

MIZORAM UNIVERSITY

Course Structure and Regulations for **Bachelors of Business Administration (BBA)**

Programme under the
New Education Policy 2020
Choice Based Credit System (CBCS) &
Continuous Assessment Grading Pattern (CAGP)

Board of Studies :22.04.2021
School Board : 07.05.2021
Academic Council : 20.06.2021



DEPARTMENT OF MANAGEMENT
School of Economics, Management and
Information Sciences Mizoram University,
Aizawl

REGULATION ON BACHELORS OF BUSINESS
ADMINISTRATION PROGRAMME (BBA)

Introduction

Bachelors of Business Administration (BBA) with specialization in business functional areas is an undergraduate programme (regular degree) offered for running in constituent and affiliated colleges. As per the permission given by the NEP 2020 (cited below) the Syllabus of Bachelor of Business Administration (BBA), Mizoram University follow three years duration with multiple exit option.

11.9 The structure and lengths of degree programmes shall be adjusted accordingly. The undergraduate degree will be of either 3 or 4-year duration, with multiple exit options within this period, with appropriate certifications, e.g., a certificate after completing 1 year in a discipline or field including vocational and professional areas, or a diploma after 2 years of study, or a Bachelor's degree after a 3-year programme. The 4-year multidisciplinary Bachelor's programme, however, shall be the preferred option since it allows the opportunity to experience the full range of holistic and multidisciplinary education in addition to a focus on the chosen major and minors as per the choices of the student. An Academic Bank of Credit (ABC) shall be established which would digitally store the academic credits earned from various recognized HEIs so that the degrees from an HEI can be awarded taking into account credits earned. The 4-year programme may also lead to a degree 'with Research' if the student completes a rigorous research project in their major area(s) of study as specified by the HEI (NEP 2020, p 37 &38)

Objectives

Enable young learners develop a business sense
Learn principles and practice of management
Equip and enable learners to skills for setting a business

Eligibility of Admission

- 1) Pass in the Higher Secondary (10+2) Examination or its equivalent conducted by any recognized Board of the State or Central Government.
- 2) Candidate passing with vocational courses, the equivalence may be decided by the college Principal.

BBA Programme

- 1) The BBA Programme shall consist of three academic years with two semesters in each year. The first Academic year shall comprise of the first and second semesters, the second academic year- the third and fourth semesters and the third academic year- the fifth and sixth semesters.
- 2) The working days for each semester shall not be less than 90 excluding holidays/sports/examination/ semester break/ vacation, if any.
- 3) A candidate shall register his/her name with the University in the first semester itself.
- 4) A candidate can avail a maximum of 10 semesters – 5 years (in one stretch). No candidate shall be allowed to appear in any course more than three times (including regular chance), and no candidate shall be allowed to appear in any course beyond ten semester of his first admission.

- 5) A candidate has to earn a minimum of 140 Credits, for successful completion of under graduate degree, with a distribution of credits for different course categories as given in following Table 1:

Table 1: Course Category and Distribution of Credits

Sl.No	Course Category	Credits
1	Foundation Course (FC)	20
2	Major Core Course (CC)	72
3	*Elective Core Course (EC)	48
Total		140

Definitions:

1. *Academic Year:* Two consecutive (one odd + one even) semesters constitutes one academic year.
2. *Choice Based Credit System:* CBCS provides choice for students to select from the prescribed courses (foundation, core and elective courses).
3. *Programme:* An educational programme (B.Sc., B.A., M.Sc., M.A., M.Phil., Ph.D. etc.) leading to award of a degree, diploma or certificate.
4. *Semester:* Each semester will consists of 18 weeks of academic work equivalent to 90 actual teaching days. The odd semester is scheduled from July to December and even semester from January to June.
5. *Course:* Usually referred to, as 'papers' is a component of a programme. All courses needed not carry the same weight. The course should define learning objectives and learning outcomes. A course is designed to comprise lectures/tutorials/laboratory work/field work/project work/viva/seminars/assignments/presentation etc. or a combination of some of these.
6. *Credit:* A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit shall mean one hour of teaching (lecture or tutorial) or two hours of laboratory / practical work per week in a semester of 18 weeks.
7. *Letter Grade:* It is an index of performance of learners in a said course. Grades are denoted by O, A+, A, B+, B, C, P and F.
8. *Grade point:* It is a numerical weight allotted to each letter grade on a 10-point scale.
9. *Credit Point:* It is product of grade point and number of credits for a course.
10. *Semester Grade Point Average(SGPA):* It is a measure of performance of work done in a semester. It is a ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
11. *Cumulative Grade Point Average (CGPA):* It is overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It shall be expressed up to two decimal places.
12. *Grade Card:* Based on the grades earned, a grade card shall be issued to all the registered students after every semester. The grade card will display the course

details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.

13. *Credit Based Semester System (CBSS)*: Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.

Programme Design

1) **Business Administration Degree Courses under New Education Policy 2020 shall be offered under the existing semester pattern. There shall be 6 semesters in 3 year BBA programme with two exit options in 1st and 2nd year with Certificate Course in Business Administration and Diploma in Business Administration.**

2) BBA programme shall be designed as 140-credit altogether, consisting of three different undergraduate graduate degree programme delivered in six (06) semesters Programme shall be structured with a common core curriculum that lays the foundation, and a wide set of electives based on students' choice The programme shall be a suitable mix of two types of courses as given in Table 2:

A. Core Courses :

There shall be one or more core courses in every semester. This is the course which is to be compulsorily studied by a student as a core requirement to complete the requirement of a programme in a said discipline of study.

B. Elective Courses:

Elective course is a course which can be chosen from a pool of papers.

**Table 2: Category of courses and Credit allotment to each course category
(Undergraduate level)**

Sl. No.	Course Category	Credits	Remarks
1	Foundation Courses (FC)	20	Courses from pool of courses on offer within Department/ School.
2	Major Core Courses (CC) Industrial Training	67 5	Compulsory
3	Elective Courses(EC)	48	Chosen from pool of courses available in the Department
	Total	140	

C. Foundation Courses:

Foundation courses are courses based upon the content that leads to knowledge enhancement and man-making education. Credit assignment for each course/ paper will be as given in Table 3(a).

Table 3 (a): Credit assignment to course category

Course Type	Credits per Course
Core Course (CC)	2-6
Elective Courses (EC)	3-6
Foundation Courses (FC)	2-5

- 1) The number of Core and Elective courses in a semester and for entire programme shall be decided by BOS. However, total credits for each Course Category shall be as prescribed in Tables 1.
- 2) There may be sufficient number of Foundation Courses (more than required) available in the Department/ College for selection by the students.
- 3) **Course Selection by the Students:**
In addition to specified core courses, each student can select Elective and Foundation courses to make their own curriculum as given in Table 3(b) :

Table 3(b):Course type and Semester-wise distribution (undergraduate part)

Course Type	Semester	Number of Courses/ papers	Credits earned
Core Courses	I, II, III, IV, V, VI	12	66
Industrial training (not less than six weeks)	V	1	6
Foundation Courses	I	1	5
	II	1	5
	III	1	5
	IV	1	5
Elective Courses	II, III, IV, V, VI	8	48
Total		36	140

Examination and Assessment

Each course shall be evaluated at the scale of 100. For all courses, irrespective of theory and practical, there shall be continuous internal assessment carrying 25 marks and an end-semester examination carrying 75 marks.

1) Continuous Assessment:

The outline for continuous assessment activities shall be proposed by the teacher(s) concerned before the commencement of the semester. Some suggested parameters of Continuous Assessment are class tests, seminar, quiz, home assignments, project, and many other methods. However, there shall be series of tests at regular intervals for each course (paper) incorporating various parameters as given above. Final marks shall be calculated for total 25 Marks.

The scheme of awarding marks in internal assessment for theory courses shall be as below:

Table 3 (c)

Component	Total marks
Class Tests (Best two out of three)	12 marks
Assignment/seminar/project etc.	8 Marks
Regularity in the class	5 Marks

The scheme of awarding marks in internal assessment for practical courses shall be as given below:

Evaluation in the lab and record	8 marks
End-semester test	12 Marks
Regularity in the class	5 Marks

Attendance evaluation for each course shall be as given in below:

Table 3 (d)

Attendance	Marks
90% and above	5
85 to 89.9%	4
80 to 84.9%	3
76 to 79.9%	2
75 to 75.9%	1

2) The End-semester Examination

For each Course (separately for theory and practical) end-semester examination shall be conducted for 75 marks each. Finally the marks obtained in internal assessment and end-semester examination in each course shall be pooled and the % marks obtained shall be calculated by the Examination Department.

Pattern of questions for theory and practical examination

Duration of theory and practical examination will be 3 hrs. The question paper will be set covering all units/ sections. The pattern of questions for theory papers and practical's will be as given in Table 4 and Table 5 respectively:

Table 4: Pattern of questions for theory paper

Section	Total No. of Questions	No. of questions to be answered	Marks for Each Question	Total Marks
A. Objective/ multiple Choice	10 (At least two questions from each unit)	10	1.5	15
B. Short notes	8 (two questions from each unit)	4 (one from each unit)	5	20
C. Descriptive (one out of two questions from each unit)	8 (two questions from each unit)	4 (one from each unit)	10	40
Total				75

Table 5: Pattern of questions for Practical paper (IT)

The pattern of questions for practical papers will be as given in Table:

Q.1. Problem (01)	Procedure	10
	Results	3
Q. 2. Problem (01)	Procedure	10

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	Results	3
Q. 3. Problem (01)	Procedure	10
	Results	3
Q. 4 Problem (01)	Procedure	10
	Results	3
Q. 5. Viva	Viva-voce	13
	Record/ File	10
Total		75

Minimum marks for passing of a course and passing rules

- 1) A minimum of 46 credit are required for Certificate in Business Administration, 92 credit are required in Diploma in Business Administration and 140 Credits are required for awarding of Bachelor of Business Administration degree.
- 2) For passing of each course a candidate must secure a minimum of 50% marks (equivalent Grade 'B') in end semester examination. For internal assessment there shall be no passing marks. However, grading shall be based on marks obtained in both components i.e. internal assessment and end semester examination.
- 3) A student, who has not secured above marks, has to appear in end semester examination.
- 4) In any case a student shall not be allowed to repeat a course for internal assessment component.
- 5) A candidate shall be permitted to precede from the first semester up to final semester irrespective of his/her failure in any of the semester examination subject to condition that the candidate shall appear for all the arrear papers of each course(s) along with the concerned semester examinations.
- 6) No candidate shall be allowed to appear in any course more than three times (including the regular chance), and no candidate shall be allowed to appear in any course beyond ten semesters of his/her first admission.

