

**KLE Society's**  
**Lingaraj College, Belagavi**  
**(Autonomous)**

**Department of BBA**

**B.B.A.: I Semester**

**Business Awareness – I**

**Course Code – BBA108**

**(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04

Total Teaching hours : 60

Maximum Marks : 100 Marks

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO1. Develop an understanding about the current happenings in the field of business and economy.

CO2. Develop business and industry awareness related to the world and their surroundings.

CO3. Know about the brands present in India in major sectors.

CO4. Understand the brand history of iconic global brands and also their working styles.

CO5. Have an understanding of working of companies, handling of brand failures and success mantras.

CO6. Built insights into the management of big businesses.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Business News and Analysis</b> Major International, National News in Business and Economy during the period from 15 <sup>th</sup> July to 31 <sup>st</sup> October each year.	20 Hours
Unit II	<b>Brands in India</b> To know about Brands in India in the following Sectors: <ul style="list-style-type: none"><li>● Branded Clothing</li><li>● Automobiles</li><li>● Media</li></ul>	20 Hours



	<ul style="list-style-type: none"> <li>● Consumer Durables</li> <li>● FMCG</li> </ul>	
<b>Unit III</b>	<p><b>Iconic Global Brands</b></p> <p>Brand History, Major Milestones and Current Status of 10 Iconic Global Brands</p> <ul style="list-style-type: none"> <li>● Walt Disney</li> <li>● Coca – Cola</li> <li>● Nike</li> <li>● Google</li> <li>● Cadbury</li> <li>● McDonalds</li> <li>● Harley Davidson</li> <li>● Sony</li> <li>● Levi's</li> <li>● Gillette</li> </ul>	<b>20 Hours</b>

**Suggested Reading:**

- One major National and Economic daily
- [www.campaignindia.org](http://www.campaignindia.org),
- <http://presscouncil.nic.in>,
- <http://india.gov.in/>,
- [www.ibnlive.com](http://www.ibnlive.com),
- [www.afaqs.com](http://www.afaqs.com) ,
- [www.indiatimes.com](http://www.indiatimes.com)



### Internal Assessment Allotment

Tests	: 15 Marks
Quiz/Assignments	: 05 Marks
News/Brand Presentation	: 05 Marks
Group Discussion	: 05 Marks

### Blue Print for Question Paper

	2 Marks	5 Marks
Module 1 :	10	5
Module 2 :	5	3
Module 3 :	5	2

#### Part A

Answer any 15 out of 20

(15 X 2 = 30)

#### Part B

Answer any 8 out of 10

(8 X 5 = 40)



  
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**KLE Society's**  
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 Department of BBA  
**B.B.A.: I Semester**  
**Business Communication – I**  
**Course code – BBA105**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 60	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

- CO1 Identify and Use various forms of oral communication skills such as Speech, Presentation, Group Discussion, Interview and Corporate Communication
- CO2 Adapt to the speech structures and develop the speech outline.
- CO3 Deliver the Speech and Presentation to audience without any anxiety.
- CO4 Illustrate the techniques of Employment Communication such as Resume Writing, Cover Letter writing and Interview Techniques.
- CO5 Understand and Use the Internal and External Corporate Communication Channels in the Digital World.

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction</b> <ul style="list-style-type: none"> <li>• Meaning and Definition, Functions of Communication</li> <li>• Communication Networks, Communication Process</li> <li>• Miscommunication, Effectiveness in Managerial Communication</li> </ul>	4 Hours
Unit II	<b>Public Speaking and Group Discussion</b> <ul style="list-style-type: none"> <li>• <b>Public Speaking:-</b> Developing Courage and Self Confidence, Self Confidence Through Preparation, Outlines for Speech, Improving Memory, Essential Elements in Successful Speaking, Secrets of Good Delivery, Platform Presence and Personality, Starting a Speech, Ending a Speech, making the Meaning Clear, Interest the Audience, Improve your Vocabulary.</li> <li>• <b>Group Discussion:-</b> Introduction and Meaning of GD, Guidelines for GD, Role Function in GD, Types of GD, Role people play in GD, Critical success factors in a GD.</li> <li>• <b>Types of Speech:-</b> Extempore, Debate, Prepared Speech.</li> </ul>	12 Hours
Unit III	<b>Presentation Skills For Managers</b> <ul style="list-style-type: none"> <li>• <b>Preparing your content:-</b> Before you Start your Research, Starting your Research, managing your Information, Converting your Research</li> </ul>	12 Hours



	<p>into Outline, Writing your Script.</p> <ul style="list-style-type: none"> <li>• <b>Designing of Presentation:-</b> Converting the Content into Slide Preparation, The Three keys to setting up a great slide presentation- (Layout, Consistency, Color).</li> <li>• <b>Delivery of Presentation:-</b> Butterflies, Setting Up, First Impression, Delivery (Body language, Movement, language), Presentation Technicalities.</li> <li>• Handling questions and Other Delivery issues</li> </ul>	
<b>Unit IV</b>	<p><b>Job Interviews and Resumes</b></p> <ul style="list-style-type: none"> <li>• <b>Parts of Resume Writing:-</b> Section and Relevant Information, Tailoring the content of Resume for a job, Formatting your Resume (Layout and Distribution types), The Cover Letter (Importance, Details and Format)</li> <li>• <b>Job Interviews:</b> - Meaning of Job Interview, Types of Interview, General Preparation for an Interview, types of Interviewing Questions, and Important Non Verbal aspects of Interview.</li> </ul>	<b>12 Hours</b>
<b>Unit V</b>	<p><b>Employee Communication in Digital Age</b></p> <ul style="list-style-type: none"> <li>• Introduction and Meaning</li> <li>• Various Media for Internal Communication (SNS, Intranet, YouTube, Goggle hangouts, Skype and webcasts)</li> </ul>	<b>08 Hours</b>
<b>Unit VI</b>	<p><b>Corporate Communication Channel</b></p> <ul style="list-style-type: none"> <li>• Corporate Website</li> <li>• Facebook, Twitter, LinkedIn, YouTube Accounts</li> <li>• Corporate Blog</li> </ul>	<b>12 Hours</b>

**TEXT BOOKS:**

1. Business Communication - By Meenakshi Raman and Prakash Singh, OXFORD University Press
2. Presentation Skills For Managers - By Jennifer Rotondo and Mike Rotondo

**REFERENCE BOOKS:**

1. Business Communication - By P.D. Chaturvedi, Mukesh Chaturvedi, Pearson publication
2. How to Develop Self-Confidence And Influence People - by Dale Carnegie, Pocket Books Publication



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**Department of BBA**  
**B.B.A. : I Semester**  
**CORPORATE INDIA – I**  
**Course code – BBA101**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 60	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcome:**

**At the end of this course students will be able to -**

CO1 Know the life and times (failure and success stories) of Indian business legends whose out of the box ideas have turned out to be a game changing contribution.

CO2 Understand the personality traits and management styles of the first-generation entrepreneurs.

CO3 Know the journey of Indian Pioneering Companies.

CO4 Understand what made these Indian business organizations to make many India's firsts, and thus students will develop their opportunity recognition ability to start a venture.

CO5 Understand the business strategies of the major subsidiaries of the conglomerates that own successful global brands.

CO6 Get a sense of consciousness about how the business organizations can make a difference and huge impact to the society by learning about the corporate social responsibility and philanthropy.

CO7 Study the current issues faced and the achievements made, by the respective companies.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>INDIAN BUSINESS PERSONALITIES:</b> <ol style="list-style-type: none"> <li>1. Dhirubhai Ambani</li> <li>2. Verghese Kurien</li> <li>3. Karsanbhai Patel</li> <li>4. Kasturbhai Lalbhai</li> <li>5. JRD Tata</li> </ol>	<b>36 Hours</b>



	6. GD Birla 7. Walchand Hirachand 8. M.S.Oberoi 9. Brij Mohan Munjal 10. Ritu Kumar 11. Subhash Chandra 12. Sunil Mittal	
<b>Unit II</b>	<b>INDIAN COMPANIES :</b> 1. AMUL 2. NIRMA 3. DABUR 4. MRF 5. TAJ GROUP 6. TATA MOTORS 7. TITAN 8. ITC 9. BHARTI AIRTEL 10. ZEE 11. BAJAJ AUTO 12. HERO MOTOCORP	<b>24 Hours</b>

**TEXT BOOKS:**

1. Business Legends : By Gita Piramal, Penguin Books, India
2. Business Maharajas : By Gita Piramal, Penguin Books, India

**REFERENCE BOOKS:**

1. Beyond the Last Blue Mountain : By R.M. Lala, Penguin Books, India
2. Dare to Dream : By Bachi Karkaria, Penguin Books, India
3. Business Gurus Speak : By S.N. Chary, Macmillan India Ltd
4. Life & Times of Dhirubhai Ambani: Pentagon Paperbacks
5. Websites of the Companies



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**Department of BBA**  
**B.B.A. I Semester**  
**Financial Accounting**  
**Course code – BBA106**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 60

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to -**

CO1 To study the meaning and importance of the basic aspects of accounting & principle and practices to record business transactions.

CO2 To understand and study the actual process of recording business transactions in journals & posting them to Ledger.

CO3 Studying of special journals & to study the process of preparing BRS.

CO4 To study the importance of financial statements and to ascertain the financial results of company & interpretation there on.

CO5 To know about partnership accounts & to study about financial statements of joint stock companies

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	Introduction: Evolution of Accounting, Definition of Accounting, Scope and Functions of Accounting, Users of Accounting Information, Accounting Terms, Accounting Concepts, Accounting Conventions, Accounting Standards	6 Hrs.
Unit II	The Process of Accounting: Account Debit and Credit, The Journal, The Ledger and The Trial Balance	10 Hrs.
Unit III	Subsidiary Books: Purchase Book, Purchase Returns Book, SalesBook, Sales Returns Book (Only Theory), Cash Book, With Single Column,	10 Hrs.





	Double Column and Three Column (Problems only on Three columnar cash book). Bank Reconciliation Statement Depreciation- Fixed Percentage Method and Reducing Balance Method	
<b>Unit IV</b>	Final Accounts: Trading Account, Profit and Loss Account and Balance Sheet, With Adjustments.	<b>10 Hrs.</b>
<b>Unit V</b>	Introduction to Partnership Accounts: Partners' Accounts, Capital accounts – Fixed and Fluctuating method, Profit and Loss Appropriation Account	<b>8 Hrs.</b>
<b>Unit VI</b>	Company Accounts: Share Capital, Types of Shares, Methods of issuing Shares, Call- on Shares, Forfeiture of Shares, re-issue of Shares. Final accounts of companies.	<b>10 Hrs.</b>

**TEXT BOOKS:**

1. Accountancy By M.B.Kadacol-Renuka Prakashana
2. Accountancy By B.S.Raman United publishers, Mangalore

**REFERENCE BOOKS:**

1. Accounting For Management - M. N. Arora
2. Advanced Accountancy -Jain & Narang
3. Advanced Accountancy - S.N Maheshwari



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**Department of BBA**  
**B.B.A. : I Semester**  
**Introduction to Management**  
**Course code – BBA103**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 60

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to -**

CO1 Describe significance of Management and Managers in Business, the functions, roles and skills of Manager. Compare and contrast the various Management theories and approaches and understand the implication of these to today's world.

CO2 Understand and Apply the Decision-Making process, conditions, types and techniques.

CO3 Discuss the nature of Planning, types and process of Planning. Apply Planning Techniques to real life situations.

CO4 Describe key elements of organizational design, traditional and adaptive organizational designs and structures. Distinguish the concepts of authority and responsibility, centralization and decentralization, Chain of command and Span of control.

CO5 Compare, Understand and Apply early theories and contemporary theories of motivation. Describe and Display leadership styles appropriate to the situation. Describe and Apply effective Managerial Control.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Meaning – Manager, Management,</li> <li>• Management Functions, Managerial Roles, Management Skills, Levels of Management</li> <li>• Management History – How today's managers use               <ul style="list-style-type: none"> <li>○ Early Management Thought</li> <li>○ Classical Approach – Scientific Management, Administrative Theory, Bureaucracy</li> </ul> </li> </ul>	<b>10 Hours</b>



	<ul style="list-style-type: none"> <li>○ Behavioural Approach – Hawthorne Studies</li> <li>○ Quantitative Approach – Management Science – TQM</li> <li>○ Contemporary Approaches – Systems Approach, Contingency Approach</li> </ul>	
<b>Unit II</b>	<b>Decision Making</b> <ul style="list-style-type: none"> <li>● Decision Making Process</li> <li>● Managers Making Decisions</li> <li>● Types of Decisions and Decision-Making Conditions</li> <li>● Decision Making Styles</li> </ul>	<b>08 Hours</b>
<b>Unit III</b>	<b>Planning</b> <ul style="list-style-type: none"> <li>● Foundations of Planning – Meaning and Reasons <ul style="list-style-type: none"> <li>○ Goals and Plans</li> <li>○ Setting Goals and Developing plans</li> </ul> </li> <li>● Planning Tools and Techniques <ul style="list-style-type: none"> <li>○ Techniques for assessing the environment</li> <li>○ Techniques for allocating resources</li> <li>○ Contemporary planning techniques</li> </ul> </li> </ul>	<b>12 Hours</b>
<b>Unit IV</b>	<b>Organizing</b> <ul style="list-style-type: none"> <li>● Basic Organizational Design</li> <li>● Designing Organizational Structure</li> <li>● Contingency Factors affecting structural choice</li> <li>● Traditional Organizational Designs</li> <li>● Adaptive Organizational Designs <ul style="list-style-type: none"> <li>○ Contemporary Organizational Designs</li> <li>○ Organizing for Collaboration</li> <li>○ Flexible Work Arrangements</li> </ul> </li> </ul>	<b>15 Hours</b>
<b>Unit V</b>	<b>Directing &amp; Controlling</b> <ul style="list-style-type: none"> <li>● Motivating Employees <ul style="list-style-type: none"> <li>○ Meaning and Early Theories</li> <li>○ Contemporary Theories of Motivation</li> <li>○ Current Issues in Motivation</li> </ul> </li> <li>● Managers as Leaders <ul style="list-style-type: none"> <li>○ Who are Leaders and What is Leadership</li> <li>○ Early Theories of Leadership</li> <li>○ Leadership issues in the Twenty First Century</li> </ul> </li> <li>● Controlling- What is Controlling and Why it is important?</li> <li>● Control Process</li> <li>● Controlling for Organizational Performance</li> </ul>	<b>15 Hours</b>

**TEXT BOOKS:**

1. Management - By Stephen Robbins and Mary Coulter, Pearson Publication
2. Principles and Practice of Management - By L M Prasad, Himalaya Publications

**REFERENCE BOOKS:**

1. Essentials of Management - By Koontz O'Donnell, Tata McGraw Hill Publications
2. Principles of Management - By P C Tripathi and P N Reddy, Tata McGraw Hill



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Department of BBA  
B.B.A. : I Semester  
Personality Development and Life Skills – I  
Course code –BBA110  
(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
Total Teaching hours : 60

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to -**

CO1 Summarize the concept of Personality, Understand the self-analysis of strengths and weaknesses, opportunities and threats. Develop Personal Profile.

CO2 Set personal goals and implement them; Apply Time management techniques to their real life situations

CO3 Understand the different Personality Traits to inculcate by watching relevant movies.

CO4 Explain and Demonstrate the Personality Traits such as Drive, Passion, Integrity, Perseverance, etc. at relevant situations.

CO5 Understand and Apply life lessons learnt by studying relevant books.

CO6 Understand and Apply Stress Management and Crisis Management Techniques to their life

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<p><b>Introduction to Personality and working towards developing it</b></p> <ul style="list-style-type: none"> <li>● Definition and basics of personality.</li> <li>● SWOT Analysis - Analyzing strength and Weakness, Identifying Opportunities and Threats.</li> <li>● Personal profile: Meaning, constituents and Development of personal profile.</li> </ul>	12 Hours
Unit II	<p><b>Decision Making Goal setting and Time Management</b></p> <ul style="list-style-type: none"> <li>● <b>Goal Setting:</b> Techniques of Goal Setting, Setting Short term and Long term goals &amp; Regular review to attain goals</li> <li>● <b>Time Management:</b> Importance and benefits of time management, Tools in Time Management: Activity Log, To –</li> </ul>	08 Hours



	DO-List, Urgent Important Matrix, Prioritization, scheduling – Pickle jar theory and 80:20 principle	
<b>Unit III</b>	<b>Successful Personality Traits through Books</b> <ul style="list-style-type: none"> <li>● Who Moved my Cheese? By Dr Spencer Johnson</li> <li>● The Seven Habits Of Highly Effective People by Stephen Covey</li> <li>● Switch by Dan Heath and Chip Heath</li> <li>● Peaks and Valley by Spencer Johnson</li> <li>● One Minute Manager by Ken Blanchard</li> </ul>	<b>20 Hours</b>
<b>Unit IV</b>	<b>Successful Personality Traits through Movies</b> <ul style="list-style-type: none"> <li>● Pursuits of Happiness</li> <li>● The Ron Clark Story</li> <li>● Cast Away</li> <li>● Life is Beautiful</li> <li>● Forrest Gump</li> </ul>	<b>10 Hours</b>
<b>Unit V</b>	<ul style="list-style-type: none"> <li>● <b>Stress Management:</b> Causes of Stress, Positive and Negative Stress, Impact of stress, Stress Management Techniques</li> <li>● <b>Crisis Management:</b> Introduction and Meaning of Crisis and Crisis Management, Types of Crisis, How to deal with Crisis situation</li> </ul>	<b>10 Hours</b>

**Reference Books:**

1. Who Moved my Cheese? By Dr Spencer Johnson
2. The Seven Habits Of Highly Effective People by Stephen Covey
3. Switch by Dan Heath and Chip Heath
4. Peaks and Valley by Spencer Johnson
5. One Minute Manager by Ken Blanchard

**Movies:**

6. Pursuits of Happiness
7. The Ron Clark Story
8. Cast Away
9. Life is Beautiful
10. Forrest Gump



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**Department of BBA**  
**B.B.A. : II Semester**  
**Business Awareness – II**  
**Course Code – BBA208**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
Total Teaching hours : 60

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO1 Develop an understanding about the current happenings in the Field of Business and Economy.

CO2 Develop Business and Industry Awareness related to the world and their surroundings.

CO3 Know about the Brands present in India in Major Sectors chosen.

CO4 Understand the Brand History of Iconic Global Brands and also their working styles.

CO5 Have an understanding of working of companies, handling of brand failures and success mantras.

CO6 Built insights into the Management of Big Businesses.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Business News and Analysis</b> Major International, National News in Business and Economy during the period from 1 <sup>st</sup> January to 30 <sup>th</sup> March each year.	20 Hours
Unit II	<b>Brands in India</b> To know about Brands in India in the following Sectors: <ul style="list-style-type: none"><li>● Retailing</li><li>● Banking &amp; Insurance</li><li>● Hotel</li><li>● Airlines</li></ul>	20 Hours



	<ul style="list-style-type: none"> <li>● Cellular Services</li> <li>● Entertainment</li> </ul>	
<b>Unit III</b>	<p><b>Iconic Global Brands</b></p> <p>Brand History, Major Milestones and Current Status of 10 Iconic Global Brands</p> <ul style="list-style-type: none"> <li>● Apple</li> <li>● Pepsi</li> <li>● Adidas</li> <li>● Facebook</li> <li>● Microsoft</li> <li>● Mercedes</li> <li>● Starbucks</li> <li>● FedEx</li> <li>● Walmart</li> <li>● Amazon</li> </ul>	<b>20 Hours</b>

**Suggested Reading:**

- One major National and Economic daily
- [www.campaignindia.org](http://www.campaignindia.org), <http://india.gov.in/>, [www.rbi.org.in](http://www.rbi.org.in), <http://www.sebi.gov.in>, <http://www.irda.gov.in>, <http://www.trai.gov.in>, [www.ibnlive.com](http://www.ibnlive.com), [www.afaqs.com](http://www.afaqs.com) , [www.indiatimes.com](http://www.indiatimes.com)



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**Department of BBA**

**B.B.A.: II Semester**

**BUSINESS COMMUNICATION II**

**Course Code – BBA205**

**(w.e.f. 2016-19 and onwards)**

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 54	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO1 To distinguish among various levels of Organizational Communications and communication barriers while developing an understanding of Communication as a process in an organization.

