

**Syllabus**

**for**

**B.B.A.**

**w.e.f.**

**Session : 2016-17**

**Proposed Scheme for BBA  
For Session 2016-17 onwards  
BACHELOR OF BUSINESS ADMINISTRATION**

**BBA First Year**

<b>COURSE</b>	<b>CODE</b>	<b>Semester I</b>	<b>COURSE</b>	<b>CODE</b>	<b>Semester II</b>
<b>BBA</b>	<b>101.</b>	Business Organization	<b>BBA</b>	<b>201.</b>	Elements of Management
<b>BBA</b>	<b>102.</b>	Principles of Accounting	<b>BBA</b>	<b>202.</b>	Financial Accounting
<b>BBA</b>	<b>103.</b>	Principles of Economics (Micro)	<b>BBA</b>	<b>203.</b>	Computer Application
<b>BBA</b>	<b>104.</b>	Business Mathematics	<b>BBA</b>	<b>204.</b>	Entrepreneurship Development
<b>BBA</b>	<b>105.</b>	Business Communication	<b>BBA</b>	<b>205.</b>	Principles of Economics (Macro)
<b>BBA</b>	<b>106.</b>	<b>Internal Assessment</b> (Personality Development & Soft Skills)	<b>BBA</b>	<b>206.</b>	<b>External Assessment</b> Business Exposure (Field Visit) Viva Voce

**BBA Second Year**

<b>COURSE</b>	<b>CODE</b>	<b>Semester III</b>	<b>COURSE</b>	<b>CODE</b>	<b>Semester IV</b>
<b>BBA</b>	<b>301.</b>	Cost Accounting	<b>BBA</b>	<b>401.</b>	Management Accounting
<b>BBA</b>	<b>302.</b>	Personnel Management	<b>BBA</b>	<b>402.</b>	Income Tax
<b>BBA</b>	<b>303.</b>	Managerial Economics	<b>BBA</b>	<b>403.</b>	Management Information System
<b>BBA</b>	<b>304.</b>	Marketing Management	<b>BBA</b>	<b>404.</b>	Business Law
<b>BBA</b>	<b>305.</b>	Financial Management	<b>BBA</b>	<b>405.</b>	Auditing
<b>BBA</b>	<b>306.</b>	<b>Internal Assessment</b> (Personality Development & Soft Skills)	<b>BBA</b>	<b>406.</b>	<b>External Assessment</b> Business Exposure (Field Visit) Viva Voce

**Proposed Scheme for BBA  
For Session 2016-17 onwards  
BACHELOR OF BUSINESS ADMINISTRATION  
BBA Third Year**

<b>COURSE</b>	<b>CODE</b>	<b>Semester V</b>	<b>COURSE</b>	<b>CODE</b>	<b>Semester VI</b>
<b>BBA</b>	<b>501.</b>	Research Methodology	<b>BBA</b>	<b>601.</b>	Business Policy & Strategic Management
<b>BBA</b>	<b>502.</b>	Business Statistics	<b>BBA</b>	<b>602.</b>	Tax Planning & Management
<b>BBA</b>	<b>503.</b>	Production & Material Management	<b>BBA</b>	<b>603.</b>	Specialization I
<b>BBA</b>	<b>504.</b>	Specialization I	<b>BBA</b>	<b>604.</b>	Specialization II
<b>BBA</b>	<b>505.</b>	Specialization II	<b>BBA</b>	<b>605.</b>	Project
<b>BBA</b>	<b>506.</b>	<b>Internal Assessment:</b> Business Simulation & Seminar	<b>BBA</b>	<b>606.</b>	<b>External Assessment:</b> Viva-Voce Based on Project

**Specialization:**

<b>CODE</b>	<b>Group I (Banking &amp; Insurance)</b>	<b>CODE</b>	<b>Group II (E-Business)</b>
<b>BI 1.</b>	Indian Banking System	<b>EB 1.</b>	Internet & World Wide Web
<b>BI 2.</b>	Insurance Management	<b>EB 2.</b>	Essentials of E-Commerce
<b>BI 3.</b>	Commercial Banks Management	<b>EB 3.</b>	Principles of E-Marketing
<b>BI 4.</b>	Laws relating to Banking & Insurance	<b>EB 4.</b>	E-Business Applications & Strategies
<b>BI 5.</b>	Customer Relationship Management	<b>EB 5.</b>	E-Commerce & Retailing

<b>CODE</b>	<b>Group III (Human Resource)</b>
<b>HR 1.</b>	Human Resource Management
<b>HR 2.</b>	Organizational Development
<b>HR 3.</b>	Organizational Behaviour
<b>HR 4.</b>	Management of Change
<b>HR 5.</b>	Industrial Relations & Industrial Law

<b>CODE</b>	<b>Group IV(Marketing)</b>	<b>CODE</b>	<b>Group V (Finance)</b>
<b>M 1.</b>	International Marketing	<b>F 1.</b>	Project Management
<b>M 2.</b>	Advertising & Sales Management	<b>F 2.</b>	Investment Management
<b>M 3.</b>	Marketing of Services	<b>F 3.</b>	SAPM
<b>M 4.</b>	Consumer Behaviour	<b>F 4.</b>	Financial Market Operations
<b>M 5.</b>	Retail Management	<b>F 5.</b>	Management of Working Capital

## **BBA 101: BUSINESS ORGANISATION**

### **UNIT I**

Introduction: Concept, Nature and Scope of Business, Concept of Business as a System, Business and Environment Interface, Business Objectives, Social Responsibility of Business. Introduction to Business Ethics and Values.

### **UNIT II**

Forms of Business Organisation: Sole Proprietorship, Partnership firms, Partnership Deed, Cooperative Organisation.

### **UNIT III**

Joint Stock Company- Concept, Merits, Demerits, Types of companies, Public Vs Private company. Choice of Form of Organisation.

### **UNIT IV**

Plant Location- Concept, Factors affecting location, Theories of Location (Weber's Theory).

Plant Layout- Meaning, Types of Plant Layout, Factors affecting Plant Layout, Advantages and Disadvantages.

### **UNIT V**

Business Combinations- Concept and causes of Business Combinations. Types of Business Combinations.

Public Enterprises- Concept, Forms and Importance of Public Enterprises.

### **Recommended Books:**

1. R.K. Sharma & Shashi K. Gupta , Business Organisation , Kalyani Publication , New Delhi.
2. Chhabra Ankur , A text book of Business Organisation. Sun India Publication, New Delhi.
3. Jan D.P. Business Organisation & Management , Vrinda Publication, Delhi.
4. Sherlekar, Modern Business Organisation & Management , Himalaya Pub. House , New Delhi.
5. C.B. Gupta, Business Organisation and Management, Sultan Chand & Co., Delhi

## **BBA 102: PRINCIPLES OF ACCOUNTING**

## **UNIT I**

Accounting- Nature and Objectives. Accounting concepts and conventions, Accounting Cycle, Users of Accounting Information, Concept of Double Entry System. Introduction to Indian Accounting Standards.

## **UNIT II**

Preparation of Journal, Sub-division of Journal, Preparation of Ledger and Trial Balance.

## **UNIT III**

Rectification of Errors and Final Accounts with adjustments.

## **UNIT IV**

Bank Reconciliation System, Depreciation(according to AS 6): meaning and methods of calculating depreciation: straight line method, written down value method & annuity method. Change in method. Accounting of Provisions and Reserves.

## **UNIT V**

Accounting for Non- profit organisations: meaning, difference between receipt and payment a/c and cash a/c, preparation of Receipts and Payments Account, preparation of Income and Expenditure account and Balance Sheet.

### **Recommended Books:**

1. T.S. Grewal : Double Entry Book Keeping/Accounting Principles
2. R.L. & Gupta : Advanced Accountancy
3. Jain & Narang : Elements of Accounting
4. S.N. Maheshwari : Fundamentals of Accounting, Vikas Publications
5. Gupta, RL and Radhaswamy, M : Financial Accounting ; Sultan Chand and Sons
6. S.M. Shukla, Financial Accounting, Sahitya Bhawan Publication

## **BBA 103: PRINCIPLES OF ECONOMICS (MICRO ECONOMICS)**

### **UNIT I**

Definitions of Economics, Nature and Scope of Economics, Methods of study of Economics, Laws of Economics, Importance of Economics.

