

Semester I

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|--------|----------------------------|
| BB-101 | Managerial skills |
| BB-102 | Fundamentals of Management |
| BB-103 | Economics-1 |
| BB-104 | Basic Accounting |
| BB-105 | Hindi |
| BB-106 | Information Technology |



Managerial Skills BB 101

Objective: To offer exposure of essential managerial skills to students and developing these skills in the students.

Scheme: Internal evaluation shall be of 20 marks. Internal- 10 marks for written test (Best of 2 out of 3), 10 marks will be for Project/Assignment/Presentation/Case Study. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Syllabus Unit I: Introduction to skills & personal skills Importance of competent managers, skills of effective managers, developing self awareness on the issues of emotional intelligence, self learning styles, values, attitude towards change, learning of skills and applications of skills.

Unit II: Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.

Unit III: Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.

Unit IV: Team building: Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application.

Unit V: Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.

Unit VI: Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing.

Text Books

1. V.S.P.Rao **Managerial Skills** Excel Books,2010, New Delhi
2. David A Whetten, Cameron **Developing Management skills**, PHI 2008
3. Ramnik Kapoor **Managerial Skills** PathMakers ,Banglore
4. Kevin Gallagher, **Skills development for Business and Management Students**,Oxford,2010
5. Monipally,Muttthukutty **Business Communication Strategies** Tata McGraw Hill. 1e

Reference Books

1. Krishnamohan & Meera Banerjee, 1998. **Developing Communication Skills**, New Delhi: McMillan India Ltd.
2. Ragendra Pal & Korlahali J.S. 1996. **Essentials of Business Communication**, New Delhi: 1996: Sultan Chand & Sons.



Fundamentals of Management BB 102

Objective: To familiarize the student with the concepts and principles and functions of management and the recent developments in management practice.

Scheme: 20 marks for internal evaluation. Internal- 10 marks for written test (Best of 2 out of 3), 10 marks will be for Project/Assignment/Presentation/Case Study End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions

Syllabus

Unit I: Management concepts & Evolution: Definition - nature - scope and functions of management. Importance of management, role of manager, management and administration, functional areas of management, POSDCORB-Evolution of management thought - Relevance of management to modern industry, Govt., University, hospital & other institutions.

Unit II: Planning : Meaning, features, nature and importance of planning. Procedure, types of planning, Techniques. Elements of planning, principles of planning, planning and control, types of plans. Objectives, MBO.

Unit III: Organizing: Nature - purpose - organizational structure - Theories of organization - span of control - Line & staff functions. Authority & Responsibility - centralization and decentralization -delegation of authority.

Unit IV: Staffing: Staffing nature and purpose, selection, PA and Creer planning

Unit V: Directing: Nature of directing - leadership qualities - styles - motivation - morale and discipline.

Unit VI: Controlling: The objectives and process of control - Role of information in control- Performance standard – Measurement of performance, remedial act – Integrated control system in an organization. Control techniques.

Text Books

1. Koontz, Weihrich **Essentials for Management :An International Perspective** TMHSe
2. V S P Rao & Hari Krishna **Management text and cases** Excel Books, New Delhi
3. Kreitner, **Management Theory and Applications**, Cengage Learning, India, 2009
4. Robbins, **Management**, 9th edition Pearson Education, 2008,

Suggested Readings

1. Parag Diwan **Management principles and practice**, Excel Books, New Delhi
2. Anil Bhat & Arya Kumar **Principles Processes and Practices** 1st E 2008 Oxford
3. Satyaraju & Parthsarthy, **Management Text and Cases**, PHI Learning, 2009
4. Kanishka Bedi, **Management and Entrepreneurship**, 1st Edition 2009 Oxford



Economics-1

Objective: To impart understanding of micro economic concepts.

Scheme: 20 marks for internal evaluation. Internal- 10 marks for written test (Best of 2 out of 3), 10 marks will be for Project/Assignment/Presentation/Case Study End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions .

Syllabus

Unit I: Introduction to Economics: Definition, Nature and Scope of Economics. Micro and Macro Economics, Role of Economics in Decision Making.

Unit II: Demand Analysis and Supply Analysis: Meaning of Demand, Types of Demand, Law of demand, Determinants of Demand, Demand Function, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply,

Unit III: Production Analysis: Production function, Types of Production Function, Law of Returns, Law of variable proportions, Law of Increasing Returns, Law of Constant Returns, Law of Diminishing returns, Returns to scale,

Unit IV: Cost and Revenue Analysis: Cost concepts, Elements of Cost, Relationship between Production and Cost, Average and Marginal cost curves, Relationship between average and marginal cost, Concept of revenue, Revenue Curve, Relationship between average and marginal revenue,

Unit V: Market Structures: Meaning of Market, Classification of markets, Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, and Duopoly Market.

Unit VI: International Trade :Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection,

Text Books

1. Samuelson & W.D. Nordhaus –Economics 18 eTata MacGraw Hill
2. D.N.Dwivedi, **Managerial Economics**, Vikas Publications, New Delhi –
3. S K Agarwala **Microeconomics** - Excel Books
4. Atmanand **Managerial Economics** Excel Books, New Delhi
5. Henderson **Microeconomic Theory: A Mathematical Approach**, 3eTata Mac Graw Hill



Basic Accounting BB 104

Objective: To familiarize and develop an understanding of accounting concepts for effective recording of business operations of an entity with special reference to corporate form of business organization.

Scheme: The faculty member will award internal marks out of 20 (10 for Tests and 10 for project) The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will have 3 theory questions out of which students will be required to attempt any 2 questions. Section B carrying 60 marks will contain five practical/numerical problem(s), out of which a candidate is required to attempt any three.

Syllabus

Detailed Contents :

Unit I Purpose of Accounting and its. Place in Business, Limitations, Relationship with other Financial Areas. Advantages & Importance.

Unit II: Basic Accounting Concepts and conventions : Money Measurement Concept, Entity Concept, Going Concern Concept, Cost Concept, Dual Aspect Concept, Accrual Concept, Conservatism, Materiality Concept, Consistency concept, and accounting conventions

Unit III: Accounting Structure : Process of Accounting Journal, Ledger and Trial Balance Errors & their rectification based on Double Entry Book-Keeping System.

Unit IV: Bank Reconciliation statement.

Unit V: Preparation of Financial Statements : Form and Preparation of Income Statement and Statement of Financial Position, Adjustments.

Unit VI: Accounting for Depreciation and its importance in decision making.-Fixed Installment Methods & Reducing Balance Methods.

Unit VII: Preparation of final accounts of Joint stock companies and overview of Indian and International accounting standards.

Text Books:

1. Agrawal, Srinivasan **Accounting Made Easy** 1e Tata McGraw Hill
2. Sudhindra Bhat **Management Accounting** Excel Books, New Delhi
3. S.N. Maheshwari, **Introduction to Accountancy**, Vikas Pub Edition, 2009
4. Nitin Balwani **Accounting and Finance for Managers**, Excel Books, New Delhi
5. N.Ramchandran, Kakani, **Financial Accounting for Management**, TMH, 2008
6. Jain & Jain **Accounting for Manager**, PathMaker, Bangalore

Reference Books:

1. Paresh Shah, **Basic Financial Accounting for Management**, New Delhi, Oxford University Press, 2008.
2. Banerjee, **Financial Accounting**, PHI, 2009.
3. John Wild, **Financial Accounting Information for Decisions**, New Delhi, Tata-Mac Graw-Hill, 2008
4. S.N. Maheshwari and S. K. Maheshwari, **A Text Book of Accounting for Management**, New Delhi, Vikas Publishing House, 10th Edition, 2009
5. Louderback, **Managerial Accounting** 10th edition, Cengage Learning, India
6. S.K. Bhattacharyya, **Accounting for Managers**, Reprint 2009, Vikas Publishing House Pvt. Ltd.



HINDI BB - 105

हिन्दी

Objective: To familiarize the student with the concepts and principles and functions of management and the recent developments in management practice.