CO2 To draft effective business correspondence with brevity and clarity. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

CO3 Identify key reference documents to help guide the structure and style of your report or proposal.

1. Describe the connection between proposals and reports
2. Plan and organize a report or proposal by clearly stating your purpose as the writer, assessing the reader's identity and needs, and formulating the main message of your document.
3. Develop an outline that arranges your main ideas in support of your purpose and main message;

CO4 Students will be able to make use of various new advanced technologies for making Business related Communication.

CO5 Students will be Effectively and efficiently run a meeting (executive, general, committee, one on one)

1. Take appropriate actions/complete needed tasks before, during, and after meetings

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Business Messages</b> Determining the Purpose of Your Message: Inform, Persuade &	<b>9 Hours</b>





	<p>Good Will</p> <ul style="list-style-type: none"> <li>● Routine and Positive Messages in the Workplace</li> <li>● Negative Messages in the Workplace</li> <li>● Persuasive Messages in the Workplace</li> </ul>	
<b>Unit II</b>	<p><b>Business Writing Skills</b></p> <ul style="list-style-type: none"> <li>● Seven C's of Effective Writing</li> <li>● Selecting the Best Words for Your Message</li> <li>● Using Nondiscriminatory Language in Business Communication</li> <li>● Using Active Verbs and Active Voice in Business Communication</li> <li>● Writing Effective Sentences for Business Communication</li> <li>● Crafting Strong and Coherent Paragraphs in Business Communication</li> <li>● Structuring and Organizing Your Message</li> <li>● Visual Design of Your Message: Consistency, Balance, Restraint &amp; Detail</li> <li>● How to Write a Letter of Recommendation</li> <li>● How to Write a Business Thank You Letter</li> </ul>	<b>9 Hours</b>
<b>Unit III</b>	<p><b>Business Reports and Proposals</b></p> <ul style="list-style-type: none"> <li>● Proofreading Your Message for Spelling, Grammar, Accuracy &amp; Clarity</li> <li>● Revising Your Message for Errors, Conciseness &amp; Readability</li> <li>● Informational and Analytical Reports: Definition and Uses</li> <li>● The Planning Processes for Informational and Analytical Reports</li> <li>● Executive Summaries in Business Reports and Proposals</li> <li>● Collaborative Wikis: Use, Advantages and Challenges</li> </ul>	<b>11 Hours</b>
<b>Unit IV</b>	<p><b>IT Enabled Communication</b></p> <p>Importance of Using Communication Technology</p> <ul style="list-style-type: none"> <li>● Using Electronic Channels of Communication</li> </ul>	<b>7 Hours</b>



	<ul style="list-style-type: none"> <li>● Writing Effective E-mails in the Workplace: Formality, Content, Language and Format</li> <li>● Search engine (Presentations)</li> </ul>	
<b>Unit V</b>	<p><b>Corporate Meetings</b></p> <ul style="list-style-type: none"> <li>● Guidelines for using instant and text messages in workplace</li> <li>● Elements of Successful Meetings <ul style="list-style-type: none"> <li>○ Types of Business Meetings – Formal and Informal Meetings</li> <li>○ Preparing, Conducting and Contributing to Productive Meetings</li> <li>○ Virtual Meetings (Conference Call, Video Conferencing)</li> <li>○ Technologies for group communication and collaboration</li> <li>○ Elements of Effective Communication in Workplace</li> </ul> </li> <li>● Leading Productive Meetings <ul style="list-style-type: none"> <li>○ Creating a Practical Meeting Agenda</li> <li>○ How to run a purposeful meeting</li> <li>○ Writing the Minutes of Meeting</li> <li>○ Audience Centered Communication</li> <li>○ Facilitation Techniques for Leading an Effective Meeting</li> <li>○ Using PowerPoint Effectively in Business Meetings</li> </ul> </li> <li>● Statutory Meetings as per Companies Act</li> <li>● Memo writing</li> <li>● Presentations</li> <li>● Practical (Lab)</li> </ul>	<b>18 Hours</b>

**TEXT BOOKS:**

1) Business Communication

By Rai and Rai, Himalaya Publications



2) Business Communication

By P.D. Chaturvedi, Mukesh Chaturvedi, Pearson publication

**REFERENCE BOOKS:**

3) Business Communication

By Meenakshi Raman and Prakash Singh, OXFORD University Press



  
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**Department of BBA**  
**B.B.A. :II Semester**  
**CORPORATE INDIA – II**  
**Course Code – BBA201**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
Total Teaching hours : 60

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to -**

- CO1 Know the life and times (failure and success stories) of Indian business legends whose out of the box ideas have turned out to be the game changing contributions.
- CO2 Understand the personality traits and management styles of the second-generation entrepreneurs. Compare and contrast these with the first-generation entrepreneurs.
- CO3 Know the journey/milestones of Indian Pioneering Companies.
- CO4 How the business organizations have adapted themselves for the changing business environment.
- CO5 Get a sense of consciousness about how the business organizations can make a difference and huge impact to the society by learning about the corporate social responsibility and philanthropy.
- CO6 Study the current issues faced by and the achievements made by the respective companies.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>INDIAN BUSINESS LEADERS</b> 1. Mukesh Ambani 2. Ratan Tata 3. Kishore Biyani 4. Kiran Mazumdar Shaw 5. Azim Premji	<b>36 Hours</b>



	6. K.V.Kamath 7. Indira Nooyi 8. Anand Mahindra 9. N.R. Narayan Murthy 10. Shehnaz Hussain. 11. Ekta Kapoor 12. Ronnie Screwvala.	
<b>Unit II</b>	<b>INDIAN PIONEERING COMPANIES</b>  13. RAYMONDS 14. PARLE 15. TOI 16. TVS 17. BOMBAY DYING 18. SBI 19. ICICI 20. MARUTI 21. L&T 22. BRITANNIA 23. WIPRO 24. GODREJ & BOYCE	<b>24 Hours</b>

**TEXT BOOKS:**

1. Business Gurus Speak: By S.N. Chary, Macmillan India Ltd
2. Life & Times of N.R. Narayan Murthy: Pentagon Paperbacks

**REFERENCE BOOKS:**

3. Life & Times of Azim Premji: Pentagon Paperbacks
4. Life & Times of Ratan Tata: Pentagon Paperbacks
5. It happened in India: By Kishore Biyani
6. Websitesofthe Companies



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**Department of BBA**  
**B.B.A. : II Semester**  
**Managerial Economics**  
**Course Code – BBA206**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 60

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to -**

CO1 Understand the roles of managers in firms

CO2 Understand the internal and external decisions to be made by managers - Apply the concepts of price, cross and income elasticity.

CO3 Analyze the demand and supply conditions and assess the position of a company

CO4 Understanding and estimating production function. Compare and contrast four basic market types. Meaning and price-output decisions of perfectly competitive firm, both in short and long-run.

CO5 Understanding cost function and the difference between short-run and long-run cost

CO6 To understand different types of profits and Managerial Analysis of breakeven analysis & its implications on the business.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction to Managerial Economics &amp; Demand Analysis:</b> Meaning, Chief characteristics, Scope and Role of a Managerial economist. Demand- Meaning, Determinants of Demand. Law of Demand and Exceptions to law of Demand.	8 Hours
Unit II	<b>Elasticity of Demand and Demand Forecasting :</b> Price Elasticity – Meaning, Types, Measurement of Price Elasticity of Demand, and Determinants of Price Elasticity Demand. Income Elasticity – Meaning and Types. Cross Elasticity of Demand. Objectives and Methods of Demand Forecasting <b>Case Analysis</b>	8 Hours



<b>Unit III</b>	<b>Supply and Production decisions:</b> Supply - Law of supply, Elasticity of Supply and Determinants of Supply. Economies of Scale – Internal and External Economies of scale, Diseconomies of scale - The concept of learning curve	<b>10 Hours</b>
<b>Unit IV</b>	<b>Cost of Production and Managerial Decisions:</b> Types of Costs, Short run and Long run Cost curves, Revenue curves. Average Revenue & Marginal Revenue Analysis.	<b>10 Hours</b>
<b>Unit V</b>	<b>Pricing:</b> Perfect Competition - Features and Price determination, Monopoly – Meaning – Features - Price determination and Price Discrimination. Monopolistic Competition – Meaning, Features and Price Determination. Oligopoly – Meaning, Features Pricing practices and strategies Cost oriented Pricing- Cost plus Pricing, Marginal Cost pricing, Rate of return pricing. Competition oriented Pricing - Loss leaders, price leadership, Customary. Pricing, Imitative Pricing	<b>14 Hours</b>
<b>Unit VI</b>	<b>Profit:</b> Meaning and Nature of Profit. Accounting Profit and Economic Profit Break even Analysis – Meaning, BEP, Break even chart, Methods of determining BEP and Problems. Managerial uses of Break even Analysis	<b>10 Hours</b>

**TEXT BOOKS:**

**1. Managerial Economics**

- By A.B.N. Kulkarni & A.B. Kalkundrikar, R. Chand & Co

**REFERENCE BOOKS:**

1. Managerial Economics – Analysis, Problems and Cases

By P.L. Mehta, Sultan Chand & Sons

2. Managerial Economics

By R.L. Varshney & K.L. Maheshwari, Sultan Chand & Sons



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**Department of BBA**  
**B.B.A. : II Semester**  
**Organizational Behaviour**  
**Course Code – BBA202**  
**(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 60

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

CO1 Summarize the concept of Definition, Scope, Contributing disciplines to the field of OB.

CO2 Understand Components of Individual Behaviour.

CO3 Understand the concept and application of Motivation, Rewarding employees and Employee Recognition programs.

CO4 Explain and Demonstrate Components of Group Behaviour.

CO5 Understand and Apply Organisational Designs and Employee Behaviour.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction and Foundations of Individual Behaviour</b> <ul style="list-style-type: none"> <li>• Definition, Scope, Contributing disciplines to the field of OB</li> <li>• Challenges of OB in the new millennium</li> <li>• Diversity of Workforce, Ability, Biographical Characteristics and Learning</li> </ul>	6 Hours
Unit II	<b>Components of Individual Behaviour</b> <ul style="list-style-type: none"> <li>• Attitudes – Meaning and Components of Attitudes</li> <li>• Job Satisfaction – Meaning, Measuring Job Satisfaction and its effect on Employee performance</li> <li>• Personality – Meaning, personality determinants,</li> <li>• Measuring personality through Myer – Briggs type indicator and Big 5 Model, Personality traits and major personality</li> <li>• Traits Influencing OB (Locus of Control, Machiavellianism, Self Monitoring, Type A and Type B personality etc)</li> </ul>	20 Hours





	<ul style="list-style-type: none"> <li>• Values – Meaning and types of values, Hofstede Framework of Values</li> <li>• Basic Emotions and Moods: Positive and Negative Affect</li> <li>• The Function of Emotions</li> <li>• Sources of Emotions and Moods</li> <li>• Perception- Meaning, Factors influencing Perception,</li> <li>• Person perception, relationship between perception and Decision making.</li> <li>• How should decisions be made? And how are decisions made?</li> </ul>	
<b>Unit III</b>	<b>Applications of Motivation</b> <ul style="list-style-type: none"> <li>• Motivation by change in work environment,</li> <li>• Employee Involvement Programmes</li> <li>• Rewarding employees</li> <li>• Employee Recognition programs</li> </ul>	<b>6 Hours</b>
<b>Unit IV</b>	<b>Components of Group Behaviour</b> <ul style="list-style-type: none"> <li>• Meaning and Classifying Groups</li> <li>• Group Development (Five stage and Punctuated Equilibrium model)</li> <li>• Group Properties and Group Decision Making</li> <li>• Difference between Groups and Teams</li> <li>• Types of teams</li> <li>• Creating effective teams, Turning Individuals into team players</li> <li>• Power – meaning, bases, power tactics</li> <li>• Organisational Politics – Causes and Consequences</li> <li>• Conflict – Meaning, Thought and Conflict Process</li> <li>• Negotiation – Meaning, Types and Negotiation Process</li> </ul>	<b>20 Hours</b>
<b>Unit V</b>	<b>Organisational Culture</b> <ul style="list-style-type: none"> <li>• Organisational Designs and Employee Behaviour</li> <li>• Organisational Culture - Meaning, definition</li> <li>• What do Cultures do?</li> <li>• Creating and sustaining culture</li> <li>• How do employees learn organizational culture</li> </ul>	<b>8 Hours</b>



**Suggested Reading:**

- 1) Organization Behaviour  
By Stephen Robbins and Timothy Judge, Prentice Hall of India
- 2) Organization Behaviour By Ashwathappa, Himalaya Publications

**Reference Book:**

- 1) Organization Behaviour By Fred Luthans



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Department of BBA  
B.B.A. : II Semester  
Quantitative Techniques  
Course Code – BBA203  
(w.e.f. 2016-17 and onwards)**

Teaching hours per week : 04  
Total Teaching hours : 54

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO1 Understand relevance & need of quantitative methods for making business decisions
- CO2 Be able to read and interpret statistical information
- CO3 Understand data and draw inference from data
- CO4 Solve a range of problems using the techniques covered
- CO5 Discuss critically the uses and limitations of statistical analysis

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<p><b>Data Collection</b> Introduction to Statistics, Scope of Statistics in Business and Industry.</p> <ul style="list-style-type: none"> <li>• Primary Data – Meaning, Comparison to Secondary Data and Data Collection Methods.</li> <li>• Sampling – Meaning and comparison with census.</li> <li>• Questionnaire Design – Meaning, Characteristics of good Questionnaire and Drafting of simple Questionnaire.</li> <li>• Secondary Data – Sources</li> </ul>	<b>08 Hours</b>
<b>Unit II</b>	<p><b>Classification, Tabulation and Presentation</b> Classification – Meaning, Types, Terms in classification.</p> <ul style="list-style-type: none"> <li>• (Variable, Discrete, Continuous, Frequency, Class Interval Class Size, • Lower limit, Upper limit, Inclusive and Exclusive Classes and Correction Factor)</li> <li>• Tabulation – Parts of a Table, Drawing Blank Tables and Problems</li> </ul>	<b>10 Hours</b>



	<p>on Tabulation.</p> <ul style="list-style-type: none"> <li>• Diagrammatic and Graphic Representation:</li> <li>• Meaning, Benefits of Diagrams and Graphs, Histogram, Bar Diagram, Frequency Polygon, Frequency Curve, Cumulative Frequency Curve/Ogive (Both “Less than”, “More than”) and Problems on Histogram, Bar Diagram and Ogives.</li> </ul>	
<b>Unit III</b>	<p><b>Measures of Central Tendency</b></p> <p>Meaning &amp; Characteristics of an ideal measure of Central tendency.</p> <ul style="list-style-type: none"> <li>• Mean: Meaning, Calculation of mean for ungrouped, discrete and Continuous data. Combined mean, Weighted mean. Merits and Demerits.</li> <li>• Median: Meaning, Calculation of median for ungrouped, discrete and continuous data. Determination of median graphically. Merits &amp; Demerits.</li> <li>• Partition Values (Quartiles, Deciles and Percentiles): Meaning, Calculation of median for ungrouped, discrete and continuous data.</li> <li>• Mode: Meaning, Calculation of mode for ungrouped, discrete and continuous data. Determination of mode graphically. Merits &amp; Demerits.</li> </ul>	<b>12 Hours</b>
<b>Unit IV</b>	<p><b>Measures of Dispersion and Skewness</b></p> <ul style="list-style-type: none"> <li>• Range and Quartile deviation: Meaning, Calculation, Merits &amp; Demerits.</li> <li>• Mean Deviation: Meaning, Calculation, Merits &amp; Demerits.</li> <li>• Standard Deviation: Meaning, Calculations, Merits &amp; Demerits.</li> <li>• CV (Coefficient of Variation): Meaning, Calculation and relation to consistency.</li> <li>• Skewness: Meaning, Measures (Absolute and relative) of Skewness. Karl Pearson’s and Bowley’s Coefficient of Skewness.</li> </ul>	<b>12 Hours</b>
<b>Unit V</b>	<p><b>Index Numbers</b></p> <p>Meaning, Uses and Steps involved in constructing an Index Number.</p> <ul style="list-style-type: none"> <li>• Cost of Living / Consumer Price Index Number: Meaning, Uses and</li> </ul>	<b>06 Hours</b>



	steps involved in construction. Problems. • Types of Index Numbers: Price, Quantity and Value Index Numbers. • Laspeyre's, Paasche's and Fisher's Index Numbers. Problems.	
<b>Unit VI</b>	<b>Time Series Analysis</b> Meaning, Different Components, Determination of trend by different Methods: Graphical, Moving Average and Least square methods. Problems, Merits & Demerits	<b>06 Hours</b>

**Suggested Reading:**

1) Business Statistics

By S.C. Gupta and Indra Gupta, Himalaya Publishing House.

**Internal assessment allotment**

Tests : 15 Marks

Assignments : 15 Marks

**Blue Print of Question Paper**

	2 Marks	5 Marks
Module I	3	1
Module II	4	1
Module III	4	3
Module IV	3	3
Module V	3	1
Module VI	3	1

**Part A**

Answer any 15 out of 20 (15X 2 = 30)

**Part B**

Answer any 8 out of 10 (8 X 5 = 40)



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**Department of BBA**

**B.B.A. : III Semester**

**General Awareness – III**

**Course code – BBA308**

**(w.e.f. 2014-15 and onwards)**

Teaching hours per week : 04

Maximum Marks : 100 Marks

Total Teaching hours : 55

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO1 Develop an understanding about the current happenings in the Field of Business and Economy.

CO2 Develop Business and Industry Awareness related to the world and their surroundings.

CO3 Know about the Brands present in India in Major Sectors chosen.

CO4 Understand the Brand History of Iconic Global Brands and also their working styles.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Daily News and Analysis</b> Major International, National news in Business and Economy during the period from 15 <sup>th</sup> July to 30 <sup>th</sup> October 2013.	<b>25 Hours</b>
Unit II	<b>Industry Analysis</b> Industry Analysis using Porter's Model	<b>10 Hours</b>
Unit III	<b>Iconic Global Brands</b> Brand history of 25 Iconic Global Brands	<b>20 Hours</b>

**Suggested Reading:**

- One major National and Economic daily
- [www.campaignindia.org](http://www.campaignindia.org),



- <http://presscouncil.nic.in>,
- <http://india.gov.in/>,
- [www.ibnlive.com](http://www.ibnlive.com),
- [www.afaqs.com](http://www.afaqs.com) ,
- [www.indiatimes.com](http://www.indiatimes.com)
- [www.campaignindia.org](http://www.campaignindia.org),
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com](http://www.nseindia.com),
- <http://www.economywatch.com>,
- <http://india.gov.in/>

**Blue print for question paper**

	<b>2 marks.</b>	<b>5 marks</b>
Module I	5	3
Module II	5	2
Module III	5	3
Module IV	5	2

**Section A**

Answer any 15 questions out of 20. Each carries 2 marks.