Attendance

A candidate shall be eligible to appear in the end-semester examination only if he/ she attend a minimum of 75% attendance as per University ordinance.

Grading

- 1) Each course (paper) shall be graded on the basis of marks obtained (on scaled marks of 100) during a semester.
- 2) **Letter Grades and Grade Points:** There shall be absolute grading where marks obtained (out of 100) by a student in a course is converted to a Grade on a 10-point scale as given in Table 6.

Table 6: Marks to grade conversion

Marks (%)	Letter Grade	Grade Points
89.5-100	O (Outstanding)	10
79.5-89.4	A+ (Excellent)	9
69.5-79.4	A (Very Good)	8
59.5-69.4	B+ (Good)	7
49.5-59.4	B (Pass)	6
0-49.9	F (Fail)	0
Non-appearance in Exam	Ab (Absent)	0

3) Computation of SGPA and CGPA

Following procedure shall be adopted for the calculation of SGPA and CGPA.

- 1) The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA(S_i) = \Sigma C_i \times G_i / \Sigma C_i$$

Where, S_i is the SGPA of the semester, C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

- 2) The CGPA shall be calculated in the same manner taking in to account all the courses undergone by a student over all the semester of a programme, i.e.,

$$CGPA = \Sigma C_i \times S_i / \Sigma C_i$$

Where, S_i is SGPA of i^{th} semester, and C_i is the total number of credits in that semester.

- 3) The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcript.

The classification of the results

The Final Grade Point (FGP) to award to the student shall be based on CGPA secured by candidate as tabulated below:

Table 6

CGPA	DIVISION
CGPA < 5	Failed
$5 \leq \text{CGPA} < 6.5$	Second Class
$6.5 \leq \text{CGPA} < 8$	First Class
$8 \leq \text{CGPA} \leq 10$	Distinction

Following formula shall be used for conversion of CGPA to % of marks:

$$\% \text{ Marks} = [\text{CGPA} \times 10]$$

Transitory Provisions

Notwithstanding anything contained in these regulations, the Vice-Chancellor has the power to provide by order that these regulations shall be applied to any program with such necessary modification.

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Bachelors of Business Administration (BBA)
Course Structure

Semester	S. No.	Course Code	Course	Category	Credits	Continuous	End-Semester	Total
I	1	BBA/1/FC/01	Business Communication	FC	5	25	75	100
	2	BBA/1/CC/02	Fundamental of Management	CC	6 (5L+1T)	25	75	100
	3	BBA/1/CC/03	Business Statistics	CC	6 (5L+1T)	25	75	100
	4	BBA/1/CC/04	Computer Fundamentals and Applications- I (Theory)	CC	3 (2L+1T)	25	75	100
	5	BBA/1/CC/05	Computer Fundamentals and Applications- II (Practical)	CC	3 (6P)	25	75	100
						23	100	300
II	6	BBA/2/FC/06	Organizational Behaviour (OB)	FC	5	25	75	100
	7	BBA/2/CC/07	Managerial Economics	CC	6 (5L+1T)	25	75	100
	8	BBA/2/CC/08	Financial Accounting	CC	6 (5L+1T)	25	75	100
	9	BBA/2/EC/09	<i>Elective-I(Any one of the list)</i>	EC	6 (5L+1T)	25	75	100
			(A) Personality Development & Management Skills					
(B) Ethics & Corporate Social Responsibility								
		(C) Business Environment						
					23	100	300	400
	10	BBA/3/FC/10	Operational Management	FC	5	25	75	100
	11	BBA/3/CC/11	Principles of Marketing	CC	6 (5L+1T)	25	75	100
	12	BBA/3/CC/12	Foundations of Human Resource Management	CC	6 (5L+1T)	25	75	100
			<i>Elective-II (Any one of the list)</i>					

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III	13	BBA/3/EC/13	(A) Cost and Management Accounting	EC	6	25	75	100
			(B) Business Legal Environment					
			(C) Business Mathematics					
					23	100	300	400
IV	14	BBA/4/FC/14	Environmental Studies	FC	5	25	75	100
	15	BBA/4/CC/15	Financial Management	CC	6 (5L+1T)	25	75	100
	16	BBA/4/CC/16	Entrepreneurship Development	CC	6 (5L+1T)	25	75	100
	17	BBA/4/EC/17	<i>Elective-III (Any one of the list)</i>	EC	6	25	75	100
			(A) Research Methodology					
			(B) Retail Marketing					
					23	125	375	500
V	18	BBA/5/CC/18	Industrial Training Project	CC	6	25	75	100
	19	BBA/5/CC/19	Introductory Operations Research	CC	6 (5L+1T)	25	75	100
	20	BBA/5/EC/20	<i>Elective-IV (Any one of the list)</i>	EC	6 (5L+1T)	25	75	100
			(A) International Trade					
			(B) Advertising					
					24	100	300	400
	21	BBA/5/EC/21	<i>Elective-V (Any one of the list)</i>	EC	6 (5L+1T)	25	75	100
(A) Small Business Marketing								
(B) Distribution and Supply Chain Management								
(C) Working Capital Management								
				24	100	300	400	
	22	BBA/6/CC/22	Essentials of Strategic Management	CC	6 (5L+1T)	25	75	100

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VI	23	BBA/6/EC/23	<i>Elective-VI (Any one of the list)</i>	EC	6 (5L+1T)	25	75	100
			(A) Retailing					
			(B) Training and Development					
			(C) Project Management					
			(D) Investment Analysis & Portfolio Management					
	24	BBA/6/EC/24	<i>Elective-VII (Any one of the list)</i>	EC	6 (5L+1T)	25	75	100
			(A) Consumer Behaviour					
			(B) HRD: Systems and Strategies					
			(C) Indian Financial System					
			(D) New Enterprise Management					
	25	BBA/6/EC/25	<i>Elective-VIII (Any one of the list)</i>	EC	6 (5L+1T)	25	75	100
			(A) Performance and Compensation Management					
(B) Financing of Small Business								
(C) Marketing of Services								
(D) Insurance Management								
					24	100	300	400
GRAND TOTAL (ALL 6 SEMESTERS)					140	625	1875	2500

Total Credits for the Courses

FC	CC	EC	Total
20	72	48	140

BBA/1/FC/01

BUSINESS COMMUNICATION

Credit (5)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The objective is to get the students acquainted with the process of managerial decision making and to enable you to write lucid reports that recommend decisions based on rigorous analysis and systematic evaluation of options. As you develop and refine your managerial decision making and analytical thinking, you will also hone your analytical writing skills in English*

Outcome: *The major outcome of the course is that students will be able to write better letters and reports. There is better understanding of communication and its importance in the organisation. The*

students will also have better presentation skills that are vital in the future.

Unit I: Introduction, Purpose; Process; Importance of Communication in Business; Barriers to Communication; Measures to Overcome the Barriers to Communication. Types of Communication; Verbal Communication-Importance of verbal communication- Advantages of verbal communication- Advantages of written communication; Significance of Non-verbal Communication

Unit II: Listening Skills: Listening Process; Classification of Listening; Purpose of Listening; Common Barriers to the Listening Process; Measures to Improve Listening; Listening as an Important Skill in Work Place. Language for Communication: Language and Communication; General Principles of Writing; Improving Writing Skills, Essentials of good style, Expressions and words to be avoided; Grammar and Usage

Unit III: Communication in Organizations: Internal Communication; Stake Holders in Internal Communication; Channels of Internal Communication; External Communication; Stake Holders in External Communication; Channels of External Communication. Communication Network: Formal and Informal Communication Network; Upward Communication; Downward Communication; Horizontal Communication; Diagonal Communication. Oral Communication Skills: Purpose; Steps in Making a Presentation.

Unit IV: Writing Business Letter: Structure, Format; Types of Business Letters. Writing Memos, Circulars and Notices: Guidelines for writing memos- Language and writing style of a memo- Format of a Memo; Circulars- Guidelines for writing a circular- Languages and writing style of a circular- Format of a circular; Notices- Purpose- Format- Important points to remember while writing a notice Report Writing: Features of Writing a Good Report; Purpose; Guidelines; Steps; Structure; Types of Reports writing.

Suggested Readings

1. Courtland L. Bovee, John Thill, Abha Chatterjee. (2011). Business Communication Today. Pearson Education, 10th Edition.
2. Charurvedi, P.D. (2011). Business Communication: Concepts, cases, and applications, Pearson Education, 2nd edition.
3. Sethi, Anjane and Adhikari, Bhavana (2009). Business Communication. Tata McGraw Hill, New Delhi. Kaul, Asha. (2009). Effective Business Communication. Prentice Hall India, Kindle Edition.

BBA/1/CC/02 FUNDAMENTAL OF MANAGEMENT

Credit (6) (5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The objective of this course is to sensitize students to the various facets of management, its theories and to create an understanding of various principles and practices of management.*

Outcomes: *The outcome of this paper is participants will know the different managerial theories developed different parts of the world and its relevance and application in today's complex business environment along with required managerial skills.*

Unit-I: Introduction – meaning and nature of management, management system and processes; task and responsibilities of a manager; managerial skills

Unit-II: Decision making -nature and process, types of managerial decisions, decision making conditions, forms of group decision making in organization, Planning Processes, Controlling

Unit-III: Organization Structure and process: – Organisational climate, culture and managerial

ethos; Organisational structure and design; Centralisation and decentralization; Delegation and inter-department coordination; Managerial communication.

Unit-IV: Behavioural dynamics: Individual determinants of organizational behavior; perceptions, learning, personality, attitudes and values, motivation, Job anxiety and stress. Interactive aspects

of Organisational Behaviour: Analysing inter-personal relations; Group dynamics; Management of organizational conflicts; Management of change; leadership styles and influence people.