Scheme: 20 marks for internal evaluation. Internal- 10 marks for written test (Best of 2 out of 3), 10 marks will be for Assignment/Presentation End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions

हिन्दी भाषा का स्वरूप -

1. हिन्दी साहित्य का इतिहास
2. मानक भाषा, अमानक भाषा
- निबन्ध -
 3. मित्रता (समवन्द शुक्ला)
 4. ज्ञान्यन (मिश्रबन्धु)
 5. उददेश्य और लक्ष्य (समवन्द नगी)
- कविता -
 6. हिमालय के प्रति (समवन्दसिंह दिनकर)
 7. गोवीराम (धुमिल)
- उपन्यास -
 8. कर्मभूमि (प्रेमचन्द)
 9. आनन्दमठ (बंकिमचन्द कटोपाध्याय)
 10. राग दरबारी (श्रीलाल शुक्ल)
- व्याकरण
 11. संज्ञा
 12. पल्लवना या विस्तारण
 13. समाहार लेखन
 14. समास, सन्धि
- पत्र लेखन एवं संदर्भिक -
 15. अलंकार
 16. छन्द
 17. शब्द एवं वाक्य रचना प्रकार
 18. अक्षुब्ध संशोधन
 19. शैली एवं प्रकार
 20. व्यवसायिक पत्र लेखन



Information Technology BB 106

Objective: objective of course is to offer understanding of basics IT application in day to day running of business.

Scheme: There shall be internal evaluation of 10 marks and practical examination for 20 marks. There shall be external examination for 70 marks in the paper. Internal shall be evaluated on the basis of test and assignment.

Syllabus

Unit 1. Introduction to Computer

Hardware: Input / Output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Generation of Computer (Phases of development of computers).

Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

HTML:-Basics of HTML Tags

Unit-2. Operating Systems

DOs: External and Internal Commands and Features.

WINDOWS 7: Basic Operations, utilities and features.

Unit 3. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am I, banner, date, kill, etc.)

Unit 4. MS Word 2007: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

MS Access 2007: Database creation, screen form design, report generation using wizard

Unit 5. MS Excel 2007: Excel basics, rearranging worksheets, excel formatting tips and techniques, introduction to functions, Excel's chart features, working with graphics, using worksheet as databases, automating "what-if" projects.

MS PowerPoint 2007: PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point

Unit-6 Information Technology: Introduction to IT and its development, Impact and Future of IT in Business Organisation, Overview of the following: 4 GL, Image processing, Virtual Reality, Video Conferencing, Decision Support System, Expert System, Artificial Intelligence, and Information Super Highways.

Unit 7 TALLY: Basic functions & Overview

Text Readings

1. Balagurusamy Fundamentals of Computer 1e, Tata MacGrawHill
2. Deepak Bhatnagar Fundamentals of Information Technology Excel books
3. Manish Mahajan IT Infrastructure & Management Acme learning
5. Rashi Agarwal Computer Organisation and Design, Acme learning



Second Semester

Curriculum

BBA (Full Time) 3 Yrs. Program of D.A.V.V., Indore

For

Affiliated Institutions



SEMESTER II

BB201 Business communication

BB202 Human Resource Management

BB203 Economics-II

BB204 Financial Management

BB205 English

BB206 Management Information System



Business communication BB 201

Objective: to generate understanding of communication process and develop communication skills among the students.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Syllabus

UNIT-I

Communication-Defining communication, Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance Feed back,

UNIT II

Channels of communication, Types of communication, Dimensions of communication, Barriers to communication Verbal, Non-Verbal, Formal, Informal communication.

UNIT III

Fundamental of Bussiness writing, Format of Bussiness, Types of Business letter, Inquiry letter, complaint letter Persuasive letter, Proposal, Report Writing.

UNIT IV

Employment Messages Writing Resume, Application letter, Writing the opening paragraph, Writing the closing paragraph, summarizing

UNIT V

Spoken skills Conducting Presentation, Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary.

UNIT VI

Barriers to Effective Communication and ways to overcome them, Listening:Importance of Listening, Types of Listening , Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills,

Text Books

1. M.K. Sehgal, **Managerial communication**, Excel Books, 2010
2. Rohini Aggarwal, **Business Communication, Organisation Management**, Taxmann, 2010
3. P.D. Chaturvedi, **Business Communication Concepts Cases & Applications**, Ie Pearson Education
4. Abha Sharma **Remedial English**, Acme Learning
5. Shalini Sharma **Concepts of professional Communication**, Acme Learning
6. Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India



Human Resource Management BB 202

Objective: To generate understanding of the human resource management and impart knowledge of the function.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Syllabus

Unit I : Introduction: Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager – Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.

Unit II : Procurement and Development Functions: Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization,

Unit III: Training & development. Types and method, job change – career planning, promotion, demotion, transfer, separations.

Unit IV : Compensation Function: Job evaluation – Merit rating – Methods of wage, payment, incentive compensation – Types, advantages, perquisites.

Wage system in India – Minimum wage, fair wage, living wage

Unit V : Maintenance and Integration Functions: Administration of welfare, amenities & fringe benefits, safety & accident prevention work, environment fatigue safety, accident prevention. Employee grievances and their redressal, suggestion schemes, administration of discipline.

Unit VI : Audit and Control Function: Performance appraisal – purpose, factors, methods 360 degree feed back uses and application, human resource accounting.

Text Books

1. Ashwathappa, K **Human Resource Management**, 6e Tata McGraw Hill
2. P.L. Rao **Comprehensive Human Resource Management** Excel Books
3. Rajkumar **Human Resource Management Strategic Analysis and Cases**, I.K International Publishers, Delhi
4. Saiyadain Mirza, **Human Resources Management**, 4e, Tata McGraw Hill
5. Monir H. Tayeb, **International Human Resource Management**, Oxford,
6. Subba Rao, **Essential of HRM and Industrial Relation**, 2008, Himalaya Pub. House.

Suggested Readings:

1. P.Jyothi & D.N.Venkatesh, **Human Resources Management**, Oxford, 2010
2. Durai, **Human Resources Management**, Pearson education, 2010



Economics II BB 203

Objective: To generate understanding of the macroeconomics and impart knowledge of the function.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Syllabus

Unit 1: National Income: Meaning, Definition and importance of Macro Economics – National Income: Meaning, Definitions: National Income, GNP & NNIP, GDP & NDP, Personal Income (PI), Disposable Income (DI), Per Capita Income (PCI), Real National Income (RNI)

Unit 2: Theories of Employment: Classical theory of employment – Say's law of markets – Keynesian theory of employment – Consumption function – APC, MPC, factors influencing consumption function – Investment function – MEC and Rate and Rate of Interest

Unit 3: Money And Theories Of Money: Meaning, functions and classification of Money – Gresham's law – R.B.I. Classification of Money – M1, M2, M3, M4 Theories of Money – Fisher's quantity theory of Money, Cambridge approach (Marshall, Pigou, Robertson and Keynes).

Unit 4: Trade Cycle and Inflation: Trade cycles – Meaning and definition – Phases of a trade cycle – Inflation – Definition – Types of Inflation – Causes and effects of inflation – Measures to control inflation.

Unit 5: Banking, Stock Market And Insurance: Functions of Commercial banks – The process of credit creation – Concept of Non Banking Finance Companies (NBFCs) –

Unit 6: Concept of SEBI Stock Market – Meaning, functions and importance of Stock Market – Primary and Secondary Markets, Concepts of (a) Shares (b) Debentures, Insurance – Types of Insurance – Life Insurance and General Insurance – Functions of the Reserve bank of India – Methods of credit control – Quantitative and Qualitative Methods.