**Section B**

Answer any 8 questions out of 10. Each carries 5 marks



  
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**Department of BBA : III Semester**  
**Financial Management – I**  
**Course code – BBA302**  
**(w.e.f. 2014-15 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 54

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

**Course Outcome:**

**At the end of this course students will be able to:**

CO 1: Explain time value, risk, and return concepts, loan amortization & Rule of 72.

CO 2: Interpret the Capital budgeting techniques & demonstrate application of NPV, IRR, AAR, PI etc

CO 3: Apply techniques for estimating the cost of capital and understand sources of finance for long term and short term.

CO 4: Understand & interpret capital structure & firm value.

CO 5: Understand dividend policy, financial leverage & its impact on firm.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction to Financial Management</b> <ul style="list-style-type: none"> <li>▪ Introduction and Scope of Financial Management</li> <li>▪ Objectives of Financial Management</li> <li>▪ Time Value of Money – Meaning, Rationale, Future Value &amp; Present Value</li> <li>▪ Relationship between Risk &amp; Return</li> <li>▪ Loan Amortization &amp; Rule of 72</li> </ul>	10 Hours
Unit II	<b>Basics of Capital budgeting</b> <ul style="list-style-type: none"> <li>▪ Capital Budgeting Process</li> <li>▪ Costs and Benefits – Basic Principles and Illustrations</li> <li>▪ Net present Value (NPV), Benefit - Cost Ratio, Internal Rate of Return (IRR), Pay Back Period and Accounting Rate of Return (ARR)</li> </ul>	14 Hours
Unit III	<b>Cost of Capital</b> <ul style="list-style-type: none"> <li>▪ Basic Concepts</li> <li>▪ Determination of the Component Costs – cost of Debt, cost of Preference Capital, Cost of Equity and Retained Earnings</li> <li>▪ Determination of Proportions and Weighted Average Cost of</li> </ul>	12 Hours





Capital		
<b>Unit IV</b>	<b>Capital Structure &amp; Dividend Policy</b> <ul style="list-style-type: none"> <li>▪ Assumptions and Definitions</li> <li>▪ Taxation and Capital Structure</li> <li>▪ EBIT and EPS Analysis</li> <li>▪ Determinants of Dividend</li> <li>▪ Dividend policy: Payout Ratio, Stability and Dividend Tax</li> </ul>	<b>10 Hours</b>
<b>Unit V</b>	<b>Leverages</b> <ul style="list-style-type: none"> <li>▪ Operating Leverage</li> <li>▪ Financial Leverage</li> <li>▪ Combined Leverage</li> </ul>	<b>08 Hours</b>

**TEXT BOOKS:**

1. Fundamentals of Financial Management – Khan and Jain
2. Fundamentals of Financial Management – Prasanna Chandra

**REFERENCE BOOKS:**

1. Chandra, Prasanna, (2011), "Financial Management Theory and Practice", 8th Edition, TMH, New Delhi.
2. Vanhorne, J, (2015), "Financial Management & Policy", 13th Edition, Pearson Education, Delhi.
3. Brealey and Myers, (2017), "Principles of Corporate Finance", 10th Edition, McGraw Hill India
4. Pandey, I.M, (2015), "Financial Management", 11th Edition, Vikas Publication, New Delhi

**INTERNAL MARKS**

<b>Tests</b>	<b>: 10</b>
<b>Assignments</b>	<b>: 10</b>
<b>Surprise Tests &amp; Quiz</b>	<b>: 10</b>

**Blue print of Question paper**

	<b>A</b>	<b>B</b>
	<b>2 Marks</b>	<b>5 marks</b>
Module I:	5	2
Module II:	4	3
Module III:	3	2
Module IV:	5	2
Module V:	3	1



**Section A:** Answer any 15 questions out of 20 questions. Each question carries 2 marks.

**(15 X 2 = 30)**

**Section B:** Answer any 8 questions out of 10 questions. Each question carries 5 marks.

**(8 X 5 = 40)**



  
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**Department of Bachelor of Business Administration**  
**B.B.A.: III Semester**  
**Human Resource Management – I**  
**Course code – BBA303**  
**(w.e.f. 2013-16 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 60

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

- CO1 Understand and Explain the basic concepts, functions and processes of human resource management and its relevance in organizations.
- CO2 Understand the roles, functions and functioning of human resource department of the organizations and to develop necessary skill set for application of various HR issues.
- CO3 Design and formulate various HRM processes such as Job Analysis, Recruitment and Selection, Training and Development, Performance Appraisals and Reward Systems and Compensation Plans.
- CO4 Analyze the strategic issues and strategies required to select and develop manpower resources.
- CO5 To integrate the knowledge of HR concepts to take correct business decisions

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Introduction</b> <ul style="list-style-type: none"> <li>• Meaning of HRM, Line and Staff aspects of HRM</li> <li>• Human Resource Planning</li> <li>• Functions of HR Manager</li> </ul>	<b>04 Hours</b>
<b>Unit II</b>	<b>Recruitment and Placement</b> <ul style="list-style-type: none"> <li>• Job Analysis – Uses and Steps in Job Analysis</li> <li>• Methods of Collecting Job Analysis Information</li> <li>• Writing Job Descriptions &amp; Writing Job Specifications</li> <li>• Recruitment – Meaning and Sources</li> <li>• Selection – Meaning and Steps</li> </ul>	<b>18 Hours</b>



	<ul style="list-style-type: none"> <li>• Types of Tests &amp; Work Sampling and Simulations</li> <li>• Background Investigations and Reference Checks</li> <li>• Types of Interviews</li> <li>• Designing and Conducting the effective interview</li> </ul>	
<b>Unit III</b>	<b>Training and Development</b> <ul style="list-style-type: none"> <li>• Orientation and Induction of New employees</li> <li>• The Training Process</li> <li>• Training Methods</li> <li>• Management Development – Meaning and On the Job and Off the job Training Methods</li> <li>• Evaluating the Training effort</li> </ul>	<b>12 Hours</b>
<b>Unit IV</b>	<b>Performance Appraisal</b> <ul style="list-style-type: none"> <li>• Performance Appraisal and performance Management</li> <li>• Performance Appraisal Methods</li> <li>• The Appraisal Interview</li> </ul>	<b>10 Hours</b>
<b>Unit V</b>	<b>Compensation</b> <ul style="list-style-type: none"> <li>• Meaning and Components</li> <li>• Establishing Salary Rates – Process</li> <li>• Pricing Managerial and Professional Jobs</li> <li>• Competency - Based Pay</li> <li>• Individual Employee Incentive and Recognition Programs</li> <li>• Incentives for Salespeople</li> <li>• Team/Group Variable Pay Incentive Plans</li> <li>• Organisational Variable Pay Plans</li> <li>• Incentives for Managers and Executives</li> <li>• Designing and Executing Effective Incentive programs</li> <li>• Benefits and services – Pay for time Not Worked, Insurance Benefits, Retirement Benefits, Personal Services and Family – Friendly benefits</li> <li>• Flexible Benefit Programs</li> </ul>	<b>16 Hours</b>

**TEXT BOOKS:**

1. Dessler, G.&VarkkeyB.(2016) Human Resource Management, 14th Ed, Pearson Education
2. Aswathappa K. (2008) Human Resource and Personnel Management,5th Ed, Tata McGraw Hill Publishing Co. Ltd

**REFERENCE BOOKS:**

1. A Handbook of Human Resource Management Practice – Michael Armstrong
2. Personnel and Human Resource Management, Text and Cases – Dr P. Subba Rao



## INTERNAL MARKS

Tests	: 10
Field Work & Presentation	: 15
Role Play	: 05
Total Internal Marks	: 30

### Blue print of Question paper

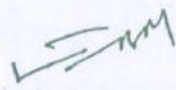
	A	B
	2 Marks	5 marks
Module I:	2	-
Module II:	5	3
Module III:	4	2
Module IV:	4	2
Module V:	5	3

**Section A:** Answer any 15 questions out of 20 questions. Each question carries 2 marks. (15 X 2 = 30)

**Section B:** Answer any 8 questions out of 10 questions. Each question carries 5 marks. (8 X 5 = 40)

NOTE: All the questions in Section B will be application based questions. Theory questions will not be asked.



  
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**Department of BBA**

**B.B.A. : III Semester**

**Personality Development and Life Skills – I**

**Course code – BBA310**

**(w.e.f. 2014-15 and onwards)**

Teaching hours per week : 04

Total Teaching hours : 60

Maximum Marks : 100 Marks

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

CO1 Summarize the concept of Personality, Understand the self-analysis of strengths and weaknesses, opportunities and threats. Develop Personal Profile.

CO2 Set personal goals and implement them; Apply Time management techniques to their real life situations

CO3 Understand the different Personality Traits to inculcate by watching relevant movies.

CO4 Explain and Demonstrate the Personality Traits such as Drive, Passion, Integrity, Perseverance, etc.at relevant situations.

CO5 Understand and Apply life lessons learnt by studying relevant books.

CO6 Understand and Apply Stress Management and Crisis Management Techniques to their life

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction to Personality and working towards developing it</b> <ul style="list-style-type: none"><li>● Definition and basics of personality.</li><li>● SWOT Analysis - Analyzing strength and Weakness, Identifying Opportunities and Threats.</li><li>● Personal profile: Meaning, constituents and Development of personal profile.</li></ul>	12 Hours
Unit II	<b>Decision Making Goal setting and Time Management</b> <ul style="list-style-type: none"><li>● <b>Goal Setting:</b> Techniques of Goal Setting, Setting Short term and Long term goals &amp; Regular review to attain goals</li></ul>	08 Hours



	<ul style="list-style-type: none"> <li>● <b>Time Management:</b> Importance and benefits of time management, Tools in Time Management: Activity Log, To-DO-List, Urgent Important Matrix, Prioritization, scheduling – Pickle jar theory and 80:20 principle</li> </ul>	
<b>Unit III</b>	<p><b>Successful Personality Traits through Books</b></p> <ul style="list-style-type: none"> <li>● Who Moved my Cheese? By Dr Spencer Johnson</li> <li>● The Seven Habits Of Highly Effective People by Stephen Covey</li> <li>● Switch by Dan Heath and Chip Heath</li> <li>● Peaks and Valley by Spencer Johnson</li> <li>● One Minute Manager by Ken Blanchard</li> </ul>	<b>20 Hours</b>
<b>Unit IV</b>	<p><b>Successful Personality Traits through Movies</b></p> <ul style="list-style-type: none"> <li>● Pursuits of Happiness</li> <li>● The Ron Clark Story</li> <li>● Cast Away</li> <li>● Life is Beautiful</li> <li>● Forrest Gump</li> </ul>	<b>10 Hours</b>
<b>Unit V</b>	<ul style="list-style-type: none"> <li>● <b>Stress Management:</b> Causes of Stress, Positive and Negative Stress, Impact of stress, Stress Management Techniques</li> <li>● <b>Crisis Management:</b> Introduction and Meaning of Crisis and Crisis Management, Types of Crisis, How to deal with Crisis situation</li> </ul>	<b>10 Hours</b>

**Reference Books:**

1. Who Moved my Cheese? By Dr Spencer Johnson
2. The Seven Habits Of Highly Effective People by Stephen Covey
3. Switch by Dan Heath and Chip Heath
4. Peaks and Valley by Spencer Johnson
5. One Minute Manager by Ken Blanchard

**Movies:**

1. Pursuits of Happiness
2. The Ron Clark Story
3. Cast Away
4. Life is Beautiful
5. Forrest Gump



  
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**Department of BBA**

**B.B.A. : III Semester**

**Principles of Marketing – I**

**Course code – BBA301**

**(w.e.f. 2014-15 and onwards)**

Teaching hours per week : 04

Maximum Marks : 100 Marks

Total Teaching hours : 60

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO1. Demonstrate strong conceptual knowledge in the area of marketing.

CO2. Understand the concept of Buying Behavior and Determine market segments and target customers.

CO3. Demonstrate knowledge of the individual components of a marketing mix. and to provide a framework to evaluate marketing decisions and initiatives and its application in real life situations.

CO4. Make decisions about Product, Services, New Product Development and Product Life Cycle Strategies.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction</b> <ul style="list-style-type: none"><li>▪ <b>Core concepts of Marketing</b> (Need, Want, Demand, Product/Service, Industry, Market, Customer Value, Transaction, Exchange, Marketing, Marketing Management, Customer Satisfaction, Relationship Marketing, Customer Delight)</li><li>▪ <b>Designing a Customer driven Marketing Strategy</b> Production Concept, Product Concept, Selling Concept, Marketing Concept and Social Marketing Concept</li><li>▪ Building Customer relationships &amp; Capturing value from customers</li></ul>	10 Hours
Unit II	<b>Buying Behaviour</b> <ul style="list-style-type: none"><li>▪ Factors affecting Consumer buying behaviour</li><li>▪ Buyer decision process</li></ul>	16 Hours





	<ul style="list-style-type: none"> <li>▪ Buyer adoption process</li> <li>▪ Types of buyer decision process</li> <li>▪ Industrial Market Vs Consumer Market</li> </ul>	
<b>Unit III</b>	<b>STP (Segmentation, Targeting and Positioning)</b> <ul style="list-style-type: none"> <li>▪ Segmentation - Meaning and Benefits <ul style="list-style-type: none"> <li>- Requirements of effective segmentation</li> <li>- Bases for segmenting Consumer market</li> </ul> </li> <li>▪ Targeting – Evaluation and Selection of market segments</li> <li>▪ Positioning – Meaning and types of positioning strategies</li> </ul>	<b>16 Hours</b>
<b>Unit IV</b>	<b>Marketing Mix</b> <ul style="list-style-type: none"> <li>▪ Marketing Mix for Products – Product, Price, Place, Promotion</li> <li>▪ Marketing Mix for Services – 4Ps and Three additional Ps Process, Physical Evidence and Process</li> </ul>	<b>12 Hours</b>
<b>Unit V</b>	<b>Product, Services, New Product Development &amp; Product Life Cycle Strategies</b> <ul style="list-style-type: none"> <li>▪ Product and levels of product, Product &amp; Service classifications</li> <li>▪ Product &amp; Service decisions</li> <li>▪ New Product Development Strategy</li> <li>▪ Product Life Cycle Strategies</li> </ul>	<b>10 Hours</b>

**Text Books:**

1. Principles of Marketing – Philip Kotler & Gary Armstrong
2. Marketing Management – Philip Kotler
3. Marketing Warfare – Al Ries and Jack Trout

**Reference Books:**

1. Marketing – J.C. Gandhi
2. Marketing Management – Ramaswamy & Namakumari
3. Product Management – Ramanuj Majumdar

**INTERNAL MARKS**

<b>Tests</b>	<b>: 10</b>
<b>Field Work</b>	<b>: 10</b>
<b>Presentation</b>	<b>: 10</b>

**Blue print of Question paper**

**A**

**B**



	2 Marks	5 marks
Module I:	5	2
Module II:	4	2
Module III:	4	3
Module IV:	3	2
Module V:	4	1

**Section A:** Answer any 15 questions out of 20 questions. Each question carries 2 marks. (15 X 2 = 30)

**Section B:** Answer any 8 questions out of 10 questions. Each question carries 5 marks. (8 X 5 = 40)

**NOTE:** All the questions in Section B will be application based questions. Theory questions will not be asked.



  
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**B.B.A. : III Semester**

**Professional Aptitude and Logical Reasoning - I**

**Course code – BBA311**

**(w.e.f. 2014-15 and onwards)**

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 60	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcome:**

**At the end of this course students will be able to -**

CO1 Develop the problem solving skills, to improve the basic mathematical skills

CO2 Demonstrate the difference between deductive and inductive reasoning.

CO3 Construct logically sound and well reasoned arguments and conclusions.

CO4 Keep students' Grammar, Vocabulary, Spelling, Comprehension and Analytical skills in good form

CO5 Prepare for any type of competitive examinations.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Arithmetic Aptitude:</b> Simplification, Problem on Ages, Percentage and Profit/Loss, Simple and Compound Interest, Ratio and Proportion, Pipes and Cisterns.	14 Hours
Unit II	<b>Mathematical Aptitude:</b> Series, Coding – Decoding, Cubes and Dice.	6 Hours
Unit III	<b>Analytical Reasoning:</b> Matching, Selection, Arrangements, Blood Relation, Directions.	10 Hours
Unit IV	<b>Visual Reasoning:</b> Analogies, Series, Classification.	6 Hours
Unit V	<b>Verbal Logic:</b> Articles, Jumbled sentences, Modifiers, Tenses, Idioms, phrasal verbs, One Word Substitution, Odd man out, Parts of Speech, Spellings, Analogy, Question Tags, Reading Comprehension, Subject verb agreement	24 Hours

**Text & Reference Book:**

1. A Modern Approach to Verbal and Non – Verbal Reasoning – R. S. Aggarwal, Sultan Chand and Sons, New Delhi
2. Quantitative Aptitude – R. S. Aggarwal, Sultan Chand and Sons, New Delhi



3. Verbal and Non – Verbal Reasoning – Dr. Ravi Chopra, MacMillan India
4. Lateral Thinking – Dr. Edward De Bono, Penguin Books, New Delhi

**Blue Print for Final Examination Question Paper**

<b>Part - A Quantitative Aptitude</b>		
<b>Answer any <u>Twenty Five</u> Questions of the Following</b>		
<b>S. No.</b>	<b>Unit</b>	<b>1 Mark Questions</b>
1	Simplification	4
2	Problem on Ages	4
3	Percentage and Profit Loss	4
4	Simple and Compound Interest	4
5	Ratio and Proportion	5
6	Pipes and Cistens	2
7	Series	4
8	Coding - Decoding	5
9	Cubes, Dice	3
	<b>Total</b>	<b>35</b>
<b>Part - B Logical Reasoning</b>		
<b>Answer any <u>Twenty</u> Questions of the Following</b>		
<b>S. No.</b>	<b>Unit</b>	<b>1 Mark Questions</b>
1	Matching and Selection	5
2	Arrangements	5
3	Blood Relation	6
4	Directions	6
	<b>Visual Reasoning</b>	
5	Analogies	2
6	Series	2
7	Classification	4
	<b>Total</b>	<b>30</b>
<b>Part - C Verbal Logic (English)</b>		
<b>Answer any <u>Twenty Five</u> Questions of the Following</b>		
<b>S. No.</b>	<b>Unit</b>	<b>1 Mark Questions</b>
1	Articles	2
2	Jumbled sentences	3
3	Modifiers	2
4	Idioms	2
5	Phrasal verbs	2
6	One Word Substitution	2
7	Odd man out	2
8	Parts of Speech	3
9	Spellings	2
10	Tenses	3
11	Analogy	2
12	Question Tags	3
13	Reading comprehension	5
14	Subject verb agreement	2
	<b>Total</b>	<b>35</b>



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**B.B.A. : IV Semester**

**Business Research Methods**

Course code – BBA404

(w.e.f. 2014-15 and onwards)

Teaching hours per week : 04	Maximum Marks	:	100 Marks
Total Teaching hours : 60	Semester End Examination	:	70 Marks
	Internal Assessment	:	30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

- CO 1: Understand the significance of research in business and the present scenario of Indian business research industry.
- CO 2: Understand the marketing research process and prepare a research proposal for the management.
- CO 3: Understand the types of research designs and its applications. (in which case these designs can be implemented.)
- CO 4: Decide which type of research data will be more significant in decision making.
- CO 5: Understand how to analyse and interpret the research data and use the outcome to make better business decisions.