Suggested Readings

1. Griffin, R. W., Management, Biztantra, New Delhi
2. Stoner, F., and Gilbert, Jr., Management, Pearson Education, New Delhi
3. Wehrich, H., and Koontz, H., Management: A Global Perspective, Tata McGraw Hill
4. Daft, Management, Thompson Learning, New Delhi
5. Robbins, S.P., Management, Pearson Education
6. Robbins, S. P. Organisational Behaviour, Prentice Hall of India, New Delhi

BBA/1/CC/03
Credit (6) (5L+1T)

BUSINESS STATISTICS

Max Mark 100 (Internal=25; Semester End =75)

Objective: *This course shall acquaint the students with the concepts and techniques used in statistics and enable them to apply this knowledge in business decision-making using spreadsheets.*

Outcome: *Ability to make decisions by using statistical tools.*

Unit-I: Meaning, Scope, importance functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

Unit-II: Hypothesis Testing: Introduction, Format of Hypothesis Testing, Error in Hypothesis Testing. Chi-Square: Introduction, Advantages and Limitations of Non-Parametric Method, Chi-square Distribution. Analysis of Variance (ANOVA): Introduction, approach, One way Classification and Two ways Classification.

Unit-III: Correlation & Regression Analysis, Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

Unit-IV: Index numbers and Time Series: Index number and their uses in business; construction of simple and weighed price, quantity and value index numbers; test for an ideal index number, components of time series, Statistics with SPSS and Excel.

Suggested Readings

1. Gupta, S.P. & M.P. Gupta, Business Statistics, Sultan Chand & Sons, Delhi
2. Gupta, C.B., An Introduction to Statistical Methods, Vikas Publishing House Pvt Ltd., Delhi

Unit – II: Electronic Spread Sheet: (MS-Excel) Creating a workbook; inserting deleting worksheets, writing formula with operators, Organising charts and graphs, printing worksheet. Generally used spread sheet functions: a) Mathematical b) Statistical c) Logical d) Financial

Unit – III: Graphical Presentation Software: (MS-PowerPoint) Meaning of presentation package. Formatting slides and produce slide show. Slide transition, custom animation, online broadcast, duplicate slides.

Unit – IV: Database: Creating Tables using MS Access, creating relations between tables in MS Access, Designing Forms, Queries and Reports in MS Access.

Suggested Readings

1. Mansfield, Ron. Working with MicroSoft Office, TataMcGraw Hill
2. Norton, P., Introduction to computer, TataMcGraw Hill
3. Bartee, T. C. , Digital Computer Fundamentals, TataMcGraw Hill
4. Nelson, S. L., Office 2007, TataMcGraw Hill
5. Madan, S., Introduction to Computers and Information System, Taxmann, New Delhi
6. Arora, A., Bansal, S., Computer Fundamentals, Excel Books, New Delhi

BBA/2/FC/06

ORGANIZATIONAL BEHAVIOUR

Credit (5)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *This course introduces the study of organizational behaviour at individual, group and organization level. After completing this course the student will have an understanding of human behaviour at individual, group and organization level.*

Outcomes: *Capable to analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.*

Unit I: Introduction to Organizational Behavior, Definition, Assumptions, Significance of organizational behavior, characteristics of OB. Individual Behavior and Group Behavior, Factors affecting behavior, formal and informal group, stages of group formation.

Unit-II: Attitudes, Emotions, Personality, Perception Main Components of Attitudes, Major Job Attitudes. Meaning of Emotions and Moods, Sources of Emotions and Moods. Personality & its importance. Definition of Perception & Factors That Influence Perception.

Unit-III: Motivation: Meaning, Importance of Motivation. Motivation Theories: Maslow Theory, Herzberg Theory, McGregor Theory and McClelland Theory. **Leadership:** Meaning, Importance, Qualities of Good Leader. Theories of Leadership, Leadership Styles, Minzberg theory of Organization.

Unit-IV: Decision making: Decision Making: Concept, Importance, Decision-Making Process. Types of Decisions, Decision-Making, Models-Classical Decision Model. Conflicts – Organizational conflicts, types of conflict, Strategies of interpersonal conflicts. Group decision making & control:- Nature and meaning of decision making, phases of decision making process, Meaning of Control, elements of control process.

Suggested Readings

1. Robbins, S. P. Organisational Behaviour, Prentice Hall of India, New Delhi
2. Robbins Stephen P., Organisational Behaviour, PHI, New Delhi.
3. Luthans Fred, Organisational Behaviour, Tata McGraw Hill, New Delhi.
4. Rao M.G., Rao V.S.P. & Narayana P.S., Organizational Behavior - Text and Cases, Konark Publications, Delhi.

BBA/2/CC/07 MANAGERIAL ECONOMICS
Credit (6) (5L + 1T) Max Mark 100 (Internal=25; Semester End =75)

Objective: *The objective of this course is to acquaint the students with the concept of managerial economics and to enable them to apply in business decision making.*

Outcome: *The outcome of this course is students know how to make business decisions in the most efficient and cost effective way as they've come across the characteristics and behaviour of consumers and the importance of correct decision making for business purposes.*

Unit-I: Introduction to Managerial Economics: Concept of Managerial Economics, Nature & Scope of Managerial Economics. Importance of Managerial Economics; Managerial Economics and other disciplines; Objectives of business firm; Profit maximisation as business objective.

Unit-II: Demand Analysis: Meaning of Demand; Law of Demand; Utility - Meaning of Utility, Total Utility, Marginal Utility; Law of Diminishing marginal utility; Cardinal and ordinal utility; Indifference Curve - Meaning, properties, Indifference curve and business decision; Theory of Production: Production function, Laws of production; Law of Diminishing returns and business decision; Laws of Return to scale.

Unit-III: Production-Meaning and Analysis Production function. Laws of production, Laws of increasing returns & Laws of constant returns, Equal product curves and Producer equilibrium.

Unit-IV: Market analysis-Nature of market, Types of markets and their characteristics Pricing under different market structures-Perfect Monopoly, oligopoly and Monopolistic competition. Regional economics: Problems of Regional Economic Growth, National and regional Planning goals of Mizoram and North East.

Suggested Readings

1. Stonier A.W & Hague, D.C. A Text Book of Economic Theory, Longman Group UK Limited.
2. Koutsoyannis, A. Modern Micro economics (second edition), 2013
3. Dwivedi D.N. Managerial Economics, 8th Edition, Vikas Publishing House, New Delhi
4. Dwivedi D.N. Micro Economic Theory, Vikas Publishing House, New Delhi
5. William F. Samuelson, Stephen G. Marks, Managerial Economics, 5th Ed, Willy India edition.
6. Gregory Mankiw, N: Principles of Macroeconomics
7. Roberta Capello, Regional Economics, Routhledge, 2016

BBA/2/CC/08 BUSINESS ACCOUNTING
Credit (6) (5L + 1T) Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The course aims to acquaint the students with management accounting tools that are helpful in the process of managerial financial decision making, creation of policy and day to day*

operation of an organization.

Outcomes: *Student shall have a thorough understanding of basic managerial accounting concepts and be able to apply this understanding to business situations.*

Unit-I: Accounting – Meaning, nature, functions and types of Accounting, Accounting concepts and conventions, Journal, Ledger

Unit-II: Subsidiary Books, Trial Balance, Rectification of Errors

Unit-III: Bank Reconciliation Statement, Preparation of Final Accounts with adjustments

Unit-IV: Depreciation Accounting: Concepts and methods (Straight Line and Written down Methods only); Receipt and Payments Accounts; Income and Expenditure Accounts, Tally: introduction of Tally.

Suggested Readings

1. Monga, J.R., Introductory Financial Accounting. Mayoor Paperbacks, New Delhi
2. Nadhani, A.K & Nadhani, K.K., Learn Working with Tally ees 6.3 in 21 Hours. BPB Publications, New Delhi
3. Maheshwari, S. N. & Maheshwari, S. K. Financial Accounting. Vikash Publishing House, New Delhi
4. Gupta, R.L & Radhaswamy, M. (latest Eds). Financial Accounting. Sultan Chand & Sons, New Delhi
5. Jain, S.P & Narang, K.L., Financial Accounting. Kalyani Publishers, New Delhi

Elective-I (Any one of the list)

BBA/2/EC/9(A) PERSONALITY DEVELOPMENT & MANAGEMENT SKILLS
Credit (6) (5L + 1T) Max Mark 100 (Internal=25; Semester End =75)

Objectives: *In this Personality Development course you will learn in-depth information about personalities. You will gain a better understanding about those around you and also more about who you are and how you got to be that way.*

Course Outcomes: *Polishing manners to behave appropriately in social and professional circles. Enhancing the ability to handle casual and formal situations in terms of **personal** grooming, dining and entertaining etiquette. **Developing** and maintaining a positive attitude and being assertive.*

Unit-I: Self-Awareness: Meaning of self-awareness, components of self-awareness, improving self-awareness, and benefits of understanding self. Interpersonal Skills, Meaning, need to develop interpersonal skills, components of interpersonal skills, techniques to improve interpersonal skills, benefits of effective interpersonal skills.

Unit- II: Introduction, Importance, Role and Process of Business Communication, Verbal and Non Verbal Communication, Effective Communication, Directions of Communication and Barriers to Communication.

Unit-III: Stress Management; meaning of stress, factors causing stress, positive & negative types of stress, effects of stress on body & mind, stress removal techniques.

Unit-IV Ideal Personality Effective communication & it's key aspects, Body language, Assertiveness, problem-solving, Motivation, positive & creative thinking, Leadership & qualities

of successful leader, character building, Teamwork, Lateral thinking, Time management, Analysis of strengths & weaknesses.

Suggested Readings

1. Borg, J., (2008) Body Language (7 easy lessons to master the silent Language), Pearson Education, Delhi.
2. Hudson, R.H., (2006) Business Communication, 5th Edition, Jaico Publishing House, Delhi.
3. Kitty Locker &Kaczmarek (2010) Business Communication, Building Critical Skills, McGraw- Hill/Irwin, New Delhi
4. Basic Managerial Skill for all-Prentice –Hall of India Pvt ltd, New Delhi.

BBA/2/EC/9(B) ETHICS & CORPORATE SOCIAL RESPONSIBILITY **Credit (6) (5L + 1T) Max Mark 100 (Internal=25; Semester End =75)**

Objectives: *The objective of this course is to sensitize students to the various facets ethics in management of corporate body and corporate governance to safeguard the investors from corporate scandals and aggressions.*

Outcomes: *The outcome of this paper is participants will understand the ethics in management of corporate body and corporate governance to safeguard the investors from corporate scandals and corporate aggressions.*

Unit I: Business Ethics, Meaning, Scope, Nature and value of management, need for ethical decisions by managers, value of management ethics, management integrity, types of integrity and developmental integrity, Ethical planning.

Unit II: Social Responsibilities of Business, concept, rationale, dimensions and tools of social responsibilities, social responsibility and social responsiveness. Social responsibilities of Indian Business firms towards shareholders, consumers, Government, Community etc.