Text Books

1. Dr. Abha Mittal *Macroeconomics*, Taxmann's
2. Dwivedi, DN *Macroeconomics : Theory & Policy*, 3e Tata McGraw Hill
3. Gupta, G *Macroeconomics: Theory and Applications*, 3e Tata McGraw Hill
4. E. Shapiro, *Macro Economic Analysis* Galgotia Publications



Financial Management BB 204

Objective: To familiarize and develop an understanding of tools and techniques for effective analysis and interpretations of financial statement and methods for efficient management of funds of an entity with special reference to corporate form of business organization.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments External examination shall be of 80 marks. There will be two sections. Section A, theoretical, is worth 32 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical questions having 5 questions and will be worth 48 marks and student will be require to attempt 3 questions with or without choice.

Syllabus:

Unit 1: Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management. Basic Financial Decisions: Investment, Financing and Dividend Decisions.

Unit 2: Analysis and Interpretation of Corporate Final Accounts: Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency through learning computation, analysis and interpretation of various tools of financial analysis Preparation of Cash Flow Statement as per Accounting Standard and its Analysis

Unit 3: Leverage Analysis: Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage.

Unit 4: Investment Decisions: Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing

Unit 5: Management of Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

Text Books:

1. Dr.R.P. Rustagi **Fundamentals of Financial Management**,Taxmann's
2. L.M. Pandey, **Financial Management**, Vikas Publication House, 8th Ed.,
3. Sudhindra Bhat , **Financial Management Excel Book**
4. Shurti Naagar **Fundamental of Financial Management** Parshva Publishers
5. Brigham, **Fundamentals of Financial Management**, 10th, Cengage Learning
6. Chandra Bose **Fundamentals of Financial Management**, PHI, 2009



English BB 205

Course Objectives: The objectives of the course are to enable students to learn and to have a good writing practice of English.

Scheme : The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student. The semester examination will be worth 80 marks. The students are required to attempt 5 Questions out of 7 Questions. All Questions carry equal Marks.

Syllabus

(A) Prose (A.C. Gardner)

1. On Saying 'Please'
2. On Babble
3. On Courage
4. On Fear
5. On Kynock Nonsense

(B) Poetry

1. On His Blindness - John Milton
2. It is not Growing Like a Tree - Ben Jonson
3. Elegy Written in a Country Churchyard - Thomas Gray

(C) English Grammar & Usage

(D) Concord: Agreement of the verb with its subject, structure of sentences, Element of a series, Active & Passive Voice, Reported Speech

(E) Paragraph Writing

(F) Prose Writing

(G) Letter & Application - Writing

(H) Essay Writing

Text Books:

1. Kamran Hanif, Professional Communication, I.K. International Publication, New Delhi
2. Solomon Amichalover, What is what of English, Acme Learning
3. Deepshikha Jain, Communicative English Pacific Publishers
4. Rajni Devi, English and Business communication Acme learning



Management Information System BB 206

Course Objective

The objective of this course is to help the student acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

Examination

The faculty member will award internal marks out of 20 (10 marks for the internal performance of the student and 10 marks for viva voce). The semester examination carrying 80 marks will have 7 questions out of which students will be required to attempt any 5 questions.

Course Contents

1. The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.
2. Planning, Implementation and Controlling of Management Information System.
3. Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.
4. Managerial Decision Making, characteristics and components of Decision Support System.
5. System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

Text Reading

1. Sudhita Madan, Management Information System, 2010, Tataum's
2. Goyal, Management Information System 3/e, 2010 Macmillan Publishers
3. Arora & Bhatia Management Information Systems, 2010, Excel Books
4. Kumar & Gupta Management Information Systems 2010, Excel Books
5. Laudon, Management Information Systems: Managing the Digital Firm, 11/e, Pearson
6. Pearson Managing and using Information Systems, 7th edn., 2009, Wiley



**Third Semester
Curriculum**

BBA (Full Time) 3 Yrs. Program of D.A.V.,

Indore

For

Affiliated Institutions



Semester III

- BB 301 Marketing Management**
- BB 302 Organizational Behavior**
- BB 303 Business Environment**
- BB 304 Business costing**
- BB 305 Operations Management**
- BB 306 Business statistics**



Marketing Management BB 301

Objective: To generate understanding of the marketing management and impart knowledge of the function.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Course Content

Unit : I

Marketing :- Meaning - concept - functions - marketing Planning & implementation
marketing Programmes - Marketing environment – Micro and Macro.

Unit II:

Market Segmentation and consumer behaviour – Influencing factors, Decision process - Marketing Research - Marketing information system

Unit : III

Product :- Meaning - Product planning - policies - positioning - New product

Unit : IV

Pricing:- Pricing objectives – Setting and modifying the price – Initiating price changes and responding to price changes.

Unit : V:

Promotion: Promotion Mix - Advertisement - Message - copy writing - Media strategy - sales promotion - Personal selling and publicity.

Unit : VI:

Physical Distribution and Strategies:- Distribution Mix - Managing channel - intermediaries - transport and warehousing -

Text Books

1. Debraj Dutta Mahua Dutta, **Marketing Management**,2010,Vrinda Publication
2. P.K.Chopra , **Marketing Management** ,2010,Dreamtech Press,New Delhi
3. V.S.Ramasamy & Namakumari.S, **Marketing Management**, 2010, Macmillan,
4. Saxena, **Marketing Management**, 2010,Tata Megraw Hill
5. Chandra Bose,Modern **Marketing Principle and Practices**,2010,PHI Learning



Organization Behavior BB 302

Objective: To generate understanding of organizational behavior and impart knowledge of the function.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Syllabus

Unit: I

OB History and Development; Importance of OB to the field of management. Basic behavioral Process: Cognitive functions - intelligence, Creativity, Problem solving, Learning and its process - implications,

Unit: II:

Attitudes and Values, Personality - Concepts, theories, estimation and applications; Perception - implications, counseling - importance and relevance.

Unit: III:

Motivation - Theories and applications to management,

Unit: IV:

Leadership - Role and functions of a leader, Leadership theories and styles, implications for management, Alternatives to leadership;

Unit: V:

Organizational Development - approaches, intervention strategies, implementation; Organizational culture - relevance of culture in the changing scenario, Organizational Politics, impression management and defensive behavior

Unit VI:

Organizational change : Approaches and resistance to change, Manager as a change agent; Conflict management, nature, sources. Current applications and future trends in OB.

Text Books

1. Kamran Sultan **Organizational behavior** , 2011, Dreamtech Press
2. Karampal **Business Management & Organisational Behaviour**, 2011, IK International Publication
3. Agrawal P.K, **Management Process & Organisational Behaviour**, 2011, Vrinda Pub
4. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan



Business Environment BB 303

Objective: To generate understanding of business environment and impart knowledge of the function.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Syllabus

1. Meaning of Business Environment, Factors affecting environment to the business, Internal and external environment, micro environment, macro environment. Types of environment.
2. Economic Environment: Nature of economy, structure of the economy, economic policies, economic conditions.
3. Political Environment: Economic roles of the government, government and legal environment, economic roles of government of India.
4. Technological Environment: Concept and significance of technological environment, regulation of foreign investment and collaboration.
5. Social Environment: Business and society, business and culture, language, culture and organizational behaviour, other social/cultural factors, social responsibility of business.
6. The contribution of Public sector enterprises in India, Privatization and disinvestment in India, Foreign Direct Investment in India, its impact on Indian economy.

Text Books

1. Neelmegham, **Business environment**, 2011, Vrinda Publication
2. Aswathappa k, **Essentials of Business environment**, Himalaya Publishing house.
3. Paul, Justin, **Business Environment**, Tata McGraw Hill
4. Palwar, **Economic Environment of Business**, PHI, New Delhi, 2009



Business Costing BB 304

Objective: To familiarize and develop an understanding of basic concepts, methods and systems of costing used by business enterprises.

Scheme: 80 marks for the university examination and 20 marks for internal. For internal evaluation there shall be tests for 10 marks and for project for 10 marks. The university examination to be based on analytical questions, there shall be four questions from the syllabus in the examination. There should be no internal choice and all four questions should be compulsory.

