trial Balance; different types of errors escaped trial balance preparation; Rectification of errors.

Module 5: Depreciation Accounting: Needs and objectives; concept and application of Fixed and Reducing Installment method; Inventory Valuation, Provisions and reserves.

Module 6: Final Accounts: Concept of adjustment; Application of Trading Account and Profit and Loss Account to get Gross Profit and Net Profit; Application of Balance Sheet with Marshalling; Application of final accounts problems.

Suggestion Readings:

- Jain and Narang : Financial Accounting
- S.N. Maheshwari : An Introduction to Accountancy
- Mukherjee & Hanif : Fundamentals of Accounting
- Dr.S.M.Shukla - Financial accounting
- Dr. M.C.Shukla - Financial accounting
- Dr.P.K.Jain - Financial accounting.

Business Environment

BBA 131

Objectives: To create an awareness of the external environment including the role of government and its impact on business.

Module1: Introduction: Nature of Business environment; Environmental factors affecting business and their interaction, consumerism and other environmentalist movements; sociocultural factors affecting business decision.

Module 2: Economical Environment of Business: Circular flow of economics activities, national income in India; salient features of the Indian economy; inflation and its impact on business, emerging trends and structure of Indian economy; decision application of economic statistics.

Module 3: Political Environment of Business: Political environment; Economic role of government planning in India and its implications for business decision.

Module 4: Business and Governmental Policies: Government policies and their implications for the business decision, policies towards sick units, BIFR.

Module 5: Legal Environment of Business: Main provision of company Act, 1956; Main provision of MRTP, competition Act, FEMA, and Consumer Protection Act; Regulation of stock exchange; and the role and functions of SEBI, current developments and analysis of business.

Suggested Readings:

- Amarchand D “Government and Business” Tata McGraw Hill, New Delhi, 1991.
- Ray S. K. “Indian Economy”, Prentice Hall, New Delhi 1987.
- Francis Cherunilam “Business Environment

Business communication

BBA 141

Objective: To develop proficiency in communication techniques laying emphasis on oral and verbal communication.

Module 1: Introducing communication, importance & nature of business communication, Process of business communication, objectives, media of business communication, Types of communication, barriers in communications, principles of communication, essentials of good communication.

Module 2: English Grammars: Review of Basic English grammar, Sentence Corrections.

Module 3: Writing: inter-office memorandums, faxes, e-mails, writing effective sales letters – to agents, suppliers, customers etc, Drafting a CV, writing a job application and other applications, interviews, Paragraph writing, précis making, voice and correct word usage; drafting an advertisement/notice. Business report writing, written & oral presentation of reports, preparation of office orders, memo, and circulars.

Module 4: Reading, listening and speaking: Developing reading, listening and speaking skills, group discussions, extempore, speech and presentation.

Suggested Readings:

- Intermediate English Grammar. Raymond Murphy
- Lesikar R.V: Petit J.D., Business Communication, All India Traveler bookseller.
- Pal, Rajendra & Korlahalli, J.s. :- “Business communication” Sultan chand & sons
- Rai, S.m. & Urmila “Business communication” HPH
- Sinha, k.k. “Business communication”.

Business Mathematics

BBA 151

Objective: The objective of the course is to equip students with the techniques of data analysis

Module 1: Set theory, logical statements and truth tables, real number system, linear and quadratic,

Module 2: Equations, Permutations and combinations.

Module 3: Binomial theorem, arithmetic and geometric progressions, functions, limitations and continuity, differential calculus (including maxima and minima; excluding trigonometric functions).

Module 4: Matrices & Determinants: Definition of a matrix, Types of matrices; Properties of determinants; Adjoint of a matrix, Concept of present value and amount of a sum, Types of annuities; present value and amount of an annuity, including the case of continuous compounding, value of simple loans and debentures; problems related to sinking funds. Simultaneous equations by Cramer's rule, Matrix Inversion method, Gauss, Elimination method. Matrices and Determinants

Module 5: Linear programming: formulation of LPP: Graphical method of solution; problems related to two variables including the case of mixed constraints; cases having no solution; multiple solutions, unbounded solutions and redundant constraints Simplex method: solution of problems up to three variables, including cases of mixed constraints; Duality; Transportation problem.

Suggested Readings:

- Sancheti and Kapoor : Business Mathematics
- Allen R G D, Basic Mathematics; Macmillan, New Delhi
- Dowling E T, Mathematics for Economics; Schaum Series, McGraw Hill, London
- Loomba Paul, Linear Programming; Tata McGraw Hill, New Delhi
- Vohra N D, Quantitative Techniques in Management, Tata McGraw Hill, New
- Soni R S, Business Mathematics; Pitambar Publishing House
- Holden, Mathematics for Business and Economics; Macmillan India, New Delhi
- Kapoor V K, Business Mathematics; Sultan Chand & Sons, Delhi

Fundamentals of Computers

BBA 161

Objective: The objective of the paper is to create proficiency in the use of personal computers, specifically in the use of spreadsheets and database packages.