**Syllabus**

UNITS	Syllabus	HOURS
Unit I	<b>Introduction to Research</b> <ul style="list-style-type: none"><li>• Meaning, Applications and Limitations</li><li>• Research Industry in India</li></ul>	4 Hours
Unit II	<b>The Research Process and Research Design</b> <ul style="list-style-type: none"><li>• Marketing Research Process.</li><li>• Research design and its Classification</li><li>• Marketing Research Proposal.</li><li>• Potential errors affecting Research designs</li></ul>	12 Hours
Unit III	<b>Research Data: Secondary Data &amp; Primary Data</b> <ul style="list-style-type: none"><li>• Meaning, Internal and External sources of Secondary Data</li><li>• Agencies providing Secondary data (AC Nielsen, IMRB, ORG MARG, Gallup, pathfinder, JD Power etc...)</li></ul>	12 Hours



	<ul style="list-style-type: none"> <li>• Standard Reports (NRS, IRS, Census, TRPs etc...)</li> <li>• Survey Research: Nature of Survey Research and Criteria for selection of a survey method</li> <li>• Experimental Data: Experimental designs and Experimental Environment</li> </ul>	
Unit IV	<b>Measurement Techniques &amp; Scaling</b> <ul style="list-style-type: none"> <li>• Meaning and scales of Measurement : Primary Scales of Measurement</li> <li>• Comparative Scaling Techniques</li> <li>• Non Comparative Scaling Techniques</li> <li>• Questionnaire Design</li> <li>• Qualitative Research Projective Techniques, Focus Group Interviews, Depth Interviews.</li> <li>• Quantitative Research: Observation and Physiological measures.</li> </ul>	16 Hours
Unit V	<b>Sampling, Data Analysis &amp; Reporting</b> <ul style="list-style-type: none"> <li>• Sampling Design &amp; Process</li> <li>• Types of Sampling</li> <li>• Sample Size Determination</li> <li>• Data Collection, Data Preparation and Analysis: Field Work, Validation of field Work &amp; Evaluation, Data Reduction (Field Controls, Editing, Coding, Transcribing etc...), Data Analysis: Univariate Analysis (Z test &amp; t test), Problems.</li> <li>• Marketing Research Reports: Preparing the written Research Report &amp; Presentation.</li> </ul>	16 Hours

**TEXT BOOKS:**

1. Marketing Research – Naresh Malhotra

**REFERENCE BOOKS:**

1. Marketing Research – Donald Tull and Del Hawkins
2. Marketing Research – Tull and Green
3. Marketing Research – Sangeeta Agarwal



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Department of **B.B.A**

**B.B.A. : IV Semester**

**Entrepreneurship Development**

Course code – **BBA407**

(w.e.f. 2014-15 and onwards)

Teaching hours per week – 04 :	Maximum Marks	:	100 Marks
Total Teaching hours	: 60 Semester End Examination	:	70 Marks
	Internal Assessment	:	30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

CO 1: Have the ability to determine distinct entrepreneurial qualities, skillsets and also helps the participants in learning basic fundamentals of decision making towards establishing enterprises in real life situations.

CO 2: Understand the systematic process to select and screen a business idea.

CO 3: Develop entrepreneurial ability by providing background information about support system, financial and risk covering institutions and government support for building an enterprise.

CO 4: Know the parameters to assess opportunities for setting up a Small Industry and Managing Business successfully

CO 5: Design the required strategies for successful implementation of ideas and business development activities.

CO 6: Stay focused on executing action plans to reach set objectives, within defined timelines and also fulfills the understanding of business registration requirement.

**Syllabus**

UNITS	Syllabus	HOURS
<b>Module I:</b> Perspective of Entrepreneurship	<ul style="list-style-type: none"><li>● Concepts and Overview of Entrepreneurship</li><li>● Factors Affecting Entrepreneurial Growth,</li><li>● Entrepreneurial Motivation,</li><li>● Entrepreneurial Competencies and Qualities</li><li>● Entrepreneurial decision process</li><li>● Entrepreneurship- Women Entrepreneurship, Rural Entrepreneurship, Social entrepreneurship</li><li>● Family Business in India</li></ul>	8
<b>Module II:</b> Start-Up – Business Opportunity	<ul style="list-style-type: none"><li>● Micro and Small Enterprises: An Introductory Framework,</li><li>● Opportunities and identification of project</li></ul>	10



identification	<ul style="list-style-type: none"> <li>● Ownership Structures</li> <li>● Project Appraisal,</li> <li>● Financing of Enterprise,</li> </ul>	
<b>Module III:</b> Institutional Support for Entrepreneurship	<ul style="list-style-type: none"> <li>● Institutional Finance to Entrepreneurs,</li> <li>● Lease Financing and Hire-Purchase,</li> <li>● Institutional Support to Entrepreneurs (DIC, CEDOK, MSME, KSSIDC, MIDC, KVIC, KSFC, CC, EDI, Municipal Corporation, Labour Office, ESI)</li> <li>● Taxation Benefits to Small-Scale Industry,</li> <li>● Government Policy for Small-Scale Enterprises</li> <li>● Startup India, Make in India, <i>Stand-Up India</i>, Atmanirbhar Bharat Abhiyan' or 'Self-Reliant India Mission.</li> </ul>	12
<b>Module IV:</b> Setting up a Small Industry - Managing Business successfully	<ul style="list-style-type: none"> <li>● Fundamentals of Management,</li> <li>● Accounting for Small Enterprises,</li> <li>● Working Capital Management,</li> <li>● Break – Even Analysis</li> <li>● Inventory Management,</li> <li>● Production and Operation Management,</li> <li>● Marketing Management - Selling and Sales promotion, Giving credit to customers</li> <li>● Human Resource Management,</li> <li>● Total Quality Management (TQM) for Small Enterprises</li> </ul>	12
<b>Module V:</b> Business Development	<ul style="list-style-type: none"> <li>● Intellectual property rights (IPR) and MSME: Patents, Copyrights, Trademarks,</li> <li>● Growth Strategies in Small Business,</li> <li>● Sickness in Small Business,</li> <li>● Small Enterprises in International Business,</li> <li>● Export Documents and Procedure for Small Enterprises</li> <li>● Role of E-commerce in Business</li> <li>● Corporate social responsibility</li> </ul>	10
<b>Module VI:</b> Business Plan Development	<ul style="list-style-type: none"> <li>● Formulation of PPR</li> <li>● Detail Business plan</li> </ul>	8

**TEXT/REFERENCE BOOKS:**

1. Handbook for New Entrepreneurs – P.C. Jain
2. Entrepreneurship- New venture Creation - David Halt
3. Entrepreneurship Development – Dr. S S Kanaka
4. Dynamics of Entrepreneurial development and Management – Vasant Desai





5. Essentials of Entrepreneurship and Small Business management (5/ed.): Thomas W. Zimmerer, and Norman M. Scarborough. PHI

#### ONLINE RESOURCES

1. <http://ediindia.ac.in/e-policy/> [Entrepreneurial Policy India]
2. [http://en.wikipedia.org/wiki/List\\_of\\_venture\\_capital\\_companies\\_in\\_India](http://en.wikipedia.org/wiki/List_of_venture_capital_companies_in_India) [Venture Capital]
3. [indiavca.org/venture-capital-in-india.html](http://indiavca.org/venture-capital-in-india.html) [Venture Capital]
4. [www.indianangelnetwork.com/](http://www.indianangelnetwork.com/) [Angel Investing]
5. [www.startbizindia.in/angel\\_investors\\_india.php](http://www.startbizindia.in/angel_investors_india.php) [ANGEL INVESTING]
6. <http://www.mensxp.com/work-life/entrepreneurship/21253-51-most-successful-entrepreneurs-ofindia-p1.html> [Successful Entrepreneurs]
7. [economictimes.indiatimes.com/...of...entrepreneurs/.../20912945.cms](http://economictimes.indiatimes.com/...of...entrepreneurs/.../20912945.cms) [Leadership]
8. <http://edition.cnn.com/2013/06/25/tech/innovation/frugal-innovation-india-inventors/> [Innovation]
9. [www.bplans.com/](http://www.bplans.com/) [BUSINESS PLAN]
10. [www.entrepreneur.com/businessplan](http://www.entrepreneur.com/businessplan) [BUSINESS PLAN]



  
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**Department of BBA : IV Semester**  
**Financial Management – II**  
**Course code – BBA402**  
**(w.e.f. 2014-15 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 54

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

- CO 1: Explain the concept of Working Capital Management.  
 CO 2: Interpret the Short term sources of Finance.  
 CO 3: Overview of Indian Financial System and intermediaries.  
 CO 4: Understand & interpret long term finance and lease finance.  
 CO 5: Understand foreign exchange and FDI and its impact on Indian Economy.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Working Capital Management &amp; Short term Finance</b> <ul style="list-style-type: none"> <li>▪ Meaning and Factors influencing Working Capital</li> <li>▪ Operating Cycle and Cash Cycle</li> </ul> Working Capital Financing – Accruals, Trade Credit, Commercial Bank Financing, Public Deposits, Inter-Corporate Deposits, Commercial paper and Factoring	10 Hours
Unit II	<b>Introduction to Financial System</b> <ul style="list-style-type: none"> <li>▪ The Financial System: Functions, Financial Asset, Financial Intermediaries &amp; Regulatory Infrastructure.</li> <li>▪ Financial Markets – Primary Market &amp; Secondary Markets, Meaning, functions and classification</li> <li>▪ Capital Market and Money Market – Meaning, Instruments, Types and Differences between Primary and Capital Market</li> </ul>	10 Hours
Unit III	<b>Sources of Long term Finance</b>	12 Hours



	<ul style="list-style-type: none"> <li>▪ Equity Capital, Retained Earnings, Preference Capital, Debenture Capital and Term Loan</li> <li>▪ Raising Long Term Finance – Public Issue, Rights Issue and Private Placement</li> </ul>	
<b>Unit IV</b>	<p><b>Leasing and Hire Purchase</b></p> <ul style="list-style-type: none"> <li>▪ Leasing – Meaning and Types</li> <li>▪ Financial Evaluation of a Lease</li> <li>▪ Hire Purchase Arrangement</li> </ul>	<b>12 Hours</b>
<b>Unit V</b>	<p><b>Foreign Exchange Orientation &amp; FDI</b></p> <ul style="list-style-type: none"> <li>▪ International Finance: Exchange Rate,</li> <li>▪ Arbitrage Process as a Means of Attaining Equilibrium On Spot Markets, Arbitrage in Forward Market;</li> <li>▪ Managing of Foreign Exchange Risk: Foreign Exchange Risk Management,</li> <li>▪ Management of Economic exposure, Management of Operating Exposure; Raising Foreign Currency</li> <li>▪ Foreign Direct Investment</li> <li>▪ FDI in India - private placements or preferential allotments</li> <li>▪ A comparative study between India and China</li> <li>▪ Foreign Institutional Investors (FIIS)</li> <li>▪ SEBI and FIIs</li> </ul>	<b>10 Hours</b>

**Text Books:**

1. Fundamentals of Financial Management – Prasanna Chandra
2. Fundamentals of Financial Management – Khan and Jain

**Reference Books:**

3. Financial Management – Prasanna Chandra
4. Financial Management – I.M. Pandey

**INTERNAL MARKS**

<b>Tests</b>	<b>: 10</b>
<b>Assignments</b>	<b>: 10</b>
<b>Surprise Tests &amp; Presentations</b>	<b>: 10</b>



**Blue print of Question paper**

	<b>A</b>	<b>B</b>
	<b>2 Marks</b>	<b>5 marks</b>
Module I:	5	2
Module II:	3	1
Module III:	5	3
Module IV:	2	1
Module V:	5	3

**Section A:** Answer any 15 questions out of 20 questions. Each question carries 2 marks.

**(15 X 2 = 30)**

**Section B:** Answer any 8 questions out of 10 questions. Each question carries 5 marks.

**(8 X 5 = 40)**



  
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**Department of Bachelor of Business Administration**  
**B.B.A.: IV Semester**  
**Human Resource Management – II**  
**Course code – BBA403**  
**(w.e.f. 2014-15 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 60

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

- CO 1: Understand and Explain the basic concepts, functions and processes of career planning, development and management.
- CO 2: Understand the roles, functions and functioning of managing human resource
- CO 3: Human Resource Outsourcing, IT in HRM, HRM in Knowledge Economy, Managing Cross Culture Workforce in an Organization.
- CO 4: Analyze the Concept of Industrial Relations, and Employee Discipline and Grievance Handling.
- CO 5: Understand the Important Labour Legislations and their applications.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<p><b>Career Management</b></p> <ul style="list-style-type: none"> <li>▪ Career, Career Stages, Career Paths</li> <li>▪ Career Planning                             <ul style="list-style-type: none"> <li>○ Individual Career Planning, Organizational Career Planning</li> <li>○ Career Planning Methods and Practices</li> </ul> </li> <li>▪ Career Development                             <ul style="list-style-type: none"> <li>○ Challenges and Roles in Career Development</li> <li>○ Career Development Interventions</li> </ul> </li> <li>▪ Individual Centered &amp; Organization-Centered Career Management</li> </ul>	<b>12 Hours</b>



	<p>Systems</p> <ul style="list-style-type: none"> <li>▪ Design and Implementation of Career Management Systems</li> <li>▪ Coaching and Mentoring</li> <li>▪ Succession Planning – Process and Implementation</li> </ul> <p><b>Student Presentations – 4 Hrs</b></p>	
<b>Unit II</b>	<p><b>Managing Human Resource</b></p> <ul style="list-style-type: none"> <li>▪ Absenteeism, Employee Turnover &amp; Separation</li> <li>▪ Employee Retention</li> <li>▪ Employee Downsizing</li> </ul> <p><b>Student Presentations – 4 Hrs</b></p>	<b>8 Hours</b>
<b>Unit III</b>	<p><b>Trends in Human Resource Management</b></p> <ul style="list-style-type: none"> <li>▪ Human Resource Outsourcing</li> <li>▪ IT in HRM</li> <li>▪ HRM in Knowledge Economy</li> <li>▪ Managing Cross Culture Workforce</li> <li>▪ Employee Engagement</li> </ul> <p><b>Student Presentations – 4 Hrs</b></p>	<b>8 Hours</b>
<b>Unit IV</b>	<p><b>Industrial Relations</b></p> <ul style="list-style-type: none"> <li>▪ Concept of Industrial Relations</li> <li>▪ Employee Discipline and Grievance Handling</li> <li>▪ Employee Participation in Management</li> <li>▪ Trade Unions and Collective Bargaining</li> <li>▪ Quality of Work Life &amp; Work Environment</li> </ul> <p><b>Student Presentations – 4 Hrs</b></p>	<b>16 Hours</b>
<b>Unit V</b>	<p><b>Important Labour Legislations</b></p> <ul style="list-style-type: none"> <li>▪ Minimum Wages Act - 1948</li> <li>▪ Payment of Wages Act - 1936</li> <li>▪ Payment of Bonus Act - 1965</li> <li>▪ ESI – Employee State Insurance Act -1948</li> <li>▪ Employee Provident Fund Act - 1952</li> <li>▪ Payment of Gratuity Act - 1972</li> <li>▪ Maternity Benefit Act - 1961</li> </ul>	<b>10 Hours</b>



**Text Books:**

1. Human Resource Management – Gary Dessler
2. Industrial Relations – Arun Monappa

**Reference Books:**

1. A Handbook of Human Resource Management Practice – Michael Armstrong
2. Personnel and Human Resource Management, Text and Cases – Dr P. Subba Rao

### INTERNAL MARKS

<b>Tests</b>	<b>: 10</b>
<b>Case Analysis &amp; Role Play</b>	<b>: 10</b>
<b>Presentation</b>	<b>: 10</b>
<b>Total Internal Marks</b>	<b>: 30</b>

**Blue print of Question paper**


	A	B
	2 Marks	5 marks
Module I:	4	2
Module II:	4	2
Module III:	4	1
Module IV:	4	2
Module V:	4	3

**Section A:** Answer any 15 questions out of 20 questions. Each question carries 2 marks. (15 X 2 = 30)

**Section B:** Answer any 8 questions out of 10 questions. Each question carries 5 marks. (8 X 5 = 40)

NOTE: All the questions in Section B will be application based questions. Theory questions will not be asked.



  
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Department of BBA

**B.B.A. : IV Semester**

**Personality Development and Life Skills – II**

Course code – BBA409

(w.e.f. 2013-16 and onwards)

Teaching hours per week : 04

Maximum Marks : 100 Marks

Total Teaching hours : 60

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

CO 1: Summarize the concept of Interpersonal Skills, Understand the Behavioural Styles and apply the professional skills at work.

CO 2: Understand and apply the Networking skills required for their life

CO 3: Understand the different Personality Traits to inculcate by watching relevant movies.

CO 4: Explain and Demonstrate Emotional Intelligence at relevant situations.

CO 5: Understand and Apply life lessons learnt by studying relevant books.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Interpersonal Skills</b> Initiating Interactions <ul style="list-style-type: none"><li>● Professional Skills at work</li><li>● Behavioral Styles</li><li>● Johari Window</li><li>● Relationship of Circumstances and Relationship of Choice</li></ul>	08 Hours
Unit II	<b>Networking</b> <ul style="list-style-type: none"><li>● Initiating, Developing Maintaining Network</li><li>● Advantages and Limitations of Networking</li><li>● Discretion in Networking</li><li>● Five Secrets of Networking</li><li>● Click by George Fraser</li></ul>	12 Hours
Unit III	<b>Emotional Intelligence</b> <ul style="list-style-type: none"><li>● Identifying right Emotion</li><li>● Managing and conveying Emotion</li><li>● Different Types of Emotions</li><li>● Personal Competence Framework</li></ul>	08 Hours





	<ul style="list-style-type: none"> <li>• Social Competence Framework</li> </ul>	
Unit IV	<b>Successful Personality Traits through Books</b> <ul style="list-style-type: none"> <li>• Ikigai – Hector Garcia &amp; Fransec Miralles</li> <li>• Give and Take – Adam Grant</li> <li>• Atomic Habits – James Clear</li> <li>• People Smart – Mel Silberman</li> </ul>	20 Hours
Unit V	<b>Successful Personality Traits through Movies</b> <ul style="list-style-type: none"> <li>• The Truman Show</li> <li>• Inside Out</li> <li>• 12 Angry Men</li> <li>• Last Lecture of Randy Paush</li> <li>• Life Changing Seminar by Sandeep Maheshwari</li> </ul>	12 Hours

**Reference Books:**

1. Ikigai by Hector Garcia & Fransec Miralles
2. Give and Take by Adam Grant
3. Click by George Fraser
4. Atomic Habits by James Clear
5. People Smart by Mel Silberman

**Movies:**

1. The Truman Show
2. Inside Out
3. 12 Angry Men
4. Last Lecture of Randy Paush
5. Life Changing Seminar by Sandeep Maheshwari



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Department of BBA

**B.B.A. : IV Semester**

**Principles of Marketing – II**

**Course code – BBA401**

**(w.e.f. 2014-15 and onwards)**

Teaching hours per week : 04	Maximum Marks : 100 Marks
Total Teaching hours : 54	Semester End Examination : 70 Marks
	Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO1. Demonstrate strong conceptual knowledge in the area of marketing.

CO2. Understand the concept of Buying Behavior and Determine market segments and target customers.

CO3. Demonstrate knowledge of the individual components of a marketing mix.

and to provide a framework to evaluate marketing decisions and initiatives and its application in real life situations.