Syllabus:

Unit I Basics of Costing: Meaning and Definition of Cost Accounting, Concepts of Cost, Cost Object, Cost Center and Profit Center, Cost Control and Cost Reduction Classification of Costs, Overview of Cost Accounting Methods.

Unit II Cost Elements: Material Cost - purchase procedure, stock keeping and stock control, pricing issue of material and accounting thereof, perpetual inventory and physical stock taking, identification of stock, re-ordering and lot sizing issues, ABC analysis, FIFO system, level of inventory and economic order quantity, analysis, investigation and corrective steps for treatment of stock discrepancies - control through other means.

Unit III Labour Costs - measurement methods, secondary and supplementary incentive schemes, payroll procedures, labour analysis and site time, measurement of labour efficiency and productivity, analysis of non-productive time and its cost, labour turnover and related measures, treatment of idle time and overtime.

Unit IV Direct Expenses - nature, collection, classification and treatment/Overheads - nature, collection, classification, apportionment, allocation and absorption.

Unit V Costing Methods: Job Costing, Job Costing, Batch Costing, Process Costing, Contract Costing, Activity Based Costing, Target Costing, Costing for Service Sector.

Unit VI Cost Accounting Systems: Accounting entries for an integrated and an integrated accounting system, Reconciliation between cost and financial profit and loss account, including accounting.

Text Books:

1. Jindal L.L. - Cost Accounting Textbook - 10th Edition (Disha) Ltd.
2. A.C. Puri, M.Com. Cost Accounting, 20th Edition Publication.
3. John Joseph Kappurathu Accounting for Managers, 7th Edition
4. S.N. Maheshwari Cost & Management Accounting, Volume Cost & Profit.



Operations Management BB-305

Objective: To give understanding of operations as function and skills of major decisions area in operations as function.

Scheme: There shall be 20 marks for internal evaluation and 80 for external paper. Examination paper shall have two sections Section A and Section B. Section A shall have theoretical questions and section B shall have numerical. There shall be five questions in section A and three shall be answered for 48 marks. The section B shall have 4 questions and two to be answered for 32 marks.

Syllabus:

- I. Introduction to productions and operations management: Nature of production, productions and system, production as an organizational function, decision making in production, production management and operations management, Characteristics of modern production and operation management, organization of production function, recent trends in production/operations management.
- II. Production process, manufacturing and service operations: production process, manufacturing operation, service operations, selection of process non manufacturing or service operations, difference between manufacturing and service operations, classification of manufacturing process, manufacturing operations as conversion process, characteristics of modern manufacturing process.
- III. Design of production system: Product, process and production design, factors influencing product design, approaches for product design, process planning and process design, process selection, process management, major process decisions.
- IV. Plant location & Plant layout – Location theories, freedom of locations, errors in selection, steps in location selection, relative importance of location factors, location models, Meaning, definition scope and of facility layout, factors influencing layout, types of layout, importance of layout, layout planning, layout tools and techniques, analysis if layout with computers, criteria for selection and design of layout, layout design procedure.
- V. Materials Management – functions, meaning and operations, – overview of materials planning & material requirement planning, over view of Store management – objectives & functions.
- VI. Quality control – Purpose of inspection and quality control – control charts and acceptance sampling by variable and attributes. Sample plan OC curve, AQL, AOQL, LTPD.

Text Books

1. S.N Chary, **Theory & Problems in Production and Operations Management**, TMH
2. R.V.Badi N.V.Badi **Production & Operations Management**, Vrinda Publication
3. B. Mahadevan; **Operation Management; Theory and Practice** Pearson Education,
4. Ashwathappa, **Production and Operation Management**, Himalaya Publishing.



Business and Statistics BB 306

Objective: To generate understanding of the statistics in business decision making and impart knowledge of the tools of statistics.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Syllabus

Unit : I Introduction to statistics – purpose of statistics – kinds of numbers, measurements, variables, attributes, UNITS, discrete and continuous data. Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses.

Unit :II Measures of central tendency – Mean, Median, Mode merits and demerits – Measure of Dispersion – Range, mean deviation, standard deviation, coefficient of variations.

Unit :III Concept of probability – Law of Addition – Law of Multiplication and conditional probabilities – Random variables – Its expectation and variances – Applications in Management. Probability distributions:- Binomial distribution, Poisson distribution and normal distribution.

Unit : IV Population parameters and sample statistics – standard error – sampling distributions of statistics – large sample tests – single mean, Difference of means, single proportion – Difference of proportions –

Unit : V Correlation and regression – Scatter Diagram – Coefficient of correlation – Rank Correlation – Regression – Lines of Regression index nos. Simple, weighted – consumer price index – wholesale price index.

Unit : VI Time Series: Components – Trends – Seasonal – cyclical – irregular variables – Measurement of trend – Method of semi averages and method of moving averages principle of least squares – Measurement of seasonal fluctuations – simple averages – Ratio to trend method – Ratio to moving average method – simple problems.

Text Books

1. T.N.Srivastava, **Statistics for Management**, TMH, 2008
2. Agrawal D.R, **Business Statistics**, 2010, Vrinda Publication
3. S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
4. S.C. Gupta, **Business Statistics**, Himalaya Pub House, 2008



Fourth Semester
Curriculum

BBA (Full Time) 3 Yrs. Program of D.A.V.,

Indore

For

Affiliated Institutions



Semester IV

BB-401	Entrepreneurship
BB-402	Supply chain management
BB-403	International business
BB-404	Indian legal system for business
BB-405	Management accounting
BB-406	Operations Research



Entrepreneurship BB-401

Course Objective: The objective of this course is to familiarise the students with the ground realities of starting & managing their own Entrepreneurial ventures.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Course contents

1. Introduction to Entrepreneurship Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.

2. Creating and Starting the Venture

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

3. The Business Plan

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

4. Financing and Managing the new venture

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls, Marketing and sales controls, E-commerce and Entrepreneurship, Internet advertising

5. New venture Expansion Strategies and Issues

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

6. Institutional support to Entrepreneurship

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Text Readings:

1. Alpana Trehan, **Entrepreneurship**, 2011, Dreamtech Press New Delhi
2. Naidu & Krishnarao, **Management and Entrepreneurship**, IK International Publication
3. Charanthimath, **Entrepreneurship development small business enterprises**, Pearson education, 2008
4. Vasant Desai: **Small scale Industries and Entrepreneurship**, Himalaya Publishing House, 2009.



Supply Chain Management BB-402

Objective: To offer understanding of supply chain functions and advantages for business.

Scheme: There shall be 20 marks for internal evaluation and 80 for external paper. Examination paper shall have two sections Section A and Section B. Section A shall have theoretical questions and section B shall have numerical. There shall be five questions in section A and three shall be answered for 48 marks. The section B shall have 4 questions and two to be answered for 32 marks.

Course contents

1. Development of SCM concepts and Definitions – key decision areas – strategic Supply Chain Management and Key components, External Drivers of Change, Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.
2. Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.
3. Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging.
4. Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.
5. Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management.
6. IT integrated focus, E Commerce and Supply Chain Management. Organizational Issues and Supply Chain. ERP and Supply Chain Management.

Text Readings:

1. Mohanty & Deshmukh, **Supply Chain Management**, 2011, Biztantra
2. Upendra Kachru **Exploring the Supply Chain**, 2010, Excel Books,
3. Janat Shah **Supply Chain Management**, 2010, Pearson Education,
4. Badi N.V. **Supply Chain Management**, 2010, Vrinda Publications



International business BB-403

Objective: To impart understanding of international business.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Course contents

1. An Overview of International Business: Framework of International Business, Types of International Business, International Business Approaches, Global Marketing Theory of Competitive Advantages, Neo-Classical, Modern Approach to International Business, Problems of Trade and Aid to Developing Countries.

2. International Business Decision : Mode of Entry, Marketing Mix , Factors Affecting decision For International Business,

3. Role Of International Institutions: GATT, WTO, ECM, IMF, IBRD, IDA, IFC, UNCTAD, In International Business. Recent Trends in World trade, Multi National Corporations and the Trade.