Module 1: Introduction: Classification of computer and generation, Basic architecture of computer and its building blocks, Input devices, Computer memories, Operating system: Introduction to O.S., Types of operating system, Multiprogramming, Timesharing, Batch, Real time and UNIX

Module 2: MS Office: Introduction to MS-Office and its integrated nature, MS-Word: Starting Word, new documents, entering text, changing text, aligning, underlining, and justifying text, Use of tabs. Tables – creation, adding rows and columns, splitting, and combining cells, orders, saving, closing, and operating documents, Adding headers and footers, Print preview, and printing a document, Mail merge: creating main document and data source. Adding and removing fields from data source. MS-Outlook: Using MS-Outlook for managing e-mail, calendar, appointments, tasks and address book.

Module 3: Power Point: Basic concept of presentation software, Standard, formatting, and drawing toolbars in power point and their use, Creating and opening a presentation. Creating, deleting, opening, and copying slides, Closing and saving a presentation, Use of slide sorter, Use of master slides and colour box, Use of animation features, Inserting pictures, resizing pictures, Inserting organization chart, Use of auto content wizard.

Module 4: Operating Excel: concept of workbook and worksheet, serial fill, formatting text in cells and on the worksheet. Entering and pasting formulas, creating a chart. Use of Excel as a Database, data filters and forms. Excel Functions: max, min, Sqrt, sum, sum if, mean, mode, median, and using statistical Functions, date, count, countif.

Module 5: Internet: A brief history of origin of internet. Various applications of Internet such as email, information gathering, retailing etc, various methods of connecting to the net e.g. dial up, ISDN and broadband, Use of Microsoft Internet explorer, A brief introduction to Internet addressing, Internet protocols (TCP/IP, FTP and HTTP).

Suggested Readings:

- Saxena: A first Course in Computers. Vikas Publishing House.
- Computer fundamental – P.K. Sinha.
- Fundamental of computer and IT-D.P. sharma, Amit Choudhary
- Leon & Leon : Internet for Everyone, Leon Tech World.

II Semester

Cost Accounting

BBA 112

Objective: The objectives of this course help students to understand how costing information can be used for decision making, Planning and Control.

Module 1: Introduction: Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and objectives of cost Accounting, Advantages and Limitations of Cost Accounting, Difference between Financial and Cost Accounting, Cost Unit & Cost Centre

Module 2: Elements of cost: Material, Labour and other Expenses, Classification of cost & Types of Costs, Analysis of cost-Preparation of Cost Sheet, Estimate, tender and quotation

Module 3: Methods of Costing: Job Costing – Meaning, Features, Advantages and limitation, Contract Costing – Basic Concepts, Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains, Operating Costing – Meaning, Features & Objectives Techniques of Costing

Module 4: Budget and Budgetary Control: Definition, Meaning and objectives of Budgetary control Advantages and disadvantages of Budgetary Control, Types of Budget

Module 5: Marginal Costing: Meaning and Various Concepts - Fixed Cost, Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety

Module 6: Standard Costing: Definition and Meaning of Various Concepts, Advantages and Limitations of Standard Costing, Variance Analysis – Material and labor Variances only

Suggested Readings:

- Advanced cost Accounting by Saxena and Vasistha.
- Advanced cost Accounting by S.P.Jain and Narong.
- Cost Accounting by S.N.Maheshwari
- Cost Accounting by Ratnam.
- Practice in Advanced Costing and Management Accounting by Prof. Subhash Jagtap Nirali Prakashan, Pune.
- Cost and Works Accounting II and III Prof. Subhasg Jagtap, Prof.Pagar and Dr.Nare K.S.Publication,Pune.
- Cost Accounting – Bhatta HSM,Himalaya Publication.
- Cost Accounting – Prabhu Dev , Himalaya Publication.

- Advanced Cost Accounting – Made Gowda, Himalaya Publication.
- Managements & Cost Accounting : M.Y. Khan & K.Jain.
- Cost Accounting: B. M. Lal

Marketing Management

BBA 122

Objectives: To introduce the students with basic concepts & theories of marketing.

Module 1: Marketing: Nature & Scope of Marketing, Concepts - production, product, selling, marketing & societal marketing, marketing environment

Module 2: Consumer buying behavior: consumer decision making process (five step model), factors affecting consumer buying behavior.

Module 3: Market segmentation: need, concept, nature, basis & strategies, mass marketing vs. Segmentation.

Module 4: Marketing mix: 4ps of products & 7ps of services, components & factors affecting marketing decisions.

Module 5: Product decisions: product definition, new product development process, and product life cycle, positioning, branding, packaging & labelling decisions

Module 6: Pricing decisions: importance, objectives & strategies

Module 7: Product promotion: promotion mix and factors affecting promotional decisions.