CO4. Make decisions about Product, Services, New Product Development and Product Life Cycle Strategies.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Integrated Marketing Communications Strategy</b> <ul style="list-style-type: none"> <li>▪ The Marketing Communication Mix</li> <li>▪ Integrated Marketing Communications</li> <li>▪ Communication Process &amp; steps in developing effective communication</li> <li>▪ Setting the Total Promotion Budget and Mix</li> </ul>	<b>6 Hours</b>
<b>Unit II</b>	<b>Advertising and Sales Promotion</b> Promotion Mix: Meaning and Components Advertising: Meaning Major Advertising decisions :Advertising Agency, Advertising Planning, strategy, Creative Execution and Media Planning Sales Promotion: Meaning, Consumer and Trade Promotion Tools	<b>14 Hours</b>
<b>Unit III</b>	<b>Public Relations, Direct marketing and Merchandising</b>	<b>14 Hours</b>



	Public Relations: Meaning, Public Relations Vs Advertising, P R Vs Publicity, Role of PR, PR tools and Corporate Advertising  Direct Marketing: Meaning, benefits and forms of Direct marketing Merchandising: Meaning and Types	
<b>Unit IV</b>	<b>Pricing Products</b> <ul style="list-style-type: none"> <li>▪ Introduction &amp; Factors affecting Pricing decisions</li> <li>▪ General Pricing Approaches</li> <li>▪ New Product Pricing Strategies</li> <li>▪ Product Mix Pricing Strategies</li> <li>▪ Price Adjustment Pricing Strategies</li> <li>▪ Price changes</li> </ul>	<b>8 Hours</b>
<b>Unit V</b>	<b>Marketing Channels &amp; Supply Chain Management</b> <ul style="list-style-type: none"> <li>▪ Introduction &amp; Importance of Marketing Channels</li> <li>▪ Channel Behaviour &amp; Organization</li> <li>▪ Channel Design Decisions</li> <li>▪ Channel Management Decisions</li> <li>▪ Marketing Logistics &amp; Supply Chain Management</li> </ul>	<b>8 Hours</b>
<b>Unit VI</b>	<b>Retailing &amp; Wholesaling</b> <ul style="list-style-type: none"> <li>▪ Retailing – Types &amp; Marketing decisions</li> <li>▪ Wholesaling – Types &amp; Marketing Decisions</li> </ul>	<b>4 Hours</b>

**Text Books:**

1. Principles of Marketing – Philip Kotler & Gary Armstrong
2. Marketing Management – Philip Kotler
3. Marketing Warfare – Al Ries and Jack Trout

**Reference Books:**

1. Marketing – J.C. Gandhi
2. Marketing Management – Ramaswamy & Namakumari
3. Product Management – Ramanuj Majumdar



## INTERNAL MARKS

Tests : 10

Field work : 10

Presentation : 10

### Blue print of Question paper

	A	B
	2 Marks	5 marks
Module I:	2	-
Module II:	5	3
Module III:	5	3
Module IV:	2	1
Module V:	4	2
Module VI:	2	1

**Section A:** Answer any 15 questions out of 20 questions. Each question carries 2 marks. **(15 X 2 = 30)**

**Section B:** Answer any 8 questions out of 10 questions. Each question carries 5 marks. **(8 X 5 = 40)**

NOTE: All the questions will be application based questions.  
Theory questions will not be asked.



  
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**Department of BBA.**

**B.B.A. : V Semester**

**Business Taxation**

**Course code – BBA502**

**(w.e.f. 2015-16 and onwards)**

Teaching hours per week : 04

Maximum Marks : 100 Marks

Total Teaching hours : 60

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO 1: Explain the tax and tax structure followed in India

CO 2: Explain the basic concepts of income tax and provisions related to income tax Act

CO 3: Identify the salary incomes and compute income of salaried persons

CO 4: Compute income from house rent under Income from house property

CO 5: identify the various business and professional incomes and compute income and tax liability of business and Profession.

CO 6 :Explain the basic concepts of GST and compare the earlier indirect tax system and present indirect tax system

**Syllabus**

UNITS	Syllabus	HOURS
Unit I	<p><b><u>Understanding of Taxation</u></b></p> <ul style="list-style-type: none"><li>● Tax and Taxation system in India</li><li>● Tax Authorities and their functions</li><li>● Types of Taxes- Direct and Indirect, Differences between direct and indirect tax</li><li>● Current income tax slabs</li></ul> <p>Corporate Tax, Computation of Income Tax for Companies, Advance Tax Payments (Only Theory)</p>	4 Hours
Unit II	<p><b>Income Tax Act 1961</b></p> <ul style="list-style-type: none"><li>● Nature and Scope of Income Tax Act</li><li>● Basic Concepts : Income, Agricultural Income, Previous Year, Assessment Year, Person, Assesses, Heads of Incomes, Gross Total Income and Total Income</li></ul>	10 Hours



	<ul style="list-style-type: none"> <li>• Tax Free Incomes under Section 10, General Deductions Under Section 80 – 80CCC, 80DD, 80E, 80G, 80GG, 80GGA.</li> <li>• Capital Asset, Long Term &amp; Short Term as well as Capital Gains.</li> <li>• Residential Status of Individual</li> </ul> <p>(Theory and Simple problems)</p>	
<b>Unit III</b>	<ul style="list-style-type: none"> <li>• <b><u>Computation of Income under the head 'Income under head salary'</u></b></li> <li>• Meaning of Salary, Salary Components, Conditions for Salary Income</li> <li>• Allowances and Perquisites – Employers Contribution to Provident Fund, Entertainment Allowance, Educational Allowance to Children of Employee, Servants Facilities, Medical Reimbursement.</li> <li>• Standard Deduction</li> </ul> <p>(Theory and Problems.)</p>	<b>12 Hours</b>
<b>Unit IV</b>	<ul style="list-style-type: none"> <li>• <b>Income from House Property</b></li> <li>• Occupied &amp; Let Out Property</li> <li>• Basis of charge, property income not charge to tax</li> <li>• Basis of computing income from let out house property, computing income from self occupied property</li> <li>• Deduction Under SOP – Interest Paid on Purchase or Construction of Housing Loan.</li> </ul> <p>(Theory and Problems.)</p>	<b>12 Hours</b>
<b>Unit V</b>	<ul style="list-style-type: none"> <li>• <b>Income from business/Profession</b></li> <li>• Computation of Net Business Income &amp; Total income Of Partnership Firm</li> <li>• Chargeable incomes; expenses expressly allowed as deduction; general deductions; expenses specifically disallowed; compulsory maintenance of accounts,</li> <li>• Computation of taxable income as profit and gain from business or profession</li> <li>• Principles of Partnership applicable to Income Tax</li> <li>• Interest on Capital and Remuneration to Working Partners</li> </ul> <p>(Theory and Problems)</p>	<b>12 Hours</b>
<b>Unit VI</b>	<p><b><u>Introduction to Indirect tax structure in India</u></b></p> <ul style="list-style-type: none"> <li>• Meaning of indirect taxes, Features of indirect taxes, tax incidence</li> <li>• Introduction to Goods and Service Tax (GST) - Key Concepts</li> <li>• Overview of GST: Need for GST</li> <li>• GST Council, Taxes under GST</li> <li>• Registration and Input Tax Credit under GST</li> </ul> <p>(Only Theory)</p>	<b>10 Hours</b>

**TEXT BOOKS:**

1. Income Tax by Dr. G. B. Baligar & Prof. S. L. Patil
2. Income Tax by M. S. Navale & S. A. Quadri



**REFERENCE BOOKS:**

1. Direct Taxes – Law and Practice – Vinod Singhnia
2. Bare Acts and rules of the relevant taxes
3. Taxman’s Indirect Taxes: Law & Practice – V S. Datey.
4. GST Law
5. Dr. Katke Venkatesh, Goods and Services Tax in India, Laxmi Book Publication, Solapur



  
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Department of BBA : V Semester  
**Career Counseling and Leadership**  
Course code – BBA503  
(w.e.f. 2015 – 2016 and onwards)

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 54	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Making students understand Career options in a Changing Environment
- CO 2. Explaining Concept of Career Anchor and becoming a Professional
- CO 3. Understanding Information and Analysis framing, how we look at things affects how they look.
- CO 4. Exploring Leadership: Formal Authority, Reputation, and Performance.
- CO 5. Understanding Diversity and Ethics.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	Career options in a Changing Environment	6 Hours
Unit II	Concept of Career Anchor and becoming a Professional	8 Hours
Unit III	Concepts of Competence, Competency Approach to Development & Assessment Centre Approach to Competence Building.	16 Hours
Unit IV	Raise your IQ and EQ: Information and Analysis framing, how we look at things affects how they look.	8 Hours
Unit V	Leadership: Formal Authority, Reputation, and Performance, Initiating new ideas, managing groups, Decision making with others, Diversity and Ethics	16 Hours

**Text Books:**

- 1. Effective leadership. London. Pan Books.

**Reference Books:**

- 1. Understanding Leadership. London: Sage Publications

  
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**B.B.A. : V Semester**

**Indian Constitution**

**Course code – IC500**

**(w.e.f. 2015-16 and onwards)**

Teaching hours per week : 04

Total Teaching hours : 60

Maximum Marks : 100 Marks

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

**CO 1.** To provide constitutional literacy for every student at the graduate level.

**CO 2.** To make the student conversant with his citizenship role as prescribed under the Constitution.

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>SIGNIFICANCE OF CONSTITUTION</b> <ul style="list-style-type: none"><li>• Marking of the Constitution- Role of the Constituent Assemble,</li><li>• Salient features, the Preamble, Citizenship</li></ul>	8 Hours
Unit II	<b>FUNDAMENTAL RIGHTS</b> <ul style="list-style-type: none"><li>• Fundamental Rights, the Right to Equality, the Right to Freedom, the Right against Exploitation, the Right to Freedom of Religion,</li><li>• Cultural and Educational Rights.</li></ul>	8 Hours
Unit III	<b>DIRECTIVE PRINCIPLES OF STATE POLICY</b>	8 Hours



	<ul style="list-style-type: none"> <li>• Nature of the Directive Principles of State Policy,</li> <li>• Difference between of Fundamental Rights and Directive Principles of State Policy, - Implementation of Directive Principles of State Policy,</li> <li>• Fundamental Duties</li> </ul>	
<b>Unit IV</b>	<b>UNION GOVERNMENT</b> <ul style="list-style-type: none"> <li>• Union Government- Powers and Functions of the President, The Prime Minister, Council of Ministers.</li> <li>• Composition, Powers and functions of the Parliament, Organization of Judiciary, Jurisdiction of the Supreme Court.</li> </ul>	<b>8 Hours</b>
<b>Unit V</b>	<b>STATE GOVERNMENT</b> <ul style="list-style-type: none"> <li>• State Government- Powers and Functions of Governor, Chief Minister, Council of Ministers.</li> <li>• Composition, Powers &amp; functions of State Legislature, Relation between the Union and the State.</li> </ul>	<b>12 Hours</b>

### REFERENCE BOOKS

1. M.V.Pylee, An Introduction of the Constitution of India, New Delhi
2. Subhash C. Kashyap, Our Constitution: An Introduction to India's Constitution and Constitutional Law, New Delhi
3. Durga Das Basu, Introduction to the Constitution of India, New Delhi



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Department of BBA

**B.B.A. : VI Semester**

**Business Law**

**Course code – BBA604**

**(w.e.f. 2013-16 and onwards)**

<b>Teaching hours per week – 04 :</b>	<b>Maximum Marks</b>	<b>:</b>	<b>100 Marks</b>
	<b>Semester End Examination</b>	<b>:</b>	<b>70 Marks</b>
	<b>Internal Assessment</b>	<b>:</b>	<b>30 Marks</b>

**Course Outcome:**

**At the end of this course students will be able to:**

CO 1: Understand the branches of Business Laws relating to Business Transactions.

CO 2: Explain essentials of Contract, performance and breach of Contract under Indian Contract Act 1872.

CO 3: Interpret necessary formalities of contract of sale, implied conditions and warranties, rights of unpaid seller under the Sale of Goods Act 1930.

CO 4: Summarize the effects of dishonor of negotiable instruments under Negotiable Instruments Act 1881.

CO 5: Acquire working knowledge of Factories Act 1948 and Industrial Disputes Act 1947.

**Syllabus**

<b>MODULES</b>	<b>Syllabus</b>	<b>HOURS</b>
Module I	<b>Introduction</b> - Concept of Law, Object of Law, Need for the knowledge of Law, Nature of Business Law and Sources of Business Law.	02
Module II	<b>Indian Contract Act 1872</b> a) General Principles of Contract – 1. Meaning and Definition of Contract 2. Elements of Valid Contract 3. Types of Contract 4. Proposal and Acceptance 5. Consideration 6. Capacity to Contract and Minor 7. Free Consent 8. Performance of Contract 9. Remedies for Breach of Contract – Payment of Damages 10. Quasi Contracts b) Contracts of Indemnity and Guarantee 1. Meaning and Difference between the two 2. Liability of the Parties 3. Rights of the Parties	40



	c) Contract of Bailment and Pledge 1. Meaning and difference between the two 2. Rights and Liabilities of Parties 3. Finder of Lost Goods d) Law of Agency 1. Characteristics of Agency 2. Types of Agents 3. Rights and Duties of Principal and Agents	
Module III	<b>Sale of Goods Act 1930</b> 1. Formation of Contract of Sale 2. Condition and Warranties 3. Rights of an unpaid Seller	6
Module IV	<b>Negotiable Instruments Act 1881</b> 1. Meaning of Negotiable Instrument 2. Difference between promissory note bills of exchange and Cheque 3. Crossing of Cheque	6
Module V	<b>Factories Act 1948 and Industrial Disputes Act 1947</b> These enactments have to be studied in general as to objective and main features	6

**TEXT BOOKS:**

1. Elements of Mercantile Law - By N. D. Kapoor, Sultan Chand and Sons New Delhi.

**REFERENCE BOOKS:**

1. Mercantile Law - By Kamal Garg, Bharat Law House
2. Mercantile Law - By Dr. Avatar Singh, Eastern Book Company
3. A Handbook of Industrial Law - By N. D. Kapoor, Sultan Chand and Sons New Delhi.



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**B.B.A. : VI Semester**

**Business Law**

**Course code – BBA604**

**(w.e.f. 2013-16 and onwards)**

<b>Teaching hours per week – 04 :</b>	<b>Maximum Marks</b>	<b>:</b>	<b>100 Marks</b>
	<b>Semester End Examination</b>	<b>:</b>	<b>70 Marks</b>
	<b>Internal Assessment</b>	<b>:</b>	<b>30 Marks</b>

**Course Outcome:**

**At the end of this course students will be able to:**

CO 1: Understand the branches of Business Laws relating to Business Transactions.

CO 2: Explain essentials of Contract, performance and breach of Contract under Indian Contract Act 1872.

CO 3: Interpret necessary formalities of contract of sale, implied conditions and warranties, rights of unpaid seller under the Sale of Goods Act 1930.

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**Syllabus**

<b>MODULES</b>	<b>Syllabus</b>	<b>HOURS</b>
Module I	<b>Introduction</b> - Concept of Law, Object of Law, Need for the knowledge of Law, Nature of Business Law and Sources of Business Law.	02
Module II	<b>Indian Contract Act 1872</b> a) General Principles of Contract – 1. Meaning and Definition of Contract 2. Elements of Valid Contract 3. Types of Contract 4. Proposal and Acceptance 5. Consideration 6. Capacity to Contract and Minor 7. Free Consent 8. Performance of Contract 9. Remedies for Breach of Contract – Payment of Damages 10. Quasi Contracts b) Contracts of Indemnity and Guarantee 1. Meaning and Difference between the two 2. Liability of the Parties 3. Rights of the Parties	40



	c) Contract of Bailment and Pledge 1. Meaning and difference between the two 2. Rights and Liabilities of Parties 3. Finder of Lost Goods d) Law of Agency 1. Characteristics of Agency 2. Types of Agents 3. Rights and Duties of Principal and Agents	
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1. Elements of Mercantile Law - By N. D. Kapoor, Sultan Chand and Sons New Delhi.

**REFERENCE BOOKS:**

1. Mercantile Law - By Kamal Garg, Bharat Law House
2. Mercantile Law - By Dr. Avatar Singh, Eastern Book Company
3. A Handbook of Industrial Law - By N. D. Kapoor, Sultan Chand and Sons New Delhi.



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**B.B.A.: VI Semester**

**HUMAN RIGHTS AND ENVIRONMENTAL STUDIES**

**Course code – HRES600**

**(w.e.f. 2013-16 and onwards)**

<b>Teaching hours per week – 04 :</b>	<b>Maximum Marks</b>	<b>:</b>	<b>100 Marks</b>
	<b>Semester End Examination</b>	<b>:</b>	<b>70 Marks</b>
	<b>Internal Assessment</b>	<b>:</b>	<b>30 Marks</b>

**Course Outcome:**

**At the end of this course students will be able to:**

CO 1: Definition, Scope and Importance of Environmental Studies.

CO 2 To create awareness about Environment & Human Rights.

CO 3: To make students sensitive to these issues & their impact on Business and Society.

**MODULE-I: INTRODUCTION** **04 Hrs**

- Definition, Scope and Importance of Environmental Studies.
- Need for public awareness, Multi-disciplinary Nature of Environmental studies

**MODULE-II: ECOSYSTEMS** **08 Hrs**

- Concepts of Ecosystems, Structure and Functions of an ecosystem
- Energy flow in the ecosystem
- Ecological succession, Food chains, Food webs and ecological pyramids

**MODULE-III: ENVIRONMENTAL POLLUTION** **08 Hrs**

- Definition, Causes
- Effects and control measures of Air Pollution, Water pollution, Soil Pollution, Noise Pollution, Solid Waste Management
- Role of Individuals in prevention of pollution



- Disaster Management: Floods, Earthquakes, Cyclone and landslides, Tsunami

**MODULE-IV: ENVIRONMENTAL ISSUES RELATED TO BUSINESS** **08 Hrs**

- Climate change, Global Warming and Kyoto Protocol,
- Oil Crisis and its impact on Business,
- International Efforts for Environmental protection,
- India's efforts for Environmental protection, Public Policy, Role of NGOs

**MODULE -V: ENVIRONMENTAL LEGISLATION** **06 Hrs**

(Gist of following acts to be discussed)

- Environment Protection Act,
- Air (prevention and control of pollution) Act.
- Water (prevention and control of pollution) Act,
- Wildlife Protection Act,
- Forest Conservation Act,
- Environmental clearance for establishing and operating Industries in India

**MODULE-VI: FUNDAMENTALS OF HUMAN RIGHTS** **10 Hrs**

- Nature, Origin and Development of the concepts of Human Rights,
- Functions of Human Rights in Modern Society
- Limitations of Human Rights

**MODULE-VII: CLASSIFICATION & ENFORCEMENT OF HUMAN RIGHTS** **10 Hrs**

- Civil, Political, Social and Economic Rights,
- Rights of vulnerable groups such as Women, Children, Minorities, Tribal and the disabled
- Constitution and Human Rights in India
- Basic principles governing enforcement of human rights at National, Regional and International Levels.
- National / State Human Rights Commission – organization, Functions and Power.