4. Recent Trends in India's Foreign Trade: Export and Import Policy, Trade Policy, Balance of Payment, Custom and Tariff Rationalization. Identifying Foreign Markets and Overseas markets, International Marketing Mix, Product Development, Transfer Logistics and Distribution Channels, Role of Documentation in International Trade, Export Pricing, Methods of International Payments.

5. International Capital Movement: Risk in International Operations, International Investment, Financing of Foreign trade, Factor Mobility and Direct Foreign Investment. Export Finance, Pre and post Shipment credit, Introduction to FEMA, Insurance. Role of ECGC and export Promotion Councils, Eurocurrency Market.

6. Regional Economic Groupings: Major Trading Blocks, Globalization with Social responsibility, Introduction to International Monetary and Financial System.

Text Readings:

K.Ashwathapa ,**International Business Environment**,2011 Tata Mcgraw Hill

Mahua Dutta, **International Business**, 2011, IK International Publication

Hamilton **The International Business Environment** Oxford Press

Shajahan **International Business** Indian Macmillan Publishers



Indian legal system for business BB-404

Objective: To impart understanding of international business.

Scheme: 20 marks for internal evaluation. The assessment shall be done on the basis of test, case and assignments. External examination shall be of 80 marks for two sections section A & B. The section A shall have 6 questions, questions shall be of logical and analytical type. Emphasis shall be on real life situation based questions rather direct theory based questions. Out of 6 questions 4 shall be solved for 64 marks and there shall be a case for 16 marks in section B.

Course contents

1. **The Indian Contract Act, 1872:** Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts, Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.
2. **The Sale of Goods Act, 1930:** Formation of a Sales Contract.
3. **Negotiable Instrument Act, 1881:** Definition and Essential Features of Negotiable Instruments, Types of Instruments and Endorsement, Parties to Negotiable Instrument.
4. **Consumer Protection Act-** Provisions related to consumer protection and Redressal of consumer Grievances.
5. **Evolution of Indian Companies Act, 1956, The Companies Act, 1956:** Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.
6. **Law of Partnership:** Definition and Nature of Partnership, Formation of Partnership, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm.

Suggested readings

1. P.K.Goel, **Business Laws for Managers**, 2010, Biztantra
2. Avtar Singh, **Mercantile Law**, Eastern Book Company
3. Chandra Bose, **Business Laws**, PHI, 2008
4. Bulchandani, **Business Law for Management**, 2009, Himalaya Publishing House.



Management Accounting BB-405

Objective: To familiarize and develop an understanding of basic concepts, tools and techniques of management accounting used for business decisions.

Scheme: There shall be 20 marks for internal evaluation and 80 for external paper. Examination paper shall have two sections Section A and Section B. Section A shall have theoretical questions and section B shall have numerical. There shall be five questions in section A and three shall be answered for 48 marks. The section B shall have 4 questions and two to be answered for 32 marks.

Course contents

Basics of Management Accounting:

Meaning and definition of Management Accounting, Evolution of Management Accounting, Nature and Scope of Management Accounting, Relationship of Management Accounting with Other Branches of Accounting and Other Disciplines of Studies.

Budgetary Control: Meaning of Budget, Budgetary Control and its use as a management tool, Functions of Budgets, Difference between Budgets and Forecasts, Planning Process and Budgetary Process, Stages in Budget Process, Various Types of Budgets, Zero Based Budgeting, Activity Based Budgeting, Fixed and Flexible Budgets, Behavioral Aspects in Budgeting

Standard Costing: Introduction to Standard Costing, Cost Standards and their types, Standard Costing and Budgetary Control, Operation of Standard Costing System, Establishing Standard Costs, Analysis, Interpretation, Presentation and Disposal of variances

Marginal Costing as a Tool for Decision Making: Make or Buy Decision, Change in product Mix, Pricing Decisions, Exploring a New Market, Shut-down Decisions

Text Books:

1. S.P.Jain & K.I. Narang Cost and Management Accounting; Mayur Paperbacks, A-95, Sector 5,
2. M.N. Arora Cost and Management Accounting(Theory and Problems); Himalaya Publishing House,
3. R.S.N Piallai Bhagvathi Management Accounting; S. Chand & Co. Ltd.
4. V.k. Saxena & C.D. Vashist Cost and Management Accounting Sultan Chand & Sons,
5. M/N. Arora : A Text Book of Cost and Management Accounting Vikas Publ. House



Parent

Operations Research BB-406

Scheme: There shall be 20 marks for internal evaluation and 80 for external paper. Examination paper shall have two sections Section A and Section B. Section A shall have theoretical questions and section B shall have numerical. There shall be five questions in section A and three shall be answered for 48 marks. The section B shall have 4 questions and two to be answered for 32 marks.

Course contents

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

Unit: II

Linear Programming: Introduction – Mathematical formulation of a problem – Graphical solutions, standard forms the simplex method for maximization and minimization problems. Method application to management decisions.

Unit : II

Transportation problem – Introduction – Initial basic feasible solution - NWC method – Least cost method – Vogel's method – MODI – moving towards optimality – solution procedure without degeneracy.

UNIT III

Assignment problem – Algorithm – Hungarian method – simple problems.

Unit : IV

Sequencing and replacement model: Sequencing problem – processing through 2 machines, 3 machine – s jobs and k machines and traveling salesman problem.

Unit : IV

Replacement of items that deteriorate gradually – with time, without time, that fails completely – individual replacement – group replacement.

Unit : V

Network models and simulation.

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

Text books

1. R.Veerachamy, **Operation Research**,2010,IK International Publication
2. Chawla, **Operation Research**, Kalyani Publication Ludhiyana,2009
3. Sharma Anand, **Operation Research**, 2008, Himalaya Publishing House
4. Kalawati, **Operations Research**, Vikas Publication Pvt.ltd.2008



Fifth Semester

Curriculum

BBA (Full Time) 3 Yrs. Program of D.A.V.V.,

Indore

For

Affiliated Institutions



Semester V

BB 501 Customer Relationship Management

BB 502 Research Methodology

BB 503 Indian Financial System

BB 504 Project Management

BB 505M Advertising and Brand Management

BB 505F Banking and Insurance

BB 505H Human Resource Development

BB 506M Sales and Distribution Management

BB 506F Working Capital Management

BB 506H Industrial Relations



BB501 CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective: The objective of this course is to develop an insight and Understanding of Customer Relationship Management

Examination Scheme: Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. Introduction to CRM: Definition and concepts of CRM, Components of CRM, Understanding the goal of CRM and Customer Touch Points.
2. CRM PROCESS: Introduction and Objectives of a CRM Process; an Insight into CRM and e- CRM/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Affiliation in Retailing Sector.
3. Developing CRM Strategy: Role of CRM in business strategy, Understanding Service Quality: Technical, Functional, and dimensions of service quality, Managing Customer communications.
4. CRM IMPLEMENTATION: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects; Development of Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.
5. SALES FORCE AUTOMATION - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.
6. CRM LINKS IN E-BUSINESS: E-Commerce and Customer Relationships on the Internet, Supplier

BOOKS:

1. Mohammed, H. Peeru and a Sagadevan. Customer Relationship Management. Vikas Publishing House, Delhi.
2. Paul Greenberge. CRM-Essential Customer Strategies for the 21st Century. Tata McGraw Hill
3. Judith W. Kincaid, Customer Relationship Management: Getting It Right, New Jersey: Prentice Hall, New Delhi.
4. Jon Anton, Customer Relationship Management, Prentice Hall of India, New Delhi.
5. Madhavi Garikaparathi, CRM – The New Face of Marketing, ICFAI Press, Hyderabad.



BB 502 Research Methodology

Course Objective: The objective of this course is to develop an insight and Understanding of Research Methodology.