Module 8: Distribution: channel decisions, types & factors, physical distribution system & its Components

Suggested Readings:

- Ramaswamy & Namakumari : Marketing Management-MacMillan, New Delhi.
- Raja Gopal : Marketing Management,Vikas.
- Philip Kotler : Marketing Management (Analysis Planning and Control), Prentice Hall of Indian Pvt.Ltd., New Delhi.
- William J.: Fundamentals of Marketing, McGraw Hill Ltd., New Delhi

Production Planning & Control

BBA 132

Objectives: To develop understanding of the concepts and techniques of production/operations management.

Module 1: Production and operations management: its functions and relationship with other functional areas. Facility location decision, layout decision, product and process layout & Capacity planning.

Module 2: Production planning and control: Planning, scheduling, routing etc. Assembly line balancing.

Module 3: Work Study: Method study and time study, Work simplification. Productivity linked incentives.

Module 4: Inventory Management: ABC analysis and basic model of EOQ (carrying, ordering and shortage costs). Supply Chain Management.

Module 5: Statistical quality control and acceptance sampling.

Module 6: Latest Concepts: A brief introduction to JIT, computer aided manufacturing, TQM and ISO quality systems.

Suggested Readings

- Buffa E. S. & Sarin R. K. "Modern Production/ Operation Management John Wiley, New York, 1987.
- CHUNAWALA & PATEL "Production and Operations Management".
- McClain J.O. & Thomas L.J. "Operations Management" PHI, New Delhi, 1982

Objective: To enhance understanding of the dynamics of interaction between individual and the Organization to facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations. It is also to develop greater insight into their own behavior in interpersonal and group team situations and acquire skills in influencing people in organizations.

Module 1: Introduction: Meaning of organizational behavior and its relevance in today's business environment.

Module 2: Individual behavior in organization: Understanding self; perception – nature and importance, perceptual selectivity, stereotyping, halo-horn effect.

Module 3: Learning and its theories: Behavior modification, attitudes, personality; meaning, self concept, self-esteem, major determinants of personality.

Module 4: Motivation: Types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, Vroom and Porter – Lawler.

Module 5: Group behavior in organization: group dynamics, types of groups, group norms and roles, group cohesiveness, group development and facilitation.

Module 6: Dynamics of managerial leadership: leadership styles, trait approach, behavioral approaches, and managerial grid.

Module 7: Organizational Structure: Job design, quality circles, work culture and ethics, organizational change

Suggested Readings:

- Udai Pareek, Understanding Organisational /Behaviour, Oxford
- Mishra : Organizational Behaviour Bikas
- Luthans, Fred : Organizational Behaviour
- Mirza Saiyadain : Organizational Behaviour, TH
- Chandan : Organizational Behaviour, Vikas
- Helga Drummond : Organizational Behaviour, Oxford
- Senge, Peter : The Learning Organization
- Harriss & Martman : Organizational Behaviour, Jaico.

Objective: The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.

Module 1: Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. microeconomics and business.

Module 2: Theory of demand: Nature of demand for a product, individual demand, market demand, determinants of demand. Elasticity of demand and its determinants. Demand as multivariate function.

Module 3: Theory of Consumer Behavior: Utility analysis, indifference curve analysis, applications of indifference curves.

Module 4: Theory of production and costs: The concept of production function, production with one and two variable inputs, optimal input combination, theory of cost in short run and long run, revenue function.

Module 5: Theory of firm and market organization: Breakeven analysis, pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve and price leadership.

Suggested Readings:

7. Peterson – HC and Lewis – Managerial Economics, 3rd 1995 (Himalaya)
8. Trivedi – Managerial Economics (Tata McGraw-Hill, 2002)
9. Dwivedi – Managerial Economics (Vikas, 6th edition) 2001
10. Gupta – Managerial Economics (Tata McGraw-Hill, 1990, 8th ed.)
11. Koutsyannis A – Modern Microeconomics (Macmillan), 1979, 6th ed.
12. Maheswari and Gupta – Managerial Economics (Sultan Chand)

Objective: To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.

Module 1: Basic concepts: scope, limitations, objectives, Research process.

Module 2: Research design and its types: exploratory, descriptive and experimental (in detail)

Module 3: Data collection: primary and secondary.

Module 4: Scaling: meaning of scaling, classification, important scaling techniques: rating scales and ranking scales. Scale construction techniques, multidimensional scaling.

Module 5: Questionnaire: questionnaire construction, tabulation, coding, editing of data.

Module 6: Sampling: concepts, types and techniques, estimation of sample size.

Module 7: Data analysis: tests of significance based on t, f and z distribution and chi-square test; cross tabulation.

Module 8: Marketing research applications.

Suggested Readings:

- Boyd, Westfall & Stasch: Marketing Research
- G.C.Beri: Marketing Research
- D.D.Sharma: Marketing Research
- Ramanujan Mazindar: Marketing Research
- Luck & Rubin: Marketing Research
- Tull & Green: Research for Marketing Decisions.

III Semester

Management Accounting

BBA 211

Objective: The objective of this course is to familiarize the students with the mechanics of preparing and presentation of financial statements of an organization. It is also to understand the Accounting Policies and Standards. Students are expected to analyze and interpret financial statements in this course.