### **UNIT II**

Consumer Behaviour, Demand Analysis, Law of Demand, Cardinal and Ordinal concepts of Utility (Indifference Curve Analysis).

### **UNIT III**

Elasticity of Demand: Concept, Definition, Importance and Factors affecting Elasticity of Demand. Types of Elasticity of Demand- Price Elasticity, Income Elasticity and Cross Elasticity.

### **UNIT IV**

Production Analysis: Production Function. Total, average and marginal product. Short run production function and Long run production function.

### **UNIT V**

Concepts of cost, Relation between Production and Cost. Types of Cost. Short run cost-output relations. Long run cost- output relations. Significance of cost concepts. Economies and diseconomies of scale.

### **Recommended Books:**

1. M.L. Seth, Micro Economics
2. M.L. Jhingan, Micro Economics, Vrinda Publications, New Delhi
3. D.M. Mithani, Managerial Economics- Theory and Application

## **BBA 104: BUSINESS MATHEMATICS**

### **UNIT I**

Simple and Simultaneous Equations(involving two variables), Problems in Averages.

### **UNIT II**

Percentages: meaning, calculation of percentages, word problems.

Ratio and Proportion: meaning, types of ratios, related practical problems.

### **UNIT III**

Profit and Loss: meaning, formulas and practical problems.

Commission, Brokerage and Discount: meaning, types and related practical problems.

### **UNIT IV**

Logarithms and Anti- logarithms: meaning, laws of log, characteristics and mantissa, calculation of log and antilog. Matrices: meaning, types, addition, subtraction and multiplication of matrices.

### **UNIT V**

Simple Interest and Compound Interest: meaning, difference between simple and compound interest, formulas of simple and compound interest and practical problems.

### **Recommended Books:**

1. Business Mathematics: Dr. S.M. Shukla, Sahitya Bhawan Publications.

## **BBA 105: BUSINESS COMMUNICATION**

### **UNIT I**

Introduction to Communication: Meaning & Definition, Nature, Objectives, Scope, Importance & Limitations. Principles of Effective Communication, Process of Communication and its elements. Feedback- Concept & Importance.

### **UNIT II**

Dimensions & Directions of Communication. Channels of Communication (Formal and Informal communication). Means of Communication- Verbal Communication(Oral and Written communication).

### **UNIT III**

Non- Verbal Communication- Body Language (Kinesics), Proxemics, Para Language, Sign Language. Barriers to Communication, measures to overcome barriers.

### **UNIT IV**

Business Letters- Concept, Need of Business Letters, Essentials of Effective Business Letters, Kinds of Business Letters- Order, Complaint, Agency, Circulars, Job Applications and Resume Writing.

### **UNIT V**

Modern forms of Communication- Fax, Email, Video Conferencing, E-Commerce. Public Speaking and Oral Reporting.

### **Recommended Books:**

1. Monipally, M.M., Business Communication Strategies, Tata McGraw Hill, New Delhi.
2. Das, Biswajit and Ipseeta Satpathy, Business Communication and Personality Development, Excel Books, New Delhi.
3. McGrath, E.H. Basic Managerial Skills for All, Prentice Hall of India, New Delhi.
4. Rai, Urmila and S.M. Rai, Business Communication, Himalaya Publishing House, Mumbai.



## **BBA 201: ELEMENTS OF MANAGEMENT**

### **UNIT I**

Management: Meaning, Definition, Nature, Importance & Functions. Management as an Art, Science & Profession. Management as a Social Responsibility and its social role. Management Vs Administration.

### **UNIT II**

Evolution of Management Thought: Schools of Management Thought & Approaches to management- Contribution of F.W. Taylor, Henri Fayol, Elton Mayo and Peter F. Drucker.

### **UNIT III**

Planning- Meaning, Definition, Need & Importance, Features, Types & Process of Planning.

Forecasting: Meaning, Definition, Need & Techniques.

Organising: Meaning, Elements, Process & Types.

### **UNIT IV**

Delegation of Authority- Need, Process, Difficulties in Delegation, Centralization and Decentralization of Authority.

Staffing- Need and Importance.

Direction- Nature and Principles.

### **UNIT V**

Decision Making- Concept, Types, Process & Techniques.

Controlling- Concept, Process & Techniques.

Leadership- Meaning, Importance, Styles of Leadership. Theories of Leadership- Trait Theory, Behavioural Theory & Situational Theory. Qualities & Functions of Leaders.

### **Recommended Books:**

1. R.D Agrawal : Organization & Management Mc Graw Hill, New Delhi.
2. Newman & Warran : The Process of Management : Concepts, Behaviour and Prctice, P.H.I
3. Diwan & Agrawal : Management, Principle and Practices, Excel Books.
4. V.S.P Rao & Hari Krishna : Management-Text & Cases,Excel Books
5. Ramaswami T; Principles of Mgmt., Himalaya Publishing
6. Chandan, JS : Management – Concepts and Strategies, Vikas Publishing

## **BBA 202: FINANCIAL ACCOUNTING**

### **UNIT I**

Departmental Accounting and Branch Accounting (excluding independent branches).

### **UNIT II**

Accounting for Joint Venture, Consignment Accounts

### **UNIT III**

Royalty and investment accounts

### **UNIT IV**

Incomplete records, Bills of Exchange.

### **UNIT V**

Share Capital, issue of shares, forfeiture and redemption of preference shares.

### **Recommended Books:**

1. Jain, S.P. & K.L. Narang, Advanced Accounting, Kalyani Publishers, New Delhi.
2. Monga, J.R., Financial Accounting, Margin Paper Bank, New Delhi.
3. Maheshwari S.N., Advanced Accounting Vol I., Vikas Publications.
4. Grewal T.S. and M.C. Shukla, Accounting Vol. I, S. Chand & Sons, New Delhi.

## **BBA 203 : COMPUTER APPLICATIONS**

### **UNIT I**

Fundamentals: characteristics of computers, generation, basic computer organisation (I/O unit, storage unit, arithmetic and logic unit, control unit, control unit, CPU). I/O devices: punch hole card, keyboard, scanners, printers (impact and non-impact). Storage: primary storage, secondary storage.

### **UNIT II**

Introduction to Operating Systems: characteristics and functions, types of operating systems (Windows NT O.S., UNIX O.S., Batch O.S., DOS)

### **UNIT III**

Concept of Computer Languages, machine language, advantages and disadvantages. Assembly language: advantage of assembly language over machine language, limitations of assembly language. High level language Vs Low level language. Advantages of High level language, types of high level language.

### **UNIT IV**

Concept of Software & Hardware, introduction to Word Processing, MS WORD- system requirements, formatting(introduction, paragraph options, bullets), FIND, REPLACE, SPELLCHECK, TABLES(creating, moving, inserting objects), HEADER, FOOTER, WORDART & DRAWINGS, concept of MACROS.

### **UNIT V**

Introduction to the concept of Spread sheets, introduction to MS EXCEL, Cell formatting (cell formatting, conditional formatting, range name). Graphs and charts. Functions and their utilities.

### **Recommended Books:**

1. P.K. Sinha, Fundamentals of Computer
2. Rajaraman, Computer Fundamentals

## **BBA 204: ENTREPRENEURSHIP DEVELOPMENT**

### **UNIT I**

Entrepreneurship: Definition, Characteristics, Importance, Types and Functions of an Entrepreneur. Motivational factors of Entrepreneurship.

### **UNIT II**

Motivation to achieve targets and establishment of ideas, setting targets and facing challenges, Resolving problems and creativity.

Communication skills, verbal and non-verbal communication, capacity to influence, modern forms of communication.

### **UNIT III**

Selecting the forms of organisation- Meaning and characteristics of Sole Proprietorship, Partnership and Cooperative Societies. Selection of form of an organisation.

Economic Management- Role of banks and financial institutions.

### **UNIT IV**

Production Management- Concept, Methods of Production Management, Quality Management, Employee Management.

Marketing Management- Concept, Understanding the Market and Market Policy.

### **UNIT V**

Role of Regulatory Institutions- DIC, Pollution Control Board, Food and Drug Administration.