Examination Scheme: Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem, Sources of Data, Primary Data and Secondary Data.
2. Research Design: Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research.
3. Measurement Methods: Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.
4. Data Analysis: Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples.
5. Chi-square tests, Analysis of Variance (ANOVA) and Use of Multivariate Analysis in Business Research.
6. Sharing the Results. Reporting Research, Types of reports and Characteristics of a research report.

BOOKS.

1. William G. Zikmund, Business Research Methods, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology:
3. Integration of Principles, Methods and Techniques, Pearson Education
4. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
5. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, PHI.
6. Ranjeet Kumar, Research Methods, Pearson Education



BB 503 Indian Financial Systems

Course Objective: The objective of this course is to develop an insight and Understanding of. Indian Financial Systems

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. **CONCEPT OF FINANCIAL SYSTEM;** Formal and informal financial systems, Functions of financial system, Nature and Role of financial institutions and financial markets, Financial system and the economy.
2. **MONEY MARKET:** Emerging Structure of Indian Money Market; Instruments of Money Market; Money Mutual Funds – An Overview and RBI's Regulatory Guidelines; Commercial Banks – Role in Industrial Finance and Working Capital Finance.
3. **CAPITAL MARKET:** Concept, Structure and Functions of Capital Market; Primary Market- Instruments of Issue and Methods of Flotation; Secondary Market – Concept, Market Players, trading System and Settlement.
4. **INSTITUTIONAL STRUCTURE – INDIAN FINANCIAL INSTITUTION:** Development Banks- FCI, ICICI, SFCs and IDBI; Investment Institutions –UTI and other Mutual Funds; Insurance Organization- Life Insurance Corporation of India, SEBI: Scope and Functions, Objectives of SEBI.
5. **FINANCIAL PRODUCTS:** Leasing, Hire Purchase, Factoring and Forfeiting.
6. **CREDIT RATING:** Meaning, Functions, Importance. **DERIVATIVES:** Basic Introduction

BOOKS:

1. Bhole, L.M., Indian Financial System, Chug Publications, Allahabad.
2. Johnson, H.J. Financial Institutions and Markets, McGraw Hill, New York
3. Machiraju, M.R. Indian Financial Systems, Vikas Publishing House, New Delhi.
4. Ohlson, J.A, The Theory of Financial Markets and Institutions, North Holland,
5. Prasad, K.N., Development of India's Financial System, Sarup & Sons, New Delhi.



BB 504 Project Management

Course Objective: The objective of this course is to develop an insight and Understanding of Project Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases

1. Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases. Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.
2. Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.
3. Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications. Time cost relationship, crashing for optimum cost and optimum time. Resource leveling.
4. Introduction to project software and applications of MS Project.
5. Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.
6. Project monitoring, Earned Value Analysis, abandonment analysis, PMIS, Project Termination and Audit. Reasons for failure.

BOOKS:

- 1 Gido Effective project management Cengage Learning
- 2 Gray & Larson, Project Management: The Managerial Process,
- 3 Pinto, Project Management: Achieving Competitive Advantage, Pearson,
- 4 Sunil Abrol, Cases in Project Management, Excel Books,,
- 5 Maylor-Project Management,
- 6 Gopalakrishnan – Textbook of Project Management– Macmillan



BB 505M Advertising and Brand Management

Course Objective: The objective of this course is to develop an insight and Understanding of Advertising and Brand Management marketing students

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising. Demand creation role of advertising in primary and secondary demand. How advertising works" Hierarchy of effects model, advertising objectives, routes to persuasion.
2. Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising message: message objectives, recall, attitude, emotions and feelings. Message tactics: creative approaches, copy writing Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and Cyberspace.
3. Advertising Objectives: goals and objectives, DAGMAR, Media strategy: budgeting, approaches and allocation. Media planning types, class, vehicle, scheduling and new media forms.
4. Advertising effectiveness; pro and post launch research. Advertising in the evolving marketing environment.
5. Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal.
6. Brand positioning; choice of context, parity and differentiation. Repositioning brand equity: brand assets and liabilities, equity creation and management.

BOOKS:

- 1 Belch. Belch. Advertising & Promotion: An Integrated Marketing Communication, TMH
- 2 Keller, Strategic Brand Management, Pearson
- 3 Kazmi & Batra Advertising & Sales Promotion, Excel Books
- 4 Harsh Verma Brand Management, Excel Books,
- 5 Sengupta - Brand Positioning, TMH 2008
- 6 Shah, Kruti, Advertising and Promotions : An IMC Perspective, TMH



BB 505F Banking and Insurance

Course Objective: The objective of this course is to develop an insight and Understanding of Banking and Insurance.

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. RISK AND INSURANCE – Defining risk, nature and types of risk, risk management process, Risk and its relation with insurance. Concept and significance of insurance, classification of insurance life and non life, general principles of insurance.
2. LIFE INSURANCE – Life - principles, products term insurance endowment, insurance, pensions, Group Insurance, IRDA.
3. OVERVIEW OF BANKING INDUSTRY: - Banking structure in India- RBI, Commercial, Rural and Cooperative banks their role and significance, functions, SLR, CRR: Concepts, Banking Ratios.
4. GENERAL INSURANCE: principles, products fire, marine, motor vehicles, public utility, third party insurance, group insurance, burglary insurance. Claims Settlements
5. BANKING RISKS AND RECENT DEVELOPMENTS – Credit, liquidity, market, operation, interest rate solvency, Universal Banking, E-banking, Mobile banking. ALM Process. AMI
6. BASEL 1 & 2.

BOOKS:

1. ICSI, Bank and Insurance Law and Practice, Taxmann's Publication.
2. Neelam C Gulati, principles of Insurance Management – Excel books.
3. Rejda, principles of Risk Management and Insurance



BB 505H Human Resource Development

Course Objective: The objective of this course is to develop an insight and Understanding of Human Resource Development

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. HRD Concepts: Definition, Evolution, HRM & HRD. Challenges & Goals of HRD.
2. HRD Function: HRD department structure, functions, and staffing.
3. HRD Professionals: Roles and Competencies.
4. Career Management and Development. Mentoring at Workplace, Work-Life Integration, and Performance Management System.
5. HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective actions, Role in Business Improvement, Methodology and Limitations.
6. Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers (blue collar employees)

BOOKS:

- Kandula, Strategic Human Resource Development, 2010 PHI Learning
French, Bell - Organizational Development and Transformation, 6e TMH 2008
R Krishnaveni, Human Resource Development Excel Books, 2010
Kalyani Mohanty Human Resource Development & Organisational Effectiveness, Excel Books, 2010
Dessler- Human Resource Management 11/e, Pearson 2010
Mankin. D. (2009) Human Resource Development New Delhi, Oxford Univ Press



BB 506M Sales and Distribution Management

Course Objective: The objective of this course is to develop an insight and Understanding of Sales and Distribution Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs, Changing Scenario of Selling Environment.
2. Theories of Sales Management: objectives, Nature and Scope. Buyer - Seller Dyads, Theories of selling - AIDAS Theory, "Right set of circumstances" Theory, "Buying Formula" Theory, and Behavioral Equation, Theory of selling. Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
3. Operational Sales Management: Understanding and Opportunities of Sales Promotion and Trade Promotion Concepts; Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.
4. Sales promotion's impact on sales; Evaluation of sales promotion experiments; Choice and purchase timing models; Manufacturer promotion planning process; Retailer promotion planning process; Strategic issues In designing promotional Strategies; Substantive findings and issues on coupons, trade dealings, and retail promotions;
5. Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems. Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, and Retailer Marketing Decisions.
6. Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

BOOKS

- S L Gupta, Sales and Distribution Management, Excel Books, 2010
Cron, Sales Management: Concepts and Cases, 10 Edn, 2010, Wiley
Havaladar, Krishana - Sales & Distribution Management, 2e TMH 2009
Spiro, Stanton - Management of a Sales Force, 11e TMH 2008
Tanner-Sales Management, Pearson, 2010
Still-Sales Management Decisions, Strategies and Cases, 5/e, Pearson, 2010



BB 506F Working Capital Management

Course Objective: The objective of this course is to develop an insight and Understanding of Working Capital Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. Principles of Working capital: Introduction to Working capital, Concept of Working Capital
2. Need for Working capital, Concepts and its determinants, estimation of working capital needs.
3. Accounts Receivables Management and Factoring: Credit Policy, Nature and Goals, credit evaluation of individual accounts and its monitoring receivables, factoring: types and benefits.
4. Inventory Management: Nature of Inventories, Need to hold inventories, objectives of inventory management, inventory Management techniques, inventory management process.
5. Cash Management: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursements, investing surplus, cash in marketable securities, cash budgeting.
6. Working Capital Finance: Trade Credit, Bank Finance and Commercial Papers.