Module 1: Meaning, Scope and limitation of management accounting, distinction financial accounting and management account and cost accounting role of management account in decision-making, Cost analysis: Absorption and variable costing, understanding about cost behaviour, fixed, variable, semi variable cost, Contingency theory & Social Aspect of SMA, Accounting for Non Profit Organization,

Module 2: Cost-volume profit analysis: Concept of break-even point, profit-volume relation, margin of safety, angle of incidence, BEP chart, profit graph. Alternative choice decision relevant cost, sunk cost, programme cost, special offer, make or buy process and further process, shutdown.

Module 3: Business budget: Concept and use budget in planning and control, type of budgets, capital expenditure budgeting and cash budget -forecasting profit and loss accounts and balance sheet, Variance analysis using standard costing system, Management reporting system: Reporting system in management types of reports, qualities of reports, for top-management, middle management, lower level of management.

Suggested Readings:

1. Khan and Jain, Managerial Accounting
2. Wheldon: Cost Accounting and Costing Methods.
3. Homgren Charges: Introduction to Management Accounting.
4. Keller and Ferrara: Management Accounting for Profit Control

Objective: The objective of this course is to familiarize students with the statistical framework in business and to understand its applications.

Module 1: Introduction: definition of statistics, statistical data, statistical methods, collection of data, secondary data, internal data, primary data, presentation of data, classification of data, formation of frequency distribution, classification according to class intervals, principals of classification, tabulation of data.

Module 2: Measures of central tendency: Objective of averaging, characteristics of a good average, arithmetic mean, geometric mean, harmonic mean, median, mode, skewness, and kurtosis.

Module 3: *Measure of variation, Correlation and Regression: Significance of measuring Variation, properties of a good measure of variation, method of studying variation, Range, the interquartile Range, Quartile deviation, the average deviation, standard deviation.*

Module 4: Correlation: Significance of the study of correlation, types of correlation, method of studying correlation, scatter diagram, Karl Pearson's Coefficient of correlation, rank correlation coefficient, method of least squares.

Module 5: Regression: Two lines of Regression, Line of Regression of Y on X, Line of Regression of X on Y, Correlation Coefficient and the two Regression Coefficients

Module 6: *Probability and Probability distributions: What is probability, elements of set theory, counting techniques, events, additive law, conditional probability, multiplication law, dependent events, independent events, Bayes theorem, and problems? Random variable, probability function, Binomial distribution, Poisson distribution, Normal distribution, Uniform distribution, Exponential distribution.*

Module 7: Tests of Hypothesis, chi square Test and t-square test: Introduction, procedure of testing hypothesis, test hypothesis concerning large samples, test hypothesis about population mean, chi-square distribution, chi-square test, t-square distribution, and t-square test.

Suggested Readings:

- Business Statistics: G V Shenoy, VK Shrivastava and S C Sharma
- Business Statistics: R. S. Bhardwaj
- Business Statistics: S P Gupta

Objective: To understand macroeconomic theories and their relation to the overall business environment.

Module 1: Macroeconomics: meaning, nature and scope. Basic concepts used: Stock and flow variables, partial and general equilibrium, static and dynamic analysis. Economy as a circular flow of income and expenditure.

Module 2: National income: Concepts and measurement through double entry, sectoral accounting and matrix approaches. Classical theory of output and employment, Say's law of markets.

Module 3: Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment equilibrium.

Module 4: Consumption: Meaning determinants and importance. Theory of consumption: Absolute income hypothesis, relative income hypothesis, permanent income hypothesis, life cycle hypothesis.

Module 5: Theory of investment: Types of investment determinants of investment, marginal efficiency of capital, net present value, and internal rate of return, interest rate determination, and classical, neoclassical and Keynesian theories.

Module 6: Theory of multiplier: Income generation in a static and dynamic setting, tax multiplier, foreign trade multiplier, balanced budget multiplier, leakages from multiplier, relevance of multiplier to developing countries.

Module 7: Inflation: Meaning, types, and theories.

Module 8: Stabilization policies: Monetary and fiscal policies.

Module 9: Money & its function and role: Quantity theory of money, Fisher and Cambridge equations. Keynes views about money and prices

Suggested readings:

- Ahuja, H.L. Macroeconomics: theory & Policy. S. Chand Publishers
- Ranagarajan, C. & Dholakia, B.H: Principles of Macroeconomics. Tata McGrawHill Publishers.

Strategic Management

BBA 241

Objective: To familiarize students with the concepts and applications of strategy. This would entail a deeper understanding of strategic management in businesses.