Unit III: Ethics in management, Ethical theories, Enterprise mission, institutionalizing ethics, code of ethics and its implementation.

Unit IV: Corporate Governance, meaning, scope and nature, trends in Governance practices, Corporate Governance Issues, Role of Auditors, OECD principles, and SEBI Guidelines.

Suggested Readings

1. Murthy, C. S. V., Business Ethics and Corporate Governance, Himalaya Publishing House, Mumbai
2. Murthy, C. S. V., Business Ethics, Himalaya Publishing House, Mumbai
3. Banerjee, R P, Ethics in Business & Management, Himalaya Publishing House, New Delhi
4. Hartman, L. P, Perspective in Business Ethics, Tata McGraw Hill, New Delhi
5. Chakraborty , S.K., Ethics in Management, Oxford University Press, New Delhi
6. Bajaj, P S and Raj Aggarwal, Business Ethics, Biztantra, New Delhi

BBA/2/EC/9(C) BUSINESS ENVIRONMENT **Credit (6) (5L + 1T) Max Mark 100 (Internal=25; Semester End =75)**

Course Objective: *To analyse the overall business environment and evaluate its various components in business decision making. And provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena.*

Course Outcomes: *To understand the different environment in the business climate. To know the minor and major factors affecting the business in various streams To know the different environment like, political, technological and economic environment in the business. To acquire in-depth knowledge about legal environment etc.*

Unit-I: Business Environment – Nature, structure and components of business environment; country risk; political risk and corporate adjustment; international impact on business environment; nature of Indian economy

Unit-II: Economic reforms; current monetary and fiscal policy environment; competitive environment and the Competition Act 2002; Consumer and Investor's protection; corporate governance

Unit-III: Industrial policy of 1991; public sector reforms; public private partnership; SMEs – threats and challenges; industrial sickness; industrial relations;

Unit-IV: Balance of Payments scenario; foreign trade pattern and policy; globalization trends; environment for international direct investment; Foreign Exchange Management Act

Suggested Readings

1. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
2. Amarchand D., Government and Business. Tata McGraw Hill, New Delhi.
3. Govt. of India, Economic Survey (latest year), Govt. of India, New Delhi
4. Sengupta, N.K., Government and Business, Vikas Publication, New Delhi
5. Cherunilam, F. , Business and Government. Himalaya Publishing House, Mumbai.
6. Paul, J., Business Environment, New Delhi, Pearson Education,
7. Sharma, M. K., Business Environment in India, New Delhi, Commonwealth Publishers
8. Aswathapa K., Business Environment, Himalaya Publishing House, New Delhi
9. Banerjee, R. P., Ethics in Business & Management, Himalaya Publishing House, New Delhi
10. Mathur, N.D., Economic Environment in India, Shivan Publishers, Jaipur
11. Mittal, V., Business Environment, Excel Books, New Delhi

BBA/3/FC/10

OPERATIONAL MANAGEMENT

Credit (5)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *This paper aims to sensitize students to the concepts, processes, and methods of managing and controlling operations in manufacturing or service settings.*

Outcome: *To solve the problem at the time of running the manufacturing plan regarding faster production, more quality-oriented and more customer-friendly process.*

Course

Unit– I: Nature and Scope of Production Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility Location problem. Layout Planning Analysis.

Unit–II: Capacity Planning – Models; Process Planning; Aggregate Planning, Scheduling. Work

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *Analyse the complexities associated with management of cost of product and services in the Organization. CO4. Demonstrate how the concepts of accounting*

Learning Outcome:*explains the relationship between cost accounting-financial accounting and managerial accounting .explains the concept of management*

Unit-I: Cost Accounting – meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

Unit-II: CVP analysis – determination of break-even point, profit volume ratio, profit volume graph, margin of safety, CVP analysis in multiproduct firm, utility and limitation; marginal costing and its application in managerial decision making; elementary knowledge of target costing

Unit-III: Budgetary control – meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour)

Unit-IV: Management Accounting – concept, need, importance and scope; analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis

Suggested Readings

1. Rao, M. E. T., Cost and Management Accounting, New Age Publishers, Kolkata
2. Singhal, A. K. and Ghosh, R., Accounting for Managers, JBC Publishers and Distributors, New Delhi
3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
4. Horngren, c. T., Sundem, G. L., and Stratton, W. O., Introduction to Management Accounting, Pearson Education, New Delhi
5. Hansen, D. R., &Mowen, M. M., Cost Management, Thomson Learning, Boston
6. Mittal, S. N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi
7. Jain, S. P. and Narang, K. L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.

BBA/3/EC/13(B)

BUSINESS LEGISLATION

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives:

The main objective of the course is to let the students expose the business environment and business law prevailing at the present scenario in India. Be it political, economic, social or technological environment, the students will come to better understanding of the surroundings when they want to deal with any business or start their own business enterprises. It will be helpful to managers who handles the day to day business situations and develop a fundamental knowledge of different environmental situations including law and there business implications.

Outcomes: *The outcome of this paper is participants know the different aspects of business environment and legal laws relating to business. They will be competent enough to undertake business contract and may deal with legal matters relating to corporate world as well as self-managed businesses.*

Unit-I: Law of contract: Elementary knowledge of essentials of a valid contract, performance of

contract, mode of discharge of contract, remedies for breach of contract

Contract of agency: Definition of agent and agency, creation of agency, duties and rights of agent and principal, principal's duties towards agents and third parties; termination of agency

Unit-II: Law of sale of goods: Definition and essential of a contract of sale, conditions and warranty, passing of property in goods; performance of contract – right of unpaid seller, remedies for breach of contract

Unit-III: Partnership Act: Nature of a partnership firm, duties and rights of partners, relations of partners to third parties, minor to benefit of partnership, reconstitution of a partnership firm, dissolution of a firm. Information Technology Act: Meaning and scope of information technology act, digital signature, electronic governance, regulation of certifying authority, digital signature certificates, duties of subscribers, penalties adjudication and offences

Unit-IV: Competition Act, 2002 – definitions, prohibition of certain agreements, abuse of dominant position, regulation of combinations, duties, powers & functions of competition commission of India; SEBI – its objectives, establishment and management, functions & powers

Suggested Readings

1. Datey, V.S., Business and Corporate Laws, Taxmann Publications
2. Bansal, C.L., Business and Corporate Laws, Excel Books
3. Kuchhal, M.C., Mercantile Law, Vikas Publishing Pvt. Ltd.
4. Rama Krishna Raju, V., Business Laws and Economic Legislation, Himalaya Publishing House
5. Economic Laws, Taxmann Publications

BBA/3/EC/13(C)
Credit (6)(5L+1T)

BUSINESS MATHEMATICS

Max Mark 100 (Internal=25; Semester End =75)

Objectives: understanding basic terms in the areas of business calculus and financial mathematics, Independently solving of business problems

Learning Outcomes: define basic terms in the areas of business calculus and financial mathematics, explain basic methods of business calculus, types and methods of interest account and their basic applications in practice, solve problems in the areas of business calculus, simple and compound interest account, use of compound interest account, loan and consumer credit

Unit-I: Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, complement & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory

Unit-II: Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers

Unit-III: Linear and Quadratic equation; permutations, combinations and binomial theorem (positive index)

Unit-IV: Matrices – Types, properties, addition, multiplication, transpose and inverse of matrix; properties of determinants, solution of simultaneous Linear Equations; differentiation and

integration of standard algebraic functions; business applications of matrices, differentiation and integration

Suggested Readings

1. Sancheti, D.C., A.M. Malhotra & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi
2. Zameerudin, Q., Khanna, V. K., & Bhambri, S. K., Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi
3. Reddy, R., Prakash, J., Y., Reddy, M., A Text Book of Business Mathematics, Ashish Publishing House, New Delhi
4. Bali, N. R., Gupta, P. N. and Gandhi, C. P., A Textbook of Quantitative Techniques, Laxmi Publications, Delhi

BBA/4/CC/14

ENVIRONMENTAL STUDIES

Credit (6) (5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

As prescribe by Mizoram University Undergraduate Environmental Studies

BBA/4/CC/15

FINANCIAL MANAGEMENT

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

*Objectives: to inform the students about the **basic** concepts of **financial management** and contemporary theory and policy in order to master the concepts, theories and technique of **financial management**, what represents the condition of profitable business operations and survival?*

Learning Outcomes: To advance the understanding of fundamental concepts of finance, financial markets and market participants, valuation techniques of financial instruments, and working knowledge of portfolio management

Unit-I: Financial Management – Meaning, Nature and Scope, Relationship with Other Functional Areas of Business, Goals: Profit *versus* Wealth Maximization; Time Value of Money; Discounting and Compounding.

Unit-II: Capital Budgeting Decisions – Nature, Importance, Capital Budgeting Process, Methods of Capital Budgeting; Payback Period, Discounted Payback Period, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index (PI); Cost of Different Sources of Capital; Weighted Average Cost of Capital (WACC).

Unit-III: Financing Decisions – Sources of Long Term Finance, Financial and Operating Leverage; Determinants of capital structure; Capital Structure Theories – NI, NOI, Traditional and M-M Theories; Determinants of Dividend Policy; Dividend Models – Walter, Gordon & MM Models.

Unit-IV: Working Capital Management– Meaning, Need and Determinants of Working Capital; Estimation of Working Capital Need, Financing of Working Capital.

Suggested Readings

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan, M. Y., and Jain, P. K., Financial Management, Tata McGraw Hill, New Delhi

3. Martin, J.D., Petty, J. W., Scott, D. F., and Keown, A.J., Financial Management, Pearson Education, London.
4. Chandra, P., Financial Management, Tata McGraw Hill, New Delhi
5. Van Horne, J. C., Financial Management and Policy, Prentice Hall of India, New Delhi
6. Brigham, E.F., & Houston, J.F., Fundamentals of Financial Management, Thomson Learning, Boston
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

BBA/4/CC/16

Credit (6) (5L+1T)

ENTREPRENEURSHIP DEVELOPMENT

Max Mark 100 (Internal=25; Semester End =75)

Unit I: Entrepreneur, characteristics, functions, types, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Rural entrepreneurs - need of problems - Role of NGOs in development of rural Entrepreneurship.

Unit II: Generation of Project Ideas- Product selection, Form of Ownership, Licensing etc, projection Identification - Meaning, Significance, Contents and formulation of a project report, Planning commission guidelines.