**SUGGESTED READINGS:**





1. Rajagopalan R, Environmental Studies, Oxford University Press, New Delhi
2. Kaushik Anubha, C.P. Kaushik, Perspective in Environmental Studies, New Age International (P) Ltd. Publishers
3. Joseph Benny, Environmental Studies, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Ubaroi, N.K., Environment Management, Excel Books, New Delhi
5. S.K Kapoor- Human rights under International Law and Indian Law.
6. H.O Agrawal- International Law and Human Rights

### Internal Assessment Allotment

Tests	: 10 Marks
Presentation	: 10 Marks
Projects / Assignments	: 10 Marks

### Blue print for Question Paper

	2 Marks	5 Marks
Module I:	2	-
Module II:	2	1
Module III:	4	2
Module IV:	3	2
Module V:	3	2
Module VI	3	1
Module VII	3	2

#### Part A

Answer any 15 out of 20 (15 X 2 = 30)

#### Part B

Answer any 8 out of 10 (8 X 5 = 40)



  
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**B.B.A. : VI Semester**

**Production and Operations Management**

**Course code – BBA603**

**(w.e.f. 2013-16 and onwards)**

Teaching hours per week – 04 :	Maximum Marks	:	100 Marks
	Semester End Examination	:	70 Marks
	Internal Assessment	:	30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

- CO 1: To understand the basic concepts and theories of production management.
- CO 2: To comprehend the operations management situations with greater confidence.
- CO 3: Anticipate issues in production and operations processes they may face during their careers.
- CO 4: Expand individual knowledge of operations management principles and practices.
- CO 5: To apply operations management concepts and their influence on business decisions.

**Syllabus**

UNITS	Syllabus	HOURS
Unit I	<b>Production and Operations Management</b> Introduction - scope and features of Production and Operations Management - Historical Evolution of POM & Recent Trends in POM. - Production/Operations Management - Type of Production System - Productivity	07
Unit II	<b>Plant Location and Plant Layout</b> Plant Location – Meaning, Factors Affecting and Problems Plant Layout – Meaning, Types, Tools and Techniques (Line Balancing And Load Distance methods)	11
Unit III	<b>Aggregate Planning and Master Production Scheduling</b> Introduction, Objectives & Importance of Aggregate Planning, Steps in Aggregate Planning, Capacity Decisions.  Nature of Aggregate Planning Decisions, Strategies, Methods  Master Production Plan/Schedule	04



	Rough-cut Capacity Planning	
Unit IV	<b>Production Planning and Control</b> Meaning and Functions of PPC - Production Consumption Cycle Capacity Planning - Sequencing	06
Unit V	<b>Materials Management and Inventory Control</b>  Objectives and Functions  Meaning, Techniques and EOQ	08
Unit VI	<b>Project Management</b> Introduction and Phases - Guidelines and Rules for Network construction - CPM – Critical method - Gantt Chart/Time Chart PERT – Project Evaluation and Review Techniques	07
Unit VII	<b>Work Study</b> Work Study – Introduction Method Study – Meaning and Steps Principles of Motion Economy – Ergonomics Time Study	03
Unit VIII	<b>Quality Control</b> Quality and Need for Quality Control Quality Control Techniques - Process Capability Control Charts – x, R, p, np and C Charts	08

**TEXT BOOKS:**

1. Production and Operations Management – Ashwathapa
2. Production and operations Management by S. Anil kumar and N. Suresh

**REFERENCE BOOKS:**

1. “Production and Operations Management” by Pannerselvam R



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**Department of BBA**

**B.B.A. : V Semester**

**Recruitment & Selection**

**Course code – BBA5051**

**(w.e.f. 2015-2016 and Onwards)**

Teaching hours per week : 04

Maximum Marks : 100 Marks

Total Teaching hours : 54

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO 1: Understand and explain the basic concepts, functions and processes of human resource planning in organizations.

CO 2: Design and use various Job Analysis methods for different scenarios in the organization

CO 3: Design and formulate various steps involved in Recruitment and Selection process

CO 4: Understand and apply the steps in Selection process such as Selection Tests, Interviews,

CO 5: Explain and apply the process of Reference Checks, Background Verification and Appointment orders.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Human Resource Planning</b> Strategic Planning and Human Resource Planning Human Resource Planning in Changing Context Human Resource Demand Forecasting Human Resource Supply Estimates	<b>8 Hours</b>



	Action Plans – Separation, Retention, Training, Redeployment & Staffing	
<b>Unit II</b>	<p><b>Job Analysis</b>  Job Analysis, Meaning, definition and purpose.  Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique, Fleishman job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique</p>	<b>8 Hours</b>
<b>Unit III</b>	<p><b>Hiring Process</b>  Hiring Process: Hiring decision. Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing.  Hiring internally: Meaning and definition of internal recruitment.  Advantages and disadvantages in terms of cost, time, quality and suitability.  Sources of internal recruitment: - circulars, intranet advertisements, employee referrals. Appointment or promotion. Policy guidelines and union settlements.  External Hiring: Meaning and definition of external recruitment.  Sources of recruitment:- advertisement in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications.  Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool.  Job advertisement: drafting, size and contents.</p>	<b>12 Hours</b>
<b>Unit IV</b>	<p><b>Screening the candidates</b>  Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning, definition, purpose, Advantages and disadvantages  Testing. Meaning, definition, purpose, advantages and disadvantages.  Occupational Testing –  Theory and Issues in Psychological Testing  Intelligence Testing, Aptitude Testing ,  Personality Assessment - Theoretical Background  Self-Report Inventories- The M.M.P.I.  Multi-factor Personality Tests- The 16 P.F.  Typological Tests - The M.B.T.I.</p>	<b>18 Hours</b>



	<p>Projective Techniques - The T.A.T.</p> <p>Assessment Centers</p> <p>Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test</p> <p>Interviewing: Planning the interview, Interview process - getting started</p> <p>Examining the 5 interview areas, examining the strengths &amp; weaknesses,</p> <p>listening to what are being said, digging for behavioral gold, probing for specifics, spotting patterns, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision.</p>	
<b>Unit V</b>	<p><b>Reference checking &amp; Appointment orders</b></p> <p>Meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications.</p> <p>Verification of certificates - Meaning, definition, and purpose.</p> <p>Statutory requirements (under the Shops and commercial establishments Act).</p> <p>Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy. Medical Examination &amp; acceptance of offer for joining.</p>	<b>8 Hours</b>

**Text Books:**

1. Human Resource Selection by Robert D. Gatewood and Hubert S. Field
2. Staffing Organization by Herbert G. Heneman III, Timothy A. Judge

**Reference Books:**

1. Employee Selection by Lilly M Berry, Thomson Publications.
2. Human Resource Planning by Dipak Kumar Bhattacharyya.



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Department of BBA  
B.B.A. : V Semester  
Training and Development  
Course code – BBA5052**

(w.e.f. 2015-2016 and Onwards)

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 60	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO 1: Understand and explain the basic concepts, functions and processes of human resource development.

CO 2: Compare, Understand and apply the theories of adult learning in the Training process.

CO 3: Identify and apply the Concept of Training Need Analysis.

Design and formulate various steps involved in Recruitment and Selection process

CO 4: Design and formulate various steps involved in Training and Development process

CO 5: Understand and apply different techniques of Training and Development.

CO 5: Explain and implement the Training Programme effectively in organisations

CO 6: Explain and apply Training Evaluation Techniques and recent trends in Training and Development.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<p><b>Human Resource Development</b></p> <p>Definition, Origin and Objectives of HRD, Principles of HRD Programmes</p> <p>Classification of HRD Programmes, Differences between Training and Development</p> <p>Dynamic Factors around HRD</p>	<b>2 Hours</b>



	Aligning HRD functions to Business Goals	
Unit II	<b>Theories of Adult Learning</b> Classification of Learned Capabilities Bloom's Taxonomy Learning Enhancement Factors – Trainee Characteristics, training design, trainer capabilities, training environment and transfer of learning Adult Learning Orientation Facilitation Theory, Experiential Learning, Action Learning, Blended Learning, Problem based Learning, Project based Learning, Self-directed Learning, Transformative Learning	6 Hours
Unit III	<b>Training Needs Assessment</b> Types of Training Needs Components of Training Needs Analysis Six Component analyses of Needs Data Collection for TNA	8 Hours
Unit IV	<b>Training Design and Development</b> Principles of Training Design Design Process – Identify the Training Objective, Determine the Structure, Models of Training Design, Determining Training Content, Selecting Training Methods, Learning Activities and Lesson Plan, Evaluation Criteria, Specify follow-up activities	8 Hours
Unit V	<b>Instructional Techniques</b> Classroom Methods Out Bound Methods E-Learning Community Camp On the Job Methods Coaching and Mentoring Developmental Job Assignment	8 Hours
Unit VI	<b>Implementation</b> Making or Buying Decision - Select the Outsourcing Agency Implementation of In-house Programme Training Aids Blocking the Dates, Mobilising the resources, Infrastructure and Logistic Requirement, Seating arrangement, breakout rooms,	10 Hours





	transporation Selection and Training of Trainers - Teaching and Facilitation Skills	
<b>Unit VII</b>	<b>Training Evaluation</b>  Meaning Donald Kirpatrick's Evaluation Model Kaufman's five Levels of Evaluation of Training Impact CIRO's four levels of Evaluation of Training Impact Data Collection for Training Evaluation Designs of Training Evaluation – Reaction, Learning, Job Application and Business Impact ROI Process Model	<b>6 Hours</b>
<b>Unit VIII</b>	<b>Training Trends Worldwide</b>  Sucession Planning Cross Cultural Training Competency Mapping Multiskilling Creating Learning Organisations	<b>6 Hours</b>

**Text Books:**

- 1 . Training & Development – G. Pandu Naik
2. Training & Development – Dr B.Janakiraman,

**Reference Books:**

1. Training Design and Manual – Tony Bray



  
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**Department of BBA**

**B.B.A. : V Semester**

**Performance Appraisal and Counseling**

**Course code – BBA5053**

**(w.e.f. 2015-2016 and Onwards)**

Teaching hours per week : 04

Total Teaching hours : 54

Maximum Marks : 100 Marks

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO 1: Understand and explain the basic concepts of Employee Performance Management

CO 2: Discuss the nature of Performance Planning. Apply Performance Planning Techniques to real life situations.

CO 3: Understand and apply different techniques of Performance Appraisals.

CO 4: Design and Demonstrate the concept of Performance analysis and review discussion

CO 5: Explain and implement the Performance Counseling Techniques

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction</b> Definition, Objectives, Issues and Problems in Performance Appraisal Job Description and Performance Appraisal, Job Analysis in Performance Appraisal System Performance Management	4 Hours
Unit II	<b>Performance Planning &amp; Ongoing Performance Communication</b> Preparing and Educating Staff Performance Planning Meeting Setting the Overall Goal for the Job	6 Hours



	Establishing Key Result Areas Defining Performance Standards Ongoing Performance Communication	
<b>Unit III</b>	<b>Performance Appraisal</b>  Data gathering, Observing and Documenting Performance Appraisal Methods Traditional Approach to Performance Appraisal Paired Comparison Method Man to Man Comparison Method Critical Incident Method Graphic Rating Scale Checklist Method Modern Approach to Performance Appraisal Behaviourally Anchored Rating Scale E-appraisals Self Appraisal Management by Objective 360 Degree Appraisal Balance Scorecard Appraisal Forms and Formats Measurements in Performance Appraisal Appraisal Process and Documentation	<b>16 Hours</b>
<b>Unit IV</b>	<b>Appraisal Communication and Interview</b> Performance Analysis Performance Appraisal Meeting and Review Discussion Counseling Self Development of Managers as Counsellors Barefoot Counseling	<b>4 Hours</b>
<b>Unit V</b>	<b>Counselling Interventions in Organisation</b> Empathy Listening and Responding Effective Feedback Performance Counselling Counselling in Problem Situations	<b>14 Hours</b>
<b>Unit VI</b>	<b>Assertiveness and Interpersonal Skills for Counsellors</b> Counselling Relationship Development of Counseling Skills Psychoanalytic Foundations Gestalt Therapy Rational Emotive Therapy Person-Centred Approach to Counselling	<b>10 Hours</b>



**Text Books:**

1. Performance Management – Robert Bacal
2. Human Resource Management - K.Ashwathappa

**Reference Books:**

1. Human Resource Management - L.M.Prasad
2. Human Resource Management - Gary Dessler
3. Human Resource Management - Evanswitch



  
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**Department of BBA**  
**B.B.A. : VI Semester**  
**Conflict Management and Negotiation**  
**Course code – BBA6051**  
**(w.e.f. 2013-2016 and Onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 54

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO 1: Understand and explain the basic concepts of Conflict.

CO 2: Discuss the Levels and Sources of Conflict

CO 3: Understand and Demonstrate the Conflict Management Techniques

CO 4: Design and demonstrate the Negotiation Techniques, Third party negotiations

CO 5: Design and formulate various steps involved in Conflict Resolution process.

CO 6: Learn and implement effective Interpersonal skills and deal with Personality conflict.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Introduction to Conflict Management</b> <ul style="list-style-type: none"> <li>• Understanding Conflict</li> <li>• Components of Conflict</li> <li>• Perspectives of Conflict</li> <li>• Types of Conflict</li> <li>• Models of Conflict – Process Model, Structural Model</li> <li>• Functional and Dysfunctional Conflict</li> </ul>	<b>4 Hours</b>
<b>Unit II</b>	<b>Levels and Sources of Conflict</b> <ul style="list-style-type: none"> <li>• Intra-personal Conflict</li> </ul>	<b>4 Hours</b>



	<ul style="list-style-type: none"> <li>• Interpersonal Conflict</li> <li>• Group / Team Conflict</li> <li>• Organizational Conflict</li> <li>• Sources Intra-personal Conflict</li> <li>• Sources Interpersonal Conflict</li> <li>• Sources Group / Team Conflict</li> <li>• Sources Organizational Conflict</li> </ul>	
<b>Unit III</b>	<p><b>Managing Conflict</b></p> <p><b>Managing Interpersonal Conflict</b></p> <ul style="list-style-type: none"> <li>• The Thomas Conflict Resolution Approach</li> <li>• Behavioural Style and Conflict Handling</li> <li>• The Cosier Schank Model of Conflict Resolution</li> <li>• Collaborating and Conflict Resolution</li> <li>• Dealing with Difficult Subordinates</li> <li>• Dealing with Difficult Boss and Colleagues</li> <li>• One-to-One Dispute Resolution</li> </ul> <p>Managing Team and Organizational Conflict</p> <ul style="list-style-type: none"> <li>• Techniques to Resolve Team Conflict</li> <li>• Strategies to Resolve Organizational Conflict</li> <li>• Effective Listening and Dialogue Skills</li> <li>• Humour and Conflict Resolution</li> </ul>	<b>16 Hours</b>
<b>Unit IV</b>	<p><b>Negotiation</b></p> <ul style="list-style-type: none"> <li>• Types of Negotiation</li> <li>• Negotiation Process</li> <li>• Factors Responsible for Making Negotiation Successful</li> <li>• Tricks Used in Negotiation Process</li> <li>• Methods to Counter Negotiating Techniques</li> <li>• Issues in Negotiation</li> </ul>	<b>8 Hours</b>
<b>Unit V</b>	<p><b>Third Party Conflict Resolution</b></p> <ul style="list-style-type: none"> <li>• Mediation</li> <li>• Arbitration</li> <li>• Managerial Dispute Resolution</li> </ul>	<b>4 Hours</b>
<b>Unit VI</b>	<p><b>Conflict Resolution Process</b></p> <ul style="list-style-type: none"> <li>• Assessing Potential Conflict</li> <li>• Conflict Dynamics Analysis</li> <li>• Summary of Conflict Analysis</li> <li>• Analysis of Consequences</li> <li>• Understanding Conflict Outcomes and Participant's Intentions</li> </ul>	<b>6 Hours</b>



	<ul style="list-style-type: none"> <li>• Selection and Implementation of Conflict Resolution Strategies</li> <li>• Report Writing and Feedback</li> </ul>	
<b>Unit VII</b>	<b>Developing Effective Interpersonal Skills</b> <ul style="list-style-type: none"> <li>• Assertive Behaviour and Conflict Handling</li> <li>• Perception and Conflict</li> <li>• Understanding Self: Johari window</li> <li>• Transactional Analysis and Conflict Handling</li> </ul>	<b>6 Hours</b>
<b>Unit VIII</b>	<b>Dealing with Personality Conflicts and Problems</b> <ul style="list-style-type: none"> <li>• Personality Conflict in Workplace</li> <li>• Personality Types and response to situation</li> <li>• Conflict Handling Styles and Different types of Personalities</li> <li>• Impact of Conflict on Different Personality Traits</li> <li>• Recognizing and Handling of Problem Behaviours</li> <li>• Effect of Conflict on Organizational Performance</li> </ul>	<b>6 Hours</b>

**Text / Reference Book:**

1. Corporate Conflict Management – Eirene Leela Rout and Nelson Omiko



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**Department of BBA**  
**B.B.A. : VI Semester**  
**Compensation Management**  
**Course code – BBA6055**

**(w.e.f. 2013-2016 and Onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 54

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO 1: Understand and explain the basic concepts of Compensation.

CO 2: Compare, Understand and apply the concept of Job Evaluation.

CO 3: Design and formulate various Salary structure and Wage Incentive plans.

CO 4: develop the required skills to design and explain the Executive Compensation plans.

CO 5: Understand and apply the concepts of Payroll Administration for being professional in HR.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Compensation meaning, objectives, Types of compensations</li> <li>• National Wage Policy : Objectives, Concepts,</li> <li>• Company Wage Policy : Wage Determination, Pay Grades, Economic Principles, External Equity : Wage Surveys, Wage Components</li> <li>• Labour Market : Concept, Broad Types of Labour Market</li> </ul>	<b>6 Hours</b>
<b>Unit II</b>	<b>Wage Structure in the Plant and Job Evaluation</b>	<b>10 Hours</b>





	<ul style="list-style-type: none"> <li>• An Introduction to Job Evaluation</li> <li>• Methods of Job Evaluation <ul style="list-style-type: none"> <li>o the ranking method : description, advantage and limitations</li> <li>o the classification method : description, advantages and limitations</li> <li>o factor comparison method : description, advantages and limitations</li> <li>o point rating methods : description, advantages and limitations</li> <li>o Hay guide chart – profile method : description, advantages and limitations</li> </ul> </li> <li>• The wage curve, pay grades and rate ranges</li> <li>• Dearness Allowance : Computation of CPI</li> </ul>	
<b>Unit III</b>	<p><b>Wage Incentives</b></p> <ul style="list-style-type: none"> <li>• Concept; different kinds of wage incentives plans and their application</li> <li>• Pay for performance plans</li> <li>• Competency based pay</li> <li>• Bonus : Profit Bonus, Method of Determining Bonus</li> </ul>	<b>10 Hours</b>
<b>Unit IV</b>	<p><b>Fringe Benefits</b></p> <ul style="list-style-type: none"> <li>• Underlying Principles, Different Kinds of Fringe Benefits</li> <li>• Benefits-the necessity and design of benefit plans</li> <li>• Pension- understanding the various kinds of pension/annuities with a focus on the Indian scenario</li> <li>• Medical insurance-the Indian practice</li> </ul>	<b>10 Hours</b>
<b>Unit V</b>	<b>Executive Compensation</b>	<b>8 Hours</b>



	<ul style="list-style-type: none"> <li>• Pay for senior management-using financial, and market performance indicators</li> <li>• Understanding long term incentives-enter equity</li> <li>• Stock, options and stock purchase plans</li> <li>• Using stock based compensation</li> <li>• Stock based compensation in an unlikely industry</li> <li>• Stock options special cases-indexed options, under water options etc.</li> <li>• Economic value added-as an “alternative” to Stock based compensation</li> <li>• Other long term/short term performance metrics</li> </ul>	
<b>Unit VI</b>	<p><b>Payroll Administration</b></p> <ul style="list-style-type: none"> <li>• Payroll Management, Deductions, etc.</li> <li>• Legal Constraints on Pay Systems</li> <li>• Government Regulations on Compensation in India</li> </ul>	<b>6 Hours</b>
<b>Unit VII</b>	<p><b>Trends in Compensation</b></p> <ul style="list-style-type: none"> <li>• Broad Banding</li> <li>• At-risk compensation</li> <li>• Skill Based Pay</li> </ul>	<b>4 Hours</b>

**Text Books:**

1. Compensation & Reward Management by BD Singh, Excel Books
2. Compensation by Milkovich & Newman

**Reference Books:**

1. Strategic Compensation by Joseph J. Martocchio
2. Compensation Management in Knowledge based world by Richard I. Anderson
3. Compensation Management by Er Soni Shyam



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**Department of BBA**  
**B.B.A. : VI Semester**  
**Industrial Relations and Labour Laws**

Course code – BBA6056

(w.e.f. 2015-2016 and Onwards)

Teaching hours per week : 04  
Total Teaching hours : 54

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO 1: Understand and explain the basic concepts of Industrial Relations and its principles.