BOOKS:

1. IM Pandey Financial Management
2. Prasanna Chandra Financial Management Theory and Practice
3. Agarwal, Agarwal and Kothari; RBD Publications



BB 506H Industrial Relations

Course Objective: The objective of this course is to develop an insight and Understanding of Industrial Relations.

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain Cases.

1. Industrial Relations: Concept & Scope;
2. Industrial Relations Perspectives: Conflict model Vs. Collaboration model.
3. Legal Framework of Industrial Relations. Trade Unions: philosophy and Perspectives; history and structure of Trade Unions; Impact of Globalization. Technology and economic reforms on Trade Unions. Emerging changes in Trade unions.
4. Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.
5. Disciplinary procedures and Grievance Management machineries Industrial Disputes Act. Negotiation and Conflict vs Settlements. Productivity Bargaining and Gain Sharing.
6. Employee Empowerment, worker participation in Management and Their impact on Quality of Work Life and Industrial Relations.

BOOKS:

1. Sen -Industrial Relation in India, Macmillan Publishers
2. Sinha-Industrial Relations, Trade Unions, and Labour Legislation, Pearson
3. B D Singh, Industrial Relations and Labour Laws, Excel Books
4. Monappa, Arun - Industrial Relations, TMH
5. Taxmann's, Labour Laws, Taxmann



Semester VI

BB601	Total Quality Management
BB602	Retail Management
BB603	Strategic Management
BB604	Indian Ethos in Management
BB605M	Marketing of Services
BB606M	Consumer Behaviour
BB605F	Merchant Banking and Financial Services
BB606F	International Finance
BB605H	Performance Management
BB606H	Leadership Skills and Change Management



Course Objective: The objective of this course is to develop an insight and understanding of Total Quality Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Introduction – Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM.
Unit-II	TQM thinkers and Thought – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award.
Unit-III	TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.
Unit-IV	Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation.
Unit-V	Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability.
Unit- VI	Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems.

BOOKS:

1. Basterfield, Total Quality Management, Pearson Education, New Delhi.
2. Logothitis, Total Quality Management, Prentice Hall of India, New Delhi
3. Janakiraman & Gopal Total Quality Management : Text and cases, Prentice Hall of India, New Delhi



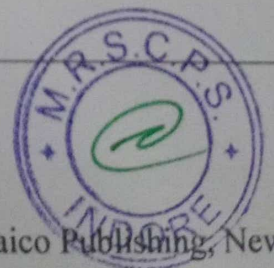
Course Objective: The objective of this course is to develop an insight and understanding of Retail Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Introduction to retailing: Definition and scope, evolution of retailing, types of retail, trends in retailing industry, benefits of retailing, retailing environment.
Unit-II	Retail purchasing and pricing: Purchase management:- Merchandise purchasing, open to buy, open to buy planning, analyzing the merchandise performance, Pricing strategies:-every day pricing, competitive based pricing, price skimming, market-oriented pricing, marginal cost pricing. Retail price strategies: - mark-up pricing, vendor pricing, competitive pricing, psychological pricing.
Unit-III	Retail marketing and promotion: Nature and scope:-relationship marketing, market strategies, retail research Understanding the retail customer:- retail market, population analysis, demographic analysis, consumer behaviour Retail promotion Mix: - Retail promotion programme, retail advertising media, promotional budget. Customer services: - customer services, services quality gaps, service recovery.
Unit-IV	Information system in retailing: Acquiring and using information strategies, technology in retail, information sources, retail information system.
Unit-V	Retailing in India: Evolution and trends in organised retailing, Indian organised retail market, FDI in Indian organised retail sector, retail scenario in India, future trends of retail in India.
Unit-VI	Ethical and legal issues in Retailing: Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.

BOOKS:

1. Swapna Pradhan, Retail Management, Tata McGraw Hill, New Delhi
2. Gibson Vedamani, Retail Management: Functional Principles and Practices, Jaico Publishing, New Delhi



BB603

Strategic Management

Course Objective: The objective of this course is to develop an insight and understanding of Strategic Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Strategic Management: An Introduction Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process, strategic management: merits and demerits
Unit-II	Mission, Objectives, Goals and Ethics What is mission, concept of goals, Integration of individual and organisation goals: A Challenge, How Objectives are pursued, how are mission and objectives are formulated, why do mission and objective change, vision mission, objectives, goals and Strategy: Mutual relationships, core of strategic management: vision A-must, ethics and strategy
Unit-III	External environment: Analysis and appraisal Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT: A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information.
Unit-IV	Organisational change and innovation:- Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organisations, organisational creativity and innovation process, learning organisation
Unit-V	Generic competitive strategy:- Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy, Corporate strategy:- Concept of corporate strategy , offensive strategy, defensive strategy, scope and significance of



corporate strategy

Unit-VI

Strategic evaluation and control:-

Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

BOOKS:

1. Azhar Kazmi, Strategic Management and Business Policy, Tata Mcgraw Hill, New Delhi.
2. Thomas Wheelen, Thomas Hunger, J. David Hunger, Concepts in Strategic Management and Business Policy, Pearson Education, New Delhi



BB604

Indian Ethos in Management

Course Objective: The objective of this course is to develop an insight and understanding of Indian Ethos in Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations; Corporate Social Responsibility; Corporate Governance; Report of the Kumar Mangalam Birla Committee on Corporate Governance; Role of Media in Ensuring Corporate Governance; Environmental Concerns and Corporations.
Unit-II	Ethical Issues related with Advertisement and Marketing; Secular versus Spritual Values in Management, Work Ethics, Stress at Workplace
Unit-III	Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment
Unit-IV	Indian Ethos: Values and Ethics; Requisites for Ethics Globally
Unit-V	A Holistic Management System; Management in Indian Perspective
Unit -VI	Social values and business: impact on society on different issues and business participation in cultural affairs, democracy judiciary machinery.

BOOKS:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson Education, New Delhi
2. A.C Fernando, Corporate Governance, Pearson Education, New Delhi
3. R. Nandagopal, Ajith Sankar, Indian Ethos and Values in Management, New Delhi



BB605M

Marketing of Services

Course Objective: The objective of this course is to develop an insight and understanding of Marketing of Services

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	INTRODUCTION TO SERVICE MARKETING -Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.
Unit-II	SERVICE CONSUMER BEHAVIOUR - Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions,
Unit-III	THE SERVICE DELIVERY PROCESS -Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer Retention and Benefits.
Unit-IV	STRATEGIC ISSUES IN SERVICE MARKETING -Market Segmentation in the Marketing of Services, Target Marketing, Positioning of Services-How to Create a positioning Strategy, Developing and maintaining Demand and Capacity.
Unit-V	CHALLENGES OF SERVICE MARKETING -Marketing Planning for Services, Developing and Managing the Customer Service Function, Developing and Maintaining Quality of Services,.
Unit-VI	RELATIONSHIP MARKETING -The levels of Customer Relationships, Dimensions of a Relationship, Goal of relationship marketing.