Unit III: NSIC, SIDO, SSIB, SSICS, SISI, TIIC, TCO. Method of product appraisal, Entrepreneurship development programme. Industrial Policies of the Central and State Governments, Various Incentive Schemes, Special policies for the North East Region (NER) of India to promote entrepreneurship

Unit IV: Need, Tax Holidays - Concessions - TQM for small enterprises, Sickness in small Business - Signals, Symptoms, Consequences and corrective measures, Women Entrepreneurs – recent trend.

References:

1. Charantimath, P. M., Entrepreneurship Development and Small Business Enterprises, Pearson, New Delhi.
2. Gupta, C. B., & Srinivasan, N. P., Entrepreneurial Development in India, Sultan Chand, New Delhi.
3. Jain, R., Planning a Small Scale Industry- A Guide to Entrepreneurs, S.S. Book, Delhi.
4. Desai, V., Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai.

Elective-III (Any one of the list)

BBA/4/EC/17(A)

Credit (6)(5L+1T)

RESEARCH METHODOLOGY

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The course is designed to acquaint the students with methods of conducting systematic inquiry in the social sciences. The course while familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of various techniques of data analysis. It is designed to equip students with skills and knowledge needed to undertake the research project competently*

Outcomes: *Ability to undertake qualitative and quantitative research for business decisions.*

Unit-I: Research Philosophy, Scientific Approach: Conceptual Foundations, Research Design: Types of Research, Research Process and Research Proposal

Unit-II: Experimental Research design: Formal and Informal, Variables, Measurement: Validity, Reliability & Scaling Techniques, Questionnaire and Scale Development

Unit-III: Sampling Techniques and Design, Determination of size of sample. Methods of Data Collection, Hypothesis Testing

Unit-IV: Data Analysis: Descriptive Statistics, Univariate & Bivariate Analysis, Multivariate Data Analysis (Hands on practice of SPSS/MS Excel software -fundamental level). Qualitative Methods, Research Report.

Suggested Readings

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

BBA/4/EC/17(B)

RETAIL MARKETING

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

***Objectives:** Understand how to create a shopping experience that builds customer loyalty. Merchandising: Learn how to receive, present and maintain merchandise. Human Resources: Learn how to identify, hire, retain and build **retail** talent*

***Learning Outcomes:** After studying this course, you should be able to: define retailing, understand what marketing means to business executives and academics*

Unit 1: Introduction, Meaning of Retailing, retailing activities, Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing formats, Retail marketing environment: understanding the retail environment, elements in retail marketing environment, other environmental issues, Indian vs. Global Scenario, trends in retailing

Unit 2: Theories of Retail Development & Business Models in Retail: Evolution of Retail Formats, Theories of Retail Development, Concept of Life Cycle in Retail, Business Models in Retail, Traditional Business Models in Indian Retail, Understanding the Retail Consumer: Need for studying Consumer Behavior, Factors Influencing the Retail Shopper, Customer Decision-Making Process, Retail Marketing Segmentation: importance of market segmentation in retail, target marketing efforts, criteria for effective segmentation, dimensions of segmentations, positioning decision, limitations of segmentations.

Unit 3: Retail Marketing strategies: Target market and Retail format, Strategy at different levels of Business, Building a sustainable competitive advantage, the strategic retail planning process, Retail models, retail EST model. Store Site Selection: Types of Retail Locations, Steps involved in choosing a Retail Location, Methods of Evaluating a Trading Area. Store Design and Visual Merchandising, Store operations and Profitability

Unit 4: Merchandise Management: Retail Marketing and Branding, Retail Management Information Systems, Basics of Retail Merchandising, Process of Merchandise Planning, Methods of Merchandise Procurement, Retail Pricing and Evaluating Merchandise Performance. Human Resource Management in Retail, International Retailing: Introduction, Stages of Retail Global Evolution, Reasons for going Global, Opportunities and benefits of going Global, Market entry methods. Electronic Retailing Or E-Tailing: Introduction of E-Tailing, Role of Technology in satisfying market demand, technology in retail marketing decisions, structure and developments in E-tailing, factors influencing E-Tailing, Advantages & Disadvantages of E-Tailing, future of electronic retailing.

Suggested Readings

1. Chetan Bajaj, Rajnish Tuli and Nidhi Varma Srivastava, Retail Management, 3rd Edition, Oxford University Press, New Delhi, 2016
2. David Gilberth, Retail Marketing Management, Second Edition, Pearson Education, New Delhi
3. Barry Barman, Joel R. Evans and Ritu Srivastava, —Retail Management: A Strategic Approach, Pearson Education, New Delhi
4. Prasant Chaudhary, —Retail Marketing in the Modern Age, Sage Publications India Ltd, New Delhi
5. Richard Hammond, —Smart Retail, 4th Edition, Pearson Education, New Delhi
6. Berman and Evans 1989, Retail Management: A Strategic Approach, Macmillan Publishing Company, New York, NY.

BBA/4/EC/17(C)
Credit (6)(5L+1T)

TOURISM AND HOSPITALITY MANAGEMENT

Max Mark 100 (Internal=25; Semester End =75)

***Objectives:** to provide training, skill development and education needed to prepare individuals for effective job.*

***Learning Outcomes:** Engage in critical analysis and creative thinking · Apply the basic principles of analytical thinking and problem solving when examining hospitality management*

Unit I: Introduction to Tourism & Hospitality, major concepts, issues, and theories, elements of the hospitality service industry and opportunities, tourism Product Development: marketing, sales, advertising,

Unit II: Fundamental concepts of management related to the tourism and hospitality industry, financial management and accounting, human resource issues, hotel and resort management, food and beverage management, and event management. Sustainability in Tourism and Hospitality: general overview of issues related to the sustainable planning and management of tourism and hospitality businesses.

Unit III: Planning, conservation of resources, monitoring and assessment, environmental audits, visitor management, and green building construction. Tourism & Community Development: economic development; social and cultural impacts; strategic planning; stakeholder theory; community participation; destination life cycles; marketing and promotion; and social conflict,

Unit IV: Introduction to Cultural Tourism: meaning, value, and potential tourism roles of

historical sites and monuments, festivals and other events, local and regional arts and artisans, archaeological and other cultural heritage sites, and museums and other educational institutions. Global Issues in Travel & Tourism, Festival & Event Planning and Management, Sustainable Hospitality Management, Trends and Innovation in Tourism & Hospitality.

Suggested Readings

1. Bulent I. Kastarlak, Brian Barber, Fundamentals of planning and developing tourism, Pearson new international edition, Harlow, Essex: Pearson
2. John R. Walke, Introduction to Hospitality, Harlow: Pearson education limited.
3. Metin Kozak & Nazmi Kozak, Tourism and Hospitality Management: Volume 12, Bingley, United Kingdom
4. Metti M.C, Hospitality and Tourism Management Systems, Anmol Publications Pvt Ltd
5. Atul Shrivastava, Modern Hospitality and Tourism Management, Anmol Publications Pvt. Ltd.

BBA/5/CC/18 INDUSTRIAL TRAINING PROJECT

Credit (6)

Max Mark 100 (Internal=25; Semester End =75)

At the end of the fourth semester, students have to undergo industrial training for 6-8 weeks in a business organisation. This training should help the student develop a perspective of wholesome management of business activities. This would enable students to appreciate the importance of different business activities and see how different business activities are interrelated. At the end training the student will have to submit a report on the organisation and that will be evaluated based on the written industrial training report and presentation of the report by a panel of examiners. The examiners will be appointed by the Director/Head of the respective institute. The panel will jointly award the students, marks out of a maximum of 75 marks which will consist of Final Viva-voce/Presentation (25%) and Industrial Training Report(50%).

BBA/5/CC/19 INTRODUCTORY OPERATIONS RESEARCH

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *This course will provide students with*

- 1) *The ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively;*
- 2) *The knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry;*
- 3) *The skills in the use of Operations Research approaches and computer tools in solving real problems in industry; mathematical models for analysis of real problems in Operations Research.*

Outcome:

Ability to develop mathematical skills to analyse and solve linear programming and network models arising from a wide range of applications.

Unit-I: Operations Research: Definition of operations research, models of operations research, scientific methodology of operations research, scope of operations research, importance of operations research in decision making, role of operations management, limitations of OR.

Unit-II: Linear Programming: Introduction –Mathematical formulation of problem–Graphical

solutions, standard forms the simplex method for maximization and minimization problems. Method application to management decisions. Transportation problem–Introduction– Initial basic feasible solution -NWC method –Least cost method–Vogel’s method–MODI–moving towards optimality –solution procedure without degeneracy

Unit-III: Assignment problem –Algorithm–Hungarian method –simple problems. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV: Network models. Network models for project analysis CPM; Network construction and time analysis; cost time trade off, PERT –problems.

Suggested Readings

1. Paneerselvam, R., Operations Research, Prentice Hall of India, New Delhi.
2. Taha, H., Operations Research: An Introduction, Prentice Hall of India, New Delhi.
3. Vohra, N. D., Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V. K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J. K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

BBA/5/EC/20(A)
Credit (6)(5L+1T)

INTERNATIONAL TRADE

Max Mark 100 (Internal=25; Semester End =75)

Objectives: The objectives of this course are: 1. Knowledge: Basic and broad knowledge in international business environment, strategies and management. ... Awareness of the global business environment and its impacts on businesses.

Learning Outcomes: Explain the Comparative Advantages Theory and the Supply and Demand Models on the basis of analyses of International Trade Theory

Unit-I: Introduction; Nature and importance of foreign trade – features of foreign trade – Difference between internal and international trade – Advantages and disadvantages of Foreign Trade – Foreign trade and economic development

Unit-II: Theories of Foreign Trade; Concept of Offer Curve - Classical theory - Adam Smith , Ricardo, Modern Theory – Heckscher – Ohlin theorem, Leontiff paradox, Lerner’s factor price equalization, terms of trade and gains from trade, Immiseration

Unit-III: Foreign Exchange; Defining foreign exchange and exchange rate – Components of foreign exchange reserve – different systems of exchange rate determination: gold standard (Mint Parity), PPP

Unit-IV: Floating exchange rate , Fixed and Flexible exchange rate -Demand and Supply of foreign exchange - Devaluation, revaluation , depreciation and appreciation

Suggested Readings

1. Agarwal, R., International Trade, Excel India, New Delhi.

2. Jaiswal, B., International Business, Himalaya Publishing House, Mumbai.
3. Hill, C.W., International Business, TataMcGrawHill 6thEd., New Delhi.
4. Kumar R. and Goel, International Business, UDH Publications, Delhi.
5. Cherunilam F., International Trade and Export Management, Himalaya Publishing House, Mumbai.
6. Varshney R. L., Bhattacharya B., International Marketing Management, Sultan Chand & Sons, Delhi.