CO 2: Understand and Apply the concept of Collective Bargaining in the organizational context.

CO 3: Design and formulate the Grievance Redressal process and techniques.

CO 4: Understand and apply the concept of Industrial Discipline

CO 5: Acquire conceptual understanding of the various Labour Legislations applicable to today's business and apply this to the real life situations.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Concept of Industrial Relations</b>  The Various Approaches: The systems model, The pluralist approach, The structural contradictions perspective  Various Participants:  Trade Unions - What are Trade Unions, Trade Unionism in India - Emergence, history, growth, Trade Union as an Organisation - Structure, Size, Affiliation, Membership, Finance, Leadership, Trade Union recognition and registration, White collar unionism, Trade	<b>6 Hours</b>



	<p>Unionism in the unorganised sector</p> <p>The State – The Indian IR framework, The role of the state in Indian IR - Regulative and Participative bodies</p> <p>Employers – Employers Associations, Objectives, Structure, Activities, Major approaches in managing employees</p>	
<b>Unit II</b>	<p><b>Collective Bargaining</b>  Definition and Characteristics, Critical Issues in Collective Bargaining  Collective Bargaining in India – Collective Bargaining and Indian IR system, Collective Bargaining in Practice – Levels of Bargaining, Coverage and Duration of Agreements, Difficulties in the Bargaining Process and Administration Agreement  Negotiating a Contract – Pre Negotiation, The Negotiation Process and Post Negotiation</p>	<b>4 Hours</b>
<b>Unit III</b>	<p><b>Grievance Resolution</b>  Meaning and Definition, Causes/Sources of Grievance and how to locate them  Model Grievance Procedure – the machinery, procedure and essence  Managerial Practice to prevent Grievances</p>	<b>4 Hours</b>
<b>Unit IV</b>	<p><b>Industrial Discipline</b>  Introduction, Concept of Misconduct  Disciplinary Proceedings  Domestic Enquiry – contents and process</p>	<b>4 Hours</b>
<b>Unit V</b>	<p><b>Fundamentals of Labour Laws</b>  The Factories Act, 1948  Important definitions like Factory, Manufacturing Process, Occupier  Health, Safety, Provisions relating to Hazardous Processes, Welfare  Working Hours of Adults  Employment of Young Persons Annual Leave with Wages  Important Case Laws decided by the Apex Court.  Karnataka Commercial Shops and Establishment Act 1961</p>	<b>10 Hours</b>
<b>Unit VI</b>	<p><b>Law Relating to Wages</b>  The Minimum wages Act, 1948  The Payment Of wages act, 1936</p>	<b>4 Hours</b>
<b>Unit VII</b>	<p><b>Employment Relations Laws - I</b>  Industrial Employment (Standing Orders) Act, 1946  Industrial Disputes Act, 1947  Trade Union Act 1926</p>	<b>10 Hours</b>
<b>Unit VIII</b>	<p><b>Employment Relations Laws - II</b></p>	<b>12 Hours</b>



The Payment of Bonus Act, 1965 Employees Provident Funds (and Misc. Provisions) Act, 1952 Workmen's Compensation Act, 1923 Employees' State Insurance Act, 1948 Payment of Gratuity Act, 1972 Maternity Benefits Act, 1961 Child Labour (Prohibition & Regulation) Act, 1986	
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**Text Book:**

1. Industrial Relations in India: Shifting Paradigms
2. Industrial Relations – Arun Monappa

**Reference Book**

1. Industrial Relations – Mammoria and Gankar
2. Labour Laws – M. N. Mishra
3. Handbook of Industrial Law – N. D. Kapoor



  
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**Department of BBA : V Semester**  
**Security Analysis**  
**Course code – BBA5043**  
**(w.e.f. 2015-16 and onwards)**

Teaching hours per week : 04  
Total Teaching hours : 54

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Understand different avenues of investment in securities markets
- CO 2. Develop the knowledge of security analysis using fundamental tools
- CO 3. Develop the knowledge of security analysis using technical tools
- CO 4. Apply the concept of portfolio management for the better investments in securities
- CO 5. Understand concept of risk and return in securities

**Syllabus**

Unit I	Introduction to research analyst profession & securities market, terminologies	8 Hrs
Unit II	Fundamentals of research, economic & industry analysis	10 Hrs
Unit III	Company analysis qualitative dimensions	10 Hrs
Unit IV	Company analysis quantitative dimensions	8 Hrs
Unit V	Corporate actions & valuation principles, fundamentals of risk and return	10 Hrs
Unit VI	Legal and regulatory environment, qualities of a good research report	8 Hrs

**TEXT BOOKS:**

1. NISM workbook on security analysis

**REFERENCE BOOKS:**

1. Security Analysis written by Benjamin Graham
2. Fundamental Analysis for Dummies by Matt Krantz
3. Getting Started in Technical Analysis by Jack Schwager



  
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 Department of BBA  
 B.B.A. : V Semester  
**Project Finance**  
 Course code – BBA5045  
 (w.e.f. 2015-2016 and Onwards)

Teaching hours per week : 04  
 Total Teaching hours : 54

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO1. Develop an understanding about Capital Investment: Importance and Difficulties
- CO2. Understanding of Profitability Projection (or Estimation of Working Results)
- CO3. Know about the determination of Proportions and Weighted Average Cost of Capital
- CO4. Understand the capital budgeting and techniques like NPV, IRR etc
- CO5. Have an understanding of Financing of Infrastructure Projects

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<p><b>Overview</b></p> <p>Capital Investment: Importance and Difficulties</p> <p style="padding-left: 40px;">Types of Capital Investments</p> <p style="padding-left: 40px;">Phases of Capital Budgeting</p> <p style="padding-left: 40px;">Levels of Decision Making</p> <p style="padding-left: 40px;">Facets of Project Analysis</p> <p style="padding-left: 40px;">Feasibility Study: A Schematic Diagram</p> <p style="padding-left: 40px;">Objectives of Capital Budgeting</p>	<b>4 Hours</b>



	Common Weakness of Capital Budgeting	
<b>Unit II</b>	<b>Financial Estimates and Projection</b> <ul style="list-style-type: none"> <li>• Cost of Project</li> <li>• Means of Finance</li> <li>• Estimation of Sales and Production</li> <li>• Cost of Production</li> <li>• Working Capital Requirement and its Financing</li> <li>• Profitability Projection (or Estimation of Working Results)</li> <li>• Projected Cash Flow Statements</li> <li>• Projected Balance Sheet</li> <li>• Multi-Year Projections</li> </ul>	<b>4 Hours</b>
<b>Unit III</b>	<b>Basic Financial Concepts</b> <ul style="list-style-type: none"> <li>• Time Value of Money – Meaning, Rationale,</li> <li>• Future Value &amp; Present Value</li> <li>• Relationship between Risk &amp; Return</li> <li>• Loan Amortization &amp; Rule of 72</li> </ul>	<b>6 Hours</b>
<b>Unit IV</b>	<b>Cost of Capital</b> <ul style="list-style-type: none"> <li>• Basic Concepts</li> <li>• Determination of the Component Costs</li> <li>• Determination of Proportions and Weighted Average Cost of Capital</li> <li>• Weighted Marginal Cost of Capital</li> </ul>	<b>8 Hours</b>
<b>Unit V</b>	<b>Investment Criteria</b> <ul style="list-style-type: none"> <li>• Net Present Value</li> <li>• Benefit Cost Ratio</li> <li>• Internal Rate of Return</li> <li>• Payback Period</li> <li>• Accounting Rate of Return</li> <li>• Assessment of Various Methods</li> <li>• Investment Appraisal –Indian and International Practice</li> </ul>	<b>12 Hours</b>
<b>Unit VI</b>	<b>Risk Analysis of Single Investments</b> <ul style="list-style-type: none"> <li>• Sources, Measures, and Perspectives on Risk</li> <li>• Sensitivity Analysis</li> <li>• Scenario Analysis</li> <li>• Break-Even Analysis</li> <li>• Hillier Model</li> </ul>	<b>16 Hours</b>





	<ul style="list-style-type: none"> <li>• Simulation Analysis</li> <li>• Decision Tree Analysis</li> <li>• Managing Risk</li> <li>• Project Selection Under Risk</li> <li>• Risk Analysis in Practice</li> <li>• How Financial Institution Analyze Risk</li> </ul>	
<b>Unit VII</b>	<b>Financing of Infrastructure Projects</b> <ul style="list-style-type: none"> <li>• Typical Project Configuration</li> <li>• Key Project Parties</li> <li>• Project Contracts</li> <li>• Financial Structure and Corporate Governance</li> <li>• Financing Power Projects</li> <li>• Social Cost Benefit Analysis</li> </ul>	<b>4 Hours</b>

**Text Book:**

1. Projects – Planning ,Analyzing, Financing, Implementation and Review Dr Prasanna Chandra, Tata McGraw- Hill
2. Project Management – Dr N.P. Agarwal & Dr B.K. Mishra

**Reference Book:**

1. Project Management – K. Nagarajan



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Department of BBA  
BBA : V Semester  
Securities Markets  
Course code – BBA5046  
(w.e.f. 2015 – 16 and onwards)**

Teaching hours per week : 04  
Total Teaching hours : 54

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Describe the different components of a financial system and their role.
- CO 2. Explain the recent developments in the Indian financial system
- CO 3. Describe the instruments, participants and operation of the money market
- CO 4. Describe the methods of issuing shares and role of intermediaries in the primary
- CO 5. Describe the trading mechanism in the stock market
- CO 6. List the various speculators and describe the speculative activities

**Syllabus**

UNITS	Syllabus	HOURS
Unit I	Introduction	8 Hours
Unit II	Regulatory Framework	10 Hours
Unit III	Primary Market & Secondary Market	8 Hours
Unit IV	Market Indicators	10 Hours
Unit V	Trading and Risk Management Clearing and Settlement	10 Hours
Unit VI	Market Surveillance & Client Management	8 Hours

**TEXT BOOKS:**

- 1. NISM workbook on securities market

**REFERENCE BOOKS:**

- 1. VALUE INVESTING AND BEHAVIORAL FINANCE – PARAG PARIKH.
- 2. BULLS, BEARS AND OTHER BEASTS – SANTOSH NAIR.
- 3. INVESTING IN INDIA – RAHUL SAROGLI.



  
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**Department of BBA**

**B.B.A. : VI Semester**

**Financial Services**

**Course code – BBA6041**

**(w.e.f. 2015-2016 and Onwards)**

Teaching hours per week : 04

Total Teaching hours : 54

Maximum Marks : 100 Marks

Semester End Examination : 70 Marks

Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

CO1. Understand the role and function of the financial system in reference to employability.

CO2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

CO3. To promote enterprising in financial products and services.

CO4. Demonstrate an awareness of insurance, terminology, elements and principles in India

CO5. Understand the classification – Life Insurance & Non-Life Insurance

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Financial System – An Overview</b> <ul style="list-style-type: none"><li>• Financial system: Features,</li><li>• Constituent: Financial Institutions, Financial Services, Financial Markets, Financial Instruments</li><li>• Indian Financial system</li></ul>	<b>3 Hours</b>
Unit II	<b>Introduction to Banking</b>	<b>15 Hours</b>



	<ul style="list-style-type: none"> <li>• Fundamental role and evolution</li> <li>• Banking structure in India, Licensing of banks in India, Branch licensing</li> <li>• Foreign Banks</li> <li>• Private Banks – Capital and Voting rights</li> <li>• Dividend</li> <li>• Corporate Governance</li> <li>• Kinds of deposit, Joint accounts, Nomination, Closure of deposit accounts, Deposit insurance</li> <li>• Bank – Customer Relationship: Roles of Banks, Bankers' obligation of secrecy,</li> <li>• Security Creation: Pledge, Hypothecation, Mortgage, Assignment</li> </ul>	
<b>Unit III</b>	<p><b>Banking and the Economy</b></p> <ul style="list-style-type: none"> <li>• Cash Reserve Ratio (CRR) and Statutory Liquidity Ratio (SLR)</li> <li>• Repo and Reverse Repo</li> <li>• Open Market Operations</li> <li>• Security Valuation</li> <li>• Capital Account Convertibility</li> <li>• Fund-based services</li> <li>• Non-Fund based services</li> <li>• Money Remittance Services</li> <li>• Banking Channels</li> <li>• Non-Performing Asset: Categories, Norms, SARFAESI Act</li> </ul>	<b>9 Hours</b>
<b>Unit IV</b>	<p><b>Introduction to Insurance</b></p> <ul style="list-style-type: none"> <li>• Definition, Concept of Insurance / How insurance works</li> <li>• Insurance Act, 1938, Insurance Regulatory and Development Authority (IRDA)</li> <li>• Insurance Advertisements and Disclosure Regulations, 2000</li> <li>• Protection of Policy Holders Interest Regulations, 2002</li> <li>• Third Party Administrators (TPA)</li> <li>• Fundamentals of Risk Management: Definition of Risk, Classification of Risks, Definition of Risk Management, Stages of Risk Management</li> </ul>	<b>9 Hours</b>
<b>Unit V</b>	<p><b>Insurance Contract, Terminology, Elements and Principles</b></p> <ul style="list-style-type: none"> <li>• Contract Terminology</li> <li>• Elements of a Valid Contract – Offer and Acceptance, Consideration, Capacity, Legal Purpose</li> <li>• Distinguishing Characteristics of Insurance Contracts</li> </ul>	<b>9 Hours</b>



	<ul style="list-style-type: none"> <li>• Common clauses and sections in an insurance contract</li> <li>• Insurance Intermediaries: Introduction, Individual agent, Corporate agent, Code of Conduct, Broking regulations, Indian Insurance Market</li> </ul>	
<b>Unit VI</b>	<p><b>Life Insurance Policies</b></p> <ul style="list-style-type: none"> <li>• Term Insurance,- Types of Term Life Insurance</li> <li>• Whole Life Insurance</li> <li>• Endowment policy</li> <li>• Children's policies</li> <li>• Annuities</li> <li>• Group Insurance</li> <li>• Industrial Life Assurance</li> <li>• Life insurance premium and tax benefits</li> </ul> <p><b>General Insurance</b></p> <ul style="list-style-type: none"> <li>• Classification – Life Insurance &amp; Non-Life Insurance</li> <li>• Non-Life Insurance classification - Property Insurance, Personal Insurance, &amp; Liability Insurance, Types of Property Insurance - Fire Insurance, Marine Insurance, Various types of Engineering Insurance.</li> <li>• Contractor's All Risks (CAR) Insurance</li> <li>• Marine cargo insurance</li> <li>• Motor insurance</li> <li>• Burglary insurance</li> <li>• Money insurance</li> </ul>	<b>9 Hours</b>

**Text Books:**

1. Financial Services—M.Y.Khan – TMH

**Reference Book:**

1. Financial Services & Systems– S.G.Guruswamy – Thomson Learning



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Department of BBA  
B.B.A. : VI Semester  
Portfolio Management  
Course code – BBA6043**

(w.e.f. 2013-2016 and Onwards)

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 54	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO1. To provide a theoretical and practical background in the field of investments.  
 CO2. Designing and managing the bond as well as equity portfolios in the real world.  
 CO3. Valuing equity and debt instruments.  
 CO4. Measuring the portfolio performances.  
 CO5. To provide a understanding of Portfolio Revision & Portfolio Evaluation

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Introduction to Portfolio Management</b> <ul style="list-style-type: none"> <li>• What is Portfolio Management</li> <li>• Phases of Portfolio Management</li> <li>• Evolution of Portfolio Management</li> <li>• Role of Portfolio Management</li> </ul>	<b>4 Hours</b>
<b>Unit II</b>	<b>Risk</b> <ul style="list-style-type: none"> <li>• Meaning of Risk</li> <li>• Elements of Risk</li> <li>• Systematic Risk</li> <li>• Unsystematic Risk</li> <li>• Measurement of Risk</li> <li>• Measurement of Systematic Risk</li> </ul>	<b>6 Hours</b>
<b>Unit III</b>	<b>Portfolio Analysis</b> <ul style="list-style-type: none"> <li>• Expected Return of a Portfolio</li> <li>• Risk of a Portfolio</li> <li>• Reduction of Portfolio Risk through Diversification</li> <li>• Portfolios with More than Two Securities</li> </ul>	<b>10 Hours</b>



	<ul style="list-style-type: none"> <li>• Risk-Return Calculation of Portfolios With More than Two Securities</li> </ul>	
<b>Unit IV</b>	<b>Portfolio Selection</b> <ul style="list-style-type: none"> <li>• Feasible Set of Portfolio</li> <li>• Selection of Optimal Portfolio</li> <li>• Limitations of Markowitz Model</li> <li>• Single Index Model</li> <li>• Multi-Index Model</li> </ul>	<b>8 Hours</b>
<b>Unit V</b>	<b>Capital Asset Pricing Model (CAPM)</b> <ul style="list-style-type: none"> <li>• Fundamental Notions of Portfolio Theory</li> <li>• Assumptions of CAPM</li> <li>• Efficient Frontier With Risk less Lending and Borrowing</li> <li>• The Capital Market Line</li> <li>• The Security Market Line</li> <li>• CAPM</li> <li>• SML and CML</li> <li>• Pricing of Securities with CAPM</li> </ul>	<b>10 Hours</b>
<b>Unit VI</b>	<b>Portfolio Revision</b> <ul style="list-style-type: none"> <li>• Need for Revision</li> <li>• Meaning of Portfolio Revision</li> <li>• Constraints in Portfolio Revision</li> <li>• Portfolio Revision Strategies</li> <li>• Formula Plans</li> </ul>	<b>8 Hours</b>
<b>Unit VII</b>	<b>Portfolio Evaluation</b> <ul style="list-style-type: none"> <li>• Need for Evaluation</li> <li>• Evaluation Perspective</li> <li>• Meaning of Portfolio Evaluation</li> <li>• Differential Returns</li> <li>• Decomposition of Performance</li> </ul>	<b>8 Hours</b>

**Text Books:**

1. Security Analysis and Portfolio Management – Punitavathy Pandian Vikas Publication
2. Investment Analysis and Portfolio management – Prasanna Chandra

**Reference Books:**

1. Security Analysis – Kevin PHI
2. Security Analysis and Portfolio Management – Jordan and Fischer



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**Department of BBA : VI Semester**  
**Mutual Funds**  
**Course code – BBA6045**  
**(w.e.f. 2015 – 16 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 52

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcome:**

**At the end of this course students will be able to:**

- CO 1. Understand the salient features of Mutual fund schemes with different structures
- CO 2. Appreciate the working of newer channels of distribution
- CO 3 Understand how equities, debt, derivatives and real estate are valued in mutual fund schemes
- CO 4. Appreciate how schemes are evaluated
- CO 5. Get oriented to the basics of financial planning
- CO6. Understand ethical requirements and measures to protect mutual fund investors