BOOKS:

1. Zeithmal, Bitner, Service Marketing (SIE), Tata Mcgraw Hill, New Delhi
2. Harsh V. Verma, Services Marketing, Pearson Education, New Delhi



BB606M

Consumer Behaviour

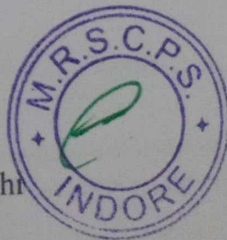
Course Objective: The objective of this course is to develop an insight and understanding of Consumer Behaviour

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Introduction and concept:-Introduction market strategy and consumer behaviour, Market Analysis, consumer decision process.
Unit-II	Culture and consumer behaviour: - Meaning of culture, Characteristics of culture, function of culture. types of culture, Cross-cultural consumer analysis:- cross cultural marketing objectives, Basic areas for cross-cultural marketing, problem in cross cultural marketing. Motivation and consumer behaviour: - Introduction, motives and motivation, positive or negative motivation, Consumer motives:- personal ,social motives, Involvement:-types of involvement, measuring involvement, values , values and attitudes, means and end chain model.
Unit-IV	Perception and consumer behavior:- Introduction, of groups , advantages and disadvantage of groups, reference group, types of reference group, social class and consumer behavior- Introduction social class categorization, social class life style and buying behavior, social class and market segmentation, social factors, social class and consumer behavior.
Unit-V	Perception and consumer behaviour: - Introduction, meaning, nature, Importance and limitation of perception, Barriers to accurate perception, Sensation, perception of values, perception of process. Determining consumer buying Behaviour:-Consumer purchase decision, types of decision, types of decision behaviour, buying stage and situational influence, models of consumer behaviour- Economic model, learning model, sociological model, Howard Sheth model of buying.
Unit-VI	Attitude and consumer behaviour:- Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence on attitude formation, Model of attitude- Tricomponent attitude model, multiattribute attitude model, Consumer decision making process:- Introduction, levels of consumer decision ,consumer information processing model ,Hierarchy of effects model.

BOOKS:

1. Ramneek Kapoor, Consumer Behaviour: Text and Cases, Tata McGraw Hill, New Delhi
2. Ramanuj Majumdar, Consumer Behaviour, PHI Learning, New Delhi



BB605F

Merchant Banking and Financial Services

Course Objective: The objective of this course is to develop an insight and understanding of Merchant Banking and Financial Services

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Merchant Banking: Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - overview of current Indian Merchant Banking scene - structure of Merchant Banking industry - primary Markets in India and Abroad - - professional Ethics and code of conduct - current Development.
Unit-II	Financial Services: Meaning and Definition, Role of Financial Services in a financial system. Leasing: Meaning and features. Introduction to equipment leasing: Types of Leases, Evolution of Indian Leasing Industry. Legal Aspects of Leasing: present Legislative Framework. Hire purchase: concept and characteristics of Hire purchase. Difference between hire purchase and leasing.
Unit-III	Factoring: concept, nature and scope of Factoring - Forms of Factoring - Factoring vis-à-vis Bills Discounting - Factoring vis-à-vis credit Insurance Factoring vis-à-vis Forfeiting-Evaluation of a Factor - Evaluation of Factoring - Factoring in India current Developments.
Unit-IV	Securitization / Mortgages: Meaning, nature and scope of securitization, securitization as a Funding Mechanism, securitization of Residential Real Estate - whole Loans - Mortgages - Graduated-payment.
Unit-V	Depository: Meaning, Evolution, Merits and Demerits of Depository. Process of Dematerialization and Dematerialization. Brief description of NSDL and CDSL.
Unit-VI	Security Brokerage: Meaning of Brokerage, types of brokers. Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.

BOOKS:

1. S. Gurusamy, Merchant Banking and Financial Services, TataMcgraw Hill, New Delhi
2. Madhu Vij, Swati Dhawan, Merchant Banking and Financial Services, TataMcgraw Hill, New Delhi



BB606F

International Finance

Course Objective: The objective of this course is to develop an insight and understanding of International Finance.

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Introduction: International Trade, Its Importance, Theories of International Trade- Theory Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/S Protection- Barriers To Foreign Trade, Tariff And Non-Tariff Barriers.
Unit-II	Balance of Payment : Meaning Of BOP, Components Of BOP, Importance Of BOP, Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.
Unit-III	Foreign Exchange Markets: Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants, Understanding SPOT And Forward Rates, Foreign Exchange Quotations, Premium And Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage
Unit-IV	Exchange Rate Determination: Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates, Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control, Objectives Of Exchange Control.
Unit-V	Instruments: ADR, GDR, Euro Currencies, International Commercial Papers.
Unit-VI	International Financial Institutions: Introduction To IMF, Its Importance, Functions and Significance.

Books:

1. V.A.Avadhani, "International Finance", Edition, Himalaya Publication., Mumbai
- 2.P.G.Apte, "International Financial Market", Tata Mc Graw Hill, New Delhi
- 3.A.K.Seth, "International Financial Management", Galgotia Publications, New Delhi



BB605H

Performance Management

Course Objective: The objective of this course is to develop an insight and understanding of Performance Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Performance Appraisal – Conceptual framework, Definition of performance appraisal, Objectives of performance appraisal, Process of performance appraisal, Importance of performance appraisal.
Unit-II	Performance Management System – Concept of performance management, Definition of Performance management, Purposes of performance management, Elements of performance management, Performance Appraisal v/s Performance Management, Designing a Performance Management System.
Unit-III	Behavioural Performance Management- Definition of Learning, Learning Theories, Principles of Learning, Role of Organizational Reward Systems, Behavioural Performance Management and OB Modification.
Unit-IV	Potential Appraisal and HRD- Conceptual framework, Meaning and Definition of Potential Appraisal, Objectives of Potential Appraisal, Potential Appraisal and Performance Appraisal, Concept of HRD, Objectives and challenges of HRD, HRD Mechanisms and HRD outcomes.
Unit-V	Competency Analysis and Competency Mapping- Meaning and definition of Competency, Concept of competency Analysis, Approaches to Competency analysis, Competency Mapping, Need Development and assessment of Competency Models, Competency and Performance, Tools to identify the competencies of the Employees.
Unit- VI	Performance counselling- Introduction to Performance counselling, Concept of Performance Counselling, Principles of Performance Counselling, Performance Counselling skill.

BOOKS

1. T.V. Rao, Performance Management and Appraisal Systems, Sage Publications, New Delhi
2. Rober Bacal, Performance Management, Tata McGraw Hill, New Delhi



BB606H

Leadership Skills and Team Management

Course Objective: The objective of this course is to develop an insight and understanding of Leadership Skills and Team Management

Examination Scheme: Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

Unit-I	Nature and importance of leadership: The meaning of leadership, leadership as a partnership, leadership vs. management, the impact of leadership on organisational performance, leadership roles, the satisfaction and frustration of being a leader, Traits, motives and characteristics of leaders: personality traits of effective leaders, leadership motives- cognitive factors of leadership.
Unit-II	Effective Leadership behavior and attitudes: Task-related attitudes and behavior, relationship oriented attitudes and behaviors, super leadership:-leading others to lead themselves,360 degree feedback for fine-tuning leadership approaches.
Unit-III	Leadership styles: The leadership continuum, classical leadership style, the boss-centered vs. employee-centered leadership continuum, the autocratic participative free rein continuum, the leadership grid style, the entrepreneurial leadership style, gender difference in leadership style, selecting the best leadership style.
Unit-IV	Developing team work: Team leadership vs. solo leadership, advantage and disadvantage of group work and team work, the leaders role in the team based organization, leader behavior and attitude the foster teamwork leadership development , succession and future: development through self awareness and self-discipline, leadership development programmes.
Unit-V	Process of Change : Introduction ,drivers of change in business, alternative strategies of change ,process of change, change models ,phases of panned change , resistance to change overcoming resistance to change Principles of change.
Unit-VI	Change agents : Introduction, role of change agent ,competencies of change agents, cognitive competencies , functional ,inter-personal competencies, problem solving decision skills.

BOOKS:

1. Radha R. Sharma, Change Management, Tata Mcgraw Hill, New Delhi
2. Stephen P. Robbins, Organization behaviour, Pearson Education, New Delhi