Module 1: Strategic management: introduction, nature & scope, need, strategic decision making, social responsibility of business

Module 2: Mission & objectives: need for explicit mission, components of mission statement, Formulation of mission & objectives and their specificity,

Module 3: Scanning the environment: environment scanning, socio economic, technological, Political, techniques for environmental analysis, Industry analysis: porter's approach, environmental threat & opportunity profile

Module 4: Internal analysis: Value chain analysis, Internal factors; marketing & distribution, R&D & engineering, production & operations, finance & accounting, corporate resources & personal factors, analyzing strengths & weaknesses

Module 5: Strategy formulation & choice: Generic strategy alternatives; stability, expansion, retrenchment, combination, strategy variations, BCG matrix, GE 9 cell matrix, Hofer's model

Module 6: Implementation & control: Behavioral aspects, strategy evaluation & control

Core Text Book

- Johnson, Gerry & Scholes, Kevan: Exploring Corporate Strategy. Pearson Education

Reference Books

- Rowe, A.J. Others (1994)-Strategic Management A Methodological Approach, Reading, Mass: Addison-wesley.
- Prasad, L.M. (1995)-Business Policy & Strategy (New Delhi: Sultan Chand & Sons.)
- Jouch, L.R. & Glueck, W.F.-Business Policy and Strategy Management, (MC Grawhill).
- Michael, V.P. Globalisation, Liberalisation & Strategic Management, (Mumbai: Humalaya Publishing).
- Ramaswamy V.S. & Namakumari, S-Strategic Planning-formulation of Corporate Strategy, (Delhi:Macmillian India)
- Kazmi, Azhar: Business Policy and Strategic Management, Tata MCGraw Hill, New Delhi.

Module 1:

Organisation Development: definition, characteristics and underlying assumptions and values of OD, Assumptions about people, Organisational Diagnosis Tools and techniques: questionnaire, interview, workshops and task forces. Nature of OD interventions: comprehensive intervention, confrontation meeting, survey feedback, Grid OD.

Module 2:

Structural intervention-Job Design, Quality Circles, Socio technical systems, MBO & appraisal Parallel learning organizations, Team interventions-Role Negotiation Techniques. Characteristics of high performance teams, self managed teams, Work Culture And Ethics, Quality of work life, Developing and managing self- Personal effectiveness.

Module 3:

Change in organisation -Understanding change, Factors influencing change, Force field analysis, Managing Resistance to change, Developing change agents, Analysing & Organising work-Need Approaches, Problems associated with work organization.

Module 4:

Cases/Problems.

Suggested Readings:

1. Wendell L. French & Cecil H Bell Jr.: Organisation Development.
2. Alderfer: Organisation Development.
3. B.I.I. Mc. Groth : S J Basic Managerial Skills for all.
4. Hatwood I: Meril and Elizabeth Mating: Developing Executive skills.
5. Terry Eatnsworth: Developing Executive Talent-A practical guide.
6. Kiran Sethi : Executive Training for Management.
7. T A A Latif-Training for Management.
8. Bernard Taylor and Gordon Lippit (Ed.) : Management Development and Training Hand Book.
9. S Neelmegham : Management Development : New Perspective and Viewpoints.
10. Robert D Smither, John M Houston, Sandra D McIntire.

Module 1:

Introduction of personnel management, functions of personnel management, personnel policies procedures & programs

Module 2:

Growth philosophy & principles, personnel management in India, organizational structure, personnel records, reports, audit & research

Module 3:

Introduction of human resource planning, recruitment, selection, placement

Module 4:

Induction, promotion, demotion, transfer, separation, employee training, performance appraisal, wage & salary administration, industrial relations.

Suggested Readings:-

- Mamoria, C.B. "Personnel management" HPH.
- Aswathappa, K. "HRM & Personnel management" Tata Mc Graw Hill

IV Semester

Advertising and Sales Promotion

BBA 212

Objective: The purpose of this course is to develop understanding and skill about concepts, method and strategies of Advertising & sales Promotion.

Module 1: Advertising: Marketing communication models, Advertising definition and objectives, advertising copy, advertising its place in marketing – different kinds of advertising, Advertising art & layout, advertising effectiveness.

Module 2: Brand strategy & campaign planning: TV & radio commercials, Creative copy strategies, Media planning & scheduling.

Module 3: Legal & ethical aspects of advertising.

Module 4: Sales Promotion: Concept and objectives, Management of sales promotion at the consumer, trade & sales force levels, Sales displays & merchandising, Introduction to types of sale quotas.

Suggested Readings

- Aaker, David A., Myera John G., & Batra, Rajiv : Advertising Management (Pearson Education)
- Choudhary, Pran, Elliott, Ricky & Toop Alan: Successful Sales promotions. Orient Longman Limited, Hyderabad.
- Advertising & promotion management. Blech & Blech. Tata McGraw Hill.
- Border, W.H. –1981 John Wiley N.Y.: Advertising
- Ogilvy D.Longman publication : Ogilvy on Advertising
- Chunnawala : Advertising Management

Human Resource Management

BBA 222

Objective: To familiarize students with the functioning of the Human resource department and its interconnected dynamics.

Module 1: Nature, scope, role and importance of HRM, New trends in HRM due to globalization, deregulation and technological advancements, HRM in India

Module 2: Job analysis: steps in analyzing job and introduction to methods of collecting job analysis information.