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit 1	<b>Mutual Fund Structures, Legal &amp; Regulatory Environment</b> <ul style="list-style-type: none"> <li>● Fund of Funds, Exchange Traded Funds, Real Estate Mutual Funds</li> <li>● Venture Capital Funds, Private Equity Funds, International funds</li> <li>● Regulatory Framework for Real Estate Mutual Funds</li> <li>● Investment Norms for Mutual Funds</li> <li>● SEBI Norms for Mutual Funds' investment in Derivatives</li> <li>● SEBI norms with respect to change in controlling interest of an AMC</li> <li>● Changes in Mutual Fund Schemes</li> </ul>	08 Hours
Unit 2	<b>Fund Distribution &amp; Sales Practices, Investment &amp; Risk Management</b> <ul style="list-style-type: none"> <li>● Internet and Mobile Technologies, Stock Exchanges</li> <li>● Fundamental Analysis, Technical Analysis ,</li> </ul>	10 Hours





	<ul style="list-style-type: none"> <li>● Quantitative Analysis</li> <li>● Debt Investment Management, Issues for a Debt Fund Manager</li> <li>● Derivatives, Application of Derivatives</li> </ul>	
<b>Unit 3</b>	<b>Valuation of Schemes. Accounting &amp; Taxation</b> <ul style="list-style-type: none"> <li>● Equities, Debt, Gold, Real Estate</li> <li>● Non-Performing Assets and Provisioning for NPAs</li> <li>● Net Asset Value, Investor Transactions</li> <li>● Distributable Reserves</li> <li>● Unique Aspects of Real Estate Schemes Accounting</li> <li>● Taxes for AMCs: STT and Income Distribution Tax</li> <li>● Taxes for Investors: STT, Taxes on Dividend, Capital Gains, Set-off and Carry Forward of Losses, Dividend Stripping and Bonus Stripping</li> </ul>	<b>10 Hours</b>
<b>Unit 4</b>	<b>Investor Services &amp; Scheme Evaluation</b> <ul style="list-style-type: none"> <li>● New Fund Offer, Open-end Fund, Closed-end Fund</li> <li>● Exchange Traded Fund</li> <li>● Nomination and Pledge</li> <li>● Measures of Return, Measures of Risk</li> <li>● Benchmarks and Relative Returns</li> <li>● Risk-adjusted Returns</li> <li>● Limitations of Quantitative Evaluation</li> </ul>	<b>08 Hours</b>
<b>Unit 5</b>	<b>Asset Classes &amp; Alternate Investment Products</b> <ul style="list-style-type: none"> <li>● Historical Returns</li> <li>● Perspectives on Asset Class Returns</li> <li>● Alternative Investment Products</li> </ul>	<b>06 Hours</b>
<b>Unit 6</b>	<b>Cases in Financial Planning, Ethics &amp; Investor Protection</b> <ul style="list-style-type: none"> <li>● Practical Aspects of Financial Planning (cases/examples)</li> <li>● Code of Conduct, Mis-selling</li> <li>● Safeguards in Mutual Fund Structure</li> <li>● Regulatory Steps for Protecting Investors Against Fraud</li> </ul>	<b>10 Hours</b>

**TEXT BOOKS:**

1. Taxmann's Mutual Fund Distributors – Level 2
2. Indian Mutual Funds Handbook (5th Edition)

**REFERENCE BOOKS:**

1. The Mutual Fund Industry by R.Glenn Hubbard
2. Mutual Funds -Ladder to wealth creation by Vivek Negi
3. Common Sense on Mutual Funds :New Imperatives for the Intelligent Investor by John.C .Bogle



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**Department of BBA : V Semester**  
**Sales and Distribution Management**  
**Course code – BBA5031**  
**(w.e.f. 2013 – 2016 and onwards)**

Teaching hours per week : 04	Maximum Marks : 100 Marks
Total Teaching hours : 60	Semester End Examination : 70 Marks
	Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. To develop an understanding of Sales Managers Functions and responsibilities.
- CO 2. Understand the concepts of motivating the Sales Team: Motivation Programs
- CO 3. To have an understanding of Selling process and skills for effective salesmanship. Sales leads, Sales, Presentations, Types of calls.
- CO 4. Understand Marketing Channels: Definition & Importance - Different forms of channels, Functions of Marketing Channels.
- CO 5. To highlight the role of Supply Chain Management & Channel Management

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<p><b>Sales Management &amp; Sales Organization</b></p> <p>Definition, Meaning &amp; Objectives.</p> <p>Sales Research, Sales Forecasting-Meaning &amp; methods.</p> <p>Sales Planning and Control: Goal setting, Performance measurement, diagnosis and corrective actions.</p> <p>Need for Sales Organizations &amp; Structure</p> <p>Sales Managers Functions and responsibilities.</p> <p>Planning for major customers and Sales Budget.</p> <p>Specific Characteristics of a successful salesman</p>	<b>6 Hours</b>



<b>Unit II</b>	<p><b>Sales Force Management</b>          Developing the Sales Force          Recruitment &amp; Selection of Sales force: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability.          Training: Areas of sales Training, Company Specific Knowledge, Product knowledge, Industry and Market Trend Knowledge, and Customer Education.          Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, Incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation Package.          Supervising, Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity.</p>	<b>24 Hours</b>
<b>Unit III</b>	<p><b>Personal Selling</b>          Salesmanship: Definition, Prospecting &amp; Resistance          Selling process and skills for effective salesmanship. Sales leads, Sales Presentations, Types of calls, effective selling techniques.          Role of Relationship Marketing in personal selling, tools for personal selling &amp; Value added selling</p>	<b>8 Hours</b>
<b>Unit IV</b>	<p><b>Distribution Management</b>          Physical distribution: Definition, Importance &amp; participants in physical Distribution Process. Marketing Channels: Definition &amp; Importance - Different forms of channels, Functions of Marketing Channels. Unconventional channels - Channels for Consumer goods, Industrial Goods &amp; Services. Integrated Marketing Channels – Horizontal, Vertical, Multi-Channel Marketing Systems</p>	<b>8 Hours</b>
<b>Unit V</b>	<p><b>Supply Chain Management</b>          Concept, significance &amp; components.          Order processing, Material Handling, Transportation, Warehousing, Inventory Management &amp; Reverse Logistics.</p>	<b>8 Hours</b>
<b>Unit VI</b>	<p><b>Channel Management</b>          Channel Selection Process &amp; criteria          Performance appraisal of Channel Members          Channel Conflicts &amp; Techniques to resolve channel conflicts</p>	<b>6 Hours</b>

**Text Books:**

1. Sales Management - Richard Still Edward W. Cundiff
2. Building a Winning Sales Team – Gini Graham & Scott



3. Sales Management Handbook – Forsyth Patrick
4. Professional Sales Management – Anderson, Hair and Bush

**Reference Books:**

1. Motivation and Job Satisfaction – M. D. Pestonjee
2. Channel Management –Stern – El Ansary
3. Distribution Management – S. Eliton
4. Sales and Distribution Management – S. L. Gupta
5. Marketing Management – Philip Kotler



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**Department of BBA : V Semester**  
**Service Marketing**  
**Course code –BBA5034**  
**(w.e.f. 2015 – 2016 and onwards)**

Teaching hours per week	: 04	Maximum Marks	: 100 Marks
Total Teaching hours	: 54	Semester End Examination	: 70 Marks
		Internal Assessment	: 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Examine Characteristics of a service and its marketing implications
- CO 2. Identify the meaning and types of Customer Service Expectations
- CO 3. Develop an understanding of the Service failure and service recovery
- CO 4. Appraise the challenges in new Service design and Types of new Services
- CO 5. Recognize Employee's and Customer's role in Service delivery

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Introduction</b> Service Vs Goods/Product Characteristics of a service and its marketing implications Services marketing mix – Introduction of 7Ps Brief idea of different Services 3 Gap model of Service Quality	<b>10 Hours</b>
<b>Unit II</b>	<b>Consumer Behaviour in Services</b> Search, Experience and Credence properties Consumer Behaviour in Services Meaning and types of Customer Service Expectations. Zone of tolerance and Factors that influence customer expectations Customer satisfaction: Meaning and determining factors Service Quality: Meaning and 5 dimensions of Service Quality Service encounters/ Moments of truth: Meaning, importance, Types and Source of pleasure and displeasure in service encounters Strategies for influencing Customer perceptions	<b>10 Hours</b>



<b>Unit III</b>	<b>Service Recovery</b> Service failure and service recovery How Customers respond to service failures? Service recovery strategies Service Guarantees: Meaning and types	<b>4 Hours</b>
<b>Unit IV</b>	<b>Service Marketing Mix (4Ps)</b> Service development and design Challenges in new Service design and Types of new Services Stages in new Service development Service Blueprinting s Pricing of Services How service prices are different? Approaches to Pricing of Services Delivering Service tough intermediaries and electronic channels Key intermediaries for Service delivery Franchising: Meaning and benefits & drawbacks to Franchiser and franchisee Agents and Brokers: Meaning and benefits & drawbacks Electronic channels: Meaning and benefits & drawbacks Integrated Services Marketing Communications Communication and Services Marketing Triangle Key reasons for communication Problems Strategies to match Service promises with service deliver	<b>16 Hours</b>
<b>Unit V</b>	<b>Service Marketing Mix (Additional 3Ps)</b> Physical Evidence and the Servicescape Physical evidence: Meaning and constituents and applications 4 s Types of Services capes, Role of Servicescape, Behaviour in the Servicescape & Internal responses to the Servicescape Employee's and Customer's role in Service delivery Importance of Service Employees & Boundary spanning roles Strategies involved in "Internal Marketing" Importance of Customer in Service delivery and Customer roles Strategies for enhancing Customer Participation Customer defined Service Standards Customer defined service standards: Meaning and types Process for developing Customer defined Service standards	<b>10 Hours</b>
<b>Unit VI</b>	<b>Managing Demand and Supply</b> Strategies for shifting Demand to match Capacity Strategies for Flexing Capacity to Match Demand	<b>4 Hours</b>

**Text Books:**

1. Service Marketing – Zeithmal and Bitner



2. Services Marketing, the Indian Perspective – Ravi Shanker

**Reference Books:**

1. Service Marketing – Roland Trust, Anthony Zahorik & Timothy Keiningham
2. Essential of Services Marketing – Douglas Hoffman, John Bateson
3. Services Marketing- S.M. Jha



  
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**Department of BBA : V Semester**  
**Advertising Management**  
**Course code - BBA5035**  
**(w.e.f. 2015 – 2016and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 54

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Describe different types of advertisement.
- CO 2. Discuss the ethics in advertisement.
- CO 3. Explain the Role and duties of Brand Mgt, Role and duties of creative department
- CO 4. Appraise the campaigns Thematic and tactical. Category codes -fashion, consumer durables, alcohol, telecommunication, real estate.
- CO 5. Understand Public Relations Press release, Press kit, press conference. Departments in PR

**Syllabus**

UNITS	SYLLABUS	HOURS
Unit I	<b>Introduction</b> Role of Advertising, Emerging sectors in advertising, role of brand manager, role of creative agency, advertising process, Communication for different mediums, timelines	6 Hours
Unit II	<b>Advertising Agency</b> Departments in an advertising agency, Role and duties of Brand Mgt, Role and duties of creative department, Role and duties of Studio and Production. Advertising process and hierarchy	6 Hours
Unit III	<b>Brand Management</b> Strategy and operations, Advertising and messaging, Brand archetypes, brand personality, Creative brief, studio brief, guard book, job list, MIS, networks	10 Hours
Unit IV	<b>Creative</b> Departments, role and duties, Copy writing, art direction, shoot, Television script, illustration, photo shoot, storyboard	12 Hours
Unit V	<b>Production</b>	6 Hours





	Departments, role and duties Print: Mastering, system correction, artworks, proofs, fabrication, post production Television and radio: animatics, narimatics, scratch	
<b>Unit VI</b>	<b>Campaigns</b> Campaigns Thematic and tactical. Category codes -fashion, consumer durables, alcohol, telecommunication, real estate.	<b>6 Hours</b>
<b>Unit VII</b>	<b>Public Relations</b> Definition, Press release, Press kit, press conference. Departments in PR	<b>8 Hours</b>

**Text Books**

1. Advertising and Media Management by Devi

**Reference Books**

1. ADVERTISING by R Gupta



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Department of BBA : VI Semester  
Media  
Course code – BBA6035  
(w.e.f. 2015 – 2016 and onwards)**

Teaching hours per week : 04	Maximum Marks : 100 Marks	
Total Teaching hours : 54	Semester End Examination : 70 Marks	
	Internal Assessment : 30 Marks	

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Understand Role of media in marketing
- CO 2. Explaining Managing portfolio (budgeting, forecast)
- CO 3. Understanding Departments: Planning, Client Servicing, Buying, Operation, Billing,
- CO 4. Exploring Client, media manager, media AOR, Suppliers & associates.
- CO 5. Understanding TV, RADIO, PRINT, OOH, Digital, Mobile - Planning tools, Research, Planning basics.

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Introduction</b> Role of media in marketing	<b>8 Hours</b>
<b>Unit II</b>	<b>Environment</b> Managing portfolio (budgeting, forecast)	<b>8 Hours</b>
<b>Unit III</b>	<b>The process</b> Departments: Planning, Client Servicing, Buying, Operation, Billing, Research Process: Briefing - planning-buying-implementation-post evaluation	<b>12 Hours</b>
<b>Unit IV</b>	<b>Role</b> Client, media manager, media AOR, Suppliers & associates	<b>10 Hours</b>
<b>Unit V</b>	<b>Medium</b> TV, RADIO, PRINT, OOH, Digital, Mobile - Planning tools, Research, Planning basics.	<b>10 Hours</b>
<b>Unit VI</b>	<b>New trends in Media</b>	<b>6 Hours</b>

**Text Books**

1. Advertising and Media Management by Devi

**2. Reference Books**

1. ADVERTISING by R Gupta



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BELAGAVI

**KLE Society's**  
**Lingaraj College, Belagavi**  
**(Autonomous)**  
**Department of BBA : VI Semester**  
**OOH (Out of Home)**  
**Course code – BBA6036**  
**(w.e.f. 2015 – 2016 and onwards)**

Teaching hours per week : 04  
 Total Teaching hours : 54

Maximum Marks : 100 Marks  
 Semester End Examination : 70 Marks  
 Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Understand Static and experiential OOH, Target audience (Cluster groups), Process
- CO 2. Explaining below the Line Promotion Client, agency, supplier, role of client etc.
- CO 3. Understanding types of activation, Element list, promoter script, Promoter qualities and duties, supervisor qualities and duties, reports.
- CO 4. Exploring event management & types of events, MC, Host, decoration, stage set up, Security, permissions. Organizational hierarchy.
- CO 5. Understanding Internet marketing, mobile marketing social media. Brand website, activity websites

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>Trade marketing</b> Static and experiential OOH, Target audience (Cluster groups), Process	<b>10 Hours</b>
<b>Unit II</b>	<b>Below the Line Promotion</b> Definitions, Types with eg. Client, agency, supplier, role of client and agency, types of suppliers	<b>8 Hours</b>
<b>Unit III</b>	<b>Static OOH</b> Definition, importance, application, types bus advertising, digital billboard, digital signage, flyer (pamphlet), inflatable movie screen, neon signage, point of purchase, mobile billboard, billboard , transit media ,Flex Vs Vinyl, back lit vs front lit	<b>8 Hours</b>
<b>Unit IV</b>	<b>Activations</b>	<b>10 Hours</b>



	Definition, types of activation, Element list, promoter script, Promoter qualities and duties, supervisor qualities and duties, reports. Advantages and disadvantages, Organizational hierarchy. Departments and functions in an activation agency. Audit	
<b>Unit V</b>	<b>Event management</b> Definition, types of events, MC, Host, decoration, stage set up, Security, permissions. Organizational hierarchy. Departments and functions in an event management agency. Celebrity management. Brands and celebrities.	<b>8 Hours</b>
<b>Unit VI</b>	<b>Digital marketing</b> Internet marketing, mobile marketing social media. Brand website, activity websites	<b>10 Hours</b>

### **Text Books**

1. Out-Of-Home Advertising in India: Trends and Experiences by Naveen Kumar

### **Reference Books**

1. Pandeymonium by Piyush Pandey



  
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Lingaraj College, Belagavi  
(Autonomous)  
Department of BBA : VI Semester  
Retailing  
Course code – BBA6033  
(w.e.f. 2015 – 2016 and onwards)

Teaching hours per week : 04  
Total Teaching hours : 54

Maximum Marks : 100 Marks  
Semester End Examination : 70 Marks  
Internal Assessment : 30 Marks

**Course Outcomes:**

**At the end of this course students will be able to -**

- CO 1. Understand Retailing & Development & Theories of Retail Development
- CO 2. Explaining Retail Formats and Customer Buying Behavior
- CO 3. Understanding Demographics & Psychographic Profile of Indian Shoppers
- CO 4. Exploring Retailing Strategies & Category Management
- CO 5. Understanding Merchandise Management & Store Layout, Design

**Syllabus**

UNITS	SYLLABUS	HOURS
<b>Unit I</b>	<b>The world of Retailing</b> Retailing & Development Utilities of Retailing Theories of Retail Development Retail Management Process Structure of Indian Retail Industry Drivers Of Growth Key Challenges	<b>6 Hours</b>
<b>Unit II</b>	<b>Retail Formats and Customer Buying Behavior</b> Classification of Formats Food Retailers General Merchandise Retailers	<b>12 Hours</b>



	<p>Non Store Retailers  Services Retailing  Types of Ownerships  Multichannel Retailing  Customer Buying Behavior  Concept of Shopping &amp; Shopping Process  Shopping Behaviour, Shopping Patterns In India  Demographics &amp; Psychographic Profile of Indian Shoppers  Value &amp; Lifestyle Profile of Indian Shoppers  Medaigraphics of Indian Shoppers  Behaviour Based Segmentation  Attitude / Orientation – based segmentation</p>	
<b>Unit III</b>	<p><b>Retailing Strategies &amp; Category Management</b>  Retail Market Strategies – Target Market and Building Competitive Advantage, Growth Strategies, Global Growth opportunities  Financial Strategies  Store Location &amp; Retail Strategies  HRM Strategies.  Category Management  Factors Affecting the Growth of Category Management  Category Management Process.</p>	<b>12 Hours</b>
<b>Unit IV</b>	<p><b>Merchandise Management &amp; Store Layout, Design</b>  Managing Merchandise Assortments  Merchandise Planning Systems  Buying Merchandise  Retail Pricing  Retail Communication Mix  POP  Retail Buying  Store Design &amp; Retail Strategies  Space Management  Visual Merchandising  Web Site Designing</p>	<b>12 Hours</b>
<b>Unit V</b>	<p><b>Retail Store Management &amp; Store Loyalty</b>  Store Management Responsibilities  Recruiting &amp; Selecting Store Employees  New Employees Management  Evaluating, Rewarding &amp; Compensating the Store Employees  Cost Controlling  Supply Chain Management (SCM)  Building Store Loyalty  Store Choice Behaviors of Shoppers  Store Loyalty and Patronage</p>	<b>12 Hours</b>



**Text Books:**

1. Managing Retailing – Piyush Kumar Sinha, Dwarika Prasad Uniyal

**Reference Book:**

1. Retailing Management – Michael Levy, Barton Weitz, Ajay Pandit



  
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