BBA/5/EC/20(B)

ADVERTISING

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The objectives of this course are to develop the participants' basic analytical skills, conceptual abilities and substantive knowledge in the field of advertising management.*

Outcome: *Ability to research and evaluate a firm's marketing and promotional situation. Develop effective marketing communication strategies and programs.*

Unit I: Definition, Nature and evolution of advertising, function and role, criticism, social, economic and legal aspects of advertising.

Unit II: Place of advertising in Marketing Mix, Indian advertising industry, copy writing: different elements of a copy and layout.

Unit III: Advertising Budget: Objectives, preparation and methods of advertising budget; advertising agency: function, selection and compensation.

Unit IV: Advertising media: different types of media, function, merits and demerits of media, selection of media and its vehicles.

Suggested Readings:

1. Aaker, D., Advertising Management, 4th ed. Prentice Hall of India, New Delhi.
2. Jethwaney & Jain, Advertising Management, Oxford University Press, New Delhi
3. Rajeev, B., Advertising Management, Pearson Edition, New Delhi
4. Wells, W., Advertising- Principles & Practice, Pearson Edition, New Delhi
5. Chhunawalia, SA, Foundation of Advertising- Theory & Practice, Himalaya Publishing House, Mumbai.
6. Sengupta, S., Brand positioning, Strategies for Competitive Advantages, Tata McGraw Hill New Delhi,

BBA/5/EC/20(C)

BANKING & FINANCIAL INSTITUTIONS

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The course aims to help students to comprehend the basic principles of Banking and other financial institutions*

Learning Outcomes: *After completing this course under three year BBA programme with specialisation in Finance and banking*

Unit-I: Introduction to Banking – Meaning, Origin, Scope – Indian Banking System. Types of Banks- Role of banks in Indian economy– Types of Banks – Based on structure-Branch Banking, Unit Banking, Group Banking and Chain Banking, wholesale banking and Retail banking and Based on functions-commercial banks, development banks, cooperative banks, investment banks

etc..

Unit-II: Role and functions of commercial banks,-RBI and its role as a central bank of our country- Banking Regulation Act 1949- Credit control and CRR, SLR Concepts Development banks–IFCI, ICICI, NABARD, IDBI, SFC, HDFC, EXIM bank.

Unit-III: Negotiable instruments – meaning , Features, type-, crossing of cheques, Payment and collection of Cheques - duties and responsibilities of paying and collecting Banker - protection available to paying and collecting banker under NI - endorsements- modes of creating charge.

Unit- IV: Products / services offered by bank- non fund based facilities-Ancillary services - types of customers- minors - joint account holders - HUF - firms - companies - trusts - societies - Govt. and public bodies- KYC –AML – bank customer relationship. Recent developments in the Indian Banking System - Core Banking, Payment system and E- banking- ECS- Electronic Fund transfer- NEFT, RTGS- IMPS Technology in banking - Artificial intelligence – application of AI in banking- chat bots- Block chain & banking Challenges in banking – Crypto currency - Bit coins– effect of crypto currencies in the future of banking.

Suggested Readings

1. IIBF- Basics of Banking, Know your Banking-I
2. K.C.Shekhar and LekshmyShekar- Banking Theory and Practice- 19thEdition, Vikas Publishing House Pvt.Ltd, 2016
3. D. Muraleedharan – Modern Banking, Theory and Practice- PHI Publishers2016
4. N.k.Sinha- money, Banking and Finance, 3rd Edition, BSC Publishing House, 2016
5. IIBF- Banking Products and Services
6. Banking Systems, 2nd Edition, South-Western Cengage Learning.

Elective-V (Any one of the list)

BBA/5/EC/21(A)
Credit (6)(5L+1T)

SMALL BUSINESS MARKETING
Max Mark 100 (Internal=25; Semester End =75)

Objectives: Identify and examine your target market in order to create compelling brand differentiation and a relevant positioning. Develop useable strategies for direct, offline and online marketing. Learn how to engage and activate your customers through targeted communications and specific messaging.

Learning Outcomes:·Marketing Yourself · Marketing Your Company - Basics · Networking and Marketing To Your Local Community

Unit -1 Introduction to marketing mix; Environment for competition; Structural analysis of industries including small scale units; Generic competitive strategies with relation to small business units.

Unit II: Framework for competition analysis; Market signals; Competitive moves; Technology of competitive advantage; Strategy towards Buyers and Suppliers with relation to small business units.

Unit III: Strategic Groups within Industries; Competitive Strategy in Declining Industries; Competitive Strategies in Global Industries; Strategic analysis of Integration Capacity Expansion.

Unit IV: Strategies of Entering in to New Business; Portfolio techniques in competitor analysis; Techniques of conducting industry analysis.

Suggested Readings

1. Albert, Kenneth J., The Strategic Management Handbook. New York, McGraw Hill,
2. Allio, Robert J., The Practical Strategist; Business and Corporate Strategy in the 1990s. California, Ballinger.
3. Ansoff, H.I., Implanting Strategic Management. Englewood Cliffs. Prentice Hall Inc.
4. Harnel, Garry and Prahlad, C. K., Completing for the future. Boston, Harvard Business School Press
5. Hax, A. C. and Majlyf, N.S., Readings in Strategic Management, Cambridge, Ballinger
6. Porter, Michel E., Competitive Advantage. New York ,Free Press,
7. Stalk, George., Competing Against Time. New York, Free Press

BBA/5/EC/21(B) DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT **Credit (6)(5L+1T) Max Mark 100 (Internal=25; Semester End =75)**

Objectives: To understand how Logistics, Supply Chain, Operations, Channels of Distribution fit in to various types of Business viz., Manufacturing, Service and Project. 2.....To understand how Managers, take decisions – strategic, tactical and operations - and how they are taken in Warehouse Management functional area

Unit I: The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment. Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

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

Unit III: Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

Unit IV: Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

Suggested Readings

1. Ayers, J. B., Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., &Srivastava, S. K., Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., &Meindl, P. , Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. , The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., &Kouvelis, P., Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T., Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., &Pettersen, J. L., Purchasing and

- supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N., Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
 9. Shah, J., Supply chain management: Text and cases. New Delhi: Pearson Education.

BBA/5/EC/21(C)
Credit (6)(5L+1T)

WORKING CAPITAL MANAGEMENT
Max Mark 100 (Internal=25; Semester End =75)

Objective: *This course provides the student to acquaint with the understanding of business working capital management and efficient utilization of inventory, receivables and cash.*

Outcome: *After completion of this course students will understand the concept of working capital, components of working capital and different techniques of working capital management.*

Unit I: Nature and Scope of Working capital .The need for working capital. Types of Working Capital; Determinants of Working Capital, Estimating working capital needs. Working capital trends in India.

Unit II: Management of Cash-Facets of Cash Management .Cash Planning – cash forecasting and Budgeting. Managing the Cash flows- Determining Optimum Cash Balance. Management of Marketable Securities- Investment in Marketable Securities – Types of marketable Securities.

Unit III: Management of Inventory -Need to hold inventories; Objective of Inventory Management. Inventory Management Techniques. Selective inventory Control. Financial Manager's role in inventory Management. Management of Receivables - Goals of Credit Management. Aspects of Credit Policy- Credit terms, credit standards, Collection policy, Credit information. Collection procedures. Management of Trade Credit.

Unit IV: Sources of Working Capital – Forms of Bank credit. Non- Banking Finance. Various Committee reports on working capital finance. RBI policy and their implications on Working Capital Finance. Case Study.

Suggested Readings

1. Bhalla, V. K., Working Capital Management: Text and cases , Anmol, New Delhi
2. Pandey, I. M., Financial Management, Vikas Publishing House, New Delhi
3. Pandey, I. M., Elements of Financial Management, Vikas Publishing House. New Delhi
4. Schall and Haley, Introduction to Financial Management, MC Graw Hill, New Delhi
5. Jain, N., Working Capital Management, APH Publishing Corporation, New Delhi.

BBA/5/EC/21(D)
Credit (6)(5L+1T)

E-BUSINESS
Max Mark 100 (Internal=25; Semester End =75)

Course Objectives:

The course will help the students to understand digital and social media marketing practices. It will provide understanding of the concept of social media platforms and how to acquire and engage consumers online. It will provide insights on building organizational competency by way of digital marketing practices and cost considerations. It will help to develop an understanding of the latest digital practices for marketing and promotion.

Course Outcomes:

It will develop proficiency in interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team. It will enable them to develop various

online marketing strategies for various marketing mix measures. It will guide them to use various digital marketing channels for consumer acquisition and engagement. It will help in evaluating the productivity of digital marketing channels for business success.

Unit 1: Introduction to E-Commerce: Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, Electronic Commerce, Types of Electronic Commerce, Electronic Commerce Models, Challenges and Barriers in E-Commerce environment; Indian readiness for E-commerce, E- Transition challenges for Indian corporate. E-Business Framework: Definition of E-Business, Origin of E- Business, History of the Internet, E-Business Opportunities for Businesses, Working of E-Business, E- Business Vs the Traditional Business Mechanism, Advantages of E-Business, Disadvantages of E- Business, Main Goals of E-Business, Enabling Technologies, e-Business Infrastructure, e-Business Design, Capacity Planning, Performance Modeling, E business Models e-Business Architecture

Unit 2: Local Area Network (LAN), Ethernet: IEEE 802.3: Local Area Network (LAN) Protocols, Wide Area Network (WAN), The Internet, TCP/IP Reference Model, Domain Names, HTML: Elements, Tags and basic structure of HTML files, Basic and advanced text formatting. Multimedia components in HTML documents, designing of webpage: Document Layout, List, Tables, Hyperlink, Working with Frames, Forms and Controls,

Unit 3: Electronic Payment System: Digital Payment Requirements, Electronic Payment System, Types of Electronic Payment Systems, Concept of e-Money, Infrastructure Issues and Risks in EPS, Electronic Fund Transfer. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway– Security Standard for Electronic Payment System. Security Issues in E-business: Need and concepts, Electronic Commerce security environment, security threats in E-business environment, Basics of encryption and Decryption (Cryptography, Encryption, Digital Signature, Virtual Private Network).