Module 3: Job description, job specification, job design, job simplification, job rotation, job enrichment and job enlargement.

Module 4: Recruitment: sources of recruitment, policies and procedure of recruitment, selection process, testing & interviews, Placement and induction, transfer and promotion.

Module 5: Human Resource Development: Identification of training needs and techniques of training, employee development and career planning,

Module 6: Wage and salary administration and incentives, Performance appraisal, methods and problems of performance appraisal. An introduction to teams, employee, empowerment and participation.

Suggested Readings:

- Rao V.S.P. Human Resource Management, Excel books
- Monnappa and Saiyadan, Personnel Management, Tata Mcgraw Hill.
- Dessler, Garg, Human Resource Management, Pearson education.
- C. B. Mamoria : Personal Management
- Aswathappa, K. "HRM & Personnel management" Tata Mc Graw Hill.

Financial Management

BBA 232

Objective: To Familiarize the students with the financial environment of business, especially the financial markets. Developing skills for interpreting business information and application of financial theory in financing related decisions.

Module 1: Introduction: Scope of Financial Management, Traditional Approach; Modern Approach; Objectives of Financial Management; Investment Decisions; Financing decisions; Profit Maximization vs. Wealth Maximization, Organizational Structure.

Module 2: Current Assets Management: Working Capital Management, Management of Cash and Marketable securities, Receivables and inventory Management, Short term source of financing.

Module 3: Capital Budgeting: Meaning, importance and various techniques; Pay back methods; Post Payback period; rate of return method; Net Present value method; Internal rate of return method; Profitability index method, Long-term source of financing.

Module 4: Capital Structure: Cost of Capital: Introduction; measurement of cost of capital; cost of equity shares; cost of preference shares; cost of debt; calculation of overall cost of capital based on historical and market rates, Leverages, Dividend payment policy.

Module 5: Mergers and Amalgamation, Acquisition and Takeovers.

Suggested Readings:

- I. M.Pandey: Financial Management, Vikas Pub.
- Prasanna Chandra: Financial Management, Tata McGrawHill.
- Khan & Jain :Financial Management

Business Information System

BBA 242

Objectives: To create understanding of the concepts, techniques and application of management information systems and awareness about the role of information and computers in managerial decision making.

Module 1: Introduction: Definition, characteristics & significance of MIS.
Introduction to business

Module 2: Systems: payroll, inventory control, financial accounting, sales order processing, manufacturing plants etc.

Module 3: Information Concepts: Data Vs Information, types of information, quality of information.

Module 4: Decision Making: Simon's model of decision making, structured & unstructured Decisions, Introduction to Decision Support System.

Module 5: Database Management: Objectives, role, advantages & disadvantages of DBMS, SQL, use of databases for integration across functional areas,

Module 6: Design Methodology & Techniques: System development life cycle, software development models. System Analysis – SRS, DFD, DD & Decision tables.

Module 7: System Design – design methods, detailed system design, design documentation. System Implementation & testing.

Module 8: Implementation & Evaluation: Planning, organizing, testing & changeover. Evaluation approaches.

Suggested Readings:

- D.P. Goyal : Management Information Systems. MacMillan.
- Davis & Olson: Management Information Systems.
- Murdick, Ross, & Clagett: Information Systems for Management.
- Davis G. B. and Olson M. H. "Management Information Systems", 2nd ed. McGraw-Hill, New York, 1985
- Kanter J "Management Information System", 3rd Ed., Prentice-Hall of India, New Delhi, 1987.

Objective: To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

Module 1: Introduction: Definition of quality, Quality as a means to success in a competitive and global environment, The rise of Japan and other eastern economies with a focus on quality, The customer focus, The power of the customer to choose, Need for customer care and relationship marketing.

Module 2: Quality leads to profits: Cost of poor quality, need for team work and process of rewards and recognition. Benchmarking and the concept of Kaizen, Quality Gurus: Deming, Juran, Ishikawa, Cross by and their contribution.

Module 3: Tools of Quality Management: Statistical Methods, problem solving tools such as – brainstorming, fishbone diagram and Pareto diagram. Need for unbiased data collection.

Module 4: Quality Systems: ISO 9000 series standards, Steps required to implement quality Management systems, Documentation, elements of ISO 9000 internal audits and Registration, Role of consultants in developing and implementing ISO 9000 quality Systems.

Suggested Readings:

- Banks: Total quality management, PM, New Delhi.
- Durmmond: The TQM movement, USPSD, New Delhi
- Steve Smith: The quality revolution , jaico, New Delhi
- Shailendra Nigam: Total quality management, Excel Book, New Delhi.

Purchase & Material Management

BBA 262

Objective: To familiarize the students with various facets of materials management and to develop an understanding of the purchase function.

Module 1: Role of purchasing and material management: Objectives and organization of MRP, Determination and description of purchasing quality

Module 2: Process capability: purchasing research; vendor rating development, price Determination and negotiation, public purchasing, Contract Management: legal Aspects.