M.P. Finance Corporation, M.P. Women's Economic Development Corporation.

Self Employment-oriented Schemes- PM Employment Scheme, R.D. Self Employment Scheme, Pt. Deendayal Self Employment Scheme.

### **Recommended Books:**

- 1.U.C. Gupta, S.K. Sharma, Entrepreneurship Development, Kailash Pustak Sadan
2. S.S. Khanka, Entrepreneurial Development, New Delhi. S.Chand and Sons. 2 nd Ed. 2000
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Bombay, Himalaya Publishing House, 4 th Ed. 2000.
4. Thomas W. Zimmerer and Norman M. Scarborough, Entrepreneurship and New Venture Formation, New Delhi. Prentice Hall of India, 1996

## **BBA 205: PRINCIPLES OF ECONOMICS (MACRO ECONOMICS)**

### **UNIT I**

Macro Economics: Definition, Nature & Scope, Importance & Limitations of Macro Economics.

Basic Concepts: Stocks and flows. Circular flow of income in a closed economy and an open economy.

### **UNIT II**

Concepts of National Income and their inter-relationships: GNP, GDP, NNP, NDP, PI, DI.

National Income: Meaning, Measurement of National Income. Difficulties in measurement. Importance of National Income, National Income and Economic Welfare.

### **UNIT III**

Theory of National Income Determination: Classical Theory of Income and Employment, Keynesian Theory Of Income and Employment, Keynesian Theory and Under- Developed Countries.

The Consumption Function.

### **UNIT IV**

Inflation: Definition, Types, Causes and Effects of Inflation. Nature of Inflation in a developing economy. Control of Inflation.

### **UNIT V**

Macro Economic Policies- Fiscal policy: Definitions, Objectives, Instruments and Limitations. India's Fiscal Policy.

Monetary Policy: Definitions, Objectives, Instruments and Limitations. RBI's Monetary Policy.

### **Recommended Books:**

1. P.K. Jain, Macro Economics+
2. V.C.Sinha, Macro Economics

## **BBA 301: COST ACCOUNTING**

### **UNIT I**

Introduction- Concept of Cost Accounting, Cost Accounting and Cost Accountancy. Objectives of Cost Accounting, Advantages and Limitations of Cost Accounting. Cost Unit and Cost Centre. Installation of Costing System.

### **UNIT II**

Classification of cost, Elements of cost, Accounting for materials- Methods of pricing material issues, Techniques of Inventory Control. Economic Order Quantity.

Accounting for Labour: Remuneration Methods. Accounting for Overheads- Machine Hour Rate, Allocation, Apportionment and Absorption of Overheads. (an overview).

### **UNIT III**

Unit Costing- Preparation of Cost Sheet (including Tender Cost Sheets), Job Costing & Batch Costing.

### **UNIT IV**

Process Costing (including inter-process profits), Joint and By- Products.

Operating Costing- Transport Costing and Power Costing.

### **UNIT V**

Contract Costing, Cost Audit- Concept, Need, Importance & Limitations.

### **Recommended Books:**

1. M.L. Agrawal, Cost Accounting, Sahitya Bhawan Publications
2. Jain & Narang, Cost Accounting, Kalyani Publications

## **BBA 302: PERSONNEL MANAGEMENT**

### **UNIT I**

Personnel Management- Concept, Nature, Scope, Objectives and Functions Of Personnel Management. Role of Personnel Management in an organisation. Personnel Management Vs HRM.

### **UNIT II**

Manpower Planning- Job Analysis, Job Description and Job Specifications.

Staffing- Recruitment, Selection, Placement and Induction.

Job Changes- Transfers, Promotions and Demotions.

### **UNIT III**

Training and Development- Concept and Importance of training. Types of training.

Executive Development- Meaning, Process and Techniques.

### **UNIT IV**

Job Evaluation- Concept, Process and Significance.

Performance and Potential Appraisal- Concept, Objectives and Methods.

### **UNIT V**

Industrial Disputes and Participative Management, Employee Grievance and Grievance Handling Procedures.

### **Recommended Books:**

1. Personnel Management – C.B. Mamoria and S. V. Gankar.
2. Personnel Management – Bhatia S. K. and Singh Nirmal
3. Personnel Management and Industrial Relations- R S Davar
4. Personnel Management – Kumar Arun and Sharma Rachana
5. Personnel & HRM – Sharma A. M.
6. Human Resource Management- Ashwathappa

## **BBA 303: MANAGERIAL ECONOMICS**

### **UNIT I**

Introduction to managerial economics. Definition, nature and scope of managerial economics. Role and responsibilities of managerial economics.

Fundamental concepts: Opportunity cost principle, Marginal principle, Incremental principle, Concept of time perspective.

### **UNIT II**

Pricing Analysis: Price and Output determination in different markets.

Pricing under perfect competition: Definitions, Characteristics and price determination.

Monopolistic Competition and Monopoly. Price determination under monopoly.

### **UNIT III**

Demand Forecasting: meaning, significance, types and steps in demand forecasting. Techniques of demand forecasting (quantitative and qualitative).

### **UNIT IV**

Business Cycles: meaning and definitions. Phases of business cycles. Theories of business cycles: non- monetary and monetary.

### **UNIT V**

Balance of payments: Balance of trade.

Balance of payments; definitions, uses, structure of balance of payments. Equilibrium and disequilibrium in balance of payments. Balance of payments adjustments. India's balance of payments.



## **BBA 304: MARKETING MANAGEMENT**

### **UNIT I**

Introduction to Marketing- Definition, Concept, Significance, Nature, Scope of Marketing & Functions. Growing relevance of Marketing in India. Role & Functions of Marketing manager.

### **UNIT II**

Marketing Environment: Demographic, Economic, Technological, Political, Legal and Socio-Cultural Environment.

Market Segmentation: Meaning, Concept, Basis of Segmentation, Benefits of Segmentation.

Consumer Behaviour: Concept, Significance, Factors influencing consumer behaviour & consumer Buying process.

### **UNIT III**

Marketing Mix- Meaning, Scope & Utility to business firms; Product Mix, Price Mix, Place and Promotion Mix.

Managing the Product- Product Planning, New Product Development, Concept of Product life cycle. Product Branding & Labelling (an overview).

### **UNIT IV**

Marketing Channels- Introduction, Importance, Types and factors influencing channels of distribution. Pricing- meaning, factors influencing pricing, role of pricing in marketing strategy, Pricing policies & strategies. Product Packaging (an overview).

### **UNIT V**

Marketing Information System- concept & components of MIS. Tele- marketing, E-marketing, Service Marketing, Rural Marketing (an overview).

### **Recommended Books:**

1. Kotler, Philip, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Marketing Management, Pearson Education, New Delhi.
2. Skena, Rajan, Marketing Management, McGraw Hill, New Delhi.
3. C.N. Sontakki, Marketing Managemen, Kalyani Publications

## **BBA 305: FINANCIAL MANAGEMENT**

### **UNIT I : INTRODUCTION**

Business Finance and Finance Function. Traditional Concept of Finance Function, Modern Approach of Finance Function. Investment decisions, Financing Decisions and Dividend Decisions.

Financial Management- Meaning, Functions of Financial Management, Financial Goals and Objectives of Financial Management, Role and Importance of Financial Management, Relationship of Financial Management with other Functional Areas.

### **UNIT II**

Capitalisation- Meaning & Concept, Stages of Capitalisation, Over-Capitalisation & Under-Capitalisation.

Capital Structure- Concept, Essentials of Optimum Capital Structure, Determinants of Capital Structure and Theories of Capital Structure.

Leverage Analysis- Meaning, Importance and Limitations. Types of Leverages.

### **UNIT III**

Time Value of Money- Concept and recognition, Significance or Relevance of Time Value of Money.

Return- Concept, Components, Actual and Expected Return.

Risk- Concept, Sources/Types of Risk. Risk-Return Trade off.

### **UNIT IV**

Cost of Capital- Concept, Importance and Types.

Capital budgeting- Meaning, Importance, Process and Methods of Capital Budgeting.

### **UNIT V**

Working Capital Management- Concept, Components, Kinds, Importance and Determinants of Working Capital.