Unit 4: E-Marketing: Challenges of Traditional Marketing, Retailing in E-Business Space, Internet Marketing, Advertisement and Display on the Internet, E-Business for Service Industry, SEO, SEM. E- commerce Applications: E-commerce applications in various industries, Emerging Trends in E-Commerce, Mobile Commerce; Economic, Technological and Social Considerations, Regulatory and Ethical considerations in E-Commerce

Suggested readings

1. Canzer, B. (2005). E-Business And Commerce Strategic Thinking And Practice (Indian Adaptation), New Delhi Biztantra.
2. Dave Chaffey (2013) E-Business and E-Commerce Management: Strategy, Implementation and Practice, Pearsons.
3. Elias M. Awad (3" Ed.,2007). Electronic Commerce - From Vision to Fulfillment, PHÍ Learning..
4. Joseph, P.T. and S.J. (4" Ed.,2012). E-Conimerce - An Indian Perspective, PHI Learning.
5. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2009): Electronic Commerce - A Managerial Perspective, 4th Edition, Pearson Education,
6. Bharat Bhaskar (4th Ed.,2013). Electronic Commerce- Framework, Technologies and Applications, Tata McGraw Hill.

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Course Objective: *This course is designed to integrate the knowledge gained by students in the functional area of management. The course aims to help students; to understand the concept of strategy and strategic management process; to develop skills in identifying, analysing, and solving real-life business problems through a variety of instructional procedures of case studies, assignments and class discussions.*

Course outcome: *The student shall have an understanding of analysing strategic macro environmental issues and industry factors, and identify their impact on profitability and strategic positioning. The student will gain how to identify strategic capabilities and gaps; assess and evaluate SBU strategies; and analyse and implement strategy at the single business unit level*

Unit I: Introduction & Concept of Strategy, Corporate Policy as a field of study, Nature, Importance, purpose and objective of business policy, Chief Executive job, roles and responsibilities of board of directors, An overview of strategic management – its nature and process, Formulation of strategy, Environment, Nature of company's environment, environment appraisal, identifying corporate competence & resource.

Unit II: Relating Corporate Strategy, Personal & an Ethical Values Industry structure, Reconciling divergent values, Modification of values, moral components of corporate strategy, review of management's concern for responsibility, choice of strategic alternatives for social action.

Unit III: Strategic Choice Corporate portfolio analysis, competitor & SWOT analysis, strategic choice, strategic plan, routes to competitive advantage.

Unit IV: Implementation of Strategy Structural implementation, organisational design and change, behavioural implementation, leadership, corporate culture, business ethics, corporate politics and use of power, functional implementation – financial, marketing, operations, personnel policies and their integration, strategic evaluation and change.

Suggested Readings

1. Kazmi, A., Business Policy and Strategic Management. Tata Mcgraw Hill, New Delhi.
2. Wheelen, T.L. and Hunger, J. D. , Strategic Management and Business Policy. Pearson Education, (LPE), New Delhi.
3. Fred, D., Strategic Management Concept & Cases, Prentice Hall of India, New Delhi
4. Shrinivasan, R., Strategic Management- Indian Context, Prentice Hall of India, New Delhi
5. Ansoff, H. I., Implanting Strategic Management, Prentice Hall, New Jersey.
6. Porter, M. E., The Competitive Advantage of Nations, Macmillan, New Delhi.
7. Thompson Jr., A. A., Strickland, A. J. and Gamble, J.E., Crafting and Executing Strategy, McGraw Hill, Irwin.

Elective-VI (Any one of the list)

BBA/6/EC/23(A)

RETAILING

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The objective of this course is to sensitize students to the various facets of retail management, its theories and to create an understanding of sales in retail and its various aspects like retailing, segmentation in retailing, location of retail store and retail marketing strategies.*

Outcomes: *The outcome of this paper, those participants will know the different aspects of retail*

like retailing, segmentation in retailing, location of retail store and retail marketing strategies.

Unit- I: Retail Management – An Introduction: Functions of Retailing, Types of Retailers, Retailing Strategies for emerging markets, Organised Retail formats in India, Challenges ahead for Retailing.

Unit- II: Changing Retail Environment Environmental Analysis, Retail Branding, Retail Selling, Relationship Marketing for Retailers, Type of Merchandise.

Unit- III: Retail Banking – An Introduction Open market conditions and role of Banks and Financial Institutions, Retail Banking –Concept and Importance. Retail Banking Products- Housing Loan, Conveyance Loan, Personal Loan, Educational Loan, Loan for Retail Traders, Plastic Money.

Unit- IV: e-Banking – An Overview Concept of ATMs and 24 hours Banking, Online Banking, Online banking and e-Banking, Banc assurance, SSI financing.

Suggested Readings

1. Madaan K V S, Fundamentals of Retailing, McGraw Hill India
2. Cox Roger, Retailing, Pearson Education Limited
3. Arif Sheikh, Retail Management, Himalaya Publishing House
4. S.K. Baral, Handbook of Retail Management, AITBS

BBA/6/EC/23(B)
Credit (6)(5L+1T)

TRAINING AND DEVELOPMENT

Max Mark 100 (Internal=25; Semester End =75)

Objective: *The main objective of this course is to help students to learn the needs and methods of human resource planning in an organization.*

Outcome: *Capable of develop, implement, and evaluate employee orientation, training, and development programs*

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

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

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

Unit IV: Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences.

Suggested Readings

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

Pearson.

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

BBA/6/EC/23(C)
Credit (6)(5L+1T)

PROJECT MANAGEMENT

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The main objective of the course is making the students realise the importance of project management. Project planning, analysis and the different network techniques of project management shall be highlighted in the course. Real project planning in India shall be studied as a case study.*

Outcomes: *After the course, the student will be able to demonstrate effective project execution and control techniques that result in successful projects. The student will also be able to conduct project closure activities and obtain formal project acceptance.*

Unit- I: Definition, Why project Management, The project Life-Cycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models, Project Portfolio Process, Project Proposals. The Project Manager, Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, Project Organization, The project as Part of the Functional Organization, Pure Project Organization, The Matrix organization, Choosing an Organizational form The Project Team.

Unit- II: Planning: Introduction, Meaning, Definition, Characteristic & objective period, Nature of Planning, Importance of planning, Advantages of planning, Steps in planning process, Methods of planning, Limitations of planning, Essentials of a good planning, obstacles in planning, Planning Premises and Classification of Planning Premises. Planning Forecasting : Introduction, Meaning, Definition, Characteristics, Process, Importance of forecasting, Areas of forecasting, Forecasting Techniques Types Methods, Advantages Initial Project Coordination: The Nature of Negotiation, Partnering, Chartering and change, Conflict and the project life cycle. Estimating Project Budgets, Improving the Process of Cost Estimation

Unit- III: Network Techniques: PERT and CPM, Critical Path Method- Crashing a Project, The Resource Allocation Problem Resource Loading, Resource Leveling, Constrained Resource Allocation The Planning-Monitoring-Controlling Cycle, Information Needs and the Reporting Process, Earned Value Analysis The Fundamental Purposes of Control, Three Types of Control Processes, Comments on the Design of Control Systems, Control as a Function of Management.

Unit- IV: Purposes of Evaluation- Goals of the System, The Project Audit, Construction and Use of the Audit Report, The Project Audit Life Cycle, Some Essential of an Audit/Evolution The Varieties of Project Termination, When to Terminate a Project, The Termination Process.

Suggested Readings

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.
3. Clifton, D. S. and David E., Project Feasibility Analysis, John Wiley, New York
4. Chaturvedi & Jauhari, Project Management, Himalaya Publishing, Mumbai.

5. Chandra, P., Project : Preparation ,Appraisal, Budgeting and Implementation, Tata McGraw Hill, New Delhi
6. Goyal, B.B., Project Management : A Development Perspective, Deep & Deep publishers, New Delhi
7. Desai, V., Entrepreneurship Development, Project formulation, Appraisal & Financing for Small Industry (3 Vols.), Himalaya Publications, New Delhi.

BBA/6/EC/23(D) INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The objective of this course is to equip students with the concept, importance and different techniques of estimating values of different types of assets.*

Outcome: *After completion of this course students will learn different techniques of asset valuation as well as the determinants of assets value. This knowledge will enable them to estimate value of different types of assets.*

Unit I: introduction to investment: investment and speculation, real and financial assets, factor of sound investment, investment decision process, direct and indirect investment

Unit II: Risk- return analysis in investment: concept of return, measurement of return: return relative, expected value return, measuring return over multiple periods. Concept of risk: source of risk, types of risk, systematic and unsystematic risk, risk aversion, measurement of risk: range, standard deviation, coefficient of variation. β as a measure of risk.

Unit III: Portfolio Management: Security analysis, Analysis and selection of portfolio, revision of portfolio, evaluation of portfolio. Return and risk in the context of portfolio, correlation coefficient and risk of a portfolio. Capital asset pricing model (CAPM), measures of portfolio performance: return per unit of risk, differential return, decomposition of excess return: fama's model, adjusted portfolio method (M-squared Method).

Unit IV: Beta (β) factor and risk analysis in capital budgeting, project β , SML and WACC, Asset β and equity β . Financial derivatives-Future and Forwards: derivatives introduction, characteristics, types of derivatives: commodity derivatives and financial derivatives, basic derivatives and complex derivatives, exchange traded and OTC derivatives. Participants in derivatives markets: Hedgers, speculators, arbitrageurs.

Suggested Readings

1. Rustagi, R.P; Investment analysis and portfolio management, 2 edition, Sultan Chand & Sons, New Delhi.
2. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
3. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
4. Singh, R: Security Analysis & Portfolio Management . Excel Books. New Delhi
5. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cengage India Pvt. Ltd.
6. John C. Hull, Futures and Options Markets, Pearson
7. Ranganatham & Madhumathi, Security analysis and portfolio management, Pearson

Elective-VII (Any one of the list)

BBA/6/EC/24(A)
Credit (6)(5L+1T)

CONSUMER BEHAVIOUR
Max Mark 100 (Internal=25; Semester End =75)

Unit I: Introduction to Consumer Behaviour, Models of Consumer Behaviour, Consumer Involvement and Decision Making

Unit II: Marketing ethics, bases for market segmentation, consumer motivation, measures of motives, consumer behaviour

Unit III: Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change;

Unit IV: Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence Diffusion of Innovation, Industrial Buying Behaviour.