Module 3 Warehousing Management: Classification and codification; material handling, traffic and transportation management

Suggested Readings

- Ammer D. S. Material Management and purchasing, Richard D. Irwin
- Dobler, Lee & Burt. Purchasing and Materials Management, Tata McGraw
- Gopalkrihanan and Sundershan. Materials Management, Prentice Hall of India, New Delhi.

V Semester

Business Ethics

BBA 311

Objective: To develop understanding relating to ethical issues faced by the Business World.

Module 1: Model of Management in the Indian Socio-Political Environment; work Ethos, What is business ethics, why is Business ethics important, Globalization: a Key context for business ethics, ethical challenges of globalization, ethical issues, marketing and consumers.

Module 3: Management-Indian Perspective; Trans-cultural Human Values in Management Education; Relevance of values in management. Corporate social responsibility, what is business ethics management, ethical decision making, Stakeholder theory of a firm, managing stakeholder relations, employee as stakeholders,

Module 3: Need for Values in Global Change-Indian Perspective; Values for Managers, Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management.

Suggested Readings:

- Charabarty, S.K. : Foundation of Managerial Work -Contributions form Indian Thought, Himalaya Publishing House Delhi 1998
- Management Effectiveness and Quality of Work-life-Indian Insight, Tata McGraw Hill Publishing Company, New Delhi 1987.
- Management by Values. Oxford University Press, 1991
- Drucker,P: Managing in Turbulent Times, Pan Books London 1983
- Kumar,S and N.K. Uberoi : Managing Secularism in the New Millennium, Excel Books 2000
- Griffith, B. The Marriage of East and West, Coiling, London 1985
- Gandhi, M.K. The Story of my Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972.

Sales & Distribution Management

BBA 321

Objective: To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

Module 1: Meaning & objectives of sales management, sales management & marketing mix, buyer-seller dyad, personal selling & salesmanship, direct marketing, sales promotions

Module 2: Sales process, basic purpose & types of sales organization, determination of kind of sales force.

Module 3: Distribution network relationship, recruitment & selections of sales force team, sales for training.

Module 4: Compensations, reimbursement of sales expenses, sales budget, quota setting & administration, management of sales territories & sales evaluation.

Suggested Readings:

- Still R.R. Cundiff E. W. & Govoni N.A.P. "Sales management" Prentice hall of India.

Objective: To create a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup.

Module 1: Concept of entrepreneurship: meaning & characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship, conceptual model of entrepreneurship, traits of a good entrepreneur.

Module 2: Entrepreneurial motivation: motivating, compelling and facilitating factors, Entrepreneurial ambition, achievement, motivation theory etc.

Module 3: Establishment of entrepreneurial systems: search, processing and selection of idea, Input requirements.

Module 4: SSI (Small Scale Industries): meaning, importance, characteristics, advantages and problems of SSI. Steps for starting a small industry, guidelines for project report and registration as a SSI.

Module 5: Assistance to SSI: need for incentives & subsidies, need for institutional support, role of government and other institutions.

Suggested Readings

- Desai A.N. – “Entrepreneurship And Environment” 1990
- Entrepreneurship Management. Rajeev Roy. Oxford University Press
- Effective entrepreneurship Management. Naunihal Singh. Anmol Publications, Delhi.
- Entrepreneurship. Alan. L. Carsurd & Mailn. E. Brannbank. Greenwell Press, USA

Objective: To develop an understanding of the laws governing the businesses.

Module 1: The Indian Contract Act, 1872; Essential of a valid contract, void agreement, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

Module 2: Company Law: Definition and nature of a company, characteristics of a company, Difference between partnership and company, Formation of Company – Memorandum and articles of association, Issue of prospectus and membership of company, liability of a Member, Share Capital: types of shares, allotment and transfer and purchase by a company of own shares.

Module 3: Company Management: Appointment and removal of directors, Rights and liabilities of directors.

Module 4: Meetings: Statutory meetings, Basic knowledge of various types of resolutions, Protection of minority shareholders from mismanagement and oppression, Winding up by court and voluntary winding up.

Module 5: The Negotiable Instruments Act, 1881; nature and types; negotiation and assignment, holder-in-due course, dishonor and discharge of a negotiable instrument, Arbitration and Conciliation Act, 1996.

Suggested Readings:

- Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani.
- M.C. Kunchhal: Business Law
- N.D Kapoor: Elements of Mercantile law

Objective: To familiarize students with the changing profile of the rural consumer and its consumption pattern. To develop a deep understanding of designing product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.

Module 1: Rural management: Definition, Scope and Importance, Agriculture and non agriculture section of economy, rural development problems and remedies.

Module 2: Rural consumer, theories and characteristics of rural consumer, approach/procedure for consumer behaviors, rural finance, importance of agriculture finance, sources of agriculture finance, financing rural industries, sources of fixed capital, problem of rural credit, agriculture and non agriculture budgeting.

Module 3: Rural Marketing, nature of rural marketing, organization and working of rural market, Importance of rural marketing, factors effecting the growth of rural marketing in India, characteristics of rural marketing, rural product, recent trends in rural marketing.