Dividend Decisions- Concept, Forms of Dividends, Dividend policies & Dividend theories.

### **Recommended Books:**

1. Khan M.Y. and Jain P.K. : Financial Management - Text and Problems; Tata McGraw Hill.
2. Prasanna Chandra : Financial Management - Theory and Practice; Tata McGraw Hill.
3. Pandey I.M. : Financial Management : Vikas Publishing House.
4. Gupta S.P. : Financial Management: Sahitya Bhawan Publications

## **BBA 401: MANAGEMENT ACCOUNTING**

### **UNIT I**

Management Accounting: Meaning, Nature, Scope and Functions. Management Accounting Vs Financial Accounting and Cost Accounting. Role of Management Accountant. Tools and Techniques of Management Accounting.

### **UNIT II**

Financial Analysis: Financial Statements and their Limitations, Concept of Financial Analysis, Tools of Financial Analysis

Ratio Analysis: Nature and Interpretation, Classification of Ratios- Profitability Ratios, Turnover Ratios and Financial Ratios. Utility and Limitations of Ratios.

### **UNIT III**

Fund Flow Statement and Cash Flow Statement (as per Accounting Standard 3).

### **UNIT IV**

Budget and Budgetary Control: Meaning of Budgets and Budgetary Control: objectives, Merits and limitations. Preparation of Cash budget and Flexible Budget.

Standard Costing and variance analysis: Meaning of Standard Cost, Relevance of Standard cost for Variance Analysis, Significance of Variance analysis. Computation of Material and Labour Variance.

### **UNIT V**

Marginal Costing And Profit Planning: Marginal costing as a tool for decision making- make or buy, change of product mix, pricing, Break-even analysis, Exploring new markets, Shutdown decisions.

Concept of Management Audit. Responsibility Accounting.

### **Recommended Books:**

1. Jain & Narang, Management Accounting, Kalyani Publications
2. S.P.Gupta, Management Accounting, Sahitya Bhawan Publications.
3. Khan M.Y. and Jain P.K. : Management Accounting; Tata McGraw Hill

## **BBA 402: INCOME TAX**

### **UNIT I**

General Introduction to Indian Income Tax Act 1961, Basic Concepts- Income, Agricultural Income, Casual Income, Previous Year, Assessment Year, Gross Total Income, Total Income, Person, Assessee. Residential Status and Tax Liability, Exempted Income.

### **UNIT II**

Income from Salary, Income from House Property.

### **UNIT III**

Income from Business and Profession, Capital Gains, Income from Other Sources.

### **UNIT IV**

Set off and carry forward losses, Deductions from Gross Total Income, Clubbing of Income, Computation of Gross Total Income.

### **UNIT V**

Assessment procedure. Tax deducted at source, Advance Payment of Tax, Income Tax Authorities.

### **Recommended Books:**

1. Saklecha: Income Tax, Satish Printers
2. Malhotra H.C., Income Law and Practice, Sahitya, Bhawan Publication.
2. Singhania, V.K., Student Guide to Income Tax, Taxmann's Publication

## **BBA 403: MANAGEMENT INFORMATION SYSTEM**

### **UNIT I**

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

### **UNIT II**

Information and managerial effectiveness: information as a corporate resource, pervasiveness of information, types of information- operational, tactical and strategic; levels of management and information needs of management; process of generation of information; quality of information.

### **UNIT III**

Information systems for finance, marketing, manufacturing, research and development and human resource areas.

### **UNIT IV**

System development life cycle: sequential process of software development, computer aided software engineering(CASE); tools and the modular approach to software development; information system audit.

### **UNIT V**

Information, Evaluation and maintenance of systems: methods and steps in implementation of system; approaches and process of evaluating MIS; threats to information systems; vulnerability; risk and control measures.

### **Recommended Books:**

1. Gordan Davis, Management Information System
2. Bentley & Barlow, System Analysis & Design Methods

## **BBA 404: BUSINESS LAW**

### **UNIT I**

Law of contract 1872- Definition & Nature of Contract, Types of Contract, Offer & Acceptance, Capacity of parties to contract, Free Consent and consideration, Agreement declared void, Performance of Contract.

### **UNIT II**

Breach of Contract, Remedies for Breach of Contract, Special contracts: Indemnity, Guarantee, Bailment & Pledge; Agency.

### **UNIT III**

Indian Partnership Act 2008: Concept, Formation, Importance, Rights, Duties and Liabilities of Partners; Partnership Deed.

Consumer Protection Act, 1986: Definition, Features, Importance, Consumer Redressal Machinery.

### **UNIT IV**

Negotiable Instrument Act, 1881: Definitions, Features, Promissory Note, Bill of Exchange, Cheques, Crossing of Cheque, Holder and Holder in due course, Dishonour & Discharge of negotiable instruments.

### **UNIT V**

Foreign Exchange Management Act, 2000 (FEMA)- Objectives & main provisions.

Competition Act, 2002- Objectives and main provisions.

### **Recommended Books:**

1. Kuchal M.C. : Business Law, Vikas Publishing House, New Delhi
2. Gulshan, S.S., Mercantile Law, Excel Books
3. Kuchhal, M.C., Mercantile Law, Vikas Publishing Pvt. Ltd.
4. Chadha, P.R., Business Law, Galgotia Publishing
5. Aggarwal, S.K., Business Law, Galgotia Publishing Company
6. Maheshwari S.N. & Maheshwari, Business Regulatory Framework, Himalaya Publishing House.
7. Kapoor, N.D., Business Law, Sultan Chand & Sons

## **BBA 405: AUDITING**

### **UNIT I**

Introduction of Auditing: Basic Concepts of Auditing, Distinction between Investigation and Auditing, Classification of Audits, Difference between Government Audit and Commercial Audit, Advantages of Audit, Limitations of Audit.

### **UNIT II**

Detection and Prevention of Fraud, Types of Errors. Auditors position as regards to Frauds and errors. Vouching.

### **UNIT III**

Audit Evidence: Introduction, Evidence for assertions, formation of opinion, types of evidence Audit techniques of collecting Audit Evidence, Audit Sampling, Types of Sampling. Valuation of Assets & Liabilities (Brief outline)

### **UNIT IV**

Company Auditor: Qualifications, Appointment, Removal, Power, Duties and Responsibilities.

### **UNIT V**

Auditors Report: Basic elements of Audit report, kinds of audit report, specimen of clean report, specimen of qualified report.

### **Recommended Books:**

1. Dr. T. R. Sharma, Auditing, Sahitya Bhawan Publications
2. Jain & Khandelwal, Auditing
3. Tondon, Auditing
4. B.K.Mehta, Auditing, SBPD

## **BBA 501: RESEARCH METHODOLOGY**

### **UNIT I**

Introduction: Meaning and Definition of Research - Characteristics of Research – Objectives of

Research – Types of Research – Process and steps of Research.

### **UNIT II**

Process of Selection and formulation of Research problem, Problem Selection / Identification of the problem – Sources of research problems – Criteria of a good research problem – Principles of research problem –Hypothesis – Meaning — Characteristics of good Hypothesis.

### **UNIT III**

Research Design: Meaning of Research Design – Types of Research Design – Essential steps in

preparation of Research Design – Evaluation of the Research Design – A Model Design.

### **UNIT IV**

Data Collection and analysis and interpretation of data. Main forms of Data Collection responses – Methods of data Collection – Analysis of data – Types of analysis – Statistical tools and analysis – Interpretation of data – Need and Importance – Technique of interpretation.

### **UNIT V**

Research Report: Meaning of Research Report – Steps in Organization of Research Report – Types of Report – Significance of Report Writing – Drafting of reports – Contents of a report.

### **Recommended Books:**

1. Taylor, Bill, Sinha, G and Ghoshal, Taposh : Research Methodology, Prentice Hall of India.
2. Trochim, W.M.K. : Research Methods, Biztantra
3. D.K. Bhattacharjee: Research Methodology,Excel Books
4. Kumar, M.S. & Prakash, M. : Project Work – Guidelines, Himalaya
5. Kothari, C.R. : Research Methodology – Methods and Techniques, Wiley Eastern.
6. Sadhu, A.N. & Singh, A : Research Methodology for Social Sciences, Sterling.