Suggested Readings

1. Assael, H., Consumer Behaviour and Marketing Action. Ohio, South Western
2. Sheth, J .N., Customer Behavior – A Managerial Perspective, Thomson, Boston
3. Kumar, S. R., Conceptual Issues In Consumer Behavior Indian Context, Pearson, New Delhi
4. Mowen, J. C. Consumer Behaviour. MacMillan, New York
5. Schiffman, L. G. and Kanuk, L. L., Consumer Behaviour. Prentice Hall of India, New Delhi.

BBA/6/EC/24(B)
Credit (6)(5L+1T)

HRD: SYSTEMS AND STRATEGIES
Max Mark 100 (Internal=25; Semester End =75)

Unit I: Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

Unit II: HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs. HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD.

Unit III: HRD and diversity management; HRD Climate; HRD Audit. HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card. Integrating HRD with technology.

Unit IV: Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Suggested Readings

1. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.

2. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
3. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
4. Rao T.V.: Human Resource Development, Sage publication.
5. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
6. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
7. Haldar, U. K.: Human resource development, Oxford University Press India.
8. Rao, T.V.: Future of HRD, Macmillan Publishers India.

BBA/6/EC/24(C)
Credit (6)(5L+1T)

INDIAN FINANCIAL SYSTEM

Max Mark 100 (Internal=25; Semester End =75)

Unit- I: Financial System, structure of Financial System, Instruments of Financial System. Insurance, kinds of insurances, schemes and procedure under Insurance. Banking and functions of Banking. Meaning, importance of financial services, types of financial services, financial services and economic environment, players in financial services.

Unit- II: Merchant banking, functions & activities, Issues management: managing new issues, Equity issues – Rights issues, underwriting: functions, bankers to an issue, book building and reverse book building, debenture trustees, portfolio managers. An overview of role of SEBI

Unit- III: Role of Financial Institutions, Development banks and other banking institutions. SEBI

Unit- IV: Leasing and hire purchase, concepts and features, types of lease accounts Factoring & Forfeiting, Mutual funds - Structure of Mutual Funds- Types Mutual Funds– Advantages of mutual funds - Exchange Traded Funds, Credit rating. Stock broking, Consumer finance, Credit Cards.

Suggested Readings

1. Saunders, A., & Cornett, M.M., Financial Markets and Institutions, Tata McGraw Hill, New Delhi
2. Khan, M Y., Financial Services, McGraw Hill Higher Education, New Delhi
3. Kothsri, R., Financial Services in India: Concepts and Application, Sage Publications, New Delhi.
4. Goel, Sandeep. (2012). Financial Services. Prentice Hall of India, New Delhi
5. Gurusamy, S. (2010). Financial Services. Tata McGraw Hill, New Delhi
6. Khan, M.Y., Financial Services, Tata McGraw Hill, New Delhi
7. Machiraju, H.R, Merchant Banking Principles and Practice, New Age International, Delhi

BBA/6/EC/24(D)

NEW ENTERPRISE MANAGEMENT

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objective: *The main objective of the paper is to increase the understanding of the mechanics of management of new enterprises by entrepreneurs. It will help the students in creation of new enterprise, particularly the micro enterprises.*

Outcome:

After completing the course, the student should be able to appreciate diversity and multiculturalism and work effectively in multicultural teams integrate knowledge and expertise from different fields for decision making in companies and organization and for identifying, analysing and solving problems related to entrepreneurship and business development

Contents:

Unit I: Entrepreneurship and its role in economic development; Problems of industrialisation in developing countries- cases on India; Industrial policies of India; Regulation and control of industries in India.

Unit II: Mechanics of setting new enterprises- size, location, optimum units and its determinants; Sizes of industrial units in India; Theory of industrial location factors- determining the industrial locations.

Unit III: Regional distribution of industrial activities in India; Recent trends in the localization of industrial activity in India- Regional planning of industrial activity in India; Feasibility studies of industries- Technical, Marketing, and Financial.

Unit IV: Managerial problems of new enterprises- production, purchasing, financing labour and marketing problems; Facilities provided by different Institutions and Agencies in India; Financing facilities for new enterprises, marketing and other facilities.

Suggested Readings

1. Caticts A Dalley, Entrepreneurial Management Going All Out for Results, McGraw Hill, New York
2. Clelland D C and Winer , Motivating Economic Achievements, New York.
3. Drucker Peter, Innovation and Entrepreneurship, East- West Press Pvt Ltd.
4. Gupta C B and Srinivasan, Entrepreneurial Developments in India, New Delhi, S Chand & Co.
5. Holt David H, Entrepreneurship- New Venture Creation, Englewood Cliffs, New Jersey, PHI
6. Hisrich R D and Peters M P, Entrepreneurship: Starting Developing and Managing a New Enterprise, Chicago, Irwin Publication.

Elective-VIII (Any one of the list)

BBA/6/EC/25(A)

PERFORMANCE AND COMPENSATION MANAGEMENT

Credit (6)(5L+1T)

Max Mark 100 (Internal=25; Semester End =75)

Objectives: *Performance and compensation management course focuses on knowledge and skills required by management professionals for assessing the performance and rewards for the work.*

Outcomes: *Students learned the importance of performance and compensation and how it helps to motivate the employees.*

Unit I: Introduction: Concept, Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counseling.

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

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

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

Suggested Readings

1. Milkovich&Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. T.N.Chhabra&SavithaRastogi Compensation management, Sun India Publications.
4. Gary Dessler , Human Resource Management, Prentice Hall.
5. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
6. Bagchi, S. N.: Performance management, Cengage Learning India.
7. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
8. Robert B.: Performance management, McGraw-Hill Education India.

BBA/6/EC/25(B)
Credit (6)(5L+1T)

FINANCING OF SMALL BUSINESS
Max Mark 100 (Internal=25; Semester End =75)

Objective: *The main objective of the paper is to increase the understanding of the financial management and financing for the entrepreneurs.*

Outcomes: *Apply financial management concepts and techniques as they relate to both small business and individuals.*

Unit I: Introduction to financial management in small scale industries; financial needs of small scale industries; Types of capital requirements in the small business units. Planning of capital requirements.

Unit II: Cash management problems; Sources of finance for small business units in India indigenous bankers, public deposits, state finance corporations, Industrial cooperatives.

Unit III: Adequacy and appropriateness of funds from the banking and non-banking financial intermediaries; Financial assistance from state and central government agencies; Monetary policy of Reserve Bank of India for small business units.

Unit IV: Small Scale industries and financial allocation and utilization under the five year plan of India- critical analysis and comparisons. Strategy for future improvements.

Suggested Readings

1. Bhalla V K , Financial Management and Policy, New Delhi, Anmol Publications
2. Bhattacharya C D , Public Sector Enterprises in India, Allahabad, KitabMahal
3. Desai A N, Small Scale Industries and Entrepreneurship, Bombay, Himalaya Publishing House.
4. Schumacher, E F, Small is Beautiful, New Delhi, Rupa Publications
5. Vepa Ram N, How to Success in Small Industry, New Delhi, Vikas Publishing Company
6. Desai, A. N., Entrepreneur and Environment, HPH, New Delhi

BBA/6/EC/25(C)
Credit (6)(5L+1T)

MARKETING OF SERVICES
Max Mark 100 (Internal=25; Semester End =75)

Objectives: *The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.*

Outcome: *Students learned the importance of service and how dominance it is in the marketing spectrum. They know how to close the service gap in order to satisfy customer and even manage the service at the time of need.*

Unit I: Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Services Strategy.

Unit II: Consumer Behaviour in Services; Market Segmentation and Services Positioning; Service Demand Management, Designing and Managing Service Product.

Unit III: Service quality Management: Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence, Pricing of Services – Pricing Strategies Linked to Value Perceptions.

Unit IV: Service Distribution – Managing Physical Evidence – Internal Marketing. External Marketing: Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies.

Suggested Readings

1. Chowdhary N. & Chowdhary M. ; Textbook of Marketing of Services -The Indian Experience. Macmillan India Ltd., New Delhi.
2. Lovelock, C. ; Services Marketing: People, Technology & Strategy 5/e, Pearson Education, New Delhi.
3. Zeithaml, V. and Bitner, M. , Services Marketing, McGraw Hill, New York.
4. Shajahan, S.; Service Marketing Concepts- Practices & Cases, Himalaya Publishing House, Mumbai
5. Baron, Steve; Service Marketing, Palgrave Publication.
6. Baron S and Harris, K., Services Marketing: Text and Cases, 2/e, Palgrave. Melbourne
7. Rao, R.M., Services Marketing, 1/e, Pearson Education. New Delhi
8. Apte, G., Services Marketing, Oxford University Press, Kolkata
9. Bhattacharjee C., Services Marketing-Concepts, Planning and Implementation, Excel Books, New Delhi.

BBA/6/EC/25(D)
Credit (6)(5L+1T)

INSURANCE MANAGEMENT
Max Mark 100 (Internal=25; Semester End =75)

Objectives: *Insurance Management course focuses on knowledge and skills required by management professionals who plan to work for Indian and abroad.*

Outcomes: *Students learned the importance of insurance and how it helps to secure the future and avoid risk.*

Course Contents

Unit- I: Introduction to Insurance: Purpose and need of insurance; Insurance as a social security tool; Insurance and economic development. Fundamentals of Agency Law: Definition of an agent, Agents Regulations; Insurance Intermediaries; Agents, Compensation. Procedure for Becoming an Agent: Pre-requisite for obtaining a license; duration of license;

Unit- II: Cancellation of license; Revocation or suspension/ termination of agent appointment; code of conduct; unfair practices. Functions of the Agent: Proposal form and other forms for grant of cover, Financial and medical underwriting; Material information;

Unit- III: Nomination and assignment; Procedure regarding settlement of policy claims. Profile of Insurance Companies: Organizational set-up of the company; Promotion strategy;

Unit- IV: Market share; Important activities, Structure; Product; Actuarial profession; product Pricing actuarial aspects; Distributions channels. Principles of Life Insurance/Marine/Fire/Medical/ General Insurance. Contracts of various kinds; Insurable Interest.

Suggested Readings

1. Mishra, M.N., Insurance Principles and Practice; S. Chand and Co., New Delhi.
2. Insurance Regulatory Development Act, 1999.
3. Life Insurance Corporation Act, 1956.
4. Gupta, O.S., Life Insurance, Frank Brothers, New Delhi.
5. Vinayakam N. Radhaswamy and Vasudevan, S.V., Insurance-Principles and Practice, S.Chand and Co., New Delhi.
6. Mishra, M.N.; Life Insurance Corporation of India, Vols. I, II & III, Raj Books, Jaipur