Module 4: Effective distribution in rural marketing, distribution of product in rural marketing, marketing agencies, product promotion, advertising, inventory management.

Module 5: Development of marketing strategies, product strategies, price strategies, distribution strategies, fertilizers, fertilizers marketing mix.

Suggested Readings:

- Rural Management. S.B.Verma. Deep & Deep publications
- Rural Development- Principles, policies & Management. Katar Singh. Sage publications
- Rural Marketing- Concept & practices. Balram Dogra & Karminder Ghuman.

Tata McGraw Hill.

Industrial Training & Project

BBA 361

Student is expected to learn on-the-job by way of association with a business organization for 45 days. The student will undergo a part-time on-the job training under the close supervision of a supervisor in the business organization. This training should help him develop a perspective of wholesome management of business activities. This would enable him to appreciate the importance of different business activities and see how different business activities are interrelated. He will have to submit a report on the organization he has undergone training and make a presentation before a panel of experts.

VI Semester

International business Management

BBA 312

Objective: To familiarize students with the importance of doing business in the international environment and the risk and challenges it offers.

Module 1: Introduction of international business, globalization & international business environment

Module 2: WTO- Important provision & agreements, international trade & WTO, WTO, GATTs & telecom sectors

Module 3: India's trade policy- Past; present & future, foreign direct investment & international economic environment

Module 4: Exchange rate, risk management & FEMA, regional trading blocks, organizational design & structure of International Corporation.

Suggested Readings:-

- Paul, Justin "International Business" Prentice hall of India.
- International Business. K. Ashwathappa. Prentice Hall of India.
- Shubo Roa, P. "International Business".
- International Business Management. JM Dewan & K.N. Sudarshan. Discovery Publication House.

Objective: To develop an understanding of the E-commerce business setup and the challenges it augurs.

Module 1: Introduction: Infrastructure for electronic Commerce – Networks- Packet switched networks-TCP/IP internet protocol.

Module 2: E-Commerce Architecture : Shopping cart technology, E-Commerce solutions using IIS architecture- Domain Model- Site server application- intelligent agents.

Module 3: Electronic Payment System: Types of Electronic Payment Systems, Electronic funds transfer – Digital payment – Internet Payment system, Digital token based electronic payment systems, Smart Cards and electronic payment systems, Credit card based electronic payment systems.

Module 4: Security : Electronic payment and security issues and measures, Designing Electronic Payment Systems, Security issues in ecommerce, Threats, Breach, Avoidance, detection, Recovery, Digital Signature, Authentication, Cryptography, Firewall and Proxy servers.

Module 5: Legal issues of e-commerce, Intra-organizational electronic commerce, the corporate digital Library, Consumer Search and resource discovery, Broadband and telecommunications, Mobile and Wireless computing.

Suggested Readings:

- The E-commerce question & answer book: a survival guide for Business Managers. Anita Rosen. Amacom Books, USA.
- E-commerce. Kamlesh K. Bajaj & Debjani Nag. Tata McGraw Hill
- Introduction to E-commerce. Jeffere F. Rayport & Bernard J. Javorski

E Marketing

BBA 332

Objective: To develop an understanding of marketing of products and services in an E-commerce environment.

Module 1: Marketing on the net: conceptual foundation of net marketing, market opportunity, managing in the e commerce world. Business models B2B, B2C, and C2C.

Module 2: Understanding internet consumer: B2C internet marketing; shopping agents and consumer behaviour, internet marketing communication; B2B internet marketing.

Module 3: Customer relationship development, Developing and managing effective websites, Customer service and support in web space.

Suggested Readings

- Chaston, E Marketing Strategy, TMI
- Paul S Richardson, Internet Marketing, TMI
- Mary Lou Roberts, Internet Marketing, TMI
- Thomas Eisenmann, Internet Business Models, TMI

Objective: To familiarize students with the concepts of Industrial relations and the laws governing manufacturing and service industries.

Module 1: Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations, Role and Future of Trade Unions

Module 2: Discipline and Grievance Management; Negotiation and Collective Settlements, Participative Management and Co-ownership; Productive Bargaining and Gain Sharing" Employee Empowerment and Quality Management; Industrial Relations and Technological Change, Industrial 15 Relations Laws - Laws Relating to Industrial Disputes, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

Module 3: Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws - The Law Of Minimum Wages, Payment of Wages, Payment Of Bonus, Laws Relating to Working Conditions – The Laws Relating to Factories, Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry.

Suggested Readings

- Mamkoottam, K, Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.
- Niland J R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
- Ramaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
- Virmani, B R., Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.
- Malhotra, O P., The Law of Industrial Disputes. Vol. I and 11. Bombay, N.M Tripathi, 1985.
- Malik, P L., Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
- Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
- Seth, D D. Industrial Dispute Act, 1947. Vol. I & II) Bombay, N.M Tripathi, 1995.
- Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994.

Comprehensive Viva

BBA 352