## **BBA 502: BUSINESS STATISTICS**

### **UNIT I**

Statistics- Definition, Significance, Scope of Statistics in Economics, Management and Industry.

Data Collection- Primary and Secondary. Methods of Sampling, Preparation of Questionnaire, Classification and Tabulation of data, Preparation of Statistical Series and its types.

### **UNIT II**

Measurement of Central Tendency- Mean, Median, Mode, Geometric Mean, Harmonic Mean, Quartiles.

### **UNIT III**

Dispersion and Skewness, Interpolation and Extrapolation.

### **UNIT IV**

Correlation- Meaning, Definition, Types & Degree of correlation, methods of correlation.

Regression Analysis- Meaning, Uses, Linear Regression, Regression Equations, Calculation of Coefficient of Regression.

Difference between Correlation and Regression.

### **UNIT V**

Index Numbers- Meaning, Characteristics, Importance and Uses. Construction of Index Numbers- Cost of living index, Fisher's Ideal Index number.

Diagrammatic & Graphic representation of Data.

### **Recommended Books:**

1. Shukla S.M., Business Statistics, Sahitya Bhawan Publications
2. S.P. Gupta : Business Statistics, Sultan Chand and Sons, New Delhi
3. R.S. Bhardwaj : Business Statistics, Excel Books

## **BBA 503: PRODUCTION AND MATERIALS MANAGEMENT**

### **UNIT I**

Concept of Production Management- Meaning, Nature, Objectives, Significance. Functions of Production Manager. Recent trends in Production Management. Production Design and Development, Plant Location and Plant Layout. Productivity.

### **UNIT II**

Concept of Production Planning and Control, Routing and Scheduling of operations, CPM and PERT, Production order and Work Study.

### **UNIT III**

Concept of Materials Management: Meaning, Scope, Functions, Challenges of Materials Management, Organisation for Materials Management, Modern Trends in Materials Management.

### **UNIT IV**

Materials Planning and Budgeting, Material's Identification, Codification and Standardisation.

### **UNIT V**

Purchasing Management- Meaning, Functions and Objectives of Purchase Department, Purchasing Cycle, Methods of Purchasing, Purchasing Organisations, Ethics of Purchasing.

### **Recommended Books:**

1. B.S. Goel : Production Operations Management (Pragati prakashn, Meerut)
2. Basotia and Sharma : Production and Operation Management , Mangal deep Pub.
3. Dobler, D.W., Material Management Tata Mc Graw Hill.
4. Gopal Krisan P.& M. Suderashan, Hand Books of Material Management prentice Hall of India.
5. A.K. Dutta, Integrated Material Management PHI.
6. Shridhara Bhat, Sowmya Rao, Production and Material Management, Himalaya Publications

## **BBA 601: BUSINESS POLICY AND STRATEGIC MANAGEMENT**

### **UNIT I**

Introduction to Business Policy & Strategic management: Nature, importance & purpose of business policy. Objectives, approaches to strategic management. Strategist and their role.

### **UNIT II**

Mission & purpose, Business definition & objectives.

### **UNIT III**

Nature of strategic decision making approaches and process of strategic management .

### **UNIT IV**

SWOT Analysis, Environmental appraisal, organizational appraisal & selective factor, process

of strategic choice.

### **UNIT V**

Social responsibilities & Strategic Management , Corporate Culture Corporate policies.

### **Recommended Books:**

1. Azhar Kazmi : Business Policy
2. P.K. Ghosh : Business Policy
3. Satish Seth : Corporate Strategy
4. L.M. Prasad. : Business Policy & Strategic Management.

## **BBA 602: TAX PLANNING & MANAGEMENT**

### **UNIT I**

Concept of Tax planning: meaning, scope, importance. Objectives of Tax Planning. Tax avoidance and tax evasion.

### **UNIT II**

Areas of Tax Planning: ownership aspect, activity aspects and locational aspects, nature of the business and tax planning.

### **UNIT III**

Tax planning and setting up new business: deductions available to new industrial undertakings. Special tax provision:- tax provisions relating to SEZ, infrastructural sector and backward areas.

### **UNIT IV**

Tax planning and financial decisions: capital structure decisions, dividend, inter corporate dividend and bonus shares.

### **UNIT V**

Tax management: introduction, areas of tax management, difference between tax planning and tax management. Return of income and assessment.

### **Recommended Books:**

1. Saklecha, Corporate Tax Planning & Management, Satish Printers

## **GROUP I**

## **BANKING AND INSURANCE**

### **BI 1. INDIAN BANKING SYSTEM**

#### **UNIT I**

Indian Banking system: indigenous bankers, money lenders, nationalization of commercial bank and their effects, classification of banking institutions, commercial banks, regional rural banks, cooperative banks.

#### **UNIT II**

Development banking in India: IFCI, ICICI, IRBI, SIDBI, credit guarantee institutions, export credit guarantee corporation of India, deposit insurance and credit guarantee corporation of India.

#### **UNIT III**

RBI : organisation, function, central banking functions, promotional functions, control of credit by RBI, NBFC and RBI, commercial banks and RBI, power of RBI.

#### **UNIT IV**

Banking Amendment Act 1994: important features, forms of business of a bank, regulation for capital, control over management, restrictions on loans and advances, winding up of a banking company, amalgamation of banks.

#### **UNIT V**

Emerging trends in banking sector: social banking, innovative banking, Narasimham Committee Report, committee on Banking sector reforms, bridge loan and Privatization of banks.

#### **Recommended Books:**

1. Anil K. Bhatt, Indian Banking System, Shivam Book House
2. Trivedi, Choudhary & Kumar, Indian Banking System, Ramesh Book Depot

## **BI 2. INSURANCE MANAGEMENT**

### **UNIT I**

Conceptualisation of insurance: introduction, meaning, definition, nature, functions. Evolution of insurance. Types of insurance: classification on the basis of nature of insurance, classification of insurance from business point of view, classification of insurance from risk point of view, essentials of insurance contracts.

### **UNIT II**

Life insurance premium: basics of life insurance, types and influencing factors of life insurance premium, claim management in life insurance, methods of computation, guidelines and procedures.

### **UNIT III**

Principles of General insurance, general insurance business.

Fire insurance: meaning, need and scope. Procedure of taking a fire insurance policy. Fire policy conditions, procedure of claim settlement.

Motor insurance: basic principles, procedure of motor vehicle insurance and settlement of claim, features of accident insurance.

### **UNIT IV**

Insurance and economic development: role of insurance in economic development. Insurance environment in India: internal factors and external factors. Impact of legal and economic environment on insurance.

Insurance and social security: different schemes of social security in insurance.

### **UNIT V**

Insurance intermediaries: introduction, insurance brokers, insurance agents, insurance intermediaries in India.

Life Insurance Corporation of India and General insurance Corporation of India: objectives, constitution, functions and management.

IRDA: introduction, power, duties and functions. IRDA and its functions in India.

### **Recommended Books:**

1. Mathew M.J., Insurance Principles & Practice, RBSA Publications
2. Gulati N.C. Principles of Insurance Management
3. Pal Karam, Insurance Management: Principles & Practices
4. Ganguli, Anand, Insurance Management

## **BI 3. COMMERCIAL BANKS MANAGEMENT**

### **UNIT I**

Commercial banking: evolution, origin and growth of banking, meaning of bank, types of bank, functions of commercial banks, balance sheet of a commercial bank, role of commercial banks in a developing country.

### **UNIT II**

Bank customer relations: concept of customer, various customers' accounts, opening an account, nomination facility, special types of customers – minors, pardanashin women, lunatics, intoxicated persons, joint hindu family, limited companies and non-trading concerns. Termination of relationship.

### **UNIT III**

Organisation and structure of commercial banks: introduction, unit banking, branch banking, group banking, chain banking, mixed banking, correspondent banking, e-banking.

### **UNIT IV**

Commercial bank policies and principles: introduction, objectives of portfolio management, theories of portfolio management, investment policy of a commercial bank, essentials of a sound banking system.

### **UNIT V**

Credit creation by commercial banks: meaning of credit, features of credit, credit instruments, factors influencing volume of credit, significance and defects of credit, process of credit creation. Limitations on the powers of banks to create credit.

### **Recommended Books:**

1. Gupta, Vashisth & Swami: Banking & Finance
2. Vaish, M.C: Money, Banking & International Trade

## **BI 4. LAWS RELATING TO BANKING AND INSURANCE**

### **UNIT I**

Provisions of RBI Act 1935, Banking Regulation Act 1949, Prevention of Money Laundering Act, 2002. Legal Aspects of Banking Operations Case Laws on Responsibility of Paying and Collecting Banker Indemnities or Guarantees - Scope and Application – Obligations of a Banker - Precautions and Rights - Laws relating to Bill Finance, LC and Deferred Payments - Laws Relating to Securities - Valuation of Securities - Modes of Charging Securities - Lien, Pledge, Mortgage, Hypothecation etc. - Registration of Firms/Companies - Creation of Charge and Satisfaction of Charge.

### **UNIT II**

Banking Related Laws Law of Limitation - Provisions of Bankers Book Evidence Act - Special EVENFeatures of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction Tax Service Tax, Asset Reconstruction Companies, The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002, The Consumer Protection Act, 1986, Banking Ombudsman Lok Adalats, Lender's Liability Act.

### **UNIT III**

Nature of Insurance Contract - Features of Insurance Contract - Types of Insurance - Concept of Intermediaries – Market Players and their Roles - Agents, Brokers, Surveyors & Loss Assessors, Health Third Party Administrators, Certification of Insurance Professionals, Training Organizations.

### **UNIT IV**

Regulatory Environment – Specific Legislations Regulation of Insurance Business, Insurance Act, Insurance Regulatory and Development Act, Powers and Functions of IRDA, Relevant Regulations and Guidelines issued by IRDA, Licensing, Audit & Supervision, Investments, Amalgamation and Transfer, Grievance Redressal, Rural and Social Sector obligations, Micro Insurance, Financial inclusion, Product Approval.

### **UNIT V**

Regulatory Environment - Other Relevant Legislation (Motor Vehicles Act, Marine Insurance Act, Employees State Insurance Act etc.), Consumer Protection, Courts, Tribunals, Insurance Ombudsmen, Arbitration.



## **BI 5. CUSTOMER RELATIONSHIP MANAGEMENT**

### **UNIT I**

Introduction to CRM: Definition and concepts of CRM, Components of CRM, Understanding the goal of CRM and Customer Touch Points. Types of CRM – Win Back, Prospecting, Loyalty, Cross Sell and Up Sell, Significance and Importance of CRM in Modern Business Environment.

### **UNIT II**

CRM PROCESS: Introduction and Objectives of a CRM Process; an Insight into CRM and online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization

### **UNIT III**

Developing CRM Strategy: Role of CRM in business strategy, Understanding Service Quality: Technical, Functional, and dimensions of service quality, Managing Customer communications.

### **UNIT IV**

CRM IMPLEMENTATION: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.

### **UNIT V**

SALES FORCE AUTOMATION - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM LINKS IN E-BUSINESS: E-Commerce and Customer Relationships on the Internet.

### **Recommended Books:**

1. Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global Indian Publications.
2. Kumar, Werner, Customer Relationship Management: Concept, Strategy and Tools, Springer Publications

## **GROUP II**

## **E-BUSINESS**

### **EB 1. INTERNET AND WORLD WIDE WEB**

#### **UNIT I**

Internet : introduction, meaning, growth of internet, anatomy of internet, internet tools, basic internet terminologies.

#### **UNIT II**

World wide web: introduction, basic features, evolution of www, mechanism of www, www browsers, URL, search engines.

#### **UNIT III**

E-mail: introduction, concept, structure of an email, setting up a mail account, web based emails.

#### **UNIT IV**

Hypertext markup language: introduction, concept, versions of HTML, elements of HTML, writing a HTML document.

#### **UNIT V**

Business on internet, E-governance on/through internet, Crime through/on internet, cyber law in India.

#### **Recommended Books:**

1. Mansoor A. Seetha Anurag, Internet & E-Commerce, Pragya Publications

## **EB 2. ESSENTIALS OF E-COMMERCE**

### **UNIT I**

Overview of E-commerce: meaning, importance in the present context, advantages of e-commerce (compared with traditional system of commerce), e-commerce and e-business, techniques of e-commerce, barriers of e-commerce, areas of e-commerce applications, challenges for e-commerce in India. Laws for e-commerce in India.

### **UNIT II**

Categories of e-commerce (models): business to consumer (B to C) model: basic idea, major activities and major challenges, models of B to C (portals, e-tailer, content provider, transaction broker; business to business model (B to B); basic idea, major activities, types of B to B market (independent, buyer oriented, supplier oriented, vertical and horizontal e-market place; other models; business to government (B to G); consumer to consumer (C to C); consumer to business (C to B).

### **UNIT III**

E-CRM: concept and definition, features, goals of E-CRM business framework; phases of E-CRM, types of E-CRM, functional components of E-CRM, strategies for E-CRM solutions.

### **UNIT IV**

E-payment: concept, types of e-payment: payment card (credit card and debit card), electronic or digital cash, electronic or digital wallet; stored value card (smart card); basic idea of online banking (core banking solution or CBS)

### **UNIT V**

Introduction to ERP: concept and definition, features, major characteristics, levels of ERP, benefits of ERP, enterprise potentials of ERP, modules of ERP, phases of ERP implementations, limitations of ERP.

### **Recommended Books:**

1. Frontiers of E-Commerce Ravi Kalkota, Tata MacGraw Hill
2. O, Brien J Management Information System, Tata MacGraw Hill
3. Oberoi, Sundeep E-Security and You, Tata MacGraw Hill
4. Young, Margret Levine The complete reference to Internet, Tata MacGraw Hill
5. Murty, C.V.S., E-commerce, Himalaya Publications, New Delhi.
6. Kienam, Managing Your E-Commerce business, Prentice Hall of India, New Delhi.
7. Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.
8. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.

## **EB 3. PRINCIPLES OF E-MARKETING**

### **UNIT I**

Introduction to Internet Marketing. Mapping fundamental concepts of Marketing (7Ps, STP) Strategy and Planning for Internet Marketing, E-Marketing: Marketplace v/s Marketspace, impact of e-commerce on market, marketing issues in e-marketing, direct marketing, one-to-one marketing.

### **UNIT II**

Search Engine Optimization, Online Advertising: Display Advertising , Reviving a Mature Brand through Interactive Online Marketing, Pay-Per-Click Marketing

### **UNIT III**

E-mail Marketing , Blogging, Podcasting, Social and Business Networking. Product Opinion Sites. Affiliate Marketing and Syndication on the Internet, Traditional Offline Businesses in the Online World, Traditional Offline Businesses in the Online World.

### **UNIT IV**

The technology behind Internet Marketing Common Snares in Online Marketing , Running an Internet Marketing Services Business, Global Internet Marketing. Localization and Customization

### **UNIT V**

Measuring Internet Marketing Effectiveness: Metrics and Website Analytics, Trust in Internet Marketing. Ethical and Legal Issues, Internet of the future: “Customerization”.

### **Recommended Books:**

1. Chaston, E-marketing strategy, Tata McGraw Hill
2. Paul S Richardson, Internet Marketing, Tata McGraw Hill
3. Marry Lou Roberts, Internet Marketing, Tata McGraw Hill

## **EB 4. E- BUSINESS APPLICATIONS & STRATEGIES**

### **UNIT I**

E-commerce and E- business strategy :strategy analysis, objectives, definition, and implementation.

### **UNIT II**

E-business models and infrastructure revenue models, internet standards, web technology.

E-CRM–conversion marketing, customer acquisition, retention and extension

### **UNIT III**

E- business process management: the value chain, process management, characteristics of process, types, role of IT.

### **UNIT IV**

Transaction processing in ecommerce website, customer registration, marking order, shopping cart, check out

E-procurement–supply chain management, risks and impacts, implementation

### **UNIT V**

Security management in e-commerce: password protection, security and session management  
Legal, ethical, social and global issues in the context of e-commerce and e-business.

### **Recommended Books:**

1. Murty, C.V.S., E-commerce, Himalaya Publications, New Delhi.
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, New Delhi.
3. Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.

## **EB 5. E-COMMERCE & RETAILING**

### **UNIT I**

E-commerce: meaning and Sub-Systems of E-Commerce, E-commerce Trade Cycle and Trading Process, E-market and Internet Commerce, factors important for an E-Commerce, Difference between Conventional Commerce and Electronic Commerce Payment, Security and Privacy Issues in Online Business, Issues relating to privacy and security in online trading, Electronic payment systems- credit cards, debit cards, smart cards, e-credit accounts, emoney.

### **UNIT II**

Security / concerns in e-commerce authenticity, privacy, integrity, non-repudiation, encryption. Cryptography techniques and restrictions placed by them on exports, Securing networks using firewalls and other machines.

### **UNIT III**

Marketing Trends in E-Business, Growth of Online Retailing and E-marketing concepts, Online Advertising and revenue generation, Use of on-line market research and use of CRM techniques, Growing use of Content Management Systems

### **UNIT IV**

Integration of E-Commerce in business lines Different Service Provider (Utility). Building E-Presence: Architecting and e-Business & Website Design, The building life-cycle, Design Criteria and attracting customers, Site Content and Traffic Management Using Content Management System.

### **UNIT V**

Emerging Trends of M-Commerce: Emerging trends of M-Commerce, Infrastructure of M-Commerce and Comparison between E-Commerce and Mcommerce, Security and Bandwidth issues in E-Commerce, Trading process in M-Commerce, Trends in technology: developing markets for E-commerce

## **GROUP III**

## **HUMAN RESOURCE**

### **HR 1. HUMAN RESOURCE MANAGEMENT**

#### **UNIT I**

Human resource management: concept, perspectives, structure and role. Human resource planning: concept, objectives and estimation.

#### **UNIT II**

Job analysis, job description. Recruitment: selection, induction, promotion and transfer of employee.

#### **UNIT III**

Training and Development: objectives, principles and techniques. Executive Development Programmes: concept, objectives and significance. Executive Development Techniques.

#### **UNIT IV**

Job Evaluation: concept, objectives and importance. Compensation management and Reward systems.

#### **UNIT V**

Participative management: concept, objectives and importance. Time management: concept, objectives and significance. Human Resource Information System, Human Resource Accounting.

#### **Recommended Books:**

1. Aswathappa, Human Resource and Personnel Management, Tata McGraw Hill
2. Rosy Joshi, Human Resource Management, Kalyani Publications.

## **HR 2. ORGANISATIONAL DEVELOPMENT**

### **UNIT I**

Introduction to Organisational Development: definition, nature and history. Importance and limitations of OD. Assumptions and goal settings for OD.

### **UNIT II**

Process of OD. Action research and OD- action research as a process, action research as an approach.

### **UNIT III**

OD interventions: meaning, definition, nature and classification. OD in a non- profit organisation (NGO).

### **UNIT IV**

Team intervention: role analysis technique(RAT), role negotiation, appreciation and concern. Team building interventions. Continuous development- introduction, definition, evaluation and key concepts.

### **UNIT V**

Structural intervention, training philosophies, MBO and appraisal, Physical setting and OD, OD as a learning environment.

### **Recommended Books:**

1. French & Bell, Organisational Development, Prentice Hall of India
2. Burke, Warner, W., Organisational Development: a process of learning and changing, Welsey Publishing House
3. Prasad Kesho, Organisational Development for excellence, McMillan India Limited



## **HR 3. ORGANISATIONAL BEHAVIOUR**

### **UNIT I**

Introduction to Organisational Behaviour: concept, nature and significance of organisational behaviour, organisational behaviour processes, organisational behaviour models.

### **UNIT II**

Personality: concept, theories, determinants and importance. Perception: concept, process and its managerial applications. Learning: concept, components, affecting factors and theories.

### **UNIT III**

Motivation: meaning, importance, types. Theories of motivation. Attitudes and values: concept, factors, significance and theories.

### **UNIT IV**

Inter-personal Behaviour: concept, nature and significance, transactional analysis, Johari Window, concept of group, theories of group formation. Power and authority.

### **UNIT V**

Organisational conflicts: causes and suggestions. Organisational climate, management of change. Organisational development: concept and process.

### **Recommended Books:**

1. Robbins, S.P. Organisation Behaviour, Tata McGraw Hill
2. L.M. Prasad, Organisation Behaviour
3. Luthans, Fred, (2008), Organisational Behaviour, Tata McGraw Hill
4. Ashwathappa, Organisational Behaviour

## **HR 4. MANAGEMENT OF CHANGE**

### **UNIT I**

Basics of Change Management: Meaning, nature and Types of Change. Key roles in organisational change, process of organisational change, effective implementation to change.

### **UNIT II**

Organisational Diagnosis: issues and concepts. Diagnostic methodology: salient features. Diagnostic methods- quantitative and qualitative.

### **UNIT III**

Interventions in organisational change, evaluation of organisational change programmes.

### **UNIT IV**

Models of organisational change, organisational change and process consultation, work redesign model. Resistance to change: why people resist to change, managing resistance to change.

### **UNIT V**

Consulting: approaches and skills- management as agent of change, internal change agent, external change agent, agent styles.

### **Recommended Books:**

1. S.K. Bhatia, Management of Change and Organisational Development: Innovative Strategies and Approaches, Deep & Deep Publications
2. Elearn, Change Management, Elsevier Publications

## **HR 5. INDUSTRIAL RELATIONS AND INDUSTRIAL LAW**

### **UNIT I**

Industrial Relations: concept, objectives, scope, principles and approaches and importance of industrial relations. Industrial relations and productivity.

### **UNIT II**

Trade unions: concept, objectives, functions, significance and types. Principles of trade union, fundamental structure of trade unions.

Industrial disputes: meaning, definition, features, forms of industrial disputes. Causes and prevention of industrial disputes.

### **UNIT III**

Collective Bargaining, Negotiation and workers participation in management. Grievance handling machinery.

### **UNIT IV**

Factories Act 1948 - Objectives, Definition of factory provision regarding health, safety working hours, holidays, annual leave with pay, working hours of adults, general schemes important terms and provisions regarding hazardous process, provisions regarding welfare employment of women, employment of young person penalties, procedure, offers and special provisions, miscellaneous.

### **UNIT V**

Industrial disputes act 1947 – Defining industry & Industrial dispute, need and objective of the act, procedure and machinery for settlement, strikes and lockout, layoff & retrenchment, provisions & penalties.

### **Recommended Books:**

1. Srivastava S.C., Industrial Relations and Industrial Law, New Delhi, Vikas Publication
2. Ramaswamy E.A. The Strategic Management of Industrial Relations, Oxford Printing Press



## **M 2. ADVERTISING AND SALES MANAGEMENT**

### **UNIT I**

Advertising: Meaning, Definition, characteristics, functions, objectives, types of advertising, advantages of advertising, limits of advertising, essentials for effective advertising.

### **UNIT II**

Advertising Media: classification of media, factors to be considered in selecting the right media.

Advertising Copy: meaning, definition and features, types, advertising copy devices, essentials of good advertising copy.

Advertising Appeal: meaning, definition, characteristics, essentials and types of appeals.

### **UNIT III**

Internet Advertising: overview of cyber space, types of internet advertising, advantages of internet advertising.

Ethics in Advertising: ethical and unethical conduct, central issues, measures to improve ethical conduct.

### **UNIT IV**

Sales Management: meaning, nature, characteristics, functions, objectives and importance of sales management.

Sales Organisation: meaning and structure.

### **UNIT V**

Management of Sales force: sales force objectives, sales force recruitment, selection & training, Sales force compensation.

### **Recommended Books:**

1. Kotler Phillip, Marketing Management, Tata McGraw Hill
2. Sethia & Chunawala, Fundamentals of Advertising, Himalaya Publication House

## **M 3. MARKETING OF SERVICES**

### **UNIT I**

Concept of services, need for marketing of services, significance of Service marketing, market segmentation and market mix for services. Key areas of services.

### **UNIT II**

Marketing of Bank and Insurance Services: concept, various users, buyers, psychology, product planning and segmentation, marketing mix, personnel selling.

### **UNIT III**

Transport Marketing: concept, uses, product planning, market segmentation, marketing mix, price policy, significance of marketing management for rail and road transport.

### **UNIT IV**

Hotel and Hospital Marketing: concept, users and their behaviour, hotel product, market segmentation, market mix, pricing decision, hotel marketing in India. Hospital marketing in India.

### **UNIT V**

Consultancy Marketing: concept and need, users and their behaviour, product planning and development, marketing segmentation, role of MIS, marketing mix, concept and need of personal care services, Education services, Indian scenario.

### **Recommended Books:**

1. Shankar R., Service Marketing, Excel Books
2. Jha S. M., Service Marketing, Himalaya Publishing House
3. Sinha H.H., Service Marketing and brand management, Nirali Prakashan

## **M 4. CONSUMER BEHAVIOUR**

### **UNIT I**

Introduction: meaning, significance, scope of consumer behaviour, determinants of consumer behaviour, consumer buying process, consumer behaviour Vs buyers behaviour, consumer movements in India.

### **UNIT II**

Consumer Needs and Motivation: meaning of motivation, needs and goals, dynamic nature of consumer motivation. Types and systems of consumer needs, measurement of motives and development of motivational research. Consumer models: Psychoanalytic model, Howard & Seth Model.

### **UNIT III**

Personality & Consumer Behaviour: concept of personality, theories of personality, personality and understanding consumer diversity, self concept. Consumer learning process, consumer attitude formation.

### **UNIT IV**

Social Class & their influence on consumer behaviour, reference group system, consumer decision making process.

### **UNIT V**

Organisational buying behaviour and consumer research: characteristics and process of organisational buying behaviour, determinants of organisational buying behaviour, history of consumer research and consumer research process.

### **Recommended Books:**

1. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.
3. Rai Alok K., Srivastava M., "The Character of Customer Loyalty", TATA MCGraw Hill
4. Kazmi & Batra- Consumer Behaviour (ExcelBooks)
5. M. Khan: Consumer Behavior, New Age International Publishers.

## **M 5. RETAIL MANAGEMENT**

### **UNIT I**

Introduction to Retailing: Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Importance of retailing, Changing trends in retailing. Retailing Environment.

### **UNIT II**

Retail Market Segmentation and Strategies: Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.

Retail Location Selection: Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.

### **UNIT III**

Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance

Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs

### **UNIT IV**

Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, CRM, Retail Marketing Mix, Retail Communication Mix, POP Displays

Understanding the Retail Consumer: Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer.

### **UNIT V**

Retailing in India: Indian Organised Retail market, FDI in Indian Organised Retail Market, Future trends of Retail in India.

Ethical and legal issues in Retailing: Dealing with Ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.

### **Recommended Books:**

1. Swapna Pradhan, Retailing management, Tata McGraw Hills.
2. Suja R.Nair, Retailing management, Himalaya Publication.
3. Gibson G.Vedamani, Retailing management, Jaico Books.
4. Michael Levy, Retailing management, Tata McGraw Hills.
5. Chetan Bajaj, Rajnish Tuli & Nidhi Shrivastav, Retailing management Avvich, Barry, Event and Entertainment Marketing Delhi, Vision Books 1994



## **GROUP V**

## **FINANCE**

### **F 1. PROJECT MANAGEMENT**

#### **UNIT I**

Project: meaning, characteristics and types of projects. Project Life Cycle and its phases. Role and qualities of a project manager. Tools and techniques of project management.

#### **UNIT II**

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

#### **UNIT III**

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

#### **UNIT IV**

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

#### **UNIT V**

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach,

Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

#### **Recommended Books:**

1. Marwah-Project Management(Wiley Dreamtech)
2. Chaturvedi & Jauhari-Project Management(Himalaya Publishing)
3. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
4. Mishra - Project Management (Excel Books)
5. Goyal BB – Project Management : A Development Perspective (Deep & Deep)

## **F 2. INVESTMENT MANAGEMENT**

### **UNIT I**

Scope of Investment Management - Financial & Economic meaning of Investment Management, Investment & Speculation , Investment & Gambling, Importance of Investment , Factors Favorable for Investment , Investment Process. Negotiable and non-negotiable instruments.

### **UNIT 2**

Measurement of Risk and Return, Systematic Risk and Unsystematic Risk, risk and return analysis.

### **UNIT 3**

Security analysis: Fundamental, Economic, Industry and Technical Analysis.

### **UNIT 4**

Efficient market Hypothesis: weak, semi-strong and strong market, Capital Assets Pricing Model.

### **UNIT 5**

Portfolio Evaluation: Jenson, Sharpe and Tagore Model.

### **Recommended Books:**

1. Investment Management: R.P. Rastogi
2. Security Analysis & Portfolio Management: P. Pendian
3. Security Analysis & Portfolio Management: Fischor and Ronald.

## **F 3. SECURITY ANALYSIS AND PORFOLIO MANAGEMENT**

### **UNIT I**

Investment: concept, objectives and types. Investment and speculation. Factors of sound investment. Types of investors.

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines.

### **UNIT II**

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk.

Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis.

### **UNIT III**

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

### **UNIT IV**

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

### **UNIT V**

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

### **Recommended Books:**

- 1) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
- 2) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
- 3) Bhatt - Security Analysis and Portfolio Management (Excel Books)
- 4) Bhatt- Security Analysis and Portfolio Management (Wiley Dreamtech)
- 5) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)

## **F 4. FINANCIAL MARKET OPERATIONS**

### **UNIT I**

Overview and Structure of Indian Financial Market:

A) Financial system : Meaning, Role and Functions of a Financial System, Organised and Unorganised Financial System.

B) Components: Financial Assets, Financial Intermediaries, Financial Markets (Money and Capital markets in India) Relevance of various interest/return rates,

### **UNIT II**

Capital Markets: Meaning, Role and importance, Composition: Primary-Secondary

1. Primary Markets: Meaning, instruments, New Issue Market: Features, objectives and functions, Constituents or players, Problems and Recent Developments.
2. Secondary Markets.: Meaning, Functions of the stock exchange, Benefits to the community-investors-companies,

### **UNIT III**

Deposition Custodian: their function and role. Stock hold corporation of India. Derivative market: concept, benefits and need.

### **UNIT IV**

Credit rating: concept and significance. Credit rating agency in India: meaning and role of such agencies, CRISIL, ICRA.

### **UNIT V**

Mutual Fund: significance and types. Factoring : concept, Forfaiting: concept, Venture Capital: concept, methods.

### **Recommended Books:**

1. Khan M.Y., Indian Financial System-Theory and Practice, Tata McGraw Hill

## **F 5. MANAGEMENT OF WORKING CAPITAL**

### **UNIT-I**

Management of working capital: Meaning of working of capital, Need for working capital, Types of working capital, Determinants of working capital, Permanent and Variable working capital assets, Trade off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach

### **UNIT-II**

Accounts receivables management: objective, Formulation of credit and collection policies, Designing of credit terms , Discount, the discount period and the credit period, collection policies and procedures, Cost benefits analysis, Trade off, Evaluation of existing and proposed policies.

### **UNIT-III**

Inventory management: Objective of Inventory, Need for Inventories and the importance of its Management, Determination of optimum level of inventory, Types of Inventory, Inventory Models, Order Quantity, E.O.Q. Model, Order point, Safety Stock, Analysis of investment in inventory, ABC Analysis.

### **UNIT-IV**

Management of Cash Marketable Securities: Meaning of cash, Motives for holding cash, Need for holding cash, Operating cycle, Objective of Cash management, Marketable securities, Cash cycle, Cash turnover, Minimum Operating cash, Cash release by operations in Inventory turnover, Accounts receivable and Accounts payables, Assumptions, Benefits Cash management Strategies and Techniques, Concentration banking and Lock Box System, Advantages

### **UNIT-V**

Integrating Working Capital and Capital investment processes: Monetary system; Money market in India; Banking system in India - Review of the system of cash credit , Establishment of Discount & Finance House of India. Working Capital Management and Bank financing, Forms of bank finance, Working capital control and banking policy, Dehejia study group, Chore committee, Tandon committee, Findings and Recommendations, Regulation of the bank credit.

### **Recommended Books:**

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.